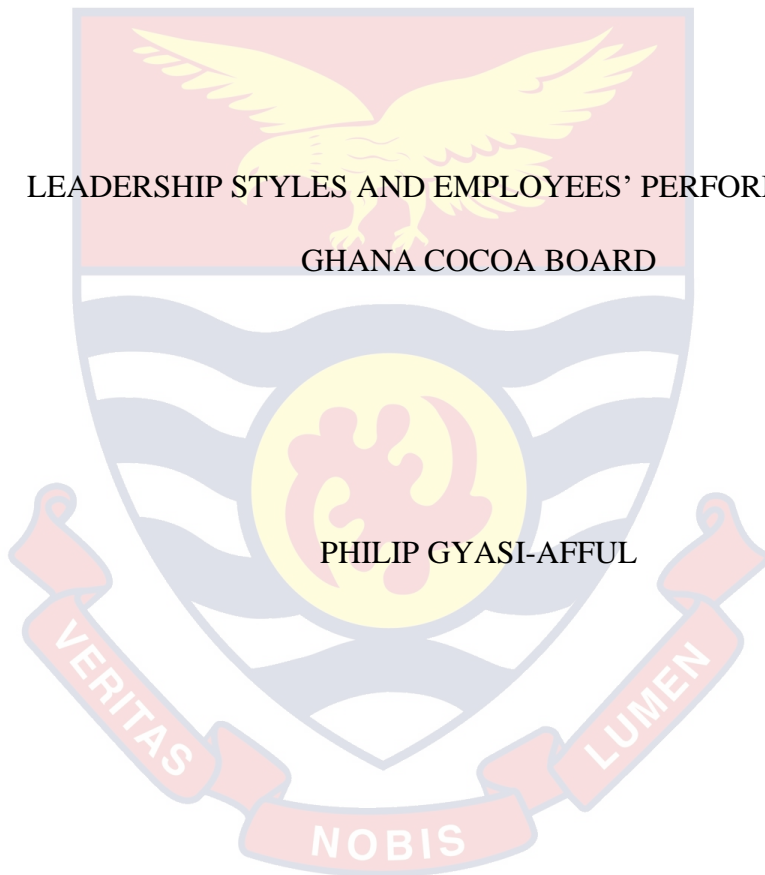


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LEADERSHIP STYLES AND EMPLOYEES' PERFORMANCE AT  
GHANA COCOA BOARD

BY

PHILIP GYASI-AFFUL

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

JUNE 2021

## DECLARATION

### Candidate's Declaration

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

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

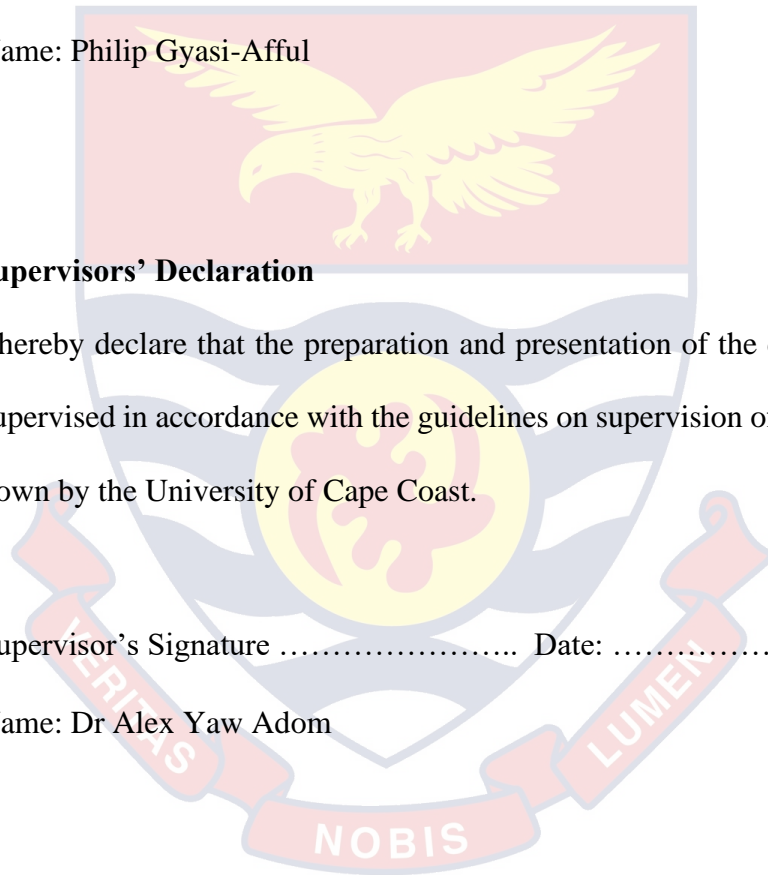
Name: Philip Gyasi-Afful

### Supervisors' Declaration

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

Supervisor's Signature ..... Date: .....

Name: Dr Alex Yaw Adom

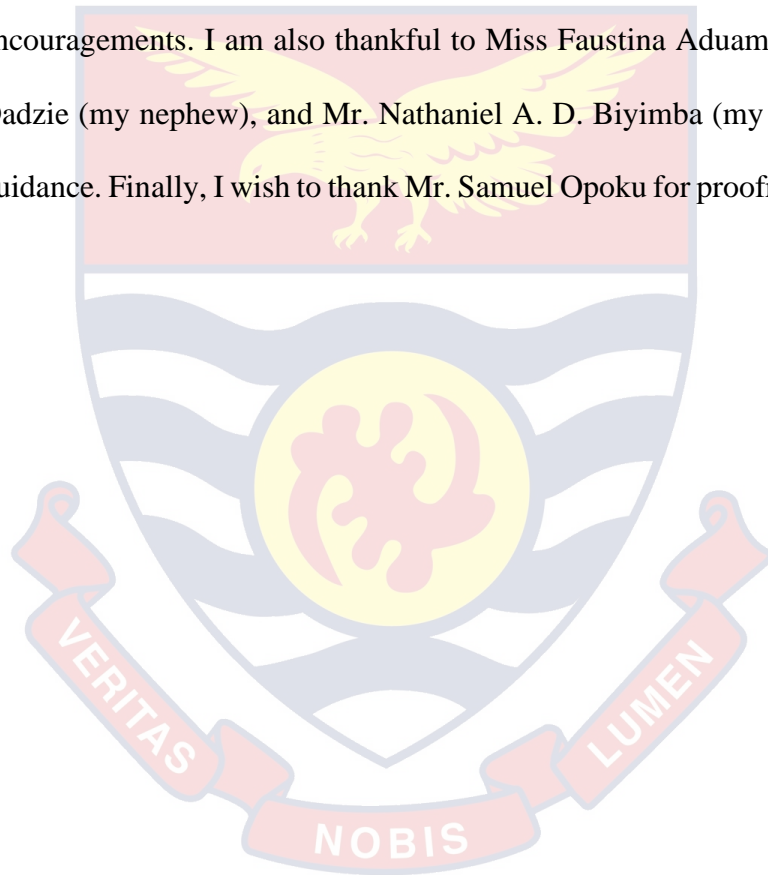


## ABSTRACT

This study assessed leadership styles and employee performance at Quality Control Company Limited of Ghana Cocoa Board. The specific objectives of this study were to: ascertain the relationship between transactional leadership style and employee performance, examine the effect of transformational leadership style on employee performance, and analyse the nexus between laissez-faire leadership style and employee performance. Research approach was quantitative, research design was explanatory, and study design was cross-sectional. All employees of Quality Control Company Ghana Limited in the Western North Region of Ghana, numbering 250 formed the population of this study. A census was used to select all 250 employees to serve as sample size for this study. A semi-structured questionnaire was the instrument used for data collection and it was self-administered. Of the 250 questionnaires distributed, 188 completed questionnaires were utilised, hence, a response rate of 75.20% was attained. IBM SPSS Statistics for windows, version 23 was the software used to analyse the data. Mean, standard deviation, and standard regression tools were employed. This study found a positive significant effect of transactional and transformational leadership styles on employee performance. However, laissez-faire leadership style negatively predicted employee performance. This study concluded that managers and supervisors who exhibit transactional and transformational leadership styles propel their employees to superior performance. It was recommended that the managers and superiors at Ghana Cocoa Board in the Western North Region of Ghana should employ more of transactional and transformational leadership styles at the workplace, because, these styles have the potential of predicting positive job outcomes of employees

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## DEDICATION

To my wife, Comfort Sagoe and all my children



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## LIST OF ACRONYMS

|      |  |
|------|--|
| MBEP | Passive Management-By-Exception Leadership |
| QCC  | Quality Control Company                    |
| SPSS | Statistical Package for Social Sciences    |



## CHAPTER ONE

### INTRODUCTION

#### Background to the Study

In the current competitive world, the role of leaders in motivating staff to reduce turnover, without compromising on goals of the institution, has received much attention from both academia and industry (Bird, 1940; Flynn, 2009; Loganathan, 2013; Mann, 1959 Naidu & Van Der Walt, 2005; Uhl-Bien, Marion & McKelvey, 2007). Although no universally accepted definition exists for leadership style due to its tricky, daunting and enticing nature (Florence, 2012; Kythreotis, Pashiardis & Kyriakides, 2010), it broadly signifies the process in which one influences the behaviour of others through personality and intellect (Flynn, 2009; Naidu & Van Der Walt, 2005). Jaques and Clement (1991) also define leadership as ‘the process in which an individual sets direction for other people, and carries them along in that direction with competence and productivity’.

In most organizations an effective leader is identified by the way he trains and empowers others. A leader is also identified by his ability to delegate through non-partial means but not to abdicate. Some common leadership styles known to exist in academia include autocratic, democratic, transformational, transactional, laissez-Faire and paternalistic leadership. Whereas those in other professional fields also show leadership styles such as employee-centred, charismatic, strategic, visionary, job-centred or production-centred leadership style, among others.

Literature on leadership styles identifies transformational, transactional and laissez-faire as the three most common (Bello, Baba Ibi & Bukar, 2016; Nyagaka & Odongo, 2013) at educational institutions that are affect staff motivation and turnover intensions (Hamidifar, 2009; Mester, Visser & Roodt, 2003; Muli, 2005).

Most importantly, effective leaders are to take their staff as their most prized asset, and proactively devise suitable motivational packages to help minimize staff turnover intentions that may ultimately affect corporate performance overtime (Aktar, Sachu & Ali, 2012; Alfandi & Alkawsaneh, 2014; Armstrong, 2010; Wasiu & Adebajo, 2014). As such, leadership style is the way a leader manages an organisation (Jiang, 2014). At the individual level, the adoption of an appropriate leadership style can make employees satisfied (Chang, 2017), motivated (Marhoobi & Attan, 2017), disciplined (Razak, Sarpan & Ramlan, 2018), and, subsequently, improve their performance.

The full range leadership style assumes that every leader will demonstrate dimensions of each style of leadership to some extent, but depending on the frequency of specific leadership behaviours most often displayed. These specific leadership behaviours displayed will determine whether the leader has a transformational, transactional or laissez-faire style of leading (Bass & Riggio, 2006). Transformational leadership is a style of leadership where a leader transforms subordinates to change their value and what they believe. In transactional leadership, a leader will encourage employees to work in conformity to the standard that has been decided with given reward, such as motivation and productivity to gain specific goals effectively. Laissez-Faire leadership style is a style whereby leaders give more freedom to their subordinates for decision making (Ali, 2019).

Due to the relevance of leadership and leadership style to organisations, it has gained the attention of researchers across the world. It is one of the most studied fields in the social sciences and carries weight in every walk of life related to business, politics, education and religion etcetera (Oliver, 2012). Chang (2017) finds that leadership style is significantly and positively correlated to job satisfaction and

job performance among employees who work for the top-20 companies in Indonesia. Therefore, improving the job performance of employees is not only beneficial for the organisation, but also for employees themselves, as it can lead them to better career development (Siahaan, Gultom & Lumbanraja, 2016).

In the same way, employees at the Quality Control Company (QCC) Limited of the Ghana Cocoa Board would increase their performance towards the company if their leader leads in a manner that make employees satisfied and motivated at the workplace. QCC Limited is responsible for high Ghana Cocoa Premium standards and maintaining the quality of other exportable crops, such as coffee and shea nut. Against this background, the present study seeks to assess leadership styles and employee performance at the QCC Limited of the Ghana Cocoa Board.

### **Statement of the Problem**

Available evidence suggests that QCC Limited of Ghana Cocoa Board are confronted with countless challenges which hampers the day-to-day operations of the organisation, notable among them are inadequate warehouse, inadequate quality control officers (Kumi, 2016), and transportation problems (Asante, 2014). Arguably, these challenges confronting QCC Limited can be partly attributed to ineffective leadership (Ali, 2019). The reason being that the adoption of an inappropriate or ineffective leadership style may lead to the diversion of funds to areas where they are less needed, thereby leaving more pressing issues unattended to.

Furthermore, the application of an unsuitable leadership style can discourage or demotivate workers and, consequently, affect their inputs towards organisational goals (Siahaan et al., 2016). In other words, the existence of a bad leadership style may decrease employee satisfaction and employee performance, which will,

consequently, lead to a decline in the organisation's total performance (Razak et al., 2018). Unsatisfied employees become emotionally detached from their organisations, thereby stifling their employee performance and organisation's growth (Nasuridin, Ahmad & Razalli, 2014). Nawose Ing'ollan and Roussel (2017) are of the view that, despite a hypothesised leadership-performance relationship suggested by some researchers, current findings are inconclusive and difficult to interpret making direct comparisons virtually impossible. Mohammed et al. (2014) state that, in Africa, although progress has been made in understanding leadership traits, much is not known about how a leadership style can be applied effectively to enhance employee performance, thus gaps and unanswered questions remain.

Additionally, while some researches have focused on the nexus between leadership styles and employees' performance, little literature exist in Ghana, thereby leaving a contextual gap. Moreover, while several industries are represented in the growing body of evidence, such as telecommunication (Thompson & Webber, 2016), energy (Malcalm & Tamatey, 2017), healthcare (Mawoli & Haruna (2013), hospitality (Quintana, Park & Cabrera, 2015), education (Ajibade, Ajayi & Shobowale, 2017), insurance (Wachaga, 2017), and construction (Nidadhavolu, 2018); few literature focus on the cocoa sector. As a consequence, this study seeks to assess leadership styles and employee performance at QCC Limited of Ghana Cocoa Board.

### **Purpose of the Study**

The purpose of the study is to examine the influence of leadership styles on employee performance at QCC Limited of Ghana Cocoa Board.



## Research Objectives

The following research objectives are considered:

- 1) To ascertain the relationship between transactional leadership style and employee performance at QCC Limited;
- 2) To examine the effect of transformational leadership style on employee performance at QCC Limited; and
- 3) To analyse the nexus between laissez-faire leadership style and employee performance at QCC Limited.

## Hypotheses

The following hypotheses are considered to give the study direction:

H<sub>0</sub>: There is no significant relationship between transactional leadership style and employee performance.

H<sub>A</sub>: There is a significant relationship between transactional leadership style and employee performance.

H<sub>0</sub>: There is no significant relationship between transformational leadership style and employee performance.

H<sub>A</sub>: There is a significant relationship between transformational leadership style and employee performance.

H<sub>0</sub>: There is no significant relationship between laissez-faire leadership style and employee performance.

H<sub>A</sub>: There is a significant relationship between laissez-faire leadership style and employee performance.



### **Significance of the Study**

This study is relevant for several reasons. Studying leadership style and employee performance at QCC Limited is crucial because it presents the type of leadership style(s) are exhibited at QCC Limited, the relationship that exist between transformational leadership style and employee performance at QCC Limited, the relationship that exist between transactional leadership style and employee performance at QCC Limited, and the relationship that exist between laissez-faire leadership style and employee performance at QCC Limited. Therefore, the result of this research project provides relevant information to Ghana Cocoa Board, regarding the most appropriate leadership style that would propel employees to superior performance. Furthermore, the study provides additional information for interested researchers, prospective entrepreneurs, and business consulting firms.

### **Organisation of the Study**

This study is organised into five main chapters. Chapter One presents the background of the study, statement of the problem, purpose of the study, research objectives, research questions, significance of the study, and organisation of the study. Chapter Two reviews various literatures relevant to this research project. Chapter Three describes the research methods adopted for the study, encompassing the research approach, research design, study organisation, population, sampling procedure and sample size, data collection instrument, ethical considerations, data collection procedures, and data processing and analysis. Chapter Four covers the results and discussion, and Chapter Five finalises the research project with the summary, conclusions and recommendations.

## CHAPTER TWO

### LITERATURE REVIEW

#### Introduction

This chapter covers the literature review of this study. Literature review is an activity in which the knowledge base is consulted to inform another study. This study's literature review is organised under three broad headings, namely theoretical review, conceptual review, empirical review, and conceptual framework. The chapter ends with a chapter summary.

#### Theoretical Review

This section covers the theoretical review of this study. Four leadership theories are used as the theoretical foundations for this study. They are: Trait approach, Behavioural approach, and Contingency approach, each of which will be discussed in more detail.

#### Trait theory

Most literature refers to the trait theory as the earliest approach to studying leadership. The trait school of thinking assumes that leaders are born and not made. According to Bass (1981), there are certain physical, social and personal characteristics that are inherent in certain individuals, which, ultimately, make the difference between leaders and non-leaders. According to Yukl (2002), the term trait refers to a variety of individual attributes, including aspects of personality, temperament, needs, motives, and values. Examples could include self-confidence, extroversion, emotional maturity and high energy levels. Yukl (2002) believed that certain people are born with social traits which make them great leaders and the theory further explains which traits actually made certain people great leaders, albeit on the business, social, political or military front.

Researchers were, as a result, tasked with identifying a universal set of traits inherent of all leaders in order to set them apart from non-leaders (Bass, 1990). In line with this assertion, Stogdill (1974) investigated the role of traits in leadership behaviour. The aim of Stogdill's approach was to provide evidence that certain characteristics intrinsic in individuals resulted in effective leadership. The researcher, however, could not provide a consistent set of traits that differentiated leaders from non-leaders and this approach was, therefore, heavily criticized as there were no consistent set of traits to differentiate between the two. Several researchers questioned the basic premise of a "unique set of traits" that defined leadership and, subsequently, shifted their attention to study the behaviour of leaders within the context of work, instead of focusing on leadership traits (Mester, Visser, Roodt & Kellerman, 2003), leading to the behavioural theory.

The early theorists opined that born leaders were endowed with certain physical traits and personality characteristics which distinguished them from non-leaders. Trait theories ignored the assumptions about whether leadership traits were genetic or acquired. Jenkins identified two traits; emergent traits (those which are heavily dependent upon heredity) as height, intelligence, attractiveness, and self-confidence and effectiveness traits (based on experience or learning), including charisma, as fundamental component of leadership (Ekvall & Arvonen, 1991).

Max Weber termed charisma as "the greatest revolutionary force, capable of producing a completely new orientation through followers and complete personal devotion to leaders they perceived as endowed with almost magical supernatural, superhuman qualities and powers". This initial focus on intellectual, physical and personality traits that distinguished non-leaders from leaders portended a research

that maintained that only minor variances exist between followers and leaders (Burns, 2003).

### **Behavioural theory**

Moving from the trait approach, the next fundamental change in leadership dealt with examining the type of behaviour leaders demonstrated in an endeavour to assess effective leadership. This approach emphasized behaviour of the leader in an attempt to determine what successful leaders do, and not how they physically look to others or the personality traits that they might have (Greenberg, 1999). The principle of the behavioural approach is that behaviour can be learnt more readily than traits and the possibility exist that most people can become effective leaders if they emulate the behaviour of successful leaders (Greenberg, 1999; Northouse, 2004).

Researchers studying the behavioural approach determined that leadership essentially consisted of two kinds of behaviours namely, taskorientated behaviours and relationship-orientated behaviours (Northouse, 2004). Task-orientated leaders clarify what results are expected for a task and will set specific goals and standards for performance which must be met. These leaders have a very direct approach; they coordinate work activities and closely monitor the performance of their followers. Relationship-orientated leaders focus more on relationship building. They provide support and encouragement to employees when performing difficult tasks and will often use methods, such as coaching and mentoring, when appropriate, in order to direct and develop their followers (Northouse, 2004).

### **Contingency theory**

The next elementary move in leadership considered what was named the contingency approach, which explained the match of leaders to appropriate

situations. The contingency approach represented a shift in leadership research by looking at the leader in conjunction with the situation in which the leader worked (Fiedler, 1978). This theory, therefore, hypothesized that situational factors were key in determining the level of success or failure regarding leadership behaviour. In other words, this theory suggested that in order to appreciate the performance of leaders, it was essential to understand the situation in which they led (Fiedler, 1978).

The theories of contingency recommend that no leadership style is precise as a stand-alone as the leadership style used is reliant upon the factors such as the quality, situation of the followers or a number of other variables. “According to this theory, there is no single right way to lead because the internal and external dimensions of the environment require the leader to adapt to that particular situation”. In most cases, leaders do not change only the dynamics and environment, employees within the organization change. In a common sense, the theories of contingency are a category of behavioral theory that challenges that there is no one finest way of leading/organizing and that the style of leadership that is operative in some circumstances may not be effective in others (Greenleaf, 1977).

Contingency theorists assumed that the leader was the focus of leader-subordinate relationship; situational theorists opined that the subordinates played a pivotal role in defining the relationship. The theory of situational leadership proposes that style of leadership should be accorded with the maturity of the subordinates (Bass, 1997). “The situational leadership model, first introduced in 1969, theorized that there was no unsurpassed way to lead and those leaders, to be effective, must be able to adapt to the situation and transform their leadership style between task-oriented and relationship-oriented”.

## Conceptual Review

This section covers the conceptual review of this study, which explains the concepts and variables that emanates from the research objectives, namely the concept of leadership, transactional leadership style, transformational leadership style, laissez-faire leadership style, and the concept of employee performance.

### Concept of leadership

Leadership emanated right from the inception of creation when man was formed. Leadership may be described as the power given to an individual to delegate, plan, organize, coordinate and supervise other persons or activities to ensure collective and a coherent means of attaining common goals. In every society, whether in a school, church, parliament, hospital, mosques, district, community or family, has a head who leads and steers the affairs of that particular society. The roles played by leaders in organizations today span from setting group goals to controlling interpersonal conflicts within the group to enhance group unity. Leaders may be either nominated, appointed or elected based on their cherished values and beliefs, inherent skills, interpersonal relationship, physical stature, cognitive ability or expertise. However, appointing a leader within an organization based on the grounds of his religiosity, race, gender, ethnic background and culture is termed as biased within a professional field.

Leadership is a concept that originally developed in folk psychology to explain social influence on groups (Calder, 1977). Many people believe that leadership is simply being the first, biggest or most powerful. Leadership in organizations has different and more meaningful definitions. Leadership is the process by which a person exerts influence over people and inspires, motivates, and directs their activities to help achieve groups or organizational goals (Jones and George, 2004).



Therefore, leadership is the ability to influence a group towards the achievement of goals. A leader is the one who knows the way, goes the way and shows the way (Maxwell, 2012). Other scholars have defined leadership as a case of interpersonal influence that gets individuals, or groups of people to do what the leader wants to be done (Schermerhorn et al; 2000). Very simply put, a leader is interpreted as someone who sets direction in an effort and influences people to follow that direction.

Leadership is a process of interaction between leaders and followers where the leader attempts to influence followers to achieve a common goal (Northouse, 2018). The source of this influence may be formal as a result of one possessing a managerial rank in an organization or informal such as non-sanctioned leadership, which is the ability to influence that arises outside the formal structure of the organization. The informal structure of leadership is as important if leadership is the result of the interaction among leaders, the followers and the leadership situation (Yukl, 2005). The leadership process contains all these elements.

The traditional perspectives of leadership perceive the concept of leadership as inducing compliance, respect and cooperation. In other words, the leader exercises power over the followers to obtain their cooperation (Anderson et, al., 1998). In addition to that, the old leadership perspectives are based on leader's role as formulating goals, and ensuring their efficient accomplishment. Mcswain (2011), also defines leadership as a capacity, which implies, the capacity leaders to listen and observe, and to use their expertise as a starting point to encourage dialogue between all levels of decision-making, to establish processes and transparency in decision making, and articulate their own values and visions clearly but not to impose them.

Furthermore, Schermerhorn, Hunt and Osborn (2000) define leadership as a case of interpersonal influence that get individuals, or groups of people to do what the leader wants to be done. This implies that the leader's focus is on what he/she wants from other people. Therefore, followers' input is not encouraged with regard to what it is to be done, however, leadership does not take place in isolation, rather, it is a continuous process of interaction between two or more people where the leader shares power with followers.

The concept of leadership has revolved over the years with changes and recommendations based on trending situations. The old concept of leadership was based on downward exercise of power and authority while the new seeks to develop respect and concern for followers because they are powerful source of knowledge, creativity and energy for improving the organization (Schermerhorn, Hunt and Osborn, 2000).

### **Types of Leadership styles**

Different leadership styles adopted by leaders influence the effectiveness, organizational culture, organizational commitment, job satisfaction, productivity and innovation of the organization in several ways. The leadership styles exhibited by organizational leaders can be traced from family background or environmental experiences. The study examines transformational leadership style, transactional, democratic, autocratic and Laissez-faire leadership styles as the major styles of leadership often adopted by leaders in organizations.

#### **A. Transformational leadership style**

A leader who exhibits the transformational style of leadership channels most of his energy towards groups vision, implementing strategic priorities, attaining



long-term goals, upgrading organizational business processes and enhancing the competencies of followers to meet the changing needs of society.

Burns (1978) was the first scholar to coin the word transforming leadership. He defined transformational leadership as a relationship of mutual stimulation and elevation that converts followers into leaders and may convert leaders into moral agents. He affirmed that transformational leadership engages both followers and leaders in a relationship, such that, both aim at elevating the levels of motivation and morality of each other. In summary (Burns, 1978), a transforming leader was described as one who shapes, modifies, and elevates the goals and values of his followers geared towards the attainment of significant change.

Transformational leadership style encourages followers to achieve higher-order needs like self-esteem and self-actualization (Bass, 1985) and are resulted oriented towards enhancing follower's motivation through the lens of self-sacrifice and attainment of group goals rather than personal needs. These are visionary leaders who often exercise heightened concerns and cognizance of follower's needs to produce a sense of shared risk-taking ventures (Jung et al., 2008).

Transformational leaders prioritise their relationship with followers very highly and contribute immensely in meeting their personal needs and desires through coaching, counselling, training and development (Teshome, 2011). Cummings et al. (2010) observed and asserted that "leaders who practiced relational and transformational styles had better quality outcomes than those who demonstrated autocracy".

Transformational leaders feel trusted, admired and respected by their followers which motivates them to do more than what was originally expected of them (Katz & Kahn, 1978). The transformational leader motivates followers by

making them more aware of the importance of task outcomes, inducing them to transcend their own self-interest for the sake of the organization or team and activating their higher-order needs. He encourages followers to think critically and seek new ways to approach their jobs, resulting in intellectual stimulation (Bass et al., 1999). As a result, there is an increase in their level of performance, satisfaction, and commitment to the goals of their organization through their selfless efforts (Podsakoff et al, 1996). A transformational leader who continually behaves and talks optimistically about the future by articulating a compelling vision for the future and providing an exciting image of organizational change (Bass and Avolio, 1994) motivates and challenges followers to work often arouses individual and team spirit among followers. The leader encourages followers to envision attractive future states, for the organization and themselves (Bass et al, 1997).

Bass (1990), proposed four behaviours or components of transformational leadership which includes charisma, inspirational motivation, intellectual stimulation, and individual consideration. Charisma, or idealized influence or attributes, is characterized by vision and a sense of mission. Charismatic leaders instil pride in and among the group to gain their respect and trust (Humphreys & Einstein, 2003). Charismatic behaviour also induces followers to go beyond self-interest for the good of the group, providing reassurance that obstacles will be overcome, and promoting confidence in the achievement of overall group goals (Conger and Kanungo, 1998). Followers place an inordinate amount of confidence and trust in charismatic leaders because of their approach to group work (Howell and Avolio, 1992).

Inspirational motivation is usually a companion of charisma and is concerned with a leader setting higher standards, thus becoming a sign of reference.

Bass (1985), points out that followers look up to their inspirational leader as one providing emotional appeal to increase awareness and understanding of mutually desirable goals. This is characterized by the communication of high expectations, using symbols to focus efforts, and expressing important purpose in simple ways (Bass, 1985).

Intellectual stimulation provides followers with challenging new ideas and encourages them to break away from the old ways of thinking (Bass, 1985). The leader is characterized as one promoting intelligence, rationality, logical thinking, and careful problem solving. The attributes include seeking differing perspectives when solving problems, suggesting new ways of examining how to complete assignments and encouraging re-thinking of ideas that have not been questioned in the past (Bass and Avolio, 1994). The leader encourages the followers to be innovative and creative by questioning assumptions, reframing problems, and approaching old situations in new diverse ways.

Finally, the fourth dimension of transformational leadership is “individual consideration” which is concerned with developing followers by coaching and mentoring (Bass, 1985; Bass & Avolio, 1990). The leader pays close attention to the inter-individual differences among the followers and acts as mentor to the follower. He teaches and helps others develop their strengths, and listens attentively to others’ concerns (Bass and Avolio, 1994). Followers are treated individually to raise their levels of maturity and to enhance effective ways of addressing their goals and challenges (Bass, 1985).

## **B. Transactional Leadership Style**

The Transactional leadership style is often defined as a contingent-reward leadership where both followers and leaders agree to terms of a reward system where

followers are rewarded upon accomplishing individual tasks and group objectives (Bass and Avolio, 1994). The reward in this context is viewed as a form of gratitude or incentive to increase performance. The reward could be a promotion, bonuses or an increase in salary.

Transactional leadership style is categorized by three key components (Bass and Avolio, 1994) namely; contingent reward, management by exception (active) and management by exception (passive). They defined contingent reward as the exchange of reward towards the attainment of goals and results. Leaders enhance individual talents through the provision of emotional appeals which meets the wants and desires of their followers. This exchange is often undertaken effectively without biases to get a task completed (Bass and Avolio, 2004).

The management by exception (active) was viewed by Bass and Avolio (2004) as a transactional leadership style where leaders undoubtedly trust their followers will carry out a project successfully and bring it to excellent and satisfactory completion. This type of leadership style though beneficial to the organization, does not motivate followers to work beyond expectations. The management by exception (active) fits perfectly in jobs that are static or redundant with little or no risks. The boring nature of such jobs do not boost confidence in followers and does not seek to promote organizational change (Bass and Avolio, 2004).

Bass and Avolio (2004) defined management by exception (passive) as a transactional leadership style where leaders fail to establish goals and objectives, avoid controlling and evaluating followers over a set of standards; avoid specifying agreements but sets in immediately when things go wrong and takes proactive steps to get issues resolved.

According to Boehnke et al, (2003), transactional leadership involves an exchange process that results in follower compliance with leader request but not likely to generate enthusiasm and commitment to task objective. The leader focuses on having internal actors perform the tasks required for the organization to reach its desired goals (Boehnke et al, 2003). The objective of the transactional leader is to ensure that the path to goal attainment is clearly understood by the internal actors, to remove potential barrier within the system, and to motivate the actors to achieve the predetermined goals (House and Aditya, 1997).

Transactional leaders display both constructive and corrective behaviours. Constructive behaviour entails contingent reward, and corrective dimension imbibes management by exception. Contingent reward involves the clarification of the work required to obtain rewards and the use of incentives and contingent reward to exert influence. It considers follower expectations and offers recognition when goals are achieved. The clarification of goals and objectives and providing of recognition once goals are achieved should result in individuals and groups achieving expected levels of performance (Bass, 1985). Active management by exception refers to the leader setting the standards for compliance as well as for what constitutes ineffective performance, and may include punishing followers for non-compliance with those standards. This style of leadership implies close monitoring for deviances, mistakes, and errors and then taking corrective action as quickly as possible as and when they occur.

### **C. Democratic Leadership Style**

Although a Democratic leader will make the final decision, he/she invites other members of the team to contribute the decision-making process. This not only increases job satisfaction by involving employees or team members in what's going

on, but it also helps to develop people's skills. Employees and team members feel in control of their own destiny, such as the promotion they deserve and so are motivated to work hard by more than just a financial reward. As participation takes time, this approach can lead to things happening more slowly but often the end result is better. The approach can be most suitable where team work is essential and quality is more important than speed to market productivity (Bass, 1990). The alternative styles of democratic leadership are group or educational leadership, participative leadership, servant leadership, non-constitutive leadership, transformation leadership, super-leadership, and values leadership (Gastil, 1994).

Describing path-goal theory; a framework for how leaders motivate subordinates to accomplish designated goals; Northouse (1997) defined directive, supportive, participative, and achievement-oriented leadership as democratic leadership. Bass (1990) reviewed permissive leadership, Likert's systems III and IV, open leadership, maintenance leadership, and supportive leadership as the cluster of democratic leadership.

Anderson (1959) defined the democratic leader as one who shares decision making with the other members. He asserted that democratic leadership is associated with higher morale in most situations. He denied that democratic leadership is associated with low productivity and high morale and that authoritarian leadership is associated with high productivity and low morale. Hackman and Johnson (1996) supported Anderson's explanation of the relationship between democratic leadership and productivity. Democratic leadership is associated with increased follower productivity, satisfaction, involvement, and commitment (Hackman & Johnson, 1996). Member satisfaction and nominations for leadership are greater under democratic leadership (Bass, 1990; Stogdill, 1974). As noted earlier,



participation is a core characteristic of democratic leadership; and the ideal of democratic leadership is friendly, helpful, and encouraging participation (Luthar, 1996). On the other hand, Kuczarski and Kuczarski(1995) cited the characteristics of a democratic leader as knowledgeable, influential, stimulating, a winner of cooperation, a provider of logical consequences, encouraging, permitting of self-determination, guiding, a good listener and respecting, and situation-centered. Gastil (1994) defined the characteristics of democratic leadership as distributing responsibility among the membership, empowering group members, and aiding the group's decision-making process. Democratic leaders also reward employees for commitment and prefer not to penalize mistakes but work on problems instead.

#### **D. Autocratic Leadership Style**

Authoritarian leaders, also known as autocratic leaders, provide clear expectations for what needs to be done, when it should be done, and how it should be done. There is also a clear division between the leader and the followers. Authoritarian leaders make decisions independently with little or no input from the rest of the group (Sauer 2011). Researchers found that decision-making was less creative under authoritarian leadership. Lewin (1998) also found that it is more difficult to move from an authoritarian style to a democratic style than vice versa. Abuse of this style is usually viewed as controlling, bossy, and dictatorial. Authoritarian leadership is best applied to situations where there is little time for group decision-making or where the leader is the most knowledgeable member of the group (Bass, 1990; Stogdill, 1974). Lewin's study found that participative leadership, also known as democratic leadership, is generally the most effective leadership style.

In Lewin's study, children in this group were less productive than the members of the authoritarian group, but their contributions were of a much higher quality. Participative leaders encourage group members to participate, but retain the final say over the decision-making process. Group members feel engaged in the process and are more motivated and creative (Lewin, 1998).

The autocratic leadership style does not instill learning mentality which is crucial to stimulate proactive attitudes among employees (Sauer 2011). A lack of consultation with subordinates may cause that opportunities are missed and risks are underestimated. Nonetheless, the autocratic leadership should not be showed in bad light only. Autocratic leaders give their subordinates clear and short instructions on what to do and how to do it. This helps to perform tasks effectively, solve identified problems, and meet targets or deadlines, in particular when time is a critical factor (Cunningham, Salomone, Wielgus 2015). The autocratic leadership style does not instill learning mentality which is crucial to stimulate proactive attitudes among employees (Sauer 2011).

#### **E. Laissez-faire Leadership Style**

Laissez-faire was defined as a genuine leadership style where the leader critically observes followers work effectively to accomplish a task on their own without any interaction (Muller, 2006). The leader delegates all power and authority to followers to allow for freedom and maximum participation without interferences, however, he is readily available to offer help and assistance when the needed. There is no person of authority within the group and also no setting of goals and objectives by the leader of the group. This style of leadership (Dudrin, 1998) best fits in circumstances where the follower is effective, well-motivated and experienced with a track record of optimizing output and achieving excellence over



some period of time. Research indicates that laissez-faire leaders are not attentive to the details or requirements of a task and less attentive to the overall completion of project (Anderson and Mc Coll, 2005). The leaders continue expression of lack of interest in a task demotivates followers and hinders their self-esteem.

### **Concept of Employee Performance**

The main goal of any organisation is to enhance the job performance of its employees so that it could survive in this highly competitive environment. In the view of Patanayak (2005), performance of an employee refers to his/her resultant behaviour on the task which can be observed and evaluated. Prasetya and Kato (2011) defined employee performance as the attained outcomes of actions with skills of employees who are competent in delivery of the organisational goals and objectives. In Tandoh's (2011) words, performance of an employee is what leads to the survival and success of the organisation. According to Motowidlo and Kell (2012), employee performance can be defined as the total expected value that an individual brings to the organisation of the discrete behavioural episodes which carries out over a standard period of time.

In the opinion of Al Mehrzi and Singh (2016), employee performance is the result or level of success of a person, as a whole, during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or predetermined criteria that have been mutually agreed upon. From Yang, Lee and Cheng's (2016) perspective, employee performance is basically what employees do or do not do. According to Shmailan (2016), employee performance is an action of what employees do in carrying out the work done by a company. The author adds that performance is not an independent function, but always relates to employee job

satisfaction and the level of reward given, and influenced by individual skills, abilities, and traits.

Employee performance is defined by Razak, Sarpan and Ramlan (2018) as the quality and quantity achieved by an employee in carrying out his function in accordance with the responsibilities given to him. According to Torlak and Kuzek (2019), employee performance is defined as how efficiently the employee accomplishes his or her duties. Anyango (2015) empirically investigated employee performance among staff of Bank of Africa in Kenya and discovered that employees performed above average.

### **Empirical Review**

This section presents the empirical review of this study. The empirical review documents the results of closely related studies, as well as identifying the similarities, contradictions and gaps in such studies. It is structured based on the research objective of the study under three headings, namely transactional leadership and employee performance, transformational leadership and employee performance, and laissez-faire leadership and employee performance, as evident below.

### **Transactional leadership style and employee performance**

Chawdhury (2014) investigated the impact of transactional leadership styles on motivation and commitment, as a predictor of group or organisational performance. The study followed the positivist paradigm which provided an objective reality against which claims were compared and truth was ascertained. The quantitative research approach was employed, with the help of a structured questionnaire. 326 completed questionnaires were used for data processing and analysis. IBM SPSS Statistics Software was used to analyse the data. The author discovered that transactional leadership positively impacted the level of employee

commitment. Yet, Chawdhury's (2014) study neglected to consider the effect of transactional leadership on employee performance. In addition, the author's study was conducted in Indian: a non Ghanaian context.

Anyango (2015) assessed the effect of transactional leadership on employee performance among employees at Bank of Africa in Kenya. A cross sectional descriptive survey research strategy was adopted, in which 80 usable structured questionnaires were collected from 300 questionnaires distributed.

Results from Pearson's correlation and regression analysis showed that transactional leadership style strongly and positively correlated with both measures of employee performance and overall performance. However, Anyango's (2015) research was written in the Kenyan context, disregarding the Ghanaian context. Furthermore, Anyango paid attention to banking sector employees, disregarding employees in the cocoa sector.

Odunlami, Awosusi and Awolusi (2017) investigated the influence of transactional leadership on employee performance in selected private universities in Ogun State in Nigeria. Research design was descriptive, in which multi-stage sampling technique was employed. 435 respondents participated in the study. Pearson's correlation coefficient was used to analyse the data. Contrary to the study by Anyango (2015) in Kenya, the authors found that transactional leadership style had no significant influence on employee performance. In spite of the contributions made by the researchers, their study disregarded employees in the cocoa sector. In addition, their research was conducted in Nigeria: a non-Ghanaian context.

Malcalm and Tamatey (2017) examined the effect of transactional leadership on employee performance in the public sector of Ghana. The study employed the mixed method approach. The population of the study was 921 staff of the Ghana

Atomic Energy Commission. Simple random sampling was used to select samples for the study. A questionnaire and an interview guide were used as the data collection instrument. IBM SPSS Statistics was used to analyse the data. Contrary to the study by Anyango (2015) in Kenya, but consistent to Odunlami et al.s (2017) research finding, their regression results showed that transactional leadership did not have any effect on employee performance. Yet, Malcalm and Tamatey's research was limited to employees of Ghana Atomic Energy Commission of Ghana, disregarding those in the cocoa sector.

Mwombeki (2017) conducted a study in University of Dar es Salaam Computing Centre in Tanzania, in which the author employed the quantitative research approach, descriptive research design, cross-sectional research design, and simple random sample technique. A validated questionnaire was used to collect data. Data collected were analysed using IBM SPSS Statistics.

Pearson correlation coefficient was used to analyse the data. Like Anyango's (2015) research finding, results showed that transactional leadership style positively influenced employees to execute defined duties. In spite of Mwombeki's contribution to the body of knowledge, the author's research was limited to employees working in a computing centre in Tanzania, ignoring those in the cocoa sector. Additionally, Mwombeki's study was conducted in Tanzania: a non-Ghanaian context.

Agbozo (2018) assessed the effect of transactional leadership on employees' work engagement among employees of some selected indigenous banks in Ghana. The study employed the cross-sectional design and the quantitative method approach, where data was gathered with the use of standardised survey questionnaires. Structural equation modeling was used in analysing the survey data

from 430 usable responses. The study found that transactional leadership did not have any significant impact on employee's work engagement. Agbozo's (2018) study can be likened to the research by Malcolm and Tamatey (2017), because, both studies were written in the Ghanaian context. However, Agbozo's (2018) study neglected to consider the effect of transactional leadership on employee performance. In addition, the author concentrated on banking sector employees, overlooking employees in the cocoa sector.

Mohammed, Datche and Kisingu (2018) assessed the effect of transactional leadership style on employee performance in the Somali National Civil Service Commission. Research design was descriptive, research instrument was a structured questionnaire, and IBM SPSS Statistic Software was used to analyse the data obtained from 44 respondents. Similar to the study by Anyango (2015) in Kenya and Mwombeki (2017) in Tanzania, the results showed that transactional leadership style had a positive effect on employee performance. Nonetheless, their study was limited to employees the civil service, ignoring those working in the cocoa sector. Furthermore, their study was conducted in Kenya: a non-Ghanaian context.

Ali (2019) investigated the impact of transactional leadership on organisational performance, using evidence from a public sector university in Pakistan, namely Bacha Khan University Charsadda. The target population of the study were faculty members of the university. Data were collected from 110 teachers including lecturers, assistant professors, associate professors and professors. A sample size of 110 respondents was selected from the population of 140 faculty members. The study used primary data which was collected through questionnaires as research instrument. Correlation and regression analysis applied through SPSS version 19 revealed a significant positive relationship between transactional

leadership style and organisational performance. This result looked consistent to the study by Anyango (2015) in Kenya, wherein the author found that transactional leadership style strongly correlated with overall performance. Despite the author's contribution to the body of knowledge, the author paid little attention to employees in the cocoa sector. Furthermore, the author overlooked the effect of transactional leadership on employee performance. Besides, Ali's study was written in Pakistan: a non-Ghanaian context.

Abasilim, Gberville and Osibanjo (2019) analysed the relationship between transactional leadership and employees' commitment in Lagos State Civil Service Commission of Nigeria. The survey data were collected from the employees of the organisation, and the IBM SPSS Statistics version 22.0 was used for the statistical analysis. The results showed an insignificant small negative relationship between transactional leadership style and employees' commitment. This result disputed the earlier study by Chawdhury (2014) in India, in which the researcher revealed that transactional leadership style positively and significantly impacted the level of employee commitment.

Abasilim et al.'s study looked similar to the study by Odunlami et al. (2017), because, both studies were conducted in Nigeria. Moreover, Abasilim et al.'s research can be compared to the study by Mohamed et al. (2018) in Kenya, in that both studies concentrated on civil servants. Nevertheless, Abasilim et al.'s research neglected to consider the effect of transactional leadership on employee performance. Moreover, their study was written in Nigeria: a non-Ghanaian context. To add, their research was limited to employees in the civil service, disregarding those in the cocoa sector.



Gleaning from the findings of the researches above, it is evident that inconsistencies exist in the literature regarding the effect of transactional leadership and employee performance, creating confusion among policy makers, business consulting firms, and government agencies. The relationship between transactional leadership and employee performance is, therefore, open to further research. Moreover, while sectors such as banking, corporate, education and civil service are represented in the literature, few studies exist in the cocoa sector. In addition, most studies were written in the non-Ghanaian context, ignoring the Ghanaian context. To bridge these gaps in the literature, the first objective of this research project sought to ascertain the relationship between transactional leadership style and employee performance at QCC Limited.

### **Transformational leadership style and employee performance**

Chawdhury (2014) investigated the impact of transformational leadership style on motivation and commitment, as a predictor of group or organisational performance. The study followed the positivist paradigm which provided an objective reality against which claims were compared and truth was ascertained. The quantitative research approach was employed, with the help of a structured questionnaire. 326 completed questionnaires were used for data processing and analysis. IBM SPSS Statistics Software was used to analyse the data. The author discovered that transformational leadership positively impacted the level of employee commitment. Compared to transactional leadership, subordinates of transformational leaders were more committed to their organisation than those who were under transactional leaders. Yet, Chawdhury's (2014) study neglected to consider the effect of transformational leadership on employee performance. In addition, the author's study was conducted in India: a non-Ghanaian context.

Anyango (2015) assessed the effect of transformational leadership on employee performance among employees at Bank of Africa in Kenya. A cross sectional descriptive survey research strategy was adopted, in which 80 usable structured questionnaires were collected from 300 questionnaires distributed. Results from Pearson's correlation and regression analysis showed that transformational leadership style strongly and positively correlated with both measures of employee performance and overall performance. However, Anyango's (2015) research was written in the Kenyan context, disregarding the Ghanaian context. Furthermore, Anyango paid attention to banking sector employees, disregarding employees in the cocoa sector. Gachingiri (2015) determined the effect of transformational leadership style on organisational performance, with evidence from United Nations Environment Programme in Kenya. Research design was descriptive, in which a questionnaire was used as the data collection instrument. The population comprised all staff working at the programme as at 31<sup>st</sup> December, 2014. 41 staff formed the sample size for the study, composing of managers and supervisors. Pearson correlation coefficient and regression analysis showed that transformational leadership style significantly affected organisational performance.

Gachingiri's (2015) research can be equated to the initial study by Anyango (2015) in Kenya, where the author unveiled that transformational leadership strongly correlated with overall performance. Even more, both studies seemed similar because they were written in the Kenyan context. Although the study made some contributions to the body of knowledge, it disregarded the effect of transformational leadership style on employee performance. More so, the analyst focused on employees in the United National Environment Programme, ignoring



employees in the cocoa sector. Furthermore, Gachingiri's study was written in the Kenyan context, overlooking the Ghanaian context.

Odunlami et al. (2017) investigated the influence of transformational leadership on employee performance in selected private universities in Ogun State in Nigeria. Research design was descriptive, in which multi-stage sampling technique was employed. 435 respondents participated in the study. Pearson's correlation coefficient was used to analyse the data. Parallel to the research finding by Anyango (2015) in Kenya, the authors found that transformational leadership style had a positive and significant influence on employee performance. In spite of the contributions made by the researchers, their study disregarded employees in the cocoa sector. In addition, their research was conducted in Nigeria: a non-Ghanaian context.

Wachaga (2017) examined the effect of transformative leadership of Eagle Africa Insurance Company on project performance. Research design was descriptive, in which 90 respondents participated in the study. Stratified sampling technique was employed, and a questionnaire was used to collect data. IBM SPSS Statistics Software was used to analyse the data. Similar to the study by Odunlami et al. (2017) in Kenya, Wachaga's regression analysis showed a significant positive relationship between transformative leadership and insurance project performance. However, Wachaga's research was limited to employees in the insurance sector, ignoring those in the cocoa sector. Moreover, Wachaga's research was conducted in Kenya: a non-Ghanaian context.

Malcalm and Tamatey (2017) examined the effect of transformational leadership on employee performance in the public sector of Ghana. The study

employed the mixed method approach. The population of the study was 921 staff of the Ghana Atomic Energy Commission. Simple random sampling was used to select samples for the study. A questionnaire was used as the data collection instrument. IBM SPSS Statistics was used to analyse the data. In contrast to the finding of Anyango (2015) in Kenya, and Odunlami et al. (2017) in Nigeria, regression analysis showed that transformational leadership did not have any effect on employee performance. Yet, Malcarm and Tamatey's research was limited to employees of Ghana Atomic Energy Commission of Ghana, disregarding those in the cocoa sector.

Mwombeki (2017) conducted a study in University of Dar es Salaam Computing Centre in Tanzania, in which the author employed the quantitative research approach, descriptive research design, cross-sectional research design, and simple random sample technique. A validated questionnaire was used to collect data. Data collected were analysed using IBM SPSS Statistics. Pearson correlation coefficient was used to analyse the data. Consistent to the finding of Anyango (2015) in Kenya and Odunlami et al. (2017) in Nigeria, but contrary to the finding of Malcarm and Tamatey (2017) in Ghana, Mwombeki (2017) showed that transformational leadership style positively and predominantly influenced employee performance. In spite of Mwombeki's contribution to the body of knowledge, the author's research was limited to employees working in a computing centre in Tanzania, ignoring those in the cocoa sector. Additionally, Mwombeki's study was conducted in Tanzania: a non-Ghanaian context.

Nidadhavolu (2018) assessed the effect of transformational leadership style on job satisfaction and organisational commitment among employees selected firms in the construction sector. Research approach was quantitative and research design was explanatory. Study design was cross-sectional, in which a questionnaire was

employed as the instrument for data collection. IBM SPSS Statistics Software was used for data analysis. Regression analysis revealed that the application of transformational leadership led to stronger job satisfaction and organisational commitment among employees of Company A in the construction sector in India.

Nidadhavolu's research can be likened to the research by Chawdhury (2014), because, both studies were conducted in India. Furthermore, both studies found similar results, concerning the effect of transactional leadership on employee commitment. However, the author's study was limited to employees in the construction sector, overlooking those in the cocoa sector. Furthermore, Nidadhavolu's research was conducted in India: A nonGhanaian context. In addition, Nidadhavolu's research did not pay particular attention to the influence of transformational leadership style on employee performance.

Agbozo (2018) assessed the effect of transformational leadership on employees' work engagement among employees of some selected indigenous banks in Ghana. The study employed the cross-sectional design and the quantitative method approach, where data was gathered with the use of standardised survey questionnaires. Structural equation modeling was used in analysing the survey data from 430 usable responses. The study found that transformational leadership influenced employee's work engagement. Agbozo's (2018) research can be compared to the initial study by Malcarm and Tamatey (2017), because, both studies were written in the Ghanaian context. However, Agbozo's (2018) study neglected to consider the effect of transformational leadership on employee performance. In addition, the author concentrated on banking sector employees, overlooking employees in the cocoa sector.

Mohamed et al. (2018) assessed the effect of transformational leadership style on employee performance in the Somali National Civil Service Commission. Research design was descriptive, research instrument was a structured questionnaire, and IBM SPSS Statistic Software was used to analyse the data obtained from 44 respondents. In contrast to the finding by Malcolm and Tamatey (2017) in Ghana, but parallel to the finding by Mwombeki (2017) in Tanzania, the results showed that transformational leadership style had a positive effect on employee performance. Nonetheless, their study was limited to employees in the civil service, ignoring those working in the cocoa sector. Furthermore, their study was conducted in Kenya: a non-Ghanaian context.

Ali (2019) investigated the impact of transformational leadership on organisational performance, using evidence from a public sector university in Pakistan, namely Bacha Khan University Charsadda. The target population of the study were faculty members of the university. Data were collected from 110 teachers including lecturers, assistant professors, associate professors and professors. A sample size of 110 respondents was selected from the population of 140 faculty members. The study used primary data which was collected through questionnaires as research instrument.

In line with the research finding of Gachingiri (2015) in Kenya, Ali's correlation and regression analysis applied through SPSS version 19 discovered a significant positive relationship between transformational leadership style and organisational performance. Despite the author's contribution to the body of knowledge, the author paid little attention to employees in the cocoa sector. Furthermore, the author overlooked the effect of transformational leadership on

employee performance. Besides, Ali's study was written in Pakistan: a non-Ghanaian context.

Abasilim et al. (2019) analysed the relationship between transformational leadership and employees' commitment in Lagos State Civil Service Commission of Nigeria. The survey data were collected from the employees of the organisation, and the IBM SPSS Statistics version 22.0 was used for the statistical analysis. Parallel to the research finding by Nidadhavolu (2018) in India, Abasilim et al.'s results showed a significant medium positive relationship between transformational leadership style and employees' commitment. Nevertheless, Abasilim et al.'s research neglected to consider the effect of transactional leadership on employee performance. Moreover, their study was written in Nigeria: a non-Ghanaian context. To add, their research was limited to employees in the civil service, disregarding those in the cocoa sector.

Judging from the findings of earlier researches above, it is obvious that inconsistencies exist in the literature regarding the effect of transformational leadership and employee performance, leaving indecisiveness in the minds of policy makers, business consulting firms, and government agencies. The effect of transformational leadership on employee performance is, therefore, open to further debate. Besides, while sectors such as banking, construction, corporate, education and civil service are represented in the literature, few studies exist in the cocoa sector. In addition, most studies were written in the non-Ghanaian context, ignoring the Ghanaian context. To bridge these gaps in the literature, the second objective of this dissertation sought to examine the relationship between transformational leadership style and employee performance at QCC Limited.

### **Laissez-faire leadership style and employee performance**

Chawdhury (2014) investigated the impact of laissez-faire leadership style on motivation and commitment, as a predictor of group or organisational performance. The study followed the positivist paradigm which provided an objective reality against which claims were compared and truth was ascertained. The quantitative research approach was employed, with the help of a structured questionnaire. 326 completed questionnaires were used for data processing and analysis. IBM SPSS Statistics Software was used to analyse the data. The author discovered that laissez-faire leadership negatively impacted the level of employee commitment. Yet, Chawdhury's (2014) study neglected to consider the effect of laissez-faire leadership style on employee performance. In addition, the author's study was conducted in Indian: a nonGhanaian context.

Anyango (2015) assessed the effect of laissez-faire leadership style on employee performance among employees at Bank of Africa in Kenya. A cross sectional descriptive survey research strategy was adopted, in which 80 usable structured questionnaires were collected from 300 questionnaires distributed. Results from Pearson's correlation and regression analysis showed that laissez-faire leadership style obtained an insignificant positive correlation with both measures of employee performance and overall performance. However, Anyango's (2015) research was written in the Kenyan context, disregarding the Ghanaian context. Furthermore, Anyango paid attention to banking sector employees, disregarding employees in the cocoa sector.

Malcalm and Tamatey (2017) examined the effect of laissez-faire leadership on employee performance in the public sector of Ghana. The study employed the mixed method approach. The population of the study was 921 staff of the Ghana



Atomic Energy Commission. Simple random sampling was used to select samples for the study. A questionnaire was used as the data collection instrument. IBM SPSS Statistics was used to analyse the data. Consistent to the study by Anyango (2015) in Kenya, regression analysis showed that laissez-faire leadership style did not have any significant effect on employee performance. Yet, Malcarm and Tamatey's research was limited to employees of Ghana Atomic Energy Commission of Ghana, disregarding those in the cocoa sector.

Basit, Sebastian and Hassan (2017) analysed the effect of laissez-faire leadership style on employee performance, using a sample size of 100 employees from a private organisation in Selangor in Malaysia, employing the convenience sampling technique. Research approach was quantitative and a questionnaire was used as the data collection instrument. IBM SPSS Software was used for the data analysis. Contrary to the finding of earlier researchers, namely Anyango (2015) in Kenya and Malcarm and Tamatey (2017) in Ghana, Basit et al.'s regression analysis showed a significant positive effect of laissez-faire leadership style on employee performance. Yet, their research was limited to employees in a private organisation in Malaysia. To add, their study was written in the Malaysian context, overlooking the Ghanaian context.

Mwombeki (2017) conducted a study in University of Dar es Salaam Computing Centre in Tanzania, in which the author employed the quantitative research approach, descriptive research design, cross-sectional research design, and simple random sample technique. A validated questionnaire was used to collect data. Data collected were analysed using IBM SPSS Statistics. Pearson correlation coefficient was used to analyse the data. Parallel to the initial research finding of



Basit et al. (2017) in Malaysia, results showed that laissez-faire leadership style, which was predominant at the headquarters, positively influenced employees to execute defined duties. In spite of Mwombeki's contribution to the body of knowledge, the author's research was limited to employees working in a computing centre in Tanzania, ignoring those in the cocoa sector. Additionally, Mwombeki's study was conducted in Tanzania: a non-Ghanaian context.

Nidadhavolu (2018) assessed the effect of laissez-faire leadership style on job satisfaction, organisational commitment, and productivity levels of employees selected firms in the construction sector. Research approach was quantitative and research design was explanatory. Study design was crosssectional, in which a questionnaire was employed as the instrument for data collection. IBM SPSS Statistics Software was used for data analysis. In line with the previous studies by Basit et al. (2017) in Malaysia and Mwombeki (2017) in Tanzania, regression analysis revealed that the application of laissezfaire leadership style led to low interpersonal relationship, which eventually weakened job satisfaction, organisational commitment, and productivity levels of employees in Company B and C in the construction sector in India.

However, the author's study was limited to employees in the construction sector, overlooking those in the cocoa sector. Furthermore, Nidadhavolu's research was conducted in India: A non-Ghanaian context. In addition, Nidadhavolu's research did not pay particular attention to the influence of laissez-faire leadership style on employee performance.

Mohamed et al. (2018) assessed the effect of laissez-faire leadership style on employee performance in the Somali National Civil Service Commission. Research design was descriptive, research instrument was a structured questionnaire, and IBM

SPSS Statistic Software was used to analyse the data obtained from 44 respondents. Identical to the initial study by Nidadhavolu (2018) in India, the results showed that laissez-faire leadership style had a positive effect on employee performance. Nonetheless, their study was limited to employees in the civil service, ignoring those working in the cocoa sector. Furthermore, their study was conducted in Kenya: a non Ghanaian context.

Ali (2019) investigated the impact of laissez-faire leadership style on organisational performance, using evidence from a public sector university in Pakistan, namely Bacha Khan University Charsadda. The target population of the study were faculty members of the university. Data were collected from 110 teachers including lecturers, assistant professors, associate professors and professors. A sample size of 110 respondents was selected from the population of 140 faculty members. The study used primary data which was collected through questionnaires as research instrument. Consistent to the initial study by Anyango (2015) in Kenya, correlation and regression analysis applied through SPSS version 19 suggested a significant relationship between laissezfaire leadership style and organisational performance. Despite the author's contribution to the body of knowledge, the author paid little attention to employees in the cocoa sector. Furthermore, the author overlooked the effect of laissez-faire leadership style on employee performance. Besides, Ali's study was written in Pakistan: a non-Ghanaian context.

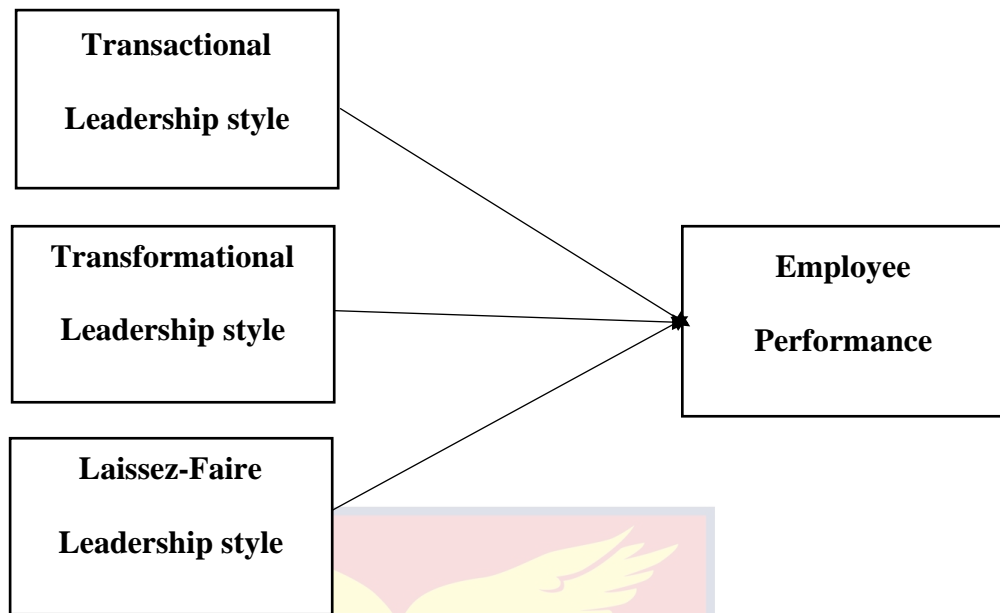
Abasilim et al. (2019) analysed the relationship between laissez-faire leadership style and employees' commitment in Lagos State Civil Service Commission of Nigeria. The survey data were collected from the employees of the organisation, and the IBM SPSS Statistics version 22.0 was used for the statistical analysis. Identical to the earlier study by Nidadhavolu (2018) in India, the results

showed an insignificant small positive relationship between laissez-faire leadership style and employees' commitment in the study context. Nevertheless, Abasilim et al.'s research neglected to consider the effect of laissez-faire leadership style on employee performance. Moreover, their study was written in Nigeria: a non-Ghanaian context. To add, their research was limited to employees in the civil service, disregarding those in the cocoa sector.

Closely observing the findings of earlier researches above, it came to light those inconsistencies exist in the literature regarding the effect of laissez faire leadership style and employee performance, leaving indeterminacy in the minds of policy makers, business consulting firms, and government agencies. The effect of laissez-faire leadership style on employee performance is, therefore, open to further research. Additionally, while sector such as banking, construction, corporate, education and civil service are represented in the literature, a paucity of studies exists in the cocoa sector. Moreover, most studies were written in the non-Ghanaian context, ignoring the Ghanaian context. To bridge these gaps in the literature, the third and final objective of this dissertation sought to analyse the nexus between laissez-faire leadership style and employee performance at QCC Limited.

### **Conceptual Framework of the Study**

This section presents the conceptual framework of this study. A conceptual framework shows the researcher's idea on how a study is explored. It dwells on time tested theories that embody the findings of numerous investigations on how the phenomena occur. A conceptual framework, therefore, displays the relationships between the variables of interest, which is consistent to the hypotheses of the study. This study conceptual framework is showed in Figure 1.



**Figure 1: Conceptual framework of the study**

Source: Author's Construct (2020)

From Figure, it can be seen that the path linking transactional leadership style to employee performance is in line with Hypothesis 1 of this dissertation. Similarly, the path linking transformational leadership style to employee performance is consistent to Hypothesis 2. Finally, the path linking laissezfaire leadership style to employee performance is parallel to the third Hypothesis.

### **Chapter Summary**

This chapter covered the literature review of this study. This study's literature review is organised under three broad headings, namely theoretical review, conceptual review, empirical review, and conceptual framework. The theoretical review presented the theoretical foundations of the study. The conceptual review explained concepts and variables that emanated from the research objectives of this dissertation. Empirical review documented the results of studies that were closely related to the research objectives under three sub-

headings. Finally, the conceptual framework presented the researcher's idea on how this study was explored, which dwelled on time tested theories that embodies the findings of numerous investigations on how the phenomena occurred.



## CHAPTER THREE

### RESEARCH METHODS

#### Introduction

This section looks at the research methods of the study. It encompasses the research approach, research design, study organisation, population, sampling procedures, data collection instrument, ethical considerations, and data processing and analysis. The chapter ends with a chapter summary.

#### Study Organisation

This study is conducted at Quality Control Company of Ghana Cocoa Board. Quality Control Company is responsible for the high Ghana Cocoa Premium standards, in conformity to the International Cocoa Standards. Aside cocoa, the company is responsible for maintaining the quality of other exportable crops, such as coffee and shea nut. The company has the responsibility of inspecting storage sheds and issuing certificates of registration for premises accepted as grading centres or depots. Their staffs carry out inspection, sampling, grading and sealing of cocoa before evacuation to take-over points for subsequent shipment to international buyers or delivery to the local processing factories. At the take-over-points, cocoa arrivals are „checked-sampled’ by staff to enable them to advise the Cocoa Marketing Company Ghana Limited to either take over the cocoa from the Licensed Buying Companies or reject it if the quality falls below a specified standard (Quality Control Company Limited, 2019).

#### Research Approach

Generally, there are three types of research approaches namely, quantitative, qualitative and mixed methods. Quantitative studies are usually



used in the natural sciences and are usually based on information that can be measured numerically (Leppink, 2016). It is the research approach, which is focused on the development of testable hypotheses (Howell, 2013) and theories (Bryman, 2008), which can be generalised across different fields. The quantitative approach places emphasis on the principle of reliability and statistical compartmentalization, as confirmed by Burns and Burns (2008). Generally, surveys, questionnaires, personality tests and standardised research instruments are used in the quantitative research approach (Creswell & Creswell, 2017).

Qualitative research approach depends upon systematic protocols and techniques, where subjective elements of the researcher are built into the findings and conclusions (Crotty, 1998). The basis of this kind of research is to understand why and how things (such as disease, health and illnesses) happen and not just about what, where and when? This can be said are the reasons why qualitative research approach is most appropriate when conducting exploratory studies (Rahman, 2017). This is, because, it stresses on smaller units of samples rather than larger samples in order to assist a deeper study and analysis of the subject at stake (Leppink, 2016).

The mixed methods research focuses on collecting, analysing, and mixing both quantitative and qualitative data in a single study or series of studies (Creswell & Clark, 2011). Its central premise is that the use of quantitative and qualitative approaches, in combination, provides a better understanding of research problems than either approach alone (Leppink, 2016). Scholars suggest that the research approach used, should accommodate the research objectives

(Leppink, 2016; Yin, 2017), skills of the researcher (Yin, 2017) and the type and quality of data to be collected (Jick, 1979).

Since the research objectives of the present study seek to collect large data that can be measured numerically and where scales of measurement for variables are already established in the literature, the quantitative research approach was adopted for the study. Among the many advantages of the quantitative research approach is that it offers a broader coverage of a series of events, where statistics are combined from a larger sample (Amarantunga & Baldry, 2002). Besides, quantitative approach enhances the use of statistical data analysis methods, thus, making it easier to generalise the findings from the study (Creswell & Creswell, 2017).

### **Research Design**

Flowing from the quantitative research approach, the explanatory research design was considered for this study. The explanatory research design attempts to explain the cause and effect among between variables. An explanatory research has two objectives: 1) To understand which variables are the causes and which variables are the effects and 2) to determine the nature of the relationship between the causal variables and the effect to be predicted (Yin, 2017). Given that the research objectives of this study are predictive in nature, the explanatory research design is adopted for the study.

Regarding study design, Yin (2017) states that three conditions must be satisfied: the type of research questions, the extent of control an analyst has over actual behavioural events and the degree of focus on contemporary as opposed to historical events. Therefore, given the type of research questions adopted (What?), the researcher's limited control over actual behavioural events, and

the researcher's high degree of focus on contemporary as opposed to historical events, the cross-sectional study design is employed for this study.

### **Population**

According to Rubin and Babbie (2001), a population is the theoretically specified aggregation of study elements. Therefore, all employees of Quality Control Company Ghana Limited in the Western North Region of Ghana, numbering 250 formed the population of this study. Data was sourced from the human resource division of the organisation.

### **Sampling Size**

From the point of Israel (1992), there are several approaches that can be used in determining the sample size. These include using census for small populations, imitating a sample size of similar studies, using published tables, and applying formulas to calculate the sample size. In the context of this study, a census shall be used because of the relatively small number of population size. In view of this, a sample size of two hundred and fifty (250) was used which is made up of employees Quality Control Company Ghana Limited. The advantages of a census are that although cost consideration makes this impossible for large populations, it is attractive for small populations (e.g., 300 or less). A census eliminates sampling error and provides data on all the individuals in the population. This means that all employees have the same opportunity to participate. Some employees may still choose not to participate, but at least the opportunity to do so is presented and no one person or group can feel left out. In addition, some costs such as questionnaire and developing the sampling frame are "fixed," that is, they will be the same for samples of 50 or

200 and census tends to enhance feelings of security surrounding the accuracy of the results (Parker, 2011).

Finally, virtually the entire population would have to be sampled in small populations to achieve a desirable level of precision. This implies that while the administration of sample surveys is more complicated, a census survey is easier to administer because it includes all persons. To this end, results from a census survey can be used to “drill down” into the organisational structure and highlight departmental results, and because all employees participate, there is a greater chance of obtaining responses that are representative of all sub-groups within the organisational structure. Thus, the volume of surveys that need to be distributed may increase with a census survey but figuring out who receives a survey is clear – everyone (Kraut, 1996). Therefore, all 250 employees of Quality Control Company Ghana Limited in the Western North Region of Ghana served as the sample size for this study.

#### **Data Collection Instrument**

A questionnaire was used as the instrument for data collection and it was semi-structured and self-administered. The questionnaire was designed based on prior studies. Leadership styles was measured with an instrument sourced from the study by Anayngo (2015), containing 24 items. Subdimensions were transactional leadership style (6 items), transformational leadership style (12 items), and laissez-faire leadership style (6 items). Sample item for transactional leadership style was: “My supervisor provides recognition/rewards when others reach their goals” (TS02). Sample item for transformational leadership was: “My supervisor provides appealing images about what we can do” (TF05). Sample item for laissez-faire leadership style was: “My supervisor stays out of

the way as I do my work”. The 24 items that measure leadership styles are anchored on a five-point Likert-type scale. On the other hand, employee performance was measured using 10 items sourced from the study by Nuhu (2010). Sample item was: “I always report to work on time” (EP01).

### **Data Collection Procedures**

A self-administered questionnaire process was used to collect data from staff. A self-administered questionnaire process means administering questionnaires without the intervention of the researcher, particularly where the respondents in question have a high level of literacy: they have the ability to read and write. 250 unfilled questionnaires were administered to staffs of Quality Control Company Ghana Limited in the Western North Region of Ghana through the human resource division of the regional office. In other words, unfilled questionnaires were left with the human resource division to be distributed to all staff in the region and collected later after completion. Data collection lasted for three weeks from the day questionnaires were administered to the day that they were retrieved. Of the 250 unfilled questionnaires distributed, 188 completed questionnaires were retrieved and they were deemed valid for the purposes of data analysis. Consequently, a response rate of 75.20% was attained.

### **Data Processing and Analysis**

After the data collection exercise, the completed questionnaires were subjected to scrutiny to ensure that any possible error arising from incomplete and wrongly filled questionnaires were eliminated or minimised. The error-free questionnaires were carefully coded and edited to avoid missing values, after which the data were processed. IBM SPSS Statistics Software for windows,

version 23 was the software used for data analysis. First of all, the demographic characteristics that were collected were age, sex, number of years worked in the organisation and highest educational qualification achieved, and they were analysed using frequencies and percentages. The outputs from the data were presented in tables. All three research objectives were analysed, using standard regression analysis. The outputs were also presented in tables.

### **Ethical Considerations**

A study by Patten and Newhart (2017) revealed the major ethical issues that need to be considered in every research. These major ethical issues are voluntary participation, right to privacy, anonymity and confidentiality of information. As a consequence, all efforts were geared towards ensuring that all these ethical issues are addressed in the questionnaire design. Regarding voluntary participation, every respondent was allowed to participate in the data collection exercise on his/her own free will. Also, the possible issues of right to privacy was realised by allowing respondents to answer the questionnaires on their own and an appropriate medium was communicated for unclear questions to be attended to.

Furthermore, the issue of anonymity was attended to by restricting respondents from providing detailed information about themselves on the questionnaire in relation to names, contact numbers and personal addresses. Respondents were also assured that none of their identities would be leaked to the public domain nor used for purposes other than this study. Finally, the study ensured confidentiality of information by assuring respondents that all information they provided would be kept confidential. Besides, they were assured that none of the information provided would be used against them.



Respondents were free to opt out or withdraw anytime from the research. No material reward was given to a respondent to induce participation.

### **Chapter Summary**

This chapter presented the research methods of the study. It covered the research approach, research design, study organisation, population, sampling procedure, data collection instrument, ethical considerations, data collection, and data processing and analysis. In line with these dimensions, the quantitative research approach was employed; the research design was explanatory; the study organisation was Quality Control Company Ghana Limited; the population of the study was all staffs working within the Western North Region; and a census was used to select all members of the population to serve as the respondents for the study.

In addition, a questionnaire was used as the sole instrument for data collection, and it was self-administered. Ethical considerations were voluntary participation, right to privacy, anonymity and confidentiality of information. Percentages, frequencies, mean, standard deviation, and standard regression tools of IBM SPSS Statistics software for windows, version 23 was employed for data analysis.

## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### Introduction

The present study seeks to assess leadership styles and employee performance at Quality Control Company Limited of Ghana Cocoa Board. This chapter covers the results and discussion. First and foremost, this chapter presents and discusses the results on the demographic characteristics of respondents, by employing frequencies and percentages. The chapter continues by assessing the type of leadership style(s) are exhibited at Quality Control Company Limited, using mean and its associated standard deviation. Then, the level of employee performance is investigated, using mean and its associated standard deviation. Subsequently, the relationship between each of the three types of leadership styles and employee performance is examined, using regression analysis. The chapter ends with a chapter summary.

#### Demographic Characteristics of Respondents

The results showed that, of the 188 completed and valid questionnaires that were used for the data analysis, a majority of 163 respondents (89.36%) were males, while the remaining 25 were females (10.64%), connoting that the respondents were dominated by males (Table 2). Regarding the ages of respondents, the study adopted the age classifications proposed by Yarlagadda, Murthy and Prasad (2015). In line with this age classification, it came to light that most of the respondents were middle-ages adults (31 to 50 years, n=132, 70.21%), followed by senior adults (above 50 years, n=31, 16.49%), and finally, young adults (18 to 30 years, n=25, 13.30%). These demographics are displayed in Table 1. The age distribution suggests that most of the respondents were

middle-aged adults, and their maturity was expected to be demonstrated in their candid responses to the questionnaire.

**Table 1: Demographic Characteristics of Respondents**

| Particulars                              | Frequency         | Percent |        |
|--|-------------------|---------|--------|
| <i>Sex:</i>                              | Male              | 163     | 89.36  |
|  | Female            | 25      | 10.64  |
| <i>Age in years:</i>                     | 18 to 30 years    | 25      | 13.30  |
|  | 31 to 50 years    | 132     | 70.21  |
|  | >50 years         | 31      | 16.49  |
| <i>Employment:</i>                       | Full-time         | 188     | 100.00 |
|  | Part-time         | -       | -      |
| <i>Years worked in the organisation:</i> | Less than 5 years | 43      | 22.87  |
|  | 6 to 10 years     | 117     | 62.23  |
|  | 11 to 20 years    | 28      | 14.89  |

Source: Field survey, Afful (2020)

Concerning the employment status of respondents, the results showed that all of the respondents were full-time employees (n=188, 100.00%), while the no respondent offered part-time services to the organisation. With respect to respondents' number of years worked in the organisation, it was established that a vast majority of the respondents have worked in the organisation for 6 to 10 years (n=117, 62.23%), followed by less than 5 years (n=43, 22.87%), and finally, 11 to 20 years (n=28, 14.89%). These demographic are displayed in Table 1.

## **Leadership Styles Exhibited by Management at Quality Control Company Limited**

This section sought to examine the leadership styles exhibited by management of Quality Control Company Limited of Ghana Cocoa Board. However, since three leadership styles were considered in this study, it was appropriate to consider each of the three dimensions before drawing conclusions. This section, therefore, began by examining the existence of transactional leadership style at Quality Control Company Limited of Ghana Cocoa Board, from the viewpoint of employees.

### **Transaction Leadership Style at Quality Control Company Limited**

In examining the existence of transactional leadership style at Quality Control Company Limited of Ghana Cocoa Board, six indicators were measured on a five point Likert-type scale with score 1=strongly disagree, 2=disagree, 3=neutral, 4= agree, 5=strongly agree. These scores were generalised based on respondents' agreement or disagreement to each of the statements under "Transactional leadership style" on the questionnaire. The cut-off point for the scale was arrived using the mean of the scale minus 0.1, as used by earlier researchers (Koomson, 2017; Osei-Bonsu, 2019). As such, a mean range of 1.0 to 2.9 suggests *disagreement* from respondents, while a mean range of 3.0 to 5.0 suggests *agreement* from respondents.

From Table 3, the mean of "My supervisor tells others what to do if they want to be rewarded for their work", as an indicator from a sample of 188 was 4.21, suggesting *agreement* to transactional leadership style at Quality Control Division of Ghana Cocoa Board, with a degree of variability from a standard deviation of .81, implying that respondents' views were less varied.

**Table 2: Transactional Leadership Style at Quality Control Company Limited**

| Serial | Label   | Mean | Interpretation | SD   |
|--------|---|------|----------------|------|
| TS01   | My supervisor tells others what to do if they want to be rewarded for their work. | 4.21 | Agreement      | .81  |
| TS02   | My supervisor provides recognition/rewards when others reach their goals.         | 4.30 | Agreement      | 2.10 |
| TS03   | My supervisor calls attention to what others can get for what they accomplish.    | 3.80 | Agreement      | .74  |
| TS04   | My supervisor is always satisfied when others meet agreed-upon standards.         | 3.50 | Agreement      | 1.01 |
| TS05   | As long as things are working, my supervisor does not try to change anything.     | 3.60 | Agreement      | .85  |
| TS06   | My supervisor tells us the standards we have to know to carry out our work.       | 3.41 | Agreement      | .74  |

Source: Field survey, Afful (2020)

This result indicates that supervisors at Quality Control Company Limited direct employees on what to do in exchange for reward on their work, and this finding is an indication of existence of transactional leadership style.

Similarly, “My supervisor provides recognition/rewards when others reach their goals”, as an indicator from a sample of 188 obtained an average value of 4.30, signifying *agreement* to transactional leadership style at Quality Control Company Limited, with a degree of dispersion from a standard deviation of 2.10, implying relatively high disparity in respondents’ views (Table 3). The agreement to this indicator means that supervisors at Quality Control Company reward employees who meet their targets, and this signals transactional leadership style.

In the same way, the middling score of “My supervisor calls attention to what others can get for what they accomplish”, as an indicator from a sample of 188 was 3.80, indicating *agreement* to transactional leadership style at Quality Control Company, with a degree of variation from an standard deviation of .74, implying that respondents’ views were relatively similar (Table 3). This indicator insinuates that supervisors at Quality Control Company encourage employees to achieve targets in return for specific rewards. Equally, “My supervisor is always satisfied when others meet agreed upon standards”, as an indicator from a sample of 188 was 3.50, signifying *agreement* to transactional leadership style, with a degree of variability from a standard deviation of 1.01, indicating variability in respondents’ views (Table

3). The outcome of this indicator suggests that supervisors at Quality Control Company Limited feel satisfied when employees meet their agreed-upon targets, and this is a tenet of transactional leadership style.

In like manner, “As long as things are working, my supervisor does not try to change anything”, as an indicator from a sample of 188 was 3.60, signifying *agreement* to transactional leadership style, with a degree of variability from a standard deviation of .85, indicating less variability in



respondents' views (Table 3). The outcome of this indicator suggests that supervisors at Quality Control Company Limited like to maintain the status quo, especially when company objectives are being met, and this finding is a sign of transactional leadership style.

Correspondingly, the middling score of "My supervisor tells us the standards we have to know to carry out our work", as an indicator from a sample of 188 was 3.41, indicating *agreement* to transactional leadership style, with a degree of variation from a standard deviation of .74, implying that respondents' views were relatively similar (Table 3). This indicator insinuates that supervisors at Quality Control Company of Ghana Cocoa Board made known to employees the working standards of the company, and this finding mirrors transactional leadership style.

Gleaning from the opinions of respondents with respect to transactional leadership style at Quality Control Company of Ghana Cocoa Board, it was evident that respondents showed *agreement* to all the six indicators measuring transactional leadership style, as displayed in Table 3. Therefore, the researcher of this study concluded that transactional leadership style was prevalent at Quality Control Company of Ghana Cocoa Board. This finding compared well with the result of an earlier study by Mwombeki (2017) in Tanzania, in which the author found that transactional leadership style was predominant in Mwanza Branch of the University of Dar es Salaam Computing Centre. The next sub-section considers transformational leadership style. The implication here is that through the transformational leadership style the employees are motivated to achieve more rather than what was originally planned. It shows that the employees are able to go beyond expectations (Krishnan, 2005). Moreover, with the transformational

leadership style, the leaders are able to concentrate on promoting development and strategic thinking in the organization and carries on the change process more effectively than others. The leaders take care for others and never discriminate on the basis of race, color, sex, religion, age or social class (Chemjong, 2004).

For the purpose of having a deeper understanding of the perceptions of the employees on the various dimensions of each of the leadership style, descriptive statistics were used for the analysis. These were the four dimensions of the transformational leadership style with three items each and two dimensions of transactional leadership style with three items each. The mean and standard deviation (S.D.) of the four dimensions of the transformational leadership styles were calculated, to establish the respondent's perceptions of the extent to which their leader practices this leadership style.

### **Transformational Leadership Style at Quality Control Company Limited**

In examining the existence of transformational leadership style at Quality Control Company Limited, 12 indicators were measured on a five point Likert-like scale with score 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree. These scores were generalised based on respondents' *agreement* or *disagreement* to each of the statements under "Transformational leadership style" on the questionnaire. The cut-off point for the scale was arrived using the mean of the scale minus 0.1, as used by earlier researchers (Koomson, 2017; Osei-Bonsu, 2019). As a consequence, a mean range of 1.0 to 2.9 suggests *disagreement* from respondents, while a mean range of 3.0 to 5.0 suggests *agreement* from respondents.

As displayed in Table 4, the mean of "My supervisor makes others feel good to be around him/her", as an indicator from a sample of 188 was 4.71,

suggesting *agreement* to transformational leadership style, with a degree of variability from a standard deviation of .86, implying that respondents' views were less varied. This result indicates that supervisors at Quality Control Company Limited are accommodating, and this finding is an indication of transformational leadership style. Similarly, "I have complete faith in my supervisor", as an indicator from a sample of 188 obtained an average value of 3.81, signifying *agreement* to transformational leadership style, with a degree of dispersion from an standard deviation of 1.04, implying relatively high disparity in respondents' views (Table 4). The high agreement to this indicator means that supervisors at Quality Control Company Limited of Ghana Cocoa Board have gained the trust of their employees, and this finding shows evidence of transformational leadership style.

**Table 3: Transformational Leadership Style at Quality Control Company**

| Serial | Label  | Mean | Interpretation | SD   |
|--------|--|------|----------------|------|
| TF01   | My supervisor makes others feel good to be around him/her.                 | 4.71 | Agreement      | .86  |
| TF02   | I have complete faith in my supervisor.                                    | 3.81 | Agreement      | 1.04 |
| TF03   | I am proud to be associated with my supervisor.                            | 3.30 | Agreement      | .81  |
| TF04   | My supervisor expresses in a few simple words what we could and should do. | 3.32 | Agreement      | .92  |
| TF05   | My supervisor provides appealing images about what we can do.              | 4.54 | Agreement      | .71  |
| TF06   | My supervisor helps me find meaning in my work.                            | 3.14 | Agreement      | .73  |
| TF07   | My supervisor enables others to think about old problems in new ways.      | 3.47 | Agreement      | .84  |
| TF08   | My supervisor provides others with new ways of looking at puzzling things. | 3.87 | Agreement      | 1.21 |

|      |   |      |           |      |
|------|---|------|-----------|------|
| TF09 | My supervisor gets others to rethink ideas that they had never questioned before. | 3.54 | Agreement | .61  |
| TF10 | My supervisor helps others develop themselves.                                    | 3.14 | Agreement | .63  |
| TF11 | My supervisor lets us know how he/she think we are doing.                         | 3.47 | Agreement | .74  |
| TF12 | My supervisor gives personal attention to others who seem rejected.               | 3.87 | Agreement | 1.11 |

Source: Field survey, Afful (2020)

In a similar fashion, the medium of “I am proud to be associated with my supervisor”, as an indicator from a sample of 188 was 3.30, indicating *greement* to transformational leadership style, with a degree of variation from a standard deviation of .81, implying that respondents’ views were relatively similar (Table 4). This indicator signifies that employees at Quality Control Company Limited feel proud to be attached to their supervisors, and this finding is a sign of transformational leadership style on the part of their supervisors.

Likewise, “My supervisor expresses in a few simple words what we could and should do”, as an indicator from a sample of 188 was 3.32, signifying *agreement* to transformational leadership style, with a degree of variability from a standard deviation of .92, indicating invariability in respondents’ views (Table 4). The outcome of this indicator insinuates that supervisors at Quality Control Company Limited use few words to get things done, and this finding is an indication of transformational leadership style.

Equally, the mean of “My supervisor provides appealing images about what we can do”, as an indicator from a sample of 188 was 4.54, suggesting *agreement* to transformational leadership style, with a degree of variability from a standard deviation of .71, implying that respondents’ views were less varied (Table 4). This result indicates that supervisors at Quality Control Company

Limited encourage employees to reach their highest potential, and this finding signals transformational leadership style.

Likewise, “My supervisor helps me find meaning in my work”, as an indicator from a sample of 188 obtained an average value of 3.14, signifying *agreement* to transformational leadership style, with a degree of dispersion from a standard deviation of .73, implying relatively low disparity in respondents’ views (Table 4). The high agreement to this indicator means that employees at Quality Control Company Limited are assisted by their supervisors in understanding their work, and this finding suggests that transformational leadership style exist in the organisation.

In a similar fashion, the medium of “My supervisor enables others to think about old problems in new ways”, as an indicator from a sample of 188 was 3.47, indicating *agreement* to transformational leadership style, with a degree of variation from a standard deviation of .84, implying that respondents’ views were relatively similar (Table 4). This indicator shows supervisors at Quality Control Company Limited encourage employees to be creative and innovative in their problem solving mechanisms, and this finding provides evidence of transformational leadership style by the supervisors.

Equally, “My supervisor provides others with new ways of looking at puzzling things”, as an indicator from a sample of 188 was 3.87, signifying *agreement* to transformational leadership style, with a degree of variability from a standard deviation of 1.21, indicating variability in respondents’ views (Table 4). The outcome of this indicator confirms that supervisors at Quality Control Company Limited encourage employees to be creative and innovative, and this finding signals transformational leadership style.



In the same way, the mean of “My supervisor gets others to rethink ideas that they had never questioned before”, as an indicator from a sample of 188 was 3.54, suggesting *agreement* to transformational leadership style, with a degree of variability from a standard deviation of .61, implying that respondents’ views were less varied (Table 4). This result indicates that supervisors at Quality Control Company Limited encourage employees to question the status quo and suggest better ways of doing things, and this finding is an indication of transformational leadership style.

Likewise, “My supervisor helps others develop themselves”, as an indicator from a sample of 188 obtained an average value of 3.14, signifying *agreement* to transformational leadership style, with a degree of dispersion from a standard deviation of .63, implying relatively low disparity in respondents’ views (Table 4). The high acceptance to this indicator means that supervisors at Quality Control Company Limited encourage others to upgrade and improve upon themselves, and this finding provides evidence of transformational leadership style.

In a similar fashion, the medium of “My supervisor lets us know how he/she think we are doing”, as an indicator from a sample of 188 was 3.47, indicating *agreement* to transformational leadership style, with a degree of variation from a standard deviation of .74, implying that respondents’ views were relatively similar (Table 4). This indicator shows that supervisors at Quality Control Company Limited provide feedback on employees’ output, and this finding signals that transformational leadership style exists in the company.

In like manner, “My supervisor gives personal attention to others who seem rejected”, as an indicator from a sample of 188 was 3.87, signifying



*agreement* to transformational leadership style, with a degree of variability from a standard deviation of 1.11, indicating variability in respondents' views (Table 4). The outcome of this indicator suggests that supervisors at Quality Control Company Limited are caring, accommodating and helpful, and this is a sign of transformational leadership style.

Judging from the opinions of respondents with respect to the existence of transformational leadership style at Quality Control Company Limited of Ghana Cocoa Board, it was discovered that respondents showed *agreement* to all the 12 indicators measuring transformational leadership style (Table 4). Consequently, the author of this dissertation concluded that transformational leadership style exists at Quality Control Company Limited of Ghana Cocoa Board. This finding resembled the result of the study by Anyango (2015) in Kenya, in which the author disclosed that transformational leadership was the most exhibited leadership style in Bank of Africa.

Similarly, this finding mirrored the result of the study by Gachingiri (2015), in which the researcher uncovered that transformational leadership style was mostly practiced by managers. In like manner, this finding compared well with the result of an earlier study by Nidadhavalu (2018) in India, where the author discovered that transformational leadership was most preferred by the management of Company A in the construction sector. The next subdivision considers laissez-faire leadership style at Quality Control Company Limited.

### Laissez-Faire Leadership Style at Quality Control Company Limited

In ascertaining the existence of laissez-faire leadership style, six indicators were measured on a five point Likert-like scale with score 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree. These scores were generalised based on respondents’ *agreement* or *disagreement* to each of the statements under “Laissez-faire leadership style” on the questionnaire. The cut-off point for the scale was arrived using the mean of the scale minus 0.1, as used by initial researchers (Koomson, 2017; Osei-Bonsu, 2019). As such, a mean range of 1.0 to 2.9 suggests *disagreement* from respondents, while a mean range of 3.0 to 5.0 implies *agreement* from respondents.

From Table 4, the mean of “In complex situations, my supervisor allows me to work my problems out on my own way”, as an indicator from a sample of 188 was 2.45, suggesting *disagreement* to laissez-faire leadership style, with a degree of variability from a standard deviation of .51, implying that respondents’ views were less varied. This result indicates that supervisors at Quality Control Company Limited do not allow employees to address problems on their own, and this finding signals the absence of laissez-faire leadership style.

**Table 4: Laissez-Faire Leadership Style at Quality Control Company Limited**

| Serial | Label   | Mean | Interpretation | SD  |
|--------|---|------|----------------|-----|
| LF01   | In complex situations, my supervisor allows me to work my problems out on my own way. | 2.45 | Disagreement   | .51 |
| LF02   | My supervisor stays out of the way as I do my work.                                   | 2.16 | Disagreement   | .53 |

|      |  |      |              |      |
|------|--|------|--------------|------|
| LF03 | As a rule, my supervisor allows me to appraise my own work.            | 2.37 | Disagreement | .64  |
| LF04 | My supervisor gives me complete freedom to solve problems on my own.   | 2.77 | Disagreement | .91  |
| LF05 | In most situations, I prefer little input from my supervisor.          | 2.54 | Disagreement | .78  |
| LF06 | In general, my supervisor feels it's best to leave subordinates alone. | 2.44 | Disagreement | 1.10 |

Source: Field survey, Afful (2020)

Likewise, “My supervisor stays out of the way as I do my work”, as an indicator from a sample of 188 obtained an average value of 2.16, signifying *disagreement* to laissez-faire leadership style, with a degree of dispersion from a standard deviation of .53, implying relatively low disparity in respondents’ views (Table 5). The disagreement to this indicator means that supervisors at Quality Control Company Limited do not grant autonomy to employees at the work place, and this finding is an indication of the absence of laissez-faire leadership style.

In a similar fashion, the medium of “As a rule, my supervisor allows me to appraise my own work”, as an indicator from a sample of 188 was 2.37, indicating *disagreement* to laissez-faire leadership style, with a degree of variation from a standard deviation of .64, implying that respondents’ views were relatively similar (Table 5). This indicator implies that supervisors at Quality Control Company Limited do not allow employees to appraise their own work, and this finding suggests the absence of laissez-faire leadership style.

In like manner, “My supervisor gives me complete freedom to solve problems on my own”, as an indicator from a sample of 188 was 2.77, signifying *disagreement* to laissez-faire leadership style, with a degree of variability from a standard deviation of .91, indicating low variability in respondents’ views (Table 5). The outcome of this indicator confirms that employees at Quality Control Company Limited are not given autonomy to solve their problems, and this indicates that laissez-faire leadership style is absent at the workplace.

Similarly, the medium of “In most situations, I prefer little input from my supervisor”, as an indicator from a sample of 188 was 2.54, suggesting *disagreement* to laissez-faire leadership style, with a degree of dispersion from a standard deviation of .78, insinuating that respondents’ opinions were not wide-ranging (Table 5). This result confirms the absence of laissez-faire leadership style at Quality Control Company Limited of the Ghana Cocoa Board. Equally, the average of “In general, my supervisor feels it’s best to leave subordinates alone”, as an indicator from a sample of 188 was 2.44, indicating *disagreement* to laissez-faire leadership style, with a degree of variability from a standard deviation of 1.10, implying that respondents’ views were diverse (Table 5). This indicator reveals that supervisors at Quality Control Company Limited do not prefer leaving subordinates alone to take decisions, and this finding provides evidence of the absence of laissez-faire leadership style.

Gleaning from the views of respondents with respect to the existence of laissez-faire leadership style, it was revealed that respondents showed *disagreement* to all the six indicators of laissez-faire leadership style (Table 5). Therefore, the writer of this research project established that laissez-faire leadership style was absent at Quality Control Company of Ghana Cocoa Board,

from the viewpoint of employees. In general, this study found that transactional and transformational leadership styles were predominant, while laissez-faire leadership style was absent at Quality Control Company Limited of the Ghana Cocoa Board in the Western North Region of Ghana.

### **Level of Employee Performance at Quality Control Company Limited**

In examining the level of employee performance at Quality Control Company Limited of Ghana Cocoa Board, 10 indicators were measured on a five point Likert-like scale with score 1=strongly disagree, 2=disagree, 3=neutral, 4= agree, 5=strongly agree. These scores were generalised based on respondents' *agreement* or *disagreement* to each of the statements under "Employee Performance" on the questionnaire. The cut-off point for the scale was arrived using the mean of the scale minus 0.1, as used by earlier researchers (Koomson, 2017; Osei-Bonsu, 2019). Therefore, a mean range of 1.0 to 2.9 suggests *disagreement* from respondents, while a mean range of 3.0 to 5.0 suggests *agreement* from respondents.

As shown in Table 6, the mean of "I always report to work on time", as an indicator from a sample of 188 was 3.54, suggesting *agreement* to employee performance among respondents, with a degree of variability from a standard deviation of .81, implying that respondents' views were relatively less varied. The outcome of this indicator signals that employees at Quality Control Company Limited always report to work on time, signalling high employee performance.

Parallel to this, the mediocre score of "It is necessary to come to work early", as an indicator from a sample of 188 was 3.21, indicating *agreement* to employee performance among respondents, with a degree of dispersion from a

standard deviation of .91, implying low disparity in respondents' views (Table 5). The outcome of this indicator suggests that employees at Quality Control Company Limited find it relevant to come to work on time, and this is a sign of higher employee performance.

**Table 5: Level of Employee Performance at Quality Control Processing Company**

| Serial | Label   | Mean | Interpretation | SD   |
|--------|---|------|----------------|------|
| EP01   | I always report to work on time   | 3.54 | Agreement      | .81  |
| EP02   | It is necessary to come to work early                                     | 3.21 | Agreement      | .91  |
| EP03   | I am motivated at work.   | 3.84 | Agreement      | .61  |
| EP04   | My colleagues encourage me to perform.                                    | 3.45 | Agreement      | 1.02 |
| EP05   | There is team work at my department.                                      | 3.71 | Agreement      | .61  |
| EP06   | My supervisor is a team player.   | 3.46 | Agreement      | .77  |
| EP07   | I am given the needed support by my supervisor to meet my duties.         | 3.21 | Agreement      | .98  |
| EP08   | My performance is assessed daily by my supervisor.                        | 3.71 | Agreement      | .87  |
| EP09   | My performance is elevated by good leadership exhibited by my supervisor. | 3.41 | Agreement      | 1.21 |



|      |   |      |           |      |
|------|---|------|-----------|------|
| EP10 | I am comfortable with my supervisor's leadership style. | 3.71 | Agreement | 2.14 |
|------|---|------|-----------|------|

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Source: Field survey, Afful (2020)

In a similar fashion, “I am motivated at work” obtained a mean of 3.84, suggesting *agreement* to employee performance among respondents, with a degree of variation from a standard deviation of .61, demonstrating that respondents’ views were relatively similar. The outcome of this indicator implies that employees at Quality Control Company Limited are motivated to achieving their targets at the workplace and this finding suggests high employee performance. In the same vein, the middling score of “My colleagues encourage me to perform”, as an indicator from a sample of 188 is 3.45, signifying *agreement* to employee performance among respondents, with a degree of variance from a standard deviation of 1.02, suggesting disparity in respondents’ views (Table 5). This result indicates that employees at Quality Control Company encourage each other to put in their best towards work, and this is a sign of high employee performance.

In like manner, the average value of “There is team work at my department”, as an indicator from a sample of 188 was 3.71, inferring *agreement* to employee performance among respondents, with a degree of dispersion from a standard deviation of .61, signalling that respondents’ views were not diverse. The outcome of this indicator connotes that employees at Quality Control Company Limited work as a team, and this finding provides evidence of high employee performance. Identically, the midpoint of “My supervisor is a team player”, as an indicator from a sample of 188 was 3.46, evincing *agreement* to employee performance among respondents, with a degree of variance from a standard deviation of .77, hinting that

respondents' view were not wide-ranging (Table 6). This result connotes that employees at all level of management: top, middle and low levels work as a team.

Equally, the mean of "I am given the needed support by my supervisor to meet my duties", as an indicator from a sample of 188 was 3.21, showing *agreement* to employee performance among respondents, with a degree of variability from a standard deviation of .98, insinuating low disparity in respondents' views. The outcome of this indicator implies that employees at Quality Control Company Limited are granted the needed support by their supervisors to meet their duties, and this could lead to higher employee performance. In like manner, the average of "My performance is assessed daily by my supervisor", as an indicator from a sample of 188 was 3.71, declaring *agreement* to employee performance, with a degree of dispersion from a standard deviation of .87, implying that respondents' views were not differed (Table 5). This result signal that supervisors at Quality Control Company Limited assess their employees' performance daily and this practice could lead to higher employee performance.

In a similar fashion, the midpoint of "My performance is elevated by good leadership exhibited by my supervisor", as an indicator from a sample of 188 was 3.41, signalling *agreement* to employee performance among respondents, with a degree variation from a standard deviation of 1.21, evincing low disparity in respondents' opinions (Table 5). The outcome of this indicator suggests that supervisors at Quality Control Company Limited aid employees to improve upon their performance, and this practice could lead to high employee performance.

Likewise, “I am comfortable with my supervisor’s leadership style”, as an indicator from a sample of 188 was 3.71, signifying *agreement* to employee performance among respondents, with a degree of variance from a standard deviation of 2.14, implying that respondents’ opinions were relatively variegated (Table 6). This indicator suggests that employees at Quality Control Company Limited like their supervisors’ leadership style and this likeness could propel employees to show high level of employee performance. In the light of the above discussion on employee performance, it was evident that employees at Quality Control Company Limited scored high on employee performance, because, respondents expressed *agreement* to all the 10 indicators of employee performance (Table 6). Therefore, the writer of this dissertation settled that there is high level of employee performance at Quality Control Company Limited of Ghana Cocoa Board in the Western North Region of Ghana.

### **Relationship between Transactional Leadership Style and Employee Performance at Quality Control Company Limited**

The first objective of this research project sought to analyse the relationship between transactional leadership style and employee performance at Quality Control Company Limited. The standard regression technique was used to analyse this relationship. After satisfying the assumptions underlying the use of regression, Table 6 provided information on relationship between independent variable (transactional leadership style) and dependent variable (employee performance) indicated as R. Moreover, Table 6 presented the information on the amount of variation in the dependent variable explained by the independent variable, indicated as R-Square and information on the amount

of variation in the dependent variable explained by the independent variable as a result of an adjustment, indicated as (Adjusted R-Square).

**Table 6: Relationship between Transactional Leadership Style and Employee Performance**

|                                |                     | Employee Performance | Transactional Leadership Style |
|--------------------------------|---------------------|----------------------|--------------------------------|
| Employee Performance           | Pearson Correlation | 1                    | .633**                         |
|                                | Sig. (2-tailed)     |                      | .000                           |
| Transactional Leadership style | N                   | 250                  | 250                            |
|                                | Pearson Correlation | .633**               | 1                              |
|                                | Sig. (2-tailed)     | .000                 |                                |
|                                | N                   | 250                  | 250                            |

**\*\*.** Correlation is significant at the 0.01 level (2-tailed).

Source: Field survey, Afful (2020)

From table 7, it can be realised that the value of Pearson correlations given in the table shows the correlation coefficient of 0.633 which is significant at 0.05. This demonstrates that Transactional leadership style has a positive correlation with Employee Performance. The Pearson Correlation coefficient (R-value of 0.633 indicates a large relationship between Transactional leadership style and Employee Performance. The results indicate a positive relationship between Transactional leadership style and Employee performance.

From Table 6, the Pearson correlation coefficient value of .633 suggested the relationship between the independent variable and the dependent variable. Therefore, consistent to expectations, this study found a positive and significant relationship between transactional leadership style and employee performance at

Quality Control Company Limited of Ghana Cocoa Board in the Western North Region of Ghana. This finding looked similar to the result of an earlier study by Chawdhury (2014) in India, in which the author found that transactional leadership style positively impacted the level of employee commitment.

Similarly, this finding compared well with the result of the study by Anyango (2015) in Kenya, where the researcher showed that transactional leadership style strongly and positively correlated with both measures of employee performance and overall performance among employees at Bank of Africa. Contrariwise, this finding disputed the result of the study by Odunlami et al. (2017) in Ogun State in Nigeria, in which the authors disclosed that transactional leadership style had no significant influence on employee performance among employees working in in selected private universities. In the same way, this finding contravened the result of the study by Malcalm and Tamatey (2017) in Ghana, where the researchers found that that transactional leadership did not have any effect on employee performance among staff of the Ghana Atomic Energy Commission.

Like Anyango's (2015) research outcome, this finding mirrored the result of the study by Mwombeki (2017) in Tanzania, wherein the researcher showed that transactional leadership style positively influenced employees working in University of Dar es Salaam Computing Centre to execute defined duties. On the contrary, this finding challenged the result of the study by Agbozo (2018) in Ghana, in which the author found that transactional leadership style did not have any significant impact on employee's work engagement in some selected indigenous banks.

Similar to the study by Anyango (2015) in Kenya and Mwombeki (2017) in Tanzania, this finding confirmed the result of the earlier study by Mohammed et al. (2018) in Kenya, wherein the researchers showed that transactional leadership style

had a positive effect on employee performance among employees in the Somali National Civil Service Commission. In like manner, this result was parallel to the initial study by Ali (2019) in Pakistan, in which the author revealed a significant positive relationship between transactional leadership style and organisational performance among teachers working in a public sector university.

### **Effect of Transformational Leadership Style on Employee Performance at Quality Control Company Limited**

The second objective of this research project sought to examine the effect of transformational leadership style on employee performance at Quality Control Company Limited. The standard regression technique was used to analyse this relationship. After satisfying the assumptions underlying the use of regression, Table 7 provided information on relationship between independent variable (transformational leadership style) and dependent variable (employee performance) indicated as R. Besides, Table 7 presented the information on the amount of variation in the dependent variable explained by the independent variable, indicated as R-Square and information on the amount of variation in the dependent variable explained by the independent variable as a result of an adjustment, indicated as (Adjusted R-Square).



**Table 7: Correlation between Transformational Leadership Style and Employee Performance**

|                                   |                     | Employee Performance | Transformational Leadership Style |
|-----------------------------------|---------------------|----------------------|-----------------------------------|
| Employee Performance              | Pearson Correlation | 1                    | .372**                            |
|                                   | Sig. (2-tailed)     |                      | .000                              |
|                                   | N                   | 250                  | 250                               |
| Transformational Leadership Style | Pearson Correlation | .372**               | 1                                 |
|                                   | Sig. (2-tailed)     | .000                 |                                   |
|                                   | N                   | 249                  | 249                               |

**\*\*.** Correlation is significant at the 0.01 level (2-tailed).

Source: Field survey, Afful (2020)

From table 7, it can be seen that the Pearson correlation coefficient value of ( $r = 0.372$   $N=250$ ,  $p < 0.000$ ) confirms that there is a positive linear correlation between the two variables (Employee Performance and Transformational Leadership Style). Thus, it can be said that there is very strong evidence to believe that both variables are positively related. The Pearson Coefficient Correlation (R-value) of 0.372 indicates a good relationship between Transformational Leadership style and Employee Performance. Cohen (1988) recommends using the following recommendations to evaluate correlation coefficient magnitude:  $r=.10$  to  $.29$  or  $r=-.10$  to  $-.29$  small,  $r=.30$  to  $.49$  or  $r=-.30$  to  $-.49$  medium, and  $r=.50$  to  $1.0$  or  $r=-.50$  to  $-1.0$  big. Employee Performance and Transformational Leadership Style have a

considerable positive association, according to the findings. The t-test result, which likewise revealed a significant outcome (t-value =4.276, N=250, p=0.000), supported the positive relationship between the two variables (independent and dependent), as shown below.

**Table 8: T-Value on the Relationship between Transformational Leadership Style and Employee Performance**

| Model        | Unstandardized |            | Standardized | T          |
|--------------|----------------|------------|--------------|------------|
|              | Sig.           |            |              |            |
|              | Coefficients   |            |              |            |
|              | B              | Std. Error | Beta         |            |
| 1 (Constant) | 1.258          | .294       |              | 4.276 .000 |
| TRANSFORM.   | .461           | .095       | .372         | 4.874 .000 |

**a. Dependent Variable: EMPLOYEE PERFORMANCE**

Source: Field survey, Afful (2020)

From Table 8, the significant value  $p= 0.000$  is less than 0.05 for both the independent variable (Talent Retention) and the constant. Pallant (2015) points out that a significant value of  $<0.05$  indicates that the variable has a significant impact on the dependent variable. It can therefore, be concluded that transformational leadership style has a significant impact on employee performance. The results further indicate a Beta of .372 which is statistically significant since  $p=0.000$  and less than .05. Therefore, consistent to expectations, this study found a positive and significant effect of transformational leadership style on employee performance at Quality Control Company Limited of Ghana Cocoa Board in the Western North Region of

Ghana. In order to determine the extent of Talent Retentions influence on Employee Creativity, simple linear regression was also carried out and the results had been depicted in Table 9 below.

**Table 9: Model Summary on Transformational Leadership Style and Employee Performance**

| Model | R    | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|------|----------|-------------------|----------------------------|
| 1     | .300 | .350     | .290              | 2.12                       |

**a. Predictors: (Constant), Employee Performance**

**b. Dependent Variable: Transformational Leadership Style**

Source: Field Survey, Gyasi-Afful (2020)

The Table 9 indicate an R Square value of .350 which showed that about 35.0% of the variation in Employee Performance of employees performance at Quality Control Company Limited of Ghana Cocoa Board in the Western North Region of Ghana is accounted for by Transformational Leadership style, the remaining variation in employee performance may be due to other factors not captured in this study. The results of the T-Value in Table 9 indicate a statistically significant figure of  $p=.000$ , as held up by Tabachnick & Fidell (2013), a significant level of less than or equal to .05 is necessary for social science research. In this analysis, the  $p$ -value is well below .05 ( $p = .000$ ).

This finding looked similar to the result of the study by Chawdhury (2014) in India, wherein the author found that transformational leadership positively impacted the level of employee commitment. In a similar fashion, this finding mirrored the result of the study by Anyango (2015) in Kenya, in which the author showed that transformational leadership style strongly and positively correlated with both measures of employee performance and overall

performance among employees at Bank of Africa.

Similarly, this finding compared well with the result of the study by Gachingiri (2015) in Kenya, wherein the author showed that transformational leadership style significantly affected organisational performance among employees from United Nations Environment Programme. Equally, this finding agreed with the earlier study by Odunlami et al. (2017) in Nigeria, where the researchers found that transformational leadership style had a positive and significant influence on employee performance in selected private universities in Ogun State in Nigeria.

Likewise, this finding equated the result of the study by Wachaga (2017), in which the author showed a significant positive relationship between transformative leadership and insurance project performance among employees at Eagle Africa Insurance Company. On the contrary, this finding disputed the result of the study by Malcalm and Tamatey (2017) in Ghana, where the researchers showed that transformational leadership did not have any effect on employee performance among staff of the Ghana Atomic Energy Commission. Consistent to the results of Odunlami et al. (2017) and Wachaga (2017), this finding was parallel to the result of the study Mwombeki (2017) in Tanzania, wherein the author discovered that transformational leadership style positively and predominantly influenced employee performance in University of Dar es Salaam Computing Centre.

In the same way, this finding resembled the earlier study by Agbozo (2018) in Ghana, in which the author found that transformational leadership influenced employee's work engagement among employees of some selected indigenous banks. Likewise, this result compared well with the result of the

study by Mohamed et al. (2018) in Kenya, where the researchers showed that transformational leadership style had a positive effect on employee performance in the Somali National Civil Service Commission. By the same token, this finding compared well with the result of the study by Ali (2019) in Pakistan, in which the author discovered a significant positive relationship between transformational leadership style and organisational performance among faculty members from a public sector university.

### **Nexus between Laissez-Faire Leadership Style and Employee Performance at Quality Control Company Limited**

The third objective of this research project sought to analyse the nexus between laissez-faire leadership style and employee performance at Quality Control Company Limited. The standard regression technique was used to analyse this relationship. After satisfying the assumptions underlying the use of regression, Table 8 provided information on relationship between independent variable (laissez-faire leadership style) and dependent variable (employee performance) indicated as R. In addition, Table 10 presented the information on the amount of variation in the dependent variable explained by the independent variable, indicated as R-Square and information on the amount of variation in the dependent variable explained by the independent variable as a result of an adjustment, indicated as (Adjusted R-Square).

**Table 10: Correlation between Laissez-Faire Leadership Style and Employee Performance**

|                                |                     | Employee Performance | Laissez-Faire Leadership Style |
|--------------------------------|---------------------|----------------------|--------------------------------|
| Employee Performance           | Pearson Correlation | 1                    | .411**                         |
|                                | Sig. (2-tailed)     |                      | .000                           |
|                                | N                   | 250                  | 250                            |
| Laissez-Faire Leadership Style | Pearson Correlation | .411**               | 1                              |
|                                | Sig. (2-tailed)     | .000                 |                                |
|                                | N                   | 250                  | 250                            |

**\*\*.** Correlation is significant at the 0.01 level (2-tailed).

Source: Field Survey, Afful-Gyasi (2020)

From the table 10 it can be noted that the value of Pearson correlations given in the table shows that the correlation coefficient is 0.411 and this demonstrates that Laissez-Faire Leadership Style has a positive correlation with Employee Performance. The results from Table 4 show the value of the R- Correlation Coefficient (Pearson Correlation Co-efficient). The R value represents the Pearson Correlation coefficient. The R-value of 0.411 indicates a large relationship between Laissez-Faire Leadership Style and Employee Performance.

Cohen (1992) recommends using the following recommendations to evaluate correlation coefficient magnitude:  $r=.10$  to  $.29$  or  $r=-.10$  to  $-.29$  small,  $r=.30$  to  $.49$  or  $r=-.30$  to  $-.49$  medium, and  $r=.50$  to  $1.0$  or  $r=-.50$  to  $-1.0$  big. Employee Performance and Laissez-Faire Leadership Style show a considerable positive association, according to the findings.



Similar to the research finding by Anyango (2015) in Kenya, this finding challenged the result of the study by Malcalm and Tamatey (2017) in Ghana, where the authors showed that laissez-faire leadership style did not have any significant effect on employee performance among staff of the Ghana Atomic Energy Commission. In like manner, this finding contrasted the result of the study by Basit et al. (2017) in Malaysia, in which the authors showed a significant positive effect of laissez-faire leadership style on employee performance employees from a private organisation in Selangor.

In line with the stated research objectives, this study found: There was a significant positive relationship between transactional leadership style and employee performance among employees at Quality Control Company Limited of Ghana Cocoa Board in the Western North Region of Ghana. Also, the study revealed a significant positive effect of transformational leadership style on employee performance among employees at Quality Control Company Limited of Ghana Cocoa Board in the Western North Region of Ghana. In addition, there was also a significant but negative relationship between transactional leadership style and employee performance among employees at Quality Control Company Limited of Ghana Cocoa Board in the Western North Region of Ghana.

### **Chapter Summary**

This chapter covers the results and discussion. First and foremost, this chapter presented and discussed the results on the demographic characteristics of respondents, by employing frequencies and percentages. The chapter continued by assessing the type of leadership style(s) are exhibited at Quality Control Company Limited, using mean and its associated standard deviation. Then, the level of employee performance was investigated, using mean and its

associated standard deviation. Subsequently, the relationship between each of the three types of leadership styles and employee performance was examined, using regression analysis.



## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### Introduction

This chapter presents the summary of the study, including major findings derived from the study. Conclusions arrived and recommendations arising from the findings are also provided in this chapter. The chapter ends with a suggestion for future research. The study sought to find the following research objectives:

1. to ascertain the relationship between transactional leadership style and employee performance at QCC Limited
2. to examine the effect of transformational leadership style on employee performance at QCC Limited
3. to analyse the nexus between laissez-faire leadership style and employee performance at QCC Limited.

#### Summary of the Study

This study assessed leadership styles and employee performance at Quality Control Company Limited of Ghana Cocoa Board. The specific objectives of this study were to: ascertain the relationship between transactional leadership style and employee performance at Quality Control Company Limited of Ghana Cocoa Board; examine the effect of transformational leadership style on employee performance at Quality Control Company Limited of Ghana Cocoa Board; and analyse the nexus between laissez-faire leadership style and employee performance at Quality Control Company Limited of Ghana Cocoa Board.

Regarding methodology, research approach was quantitative, research design was explanatory, and study design was cross-sectional. The study was conducted at Quality Control Company of Ghana Cocoa Board, with focus on employees working in the Western North Region of Ghana. All employees of Quality Control Company Ghana Limited in the Western North Region of Ghana, numbering 250 formed the population of this study. Data was sourced from the human resource division of the organisation. A census was used to select all 250 employees to serve as samples for this study.

A questionnaire was used as the instrument for data collection and it was semi-structured and self-administered. The questionnaire was designed based on prior studies. Leadership styles was measured with an instrument sourced from the study by Anayngo (2015), containing 24 items. Subdimensions were transactional leadership style (6 items), transformational leadership style (12 items), and laissez-faire leadership style (6 items). Sample item for transactional leadership style is: „My supervisor provides recognition/rewards when others reach their goals“ (TS02). Sample item for transformational leadership is: „My supervisor provides appealing images about what we can do“ (TF05). Sample item for laissez-faire leadership style is: „My supervisor stays out of the way as I do my work“. The 24 items that measure leadership styles are anchored on a five-point Likert-type scale.

On the other hand, employee performance was measured using 10 items sourced from the study by Nuhu (2010). Sample item is: „I always report to work on time“ (EP01). Ethical considerations were voluntary participation, right to privacy, anonymity, and confidentiality of information. 250 unfilled questionnaires were administered to staffs of Quality Control Company Ghana

Limited in the Western North Region of Ghana through the human resource division of the regional office. In other words, unfilled questionnaires were left with the human resource division to be distributed to all staff in the region and collected later after completion. Data collection lasted for three weeks from the day questionnaires were administered to the day that they were retrieved. Of the 250 unfilled questionnaires distributed, 188 completed questionnaires were retrieved and they were deemed valid for the purposes of data analysis. Consequently, a response rate of 75.20% was attained.

After the data collection exercise, the completed questionnaires was subjected to scrutiny to ensure that any possible error arising from incomplete and wrongly filled questionnaires were eliminated or minimised. The errorfree questionnaires was carefully coded and edited to avoid missing values, after which the data were processed. IBM SPSS Statistics Software for windows, version 23 was the software used for data analysis. First of all, the demographic characteristics that were collected were age, sex, number of years worked in the organisation and highest educational qualification achieved, and they were analysed using frequencies and percentages. The outputs from the data were presented in tables. All three research objectives were analysed, using standard regression analysis. The outputs were also presented in tables. In line with the stated research objectives, this study found:

1. A significant positive relationship between transactional leadership style and employee performance among employees at Quality Control Company Limited of Ghana Cocoa Board in the Western North Region of Ghana.

2. A significant positive effect of transformational leadership style on employee performance among employees at Quality Control Company Limited of Ghana Cocoa Board in the Western North Region of Ghana.
3. A significant negative relationship between transactional leadership style and employee performance among employees at Quality Control Company Limited of Ghana Cocoa Board in the Western North Region of Ghana.

### **Conclusions**

This study assessed leadership styles and employee performance at Quality Control Company Limited of Ghana Cocoa Board, with focus on employees working in the Western North Region of Ghana. Based on the research findings, this study concluded that supervisors who employ transactional leadership style propel their employees to superior performance. Furthermore, this study settled that transformational leadership style adopted by supervisors led employees to put off their best in achieving organisational goals and targets. However, this study concluded that the adoption laissezfaire leadership style has devastating effect on employee performance among employees working at Quality Control Company Limited of Ghana Cocoa Board in the Western North Region of Ghana.

### **Recommendations**

This study assessed leadership styles and employee performance at Quality Control Company Limited of Ghana Cocoa Board, with focus on employees working in the Western North Region of Ghana. Based on the conclusions above, this study recommends that the managers and superiors at Quality Control Company Limited of Ghana Cocoa Board in the Western North



Region of Ghana should employ more of transactional and transformational leadership styles at the workplace, because, these styles have the potential of predicting positive job outcomes of employees. On the contrary, this study recommends that managers and supervisors at Quality Control Company Limited of Ghana Cocoa Board in the Western North Region of Ghana to continually reduce the usage of laissez-faire leadership style in the organisation.

### **Suggestion for Further Studies**

This study was based on quantitative analysis, as a result, the employees were not able to describe the situation and explain in detail the reasons behind the answers that were given. In view of this soon, the mixed method (that is, both qualitative and quantitative) methods should be used. This will help the study results to reach a definite conclusion as both methods will complement each other's weaknesses.

This study was also carried out in only one COCOA board branch in Ghana. Further studies can also engage in a comparative study across other the various COCOA board branches in Ghana to assess the influence of talent management on Employee Creativity. Again, subsequent researchers can explore more variables to measure the impact as this study made use of only three leadership styles variables; Transactional, Transformational and Laissez-faire leadership styles. Further studies can concentrate on the mediating role of employee satisfaction in the relationship between leadership styles and employee performance.

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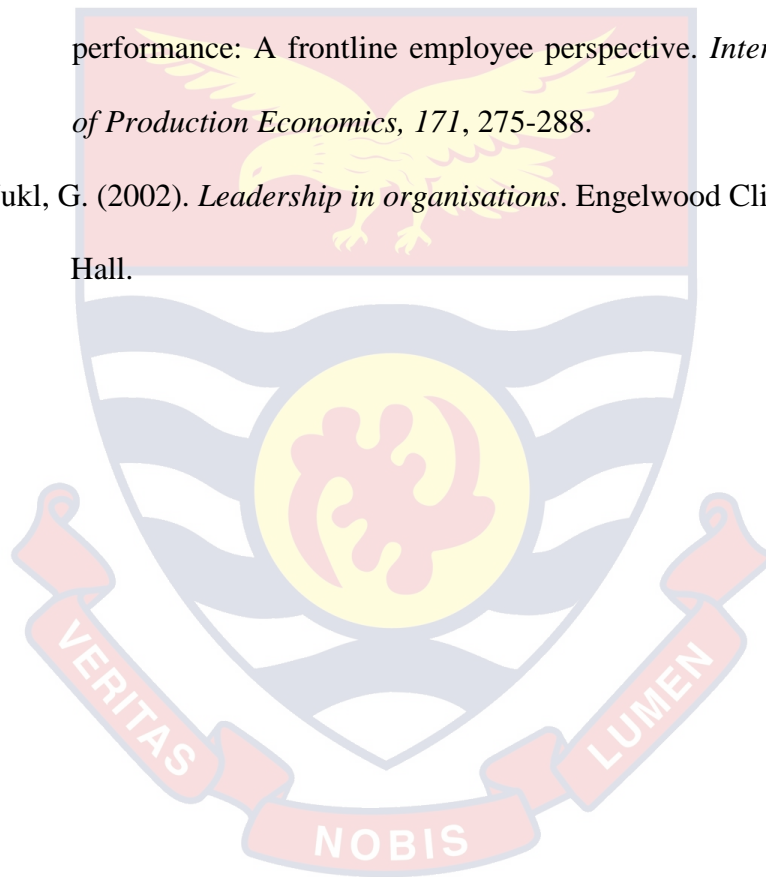
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## APPENDIX A: QUESTIONNAIRE FOR EMPLOYEES

### Leadership Style and Employee Performance at Quality Control

#### Company of Ghana Cocoa Board

Dear Respondent,

My name is Philip Gyasi Afful, an MBA Student at the Department of Management, School of Business, University of Cape Coast. This study forms part of the requirement for the award of my Master of Business Administration degree in Management and it seeks to assess *Leadership Styles and Employee Performance at Quality Control Company Limited of Ghana Cocoa Board*.

I am writing to ask for your help with my research. I would be grateful if you could spare about 30 minutes of your time to answer these questions for the research, with all honesty. There is no right or wrong answer. Your questionnaire is strictly anonymous and will only be read and used by myself. Participation is voluntary. In the event that anything is published from this research, no information supplied will be identifiable to you since only aggregated data will be reported in this study. It is expected that the findings of this research will have implications for the well-being of employees and management staff of Quality Control Company through policy formulation and management support in the organisation. I would be very grateful if I could get the completed questionnaire within a week. If you need any clarification on this questionnaire, its nature or its purpose, or you wish to be informed on the results of the study, do not hesitate to contact me on 020-324-9234 or email: philipgyasiafful73@gmail.com.

Thank you for your valuable time and input.



## Questionnaire

### Section A: Demographic Characteristics

DC01. Sex: a. Male [ ] b. Female [ ]

DC02. Age in years: \_\_\_\_\_

DC03. Employment type: a. Full time [ ] b. Part time [ ]

DC04. How many years have you worked in the organisation? \_\_\_\_\_

### Section B: Leadership Styles

Leadership is a systematic process where individual(s) influence(s) others towards the achievement of desired goals. Please indicate your *agreement* or *disagreement* to each of the following statements that relate to the leadership styles exhibited by your immediate superior at the workplace, by **circling** the appropriate number, on the scale: 1=**strongly disagree (SD)**, 2=**disagree (D)**, 3=**neutral (N)**, 4=**agree (A)**, 5=**strongly agree (SA)**

| Transactional leadership style |   | SD | D | N | A | SA |
|--------------------------------|---|----|---|---|---|----|
| TS01                           | My supervisor tells others what to do if they want to be rewarded for their work. | 1  | 2 | 3 | 4 | 5  |
| TS02                           | My supervisor provides recognition/rewards when others reach their goals.         | 1  | 2 | 3 | 4 | 5  |
| TS03                           | My supervisor calls attention to what others                                      | 1  | 2 | 3 | 4 | 5  |

|      |   |   |   |   |   |   |
|------|---|---|---|---|---|---|
|      | can get for what they accomplish.   |   |   |   |   |   |
| TS04 | My supervisor is always satisfied when others meet agreed-upon standards. | 1 | 2 | 3 | 4 | 5 |

|  |   |           |          |          |          |           |
|--|---|-----------|----------|----------|----------|-----------|
| TS05                                     | As long as things are working, my supervisor does not try to change anything.     | 1         | 2        | 3        | 4        | 5         |
| TS06                                     | My supervisor tells us the standards we have to know to carry out our work.       | 1         | 2        | 3        | 4        | 5         |
| <b>Transformational leadership style</b> |   | <b>SD</b> | <b>D</b> | <b>N</b> | <b>A</b> | <b>SA</b> |
| TF01                                     | My supervisor makes others feel good to be around him/her.                        | 1         | 2        | 3        | 4        | 5         |
| TF02                                     | I have complete faith in my supervisor.   | 1         | 2        | 3        | 4        | 5         |
| TF03                                     | I am proud to be associated with my supervisor.                                   | 1         | 2        | 3        | 4        | 5         |
| TF04                                     | My supervisor expresses in a few simple words what we could and should do.        | 1         | 2        | 3        | 4        | 5         |
| TF05                                     | My supervisor provides appealing images about what we can do.                     | 1         | 2        | 3        | 4        | 5         |
| TF06                                     | My supervisor helps me find meaning in my work.                                   | 1         | 2        | 3        | 4        | 5         |
| TF07                                     | My supervisor enables others to think about old problems in new ways.             | 1         | 2        | 3        | 4        | 5         |
| TF08                                     | My supervisor provides others with new ways of looking at puzzling things.        | 1         | 2        | 3        | 4        | 5         |
| TF09                                     | My supervisor gets others to rethink ideas that they had never questioned before. | 1         | 2        | 3        | 4        | 5         |
| TF10                                     | My supervisor helps others develop themselves.                                    | 1         | 2        | 3        | 4        | 5         |

|                                       |   |           |          |          |          |           |
|---------------------------------------|---|-----------|----------|----------|----------|-----------|
| TF11                                  | My supervisor lets others know how he/she think we are doing.                         | 1         | 2        | 3        | 4        | 5         |
| TF12                                  | My supervisor gives personal attention to others who seem rejected.                   | 1         | 2        | 3        | 4        | 5         |
| <b>Laissez-faire leadership style</b> |   | <b>SD</b> | <b>D</b> | <b>N</b> | <b>A</b> | <b>SA</b> |
| LF01                                  | In complex situations, my supervisor allows me to work my problems out on my own way. | 1         | 2        | 3        | 4        | 5         |
| LF02                                  | My supervisor stays out of the way as I do my work.                                   | 1         | 2        | 3        | 4        | 5         |
| LF03                                  | As a rule, my supervisor allows me to appraise my own work.                           | 1         | 2        | 3        | 4        | 5         |
| LF04                                  | My supervisor gives me complete freedom to solve problems on my own.                  | 1         | 2        | 3        | 4        | 5         |
| LF05                                  | In most situations, I prefer little input from my supervisor.                         | 1         | 2        | 3        | 4        | 5         |
| LF06                                  | In general, my supervisor feels it's best to leave subordinates alone.                | 1         | 2        | 3        | 4        | 5         |

### Section C: Employee Performance

Employee performance refers to the quality and quantity achieved by an employee in carrying out his function in accordance with the responsibilities given to him/her. Please indicate your *agreement* or *disagreement* with each of the following statements that relate to employee performance, by **ticking** the appropriate number, on the scale: 1=**strongly disagree**, 2=**disagree**,

3=neutral, 4= agree, 5=strongly agree

| Employee performance |   | SD | D | N | A | SA |
|----------------------|---|----|---|---|---|----|
| EP01                 | I always report to work on time   | 1  | 2 | 3 | 4 | 5  |
| EP02                 | It is necessary to come to work early                                     | 1  | 2 | 3 | 4 | 5  |
| EP03                 | I am motivated at work.   | 1  | 2 | 3 | 4 | 5  |
| EP04                 | My colleagues encourage me to perform.                                    | 1  | 2 | 3 | 4 | 5  |
| EP05                 | There is team work at my department.                                      | 1  | 2 | 3 | 4 | 5  |
| EP06                 | My supervisor is a team player.   | 1  | 2 | 3 | 4 | 5  |
| EP07                 | I am given the needed support by my supervisor to meet my duties.         | 1  | 2 | 3 | 4 | 5  |
| EP08                 | My performance is assessed daily by my supervisor.                        | 1  | 2 | 3 | 4 | 5  |
| EP09                 | My performance is elevated by good leadership exhibited by my supervisor. | 1  | 2 | 3 | 4 | 5  |
| EP10                 | I am comfortable with my supervisor's leadership style.                   | 1  | 2 | 3 | 4 | 5  |

Thank you for your time.