

INSTITUTE OF DEVELOPMENT AND TECHNOLOGY MANAGEMENT

LEADERSHIP STYLES, EMPLOYEE COMMITMENT AND PRODUCTION

EFFICIENCY OF SELECTED STATE INSTITUTIONS IN GHANA



BY

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PHILOSOPHY IN DEVELOPMENT STUDIES**

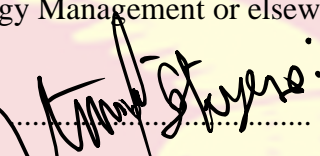
2023

DECLARATION

CANDIDATE'S DECLARATION

I hereby declare that this thesis is the result of my original research, and no part has been presented for another degree in the Institute of Development and Technology Management or elsewhere.

Signature.....



Date.....

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SUPERVISORS' DECLARATION

We hereby declare that the preparation and presentation of this thesis were supervised in accordance with the guidelines on supervision of theses laid down by the Institute of Development and Technology Management.

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ABSTRACT

Today's unpredictable corporate environment presents challenges for management, forcing many institutions to fight for existence. Such strategic measures to survive the competition are propelled by the leadership style provided by leaders, who must inspire employee commitment to achieve production efficiency while influencing others to realize institutional goals. The main goal of the study was to analyse employee commitment, leadership styles, and production efficiency to provide knowledge resources that would increase the productivity of Ghanaian state institutions. A quasi-experimental research design was employed by the researcher. With surveys serving as the main instrument, much of the data came from primary sources. Responses to the study were acquired using stratified random sampling. SPSS was used to process the data.

For data analysis, chi-square, regression, and correlation were employed as methods. The three aspects of employee commitment—Affective, Normative, and Continuance—as well as four important leadership styles—Transformational, Transactional, Laissez-faire, and charismatic—were examined in this study. The findings demonstrated that different leaders in State Institutions use different leadership styles. Furthermore, the results revealed that laissez-faire leadership dominates all other leadership styles in state institutions in Ghana and doesn't contribute to effective production efficiency. It was discovered that for a state institution to increase production, the leadership should be selected based on merit and not political appointments. It was further discussed that proper productivity measurement should be instituted in State Institutions to ensure production efficiency. The study found that the determinants of Leadership style are personal characteristics (inducing trust, inspiring a shared vision, influence from organizational culture, external environment, past experiences and expectations of the leader, and the group's culture and politics of the group. According to the study, employees with a sense of belonging to the organization exhibit commitment traits (causing trust, inspiring a common goal, creating enthusiasm, enabling innovation, offering guidance, and acknowledging achievements). The policy on the nomination of the executive management team, policy on output measurement, accounting and procedures manual policy, policy on technology, policy on incentives, and policy on cross-cutting concerns are all system policy requirements for improved leadership style and employee commitment that leads to production efficiency.

KEYWORDS:

Leadership Styles, Employee, Commitment, Production, Efficiency

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DEDICATION

To my most adorable wife, Nancy Osei Afriyie Owusu-Sekyere, and children Stephanie Awurabena Owusu-Sekyere and Bennett Paa Kofi Owusu-Sekyere.



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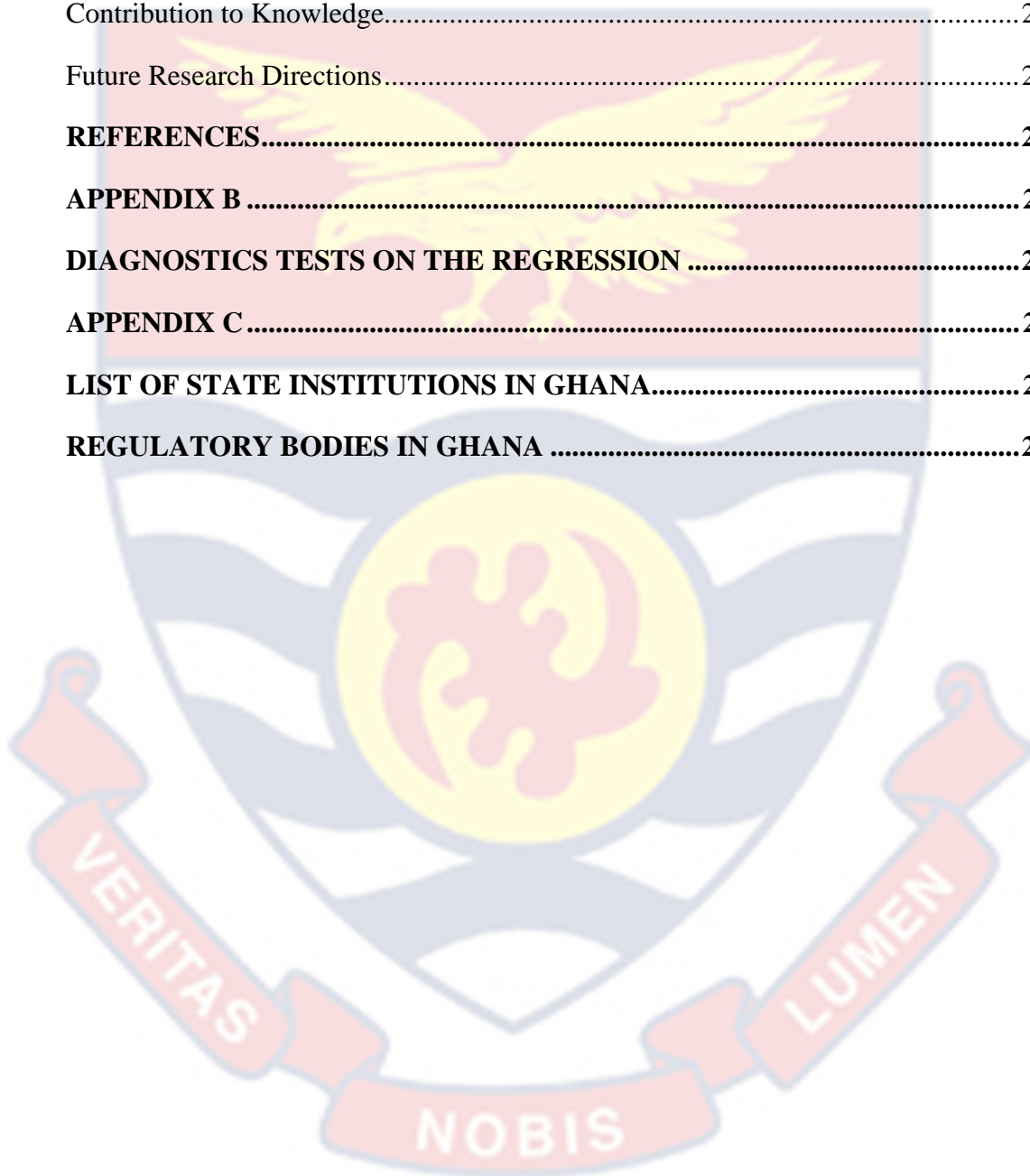
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LIST OF ABBREVIATIONS

CSL	Charismatic Style of Leadership
LMX	Leader Member Exchange
LSL	Laissez Faire Style of Leadership
MDGs	Millennium Development Goals
MLQ	Multifactor Leadership Questionnaire
MTEF	Medium Term Expenditure Framework
NPM	New Public Management
PE	Production Efficiency
PSOs	Public Sector Organizations
RoG	Republic of Ghana
SOI	State-Owned Institutions
TLS	Transactional Leadership Style
TSL	Transformational Style of Leadership
UWES	Utrecht Work Engagement Scale

CHAPTER ONE

INTRODUCTION

Background to the study

In both the state and private sectors, organisations are set up to realise goals and purposes. It is impossible to emphasise the relevance of human factors—specifically, employees—in accomplishing these aims and objectives (Gberevbie, 2017). This is due to the fact that without human resources galvanising all other resources (such as financial, land, technological, etc.), organisations cannot achieve anything significant in reaching their goals (Gberevbie et al., 2017; Jain & Duggal, 2015).

Improved employee and organisational production efficiency has been attributed to, among other things, creative compensation structures, benefits access, a positive work environment, and government's core values, chances for career advancement, recognition, and staff recognition (Armstrong & Murlis, 2004; Armstrong & Taylor, 2014; Popli & Rizvi, 2016).

A lot of businesses have had to fight for survival since it is hard to manage the uncertain business environment of today. These tactical tactics to survive the rivalry are motivated by the leadership provided by managers, who must convince people to meet the firm's goals while simultaneously increasing employee loyalty. Workers are usually the driving force behind companies; they establish their goals and give them life (Armstrong & Murlis, 2004).

Armstrong & Murlis, (2004) emphasise the value of leadership in organisations, focusing on people because they are a firm most valuable asset, according to Shafie et al. (2013). It's crucial to give staff a purpose and psychological satisfaction if you want to get the most out of them. The only people who can offer this direction are leaders. To be sure, all businesses need leadership to achieve their objectives. The effectiveness

of leadership at all levels impacts whether an organisation succeeds or fails because leadership is so important in increasing the production efficiency of many organisations. This statement is supported by Paracha et al. (2012) on page 34, who write, "Leaders play a critical role in accomplishing goals and improving staff commitment by gratifying employees with their jobs."

The organisational component of leadership that may influence employee commitment has likely received the most research (Cummings & Schwab, 1973). It's a crucial issue for every organisation because the selections made by the executives might regulate whether the business succeeds or not. Notably, it is well known that active leadership is a requirement for effective organisations, and Fiedler and House (1988) found that when ineffective leadership exists, both organisational and personnel productivity suffers. Furthermore, it is widely accepted that any group's success is greatly influenced by the calibre of its leadership, as effective leadership behaviour makes it easier for followers to accomplish their objectives and increases production efficiency (Fiedler & House, 1988; Maritz, 1995; Ristow et al., 1999).

Evidence of leadership style and staff commitment in Health industry

There has been much research on the relationship between leadership styles and employee commitment. The following authors have all examined this relationship: Rasool et al. (2015), Pradeep & Prabhu (2011), Aboshaqah et al. (2015), Kahinde & Bajo (2014), Tsigu ad Rao (2015), Gimuguni et al. (2014), Raja & Palanichamy (2014).

Rasool et al. (2015) investigated Pakistan's healthcare system. It was discovered that staff commitment was impacted by both transactional and transformational leadership styles, with the former having a greater impact. Raja and Palanichamy (2015) found a positive relationship between employee commitment and transformational and transactional leadership styles in a sample of Indian public and

private sector organizations. However, there was a negative correlation between worker devotion and a hands-off leadership style. Hotel managers choose the authoritarian leadership style because it produces the best outcomes, according to Ispas (2012).

Hospital nurses were the subjects of a study by Aboshaiqah et al. (2015) that examined the link between leadership and employee commitment. They discovered that transactional and transformational leadership styles are much more effective than laissez-faire leadership, whereas the latter is insufficient. Employee commitment and transactional and transformational leadership styles were found to have a substantial positive association in India by Pradeep & Prabhu (2011), as well as in Nigeria by Kehinde and Banjo (2014) and Ejere and Abasilim (2013).

Evidence of leadership style and staff commitment in Banking Industry

Two further African nations have been the subject of studies on employee commitment and leadership style. These are Kenya and Uganda, the two African nations. Gimuguni et al. (2014) found that democratic, laissez-faire, and authoritarian leadership styles are all linked to high levels of commitment in the Ugandan public sector. Tsigu and Rao (2012) found that employee commitment variance is better explained by transformational leadership than by transactional leadership. The main component impacting employee commitment is leadership, which is defined as the style of the leader and their impact on the workforce's attention to production efficiency (Yasir et al., 2016; Avolio et al., 2009; Trottier, Van, et al., 2008).

Top-down, command-and-control leadership approaches have been accused of being employed by some organizational executives worldwide. Their subordinates frequently elicit negative responses, obstructing amicable relations among the two parties (Akinbode & Fagbohunde, 2012). Employees are demotivated, and employee commitment is eroded, among other things, due to these leadership approaches. When

such employees have no imminent possibility to quit the business, they become emotionally disengaged from the organization (Lok & Crawford, 2004; Nasurdin et al., 2014).

In this cutthroat corporate environment where profitability, efficiency, and effectiveness rule, employee should be encouraged to upsurge their devotion to the company or leave. To survive and achieve defined objectives in this unstable climate, public sector organizations (PSOs) must offer leadership that influences subordinate job production efficiency. Human capital is one of a company's most precious assets, as it improves results and gives it a competitive advantage.

Evidence of leadership style and employee commitment in general research

A recent study on public administration (PA) by Jensen et al. (2016) found that having the appropriate leadership style, which affects employee commitment, increases an organization's production efficiency. Scholars and practitioners have recognized the significance of leadership style on employee commitment achievement, according to Kehoe and Wright (2013). The leadership of the company is dependable and likely to inspire workers to increase productivity in order to attain organizational success.

How well an organization's managers (leaders) appreciate and apply suitable leadership styles in their roles as managers and leaders controls how members harness the organization's resources is key to organizational production efficiency. Thus, among other things, leadership style influences the efficacy of resource mobilization, allocation, use, and advancement of organizational production efficiency. Some of the elements that have a detrimental impact on organizational production efficiency according to research conducted in Nigeria, by Akpala (1998), were attitude towards work, leadership style, and motivation.

As a result, the data showing the influence of leadership style on employee commitment is scattered, just like the literature on leadership and employee commitment is dispersed between states and industries. The evidence on the relationship between laissez-faire and production efficiency is less clear, despite the majority of the reviewed literature showing an impressive relationship between workers' commitment and both transformational and transactional leadership styles, with the transformational style's effect being greater than the transactional styles. (Tsigu Rao, 2015; Kehinde and Bajo, 2014; Rasool et al., 2015). While some researchers, like Aboushaqah et al. (2015), claim that there is a negative association between laissez-faire and employee dedication, Gimuguni et al. (2014) reported that there is a positive relationship. This demonstrates that the data supporting a laissez-faire leadership style is inconclusive.

Furthermore, not every country or industry is included in the literature. Apart from that, there is representation from the hotel sector (Ispas, 2012), the petroleum business (Kehinde and Bajo, 2014), the medical industry (Rassol et al., 2015; Aboushaqah et al., 2015), and the local state authority (Gimuguni et al., 2014). The lack of research in Africa, particularly in West Africa, is more important for this study. Several of the works examined here, from South Africa (Howard et al., 2003), have not been quite clear about the relationship between production efficiency, employee commitment, and leadership style. These books include Tsigu and Rao (2015), Ejere and Abasalim (2013), Gimuguni (2015), and Nuhu (2010).

In addition to the aforementioned, the following queries are still unresolved when discussing how employee dedication and leadership philosophies affect the productivity of state-owned institutions in Ghana. These are the queries.

- To what extent do different leadership styles exist within state institutions?

- How do leadership styles influence employee commitment in state institutions?
- How do employees' perceptions of participation in decision-making processes relate to their overall commitment and productivity?
- What are the key organizational culture elements that influence both leadership style adoption and employee commitment state institutions?

Statement of the Problem

Ghanaian governmental institutions, according to Nsiah et al. (2018), frequently deal with bureaucratic roadblocks and excessive red tape, which impede effective operations and slow down decision-making processes. Both project development and service delivery may be delayed as a result of this bureaucratic inefficiency. In certain Ghanaian public institutions, corruption is a serious problem. Money set aside for certain services and projects may be embezzled, resulting in inefficiencies and cost overruns. Production inefficiencies can also be caused by a lack of transparency and accountability in decision-making (Kpessa-Whyte, 2019).

Furthermore, a lot of Ghanaian public institutions struggle with antiquated buildings and equipment as well as poor infrastructure (Abass, 2019). The ability to provide high-quality services may be restricted and productivity may be hampered by the outdated infrastructure. As per Addo's (2017) findings, state institutions in Ghana could encounter challenges with workforce productivity, such as insufficient training and skill development for staff members. Inefficiencies may result from a mismatch between the workforce's skill set and the requirements of the position. Moreover, Ghanaian governmental institutions frequently face financial constraints, which might limit their capacity to make investments in cutting-edge technologies, the development of human capital, and infrastructure upgrades that are essential for increased production

efficiency. Once more the operations and decision-making processes of state institutions are disrupted by political involvement. Politicians put short-term advantages ahead of long-term efficiency, which could result in inefficient use of resources and poor production results (Ayensu et al., 2017).

The research on employee commitment and leadership demonstrates that there is a diffuse effect of leadership style on employee commitment. There is inconsistent data about the relationship between laissez-faire and production efficiency, despite the impressive relationship between employee commitment and transformational and transactional leadership styles (Rassol et al., 2015, Aboushaqah et al., 2015). The research data on leadership style and employee commitment on production efficiency shows that leadership style can explain many production efficiency outcomes as stated above, but the data is not evenly spread in African economies (Gberevbie et al., 2017; Jain & Duggal, 2015). Aside that there has been many reported cases of inefficiency and wastages in some public sector organizations in African and particularly Ghana (Duggal, 2015).

In Ghana, there are unanswered questions regarding the contribution of leadership styles and employee commitment to the production efficiency of State-Owned Institutions, including the leadership style usually adopted, how it affects production efficiency, how employee commitment affects production efficiency, and how leadership styles and employee commitment affect organizations.

Numerous production efficiency outcomes at the individual and organizational levels can be explained by leadership style, according to research on the relationship between employee dedication and leadership style and production efficiency. The data, meanwhile, is not dispersed equally across the economies of Africa. Therefore, using

the chronology above as a guide, I evaluated the geographical and sectoral scope of the research and found gaps in knowledge, methodology, and population.

There is conflicting data in the literature on the relationship between leadership style and employee commitment regarding how leadership style affects both employee commitment and productivity. Moreover, there is a dearth of studies on employee commitment and leadership style in African economies, especially in West Africa (Anfo, 2017).

About the impact of worker commitment and leadership styles on production efficiency at Ghana's state-owned institutions, there are still a number of unsolved questions. Therefore, it is imperative to close this information gap and comprehend how employee commitment, leadership styles, and production efficiency relate to each other in Ghana's state-owned institutions (Anfo, 2017). This issue emphasizes the need for more study to fully comprehend how employee commitment and leadership styles affect the productivity of Ghanaian state-owned institutions. Most research on leadership style and organizational success focused on employee retention satisfaction as a mediating element (Anfo, 2017; Tsigu and Rao, 2015). This also does not mean that much is known about how demographic factors like the leader's age, gender, and experience affect the group's production efficiency. In addition, employee's commitment affects how people see leadership styles. Furthermore, the bulk of these research were performed outside of Ghana, so there is a geographical gap in the literature, with only a handful being tracked back to Ghana (Kirimi & Minja, 2017; Khalifa & Noermijati, 2014). Additionally, there is an overall emphasis on private companies, which exclude State-Owned Institutions (Fosu & Aryeetey, 2006).

Studies on leadership style and employee commitment's contribution to motivation in State-Owned Institutions are scarce within the Ghanaian public sector (Khalifa & Noermijati, 2014). The researcher aims to see how much leadership styles influence staff commitment and loyalty in these well-known organizations in Ghana and their contribution to organizations' production efficiency. Again, there is a lack of empirical evidence of the contribution of leadership style on staff commitment that can lead to the production efficiency of State Corporations in Ghana (Fosu & Aryeetey, 2006). The study's outcomes will help organizational leaders decide which leadership styles to employ to be more engaged and inspired and have a higher level of appointment and connection with the company. Adopting the desired leadership style would assist the organization in gaining confidence and loyalty. This study addressed the Knowledge Gap, Methodological gap, Geographical gap, and Population gap.

Objectives of the Study

General objective

The study's overall goal was to analyse leadership styles, employee commitment, and production efficiency to produce knowledge resources to improve the production efficiency of State Institutions in Ghana.

Specific objectives

The specific objectives are to

1. Describe the state of leadership styles, employee commitment, and production efficiency of selected State Institutions in Ghana.
2. Assess the determinants of leadership styles and employee pledge in selected State Institutions in Ghana.
3. Evaluate the effects of leadership styles and employee commitment on production efficiency of selected State Institutions in Ghana.

4. Synthesize enhanced system of leadership styles and employee commitment for improved production efficiency.

Hypothesis

The research hypotheses are:

1. There is significant relationship between
 - a. Leadership style and production efficiency
 - b. Employee commitment and production efficiency
 - c. Leadership style and employee commitment on production efficiency
2. There is significant relationship between leadership style and the following demographics.
 - a. Gender
 - b. Age
 - c. Level of education
3. The following predict production efficiency.
 - a. Leadership style
 - b. Employee commitment

Research questions

1. What is the state of leadership styles, employee commitment, and production efficiency of State Institutions?
2. What are the determinants of leadership styles and employee pledge?
3. What are the effects of leadership styles and employee commitment on production efficiency?
4. How do we synthesize enhanced leadership styles and employee commitment for improved production efficiency?

Scope of the study

The reading is presently limited to enduring full-time staff of selected State-owned Institutions in Ghana subjected to management research and reflections of a similar nature. The idea was that verified workers have spent a considerable number of years with the company and are similarly influenced by specific simple processes that may impact their views on loyalty and commitment. The research was also expanded to include non-management workers at lower levels, who could assess the leadership styles of supervisors who oversee them.

The study primarily focuses on the Management and staff of selected state-owned institutions in Ghana. It also looks at how leadership styles have contributed to the growth of state-owned Institutions in Ghana.

State Institutions play a critical role in national socio-economic expansion and function as the government's extended arm, delivering essential commodities and services to the economy that would otherwise be unavailable from private businesses.

Significance of the study

The persons in the following categories will benefit from this research.

The Government of Ghana

This study suggests how different leadership styles affect staff appointment in state firms. The highlighted characteristics of the leader style can thus be used in the public sector for policy decisions, staffing, selection, and management training and development in Ghana's various public service sectors. This will help improve Ghana Vision 2030's socio-economic dimensions by increasing employee engagement and organizational efficiency in the public sector.

The Managers and Employees at State Institutions

The targeted State Institutions' running would also benefit from understanding the levels of staff engagement and certain leader behaviours that are thought to affect staff engagement and organizational success. If these leaders impact employee engagement and organizational success, this knowledge could be used for training or potential recruitment.

Academicians and Future Researchers

This study would also help academicians, and prospective researchers motivate and use it to start further studies or fill in research gaps.

Limitations of the study

The survey would have included all of Ghana's over 179 state-owned Institutions in an ideal world.

However, due to time, financial, and other logistical restrictions, it was impossible to cover all of Ghana's one hundred and seventy-nine (179) SOIs to offer a more comprehensive picture of the contribution of leadership style and employee commitment to production efficiency. Nonetheless, many of the concerns and problems linked with leadership style and staff commitment to production efficiency in Ghana are expected to be shared by other SOIs.

Despite the aforementioned drawbacks, the researcher is optimistic that the methodological approach, which outlines data collection procedures, and the literature review, which outlines steps for gathering, comprehending, applying, analysing, evaluating, and synthesizing high-quality literature, will provide a strong basis for the subject of the study.

Organization of the study

In all, there are eight sections in this thesis. The study's chapter one looks at the rationale of the study. This is followed by the research problem, research purpose, research objectives, questions and study scope, and research limitations. Chapter two examined conceptual and theoretical reviews. Section three looked at the methodological aspect. The research design and the most suitable design for this research will be discussed. The sampling method, research instruments, data collection method, and how the acquired data will be processed, analysed, and interpreted were all considered. The fourth chapter covers the description of leadership style and employee commitment to the production efficiency of selected State Institutions. Chapter five discusses the effects of leadership style, employee commitment, on production efficiency of State Institutions, while chapter six assesses the determinants of leadership style and staff commitment. Chapter seven synthesises an enhanced leadership style and employee commitment on production efficiency system for improved production efficiency and contribution to knowledge and future research directions. Chapter eight looked at summary of findings, conclusions, and recommendations for future research.

Definition of Terms

Leadership: Nel et al. (2004) define leadership as the process by which an individual persuades others to focus their energies and skills on achieving acknowledged collective or organizational objectives.

Leadership Style: Leadership styles refer to the different approaches and behaviour that leaders use to influence and guide their teams or organizations. These styles can vary based on the leader's personality, values, beliefs, and the specific context in which they operate.”

Transformational leadership: This style of leadership aims to enhance production efficiency by getting followers more involved in the organization's goals (Stone, Russell & Patterson, 2004).

Transactional Leadership: A management style that pays attention to how leaders and subordinates work together.

Laissez-Faire Leadership: Laissez-faire supervisors have a trustworthy and dependable attitude toward their staff. They don't become overly involved, micromanage, or offer excessive guidance or counsel.

Charismatic Leadership: Through a combination of charisma, interpersonal connection, and captivating communication, charismatic leadership inspires others. People want to follow a leader because of who they are as a person, not just what they stand for in terms of business, and many leaders have charisma.

Servant Leadership: is a leadership approach in which a person interacts with people to gain influence rather than power, whether they are a manager or a coworker. This method of leadership involves workers on the front lines in corporate decision-making.

Democratic Leadership: Democratic leadership involves involving group members more actively in the decision-making process. It is also known as shared leadership or participative leadership.

Autocratic Leadership: Autocratic leadership, often known as authoritarian leadership, is typified by strict control over all choices and little involvement from the group. Autocratic leaders rarely consider the views of their followers when making decisions.

Employee Commitment: Employee commitment is the degree to which workers exhibit engaged, committed behaviour towards the objectives of their company. It

shows how devoted, passionate, and engaged staff members are to their jobs, their coworkers, and the company's overarching goal.

Production Efficiency: "The ability of a business or organisation to produce items or provide services with the least amount of resources, time, and expenses while maintaining high levels of quality is referred to as production efficiency. It is a gauge of how successfully a company uses its resources to produce goods and meet its output targets.

State Owned Institutions – Any business, regardless of legal form, that is controlled by the government or its representatives and is utilized for profit (RoK, 2013).



CHAPTER TWO

LITERATURE REVIEW

Introduction

The focus of this chapter is on various significant theoretical and conceptual reviews of the study. This chapter also captures the thematic, geographical, and empirical review of the literature. This section discussed the major concepts of the study.

Leadership Styles

Definition of Leadership Styles

Any organisation needs a strong leadership style. Recognising a team's course, communicating it to its members, and inspiring, empowering, and motivating them to donate to the team's success are all part of what it comprises. To generate commitment and get the most outstanding production efficiency from your team, you need to be strategically focused and use behavioural tactics. According to broad consensus, the elements of good leadership are intricate and change depending on the circumstances, taking into account the complexity of the work at hand, the authority of the leader, and the maturity and skills of the followers. Leadership skills can be difficult to perfect since they are behavioural, multidimensional, and context dependent.

Taylor and Rosenbach (1989) asserted that even though the term "leadership" has been around since the early nineteenth century (Stogdill, 1974), a thorough method for evaluating the causes and consequences of effective leadership is still lacking. According to Burns (1978), leadership is one of the things in the world that is both most recognized and least understood. Scholars have endeavoured to define leadership through many approaches. According to Stogdill (1974), there are almost as many definitions of leadership as there are persons who have attempted to define it. A

multitude of interpretations have been produced by the concept of leadership's complexity and elusiveness.

Lassey (1976) summed up this complication by stating no universal agreement on guidance in all situations. Chemers (1997) produced what he felt to be a canopy concept of leadership that would be recognised by most theorists and academics to address the disparity of definitions. According to Chemer (1997), leadership is a social inspiration process in which one individual can enlist the assistance and support of others to realize a common goal.

Although they contest the distinctions between a manager and a leader, many experts concur that there are differences between the two. According to Schon et al. (1986), the phrases "management" and "leadership" are not synonymous. According to Schon et al. (1986), a manager can be a leader without necessarily being a manager, and vice versa. Managers are supposed to not only manage but also to lead, according to Schon et al. (1986). If they don't do both, he suggested that they ought to be reprimanded. According to Davis and Newstrom (1985), management includes leadership. While leaders are concerned with actively influencing others to achieve their goals, managers are involved with organising and managing work. Excellent managers are supposed to have great leadership skills, according to Davis and Newstrom (1985's) in a similar vein, Battern (1989) distinguished between a frontrunner and a boss by stating that leaders pull and anticipate, while bosses push and direct. Leadership and management are not the same thing, according to Bass (1985).

Thus, the essence of leadership is creating and maintaining a relationship between those who wish to lead and those who are prepared to follow (Hersey et al., 2007). According to James and Collins (2008) and Leavy and Mckiernan (2009),

organizations face a variety of issues as a result of changes in technology, the economy, intense competition, social, political, and political-legal circumstances, as well as the internal environment. For this reason, flexibility in resource utilisation and the promotion of continuous learning are essential. These challenges are brought on by constant changes in these external environments. Because of these aspects, leaders are expected to make the best judgements they can and to help their organisations produce fresh insights and information to adapt to change. The following sections examine the authoritarian, democratic, transactional, transformative, and laissez-faire leadership philosophies.

Types of Leadership Styles

Autocratic Leadership Styles

An authoritarian leader is well aware of his position and has little faith or trust in those who work for him (Luftman, 2004). Authoritarian leadership is characterized by traditional and domineering behaviours. These leaders desire their subordinates to carry out their instructions (Al Khajeh, 2018). Fundamentally, decision-making authority is still exercised by authoritarian leaders (Obiwuru et al., 2011). An authoritarian boss thinks that paying workers for their work is a just reward and that motivation comes solely from money.

This leadership style is branded by total personal regulator over all decisions and little contribution from group members. An autocratic/authoritarian leader is defined as being capricious, centred on power, coercive, legal, punishing, and possessing a closed worldview, according to a study (Al Khajeh, 2018; Iqbal et al., 2015; Bass & Bass, 2009). Strongly loyal and submissive leaders make their own choices and insist on strict respect to the law. Autocratic leaders are totally responsible for their decisions and the productivity of their workforce thanks to centralised

decision-making. In an authoritarian leadership style, followers' approval or disapproval is vital. Autocratic bosses hardly ever listen to their subordinates' thoughts or base their choices on them. The hallmark of autocratic leadership is complete, dictatorial control over a group. Other traits of authoritarian leadership include minimal or non-existent group member participation, decision-making by the leader at all times, work procedure prescription by the leader, and seldom trusting of group members with crucial tasks or decisions.

According to Armstrong (2012), authoritarian leadership can be helpful when there is a demand, the workforce is uniform, the leader is well-informed, and they have a good understanding of their followers. In certain situations, additional safeguards could be required to avert a possible mishap. There are many negative aspects of autocratic leadership, including tyranny, the inability of followers to have a sense of satisfaction in their work, the denial of personal development or the joy of self-actualization, and the loss of long-term collaboration and allegiance to communities. In actuality, a "I say" mentality characterizes the totalitarian approach. Put another way, an autocratic leader regulates the actions of their followers. This strategy may provide a business a clear direction, but it may also lead to managers undervaluing or ignoring the ideas of their team members (Obiwuru et al., 2011). However, there are other situations where adopting an autocratic approach is suitable. It is beneficial when a business is going through a crisis or when something needs to be addressed right away (Bhargavi & Yaseen, 2016). Since there is no common vision, force is the only source of motivation. Al Khajeh (2018) asserts that autocratic leadership is notorious for stifling commitment, creativity, and innovation. The bulk of followers of authoritarian leaders, according to Iqbal et al. (2015) and Michael (2010), are effectively buying time until this leadership eventually collapses, and the leader is removed.

Democratic Leadership style

More involved group members are encouraged to actively participate in decision-making through democratic leadership, also referred to as participative leadership. This leadership strategy prioritizes both people and results (Puni et al., 2014; Bhargavi & Yaseen, 2016). Staff participation in internal decision-making is encouraged by Democratic leadership (Nwokocha & Iheriohanma, 2015). According to Puni et al. (2014), remarkable production efficiency is recognized and rewarded in a democratic system, which lacks a centralised decision-making process. Nwokocha & Iheriohanma (2015), however, assert that there is a chance that subordinates would make poor decisions if a leader depends on the advice of employees or helpers. This is regarded as bad for the company and could drive away staff. Therefore, it is expected that all parties will confer and reach a consensus.

Democratic leadership sounds good on paper, but it is often stymied by its cumbersome decision-making process. Any potential outcomes will always require a substantial investment of time and energy (Nwokocha & Iheriohanma, 2015).

Decisions are made jointly by the group and the democratic leader. The group becomes more accountable as a result of receiving objective criticism and encouragement. According to Kotter (1995), this is the most conventional leadership philosophy out there. Before giving wide or general instructions that followers are allowed to carry out, the leader meets with assistance (Bhargavi & Yaseen, 2016). The assistants are allowed to take the lead and engage freely by their superior. Supervisors also assist subordinates in carrying out their duties. Democratic leadership is characterized by cultivating and rewarding creativity, making participants feel more

involved in the process, and encouraging group members to voice their opinions and ideas while maintaining final decision-making authority.

Engaging in active Democratic Party participation has various benefits. When subordinates share ideas, they come up with better concepts and more creative solutions to problems (Sadia & Aman, 2018). Additionally, employees are more committed to and involved with their work, which strengthens their propensity to be results-focused. Group members are thought to be more productive under democratic governance. However, democratic leadership is not without its drawbacks. In situations where responsibilities are unclear or time is of the essence, democratic leadership may lead to a breakdown in communication and unfinished initiatives. It is possible that group members lack the necessary expertise to make a significant contribution to the decision-making process. Democratic leadership functions best when group members are knowledgeable and eager to share their experiences. Giving everyone adequate time to make a decision, formulate a strategy, and decide on the best course of action is also essential.

Transformational Leadership Style

According to Burns (1978), transformational leadership "happens when one or more persons involve with others so that leaders and followers raise each other to higher levels of motivation and morality." As a result, Burns defined transformational leadership as a strategy rather than a specific behaviour.

The four components of transformational leadership are as follows. Kark and Shamir (2013) claimed that it is crucial to analyze certain components of transformational leadership practices while exploring logical implications because just one out of every odd sort of transformational leadership conduct will be useful in each scenario. The four components of transformational leadership are as follows:

The term "idealized influence" is used to describe leaders that provide an alluring example, radiate fervour and conviction, make snap decisions with significant consequences, and uphold firmly held ideals (Bruch and Walter, 2010). In idealized influence, trust, characteristics, and morality are highlighted (Guay, 2013). Furthermore, these leaders sacrifice their own interests for the good of others, give priority to the needs of aides over their own, and openly share their successes and failures with assistants (Limsila & Ogunlana, 2018). They also exhibit incredible perseverance and confidence in the pursuit of their goals.

Inspirational motivation is described by Masa'deh et al. (2016) as "the leader's excitement and optimistic thinking in generating a vision for the future and inspiring similar sentiments among followers." Setting high expectations for their followers, encouraging positive goal setting, and highlighting the significance of the current task are all characteristics of inspirational leaders (Bacha, 2014).

Intellectual inspiration is described as when a leader inspires individuals to come up with more creative and unique ideas by addressing presumptions, resolving problems, and tackling familiar circumstances in novel ways (Erkutlu, 2008). The emphasis is still on discernment even when the leader encourages followers to try other strategies (Limsila & Ogunlana, 2008).

Individualized Influence is a concept that takes into account the distinct differences between subordinates while reflecting the idea of employees' capacities and dimensions of development to evaluate their requirements for future advancement (Masa'deh et al., 2016). By serving as a mentor or tutor to help subordinates reach their potential in a managed setting, leaders establish warm relationships with each

individual, concentrating on each person's needs for development and achievement (Limsila & Ogunlana, 2008).

Dimensions of Transformational Leadership Style

Updated in 1995, the Multi-factor Leadership Questionnaire (MLQ) evaluates three types of leadership styles: transactional, transformational, and laissez-faire. In this edition, the five characteristics for transformational leadership attributes were described by Bass and Avolio (1995). Downton coined the term "transformational leadership," which Burns later used as a useful methodology for leadership research. Based on these initial initiatives, a number of transformational leadership theories were created to further this new leadership methodology. These studies looked at leadership as a process of change and examined how followers' values, beliefs, and higher-order needs are affected by the actions of their leaders, which broadened the traditional understanding of leadership as an economic exchange that offers rewards or reimbursement for desired behaviour. According to Bass and Avolio (1995), transformational leadership is the conduct of a leader who raises morality and drive in both their followers and themselves, inspiring and motivating people to do extraordinary feats. Through alignment of the objectives and principles of the group, the leader, the follower, and the organization, transformational leaders successfully foster organizational commitment. Its strong, positive impacts on the traits and commitment of followers will motivate them to reach their full potential and surpass expectations.

The four components of transformative leadership identified by Bass and Avolio (2004) are idealistic Influence, inspiring Motivation, Intellectual Stimulation, and Individual Deliberation. Each element makes a unique contribution to the followers'

devotion. In the following literature, these factors and their effects on followers' organisational pledge are covered in detail.

Transformational heads who act as role models for their followers have idealized Influence, also known as charisma. Followers typically see these leaders as possessing exceptional ability, perseverance, determination, and high moral and ethical standards. They appreciate, admiration, and trust these leaders, and as a result, they identify with their aims, objectives, and ideals.

When leaders excite and inspire those around them by offering problems and significance to their job, this is known as inspirational motivation.

They offer perspectives on what is likely and how to achieve these objectives. These leaders involve their followers in imagining the future, then generate impressive expectations about what needs to be done and exhibit pledge to the common goal.

Leaders can use this dimension to encourage followers' emotional commitment and passion for a project.

The four components of transformative leadership identified by Bass and Avolio (2004) are idealistic Inspiration, inspiring Motivation, Intellectual Stimulation, and Individual Deliberation. Each element makes a unique contribution to the followers' devotion. In the following literature, these factors and their effects on followers' organisational commitment are covered in detail.

Individualized consideration entails recognizing and distribution others' concerns and developing needs and considering each follower as a separate. Leaders serve as coaches and counsellors, attempting to classify and meet each follower's immediate needs and broaden and raise those needs to help followers become fully realized. Leaders can increase followers' commitment by highlighting followers' own

occupation needs and offering them with a sense of greater capability to carry out obligations.

Charisma, inspiration, and intellectual stimulation are all characteristics of transformational heads (Conger, 1999).

The power to inspire people through the dissemination of lofty technological ambitions. The confidence, trust, and admiration that leaders want their staff to have in themselves, their leaders, and their technical organisation, on the other hand, are provided by charisma (Garcia-Morales, Matias-Reche, and Hurtado-Torres, 2008). The behaviour of leaders that leads to the promotion of workers' intelligence, knowledge, and learning so that they can be inventive is referred to as intellectual stimulation. A transformational leader increases aspiration and leads individuals and organizations into new, high-performing routines. Followers who are excited about the leader and their views demonstrate the presence of transformative leadership (Schermerhorn, 2008). Furthermore, transformational heads motivate their factions to think beyond their individual goals and interests and concentrate on a larger team, administrative, national, and global goals (Jandaghi et al., 2009).

The emphasis of a leader's style is on the growth of followers and their needs (Nanjundeswaraswamy & Swamy, 2014). To raise one another to higher standards of morality and encouragement," leaders and followers must cooperate, in Burns' words. By appealing to followers' higher aspirations and beliefs, leaders raise the bar. They can achieve this by exhibiting the values and attracting followers to the leader's values using charismatic techniques. Leadership is described as the willingness to share one's visions, energy, and importance to encourage meaningful change in others. It is the

ability to instill trust and zeal in others and motivate them to accomplish a common goal.

Wammy & Swammy (2014) labelled leadership as a social inspiration mechanism in which the leader encourages followers to participate voluntarily in achieving the organization's goals. A leader can persuade people to accomplish a set of plans. According to Memon (2014), leadership is a process in which one person oversees determining the firm's trajectory while others see the future and figure out how to get there. Leslie et al. (2013) provide support for this idea by defining leadership as the capacity to persuade others to follow one's example or choose the same course of action. The above meanings can be summarized as follows: a leader is a person who can sell an organization's idea or aim to other people, known as followers, and persuade the followers to carry the concept forward until the organization achieves its set objectives or goals.

Transformational leadership is said to adapt to a changing world by bringing about change in self, others, communities, and organizations. Bock et al. (2018) claim that transformational leadership happens when leaders broaden their perspectives, stand up for the rights of their staff, and raise awareness and acceptance of the group's mission and work. They therefore mix the employees to give the impression that they prioritise the group's needs over their own. Additionally, according to Bock et al. (2018), transformational heads articulate a vision, encourage emotion and identification, offer support and inspiration, inspire followers to view problems from fresh angles, and inspire themselves. The ones who guide others are leaders.

They can define and communicate a vision for their company. Their leadership style may "transform" organizational-level variables like team or group dispute

resolution as well as individual-level variables like motivation (Tsai, Wu, & Chung, 2019). Additionally, the success and retention of employees are directly impacted by transformational leadership on both individual and organisational outcomes. It was discovered that greater degrees of transformative leadership were related to community potency.

A leader that practices transformational leadership works with staff to identify areas that require variation, creates a compelling vision to inspire change, and then enlists the help of committed community members to put the change into action. By connecting their sense of self to the organization's mission and shared identity, among other methods, it increases followers' motivation, morale, and job efficiency. In order to assign activities that will enhance both their personal routine and the project's overall outcomes, leaders should recognize the talents and weaknesses of their followers and encourage them to take greater ownership of their work.

Transactional Leadership Style

Burns (1978) created the notion of transactional leadership. Transactional leadership is seen to have taken place when one person forms relationships with others with the intention of transferring valuable products, whether they be political, economic, or psychological (McCleskey, 2014). Burns claims that although both parties have connected objectives, their connection is only one of trading advantageous advantages. Due of the relationship, subordinates are unlikely to engage in extra-role behaviour (Yahaya & Ebrahim, 2016). Additionally, it doesn't seek to establish a long-term bond among the leader and the followers to advance a larger objective (McCleskey, 2014).

As a result, Bass et al. (2003) expanded on Burns' work and coined "transactional leadership theory." Transactional leadership, according to Bass, is

characterized by the exchange or transaction that occurs among leaders, followers, and associates. Leaders and followers must communicate about the demands and rewards given to those who meet those demands for the trade to take place (Bass and Avolio, 2004). Transactional leaders are those who are results-oriented (Ivey and Kline, 2010). To receive a reward, escape punishment for insufficient production efficiency or failing to fulfil a goal, or both, followers submit to the leader's requests (Bass et al., 2003). Because it focuses on achieving goals or objectives, transactional leadership is therefore practical (Aarons, 2006).

Transactional leaders, it is noted, do not focus on a worker's individual growth (Northouse, 2007). Instead, achieving the objectives is of paramount relevance to transaction-oriented leaders. Transactional leaders focus on defining the task and providing consequences for inadequate production efficiency and rewards for good production efficiency (McCleskey, 2014).

Leaders give rewards to their followers when they perform well enough to match the leaders' expectations (Bass and Avolio, 1994; Northouse, 2007).

To achieve desired outcomes, transactional heads use their ability to counsel and inspiration followers (Avery, 2004; Bass, Aarons, 2006). According to McCleskey (2014), transactional heads motivate staff to achieve the best outcome by clarifying the goal that must be met, demonstrating generally accepted methods to achieve the goal, providing a transparent medium for production efficiency evaluation, providing input on job results, and providing rewards that are conditional on the goal being met. Transactional leaders determine their subordinates' duties and what they should do to accomplish the objective, according to Politis (2002). In response to how well employees perform their duties, leaders will determine whether to reward or discipline

them. Applying transactional leadership in a variety of contexts effectively motivates staff to follow rules and regulations (Aarons, 2006). The three fundamental mechanisms of transactional leadership are as follows:

1) Contingent Reward

Leaders that adopt the contingent reward strategy point to standards and motivate their assistants to meet those standards because the leaders will inform their staff that good performers will be rewarded. Employees are also made aware that poor production efficiency will result in retaliation (Avolio & Jung, 2000).

2) Exceptional Management (Active)

Management-by-exception (Active) is the practice of giving feedback that is either corrective or constructive. In this manner of leadership, mistakes and blunders made by subordinates are thoroughly monitored. Leaders who employ Management by Exception are renowned for their proactive efforts to track their team members' levels of productivity. If followers deviate from specified norms, they turn to remedial actions. To avoid making mistakes, such leaders create guidelines (Avolio & Jung, 2000).

3) Exceptional Management (passive)

This type of leader uses Management-by-Exception (passivity) and only gets involved when goals aren't achieved, or issues arise. Such leaders hold off on acting until the situation gets worse. According to Avolio and Jung (2000), management-by-exception (passive) leaders wait until problems are brought to their notice before acting.

Laissez Faire Leadership Style

The French phrase "laissez-faire" literally translates to "leave it be." The "hands-off" method is another name for it (Nwokocho & Iheriohanma, 2015: p. 194).

According to Gill (2014), it means letting assistant's complete tasks and assignments at their own pace, without following exact instructions or protocols. According to Bass (1985), a laissez-faire leadership style is one in which the boss has low confidence in his ability to lead others. He claims that the group's decision-making is not aided by the leader, who grants subordinates excessive power and authority. According to Puni et al. (2014), a laissez-faire leader depends on the few committed employees who are available to complete a task rather than controlling his workforce.

It's thought that laissez-faire executives don't support hiring more employees since they think workers can take care of themselves (Puni et al., 2014).

This leadership style is ineffective in the banking sector and non-state enterprises, where the head and assistants must both engage in the decision-making process and task fulfillment to assure the success of the organization. This type of leadership is defined as one in which the leader declines to assume responsibility, shows up unavailable when needed, and refuses to take ownership of their lack of leadership ability. Leaders that are less assertive avoid using their influence and don't take initiative. It is thought to be a feeble and ineffectual style of leadership. While this method contributes to a more comfortable work environment, it lowers team morale and reduces productivity. These group leaders try to give everyone in the group some power to make decisions. Because the group's leader doubts his ability to lead, the organization is not strictly structured. A manager that practices laissez-faire is not likely to try to develop relationships with their assistants; instead, they may decide to ignore their concerns about work or turn away any unfinished business. A laissez-faire mentality is associated with dissatisfaction, inefficiency, and ineffectiveness, claims Deluga (1992). Nonetheless, this is disputed. Under this leadership style, decision-making authority is granted to those who are willing to take it.

Determinants of Leadership style

Puni et al. (2014) state that the main factors influencing a leader's style are their personality, prior experiences, expectations, expectations and behaviour, work requirements, employees' expectations and behaviour, and the traits and behaviour of their subordinates. The factors mentioned above, when represented, determine the kind of leadership style that a leader should use (Puni et al., 2014).

According to Yahaya & Ebrahim (2016), a leader's personality, the politics of the organization, the outside world, and the group culture can all influence the kind of leadership style they adopt. At any given time, these factors can determine whether a leader is transformational, transactional, laissez-faire, or autocratic.

According to Pradeep and Prabhu (2011), there is a positive correlation between leadership and staff success for both transformational and transactional contingent incentive leadership behaviours. Effective managers, whether they are transactional or transformative, actively contribute to higher worker productivity. In India's public and commercial sectors, Raja and Palanichamy (2012) investigated the effects of several leadership philosophies on the degree of employee devotion. The study's conclusions show a substantial positive correlation between transactional leadership and both staff commitment and transformational leadership, both of which are significant at the 5% level of significance. However, the study found that employees' productivity and results were negatively impacted by laissez-faire leadership.

Rassol et al. (2015) discovered that transformational leadership flourishes in highly organic cultures where strategic benefits are valued. The study examined the relationship between employee commitment and leadership styles in the Pakistani

health industry. Furthermore, their analysis showed that transformational leadership had a greater impact on employee commitment than transactional leadership.

Tsigu and Rao (2015) discovered that the transformational leadership style explained the diversity in success in the Ethiopian banking sector better than other leadership philosophies. The researchers concluded that banks would be better equipped to satisfy their employees and, thus, achieve higher production efficiency if they placed more emphasis on the characteristics of transformational leadership styles. According to Seblewongel (2016), studies have shown that transformational leadership outperforms transactional leadership in terms of boosting employee success. The study found a substantial positive linear association between transformational leadership and staff commitment in the South African pharmaceutical industry, but no relationship between transactional leadership and employee commitment. According to Anfo (2017), transformational leadership is the best leadership style for carrying out tasks in Ghana's postsecondary institutions. The basis of the study was a comparison of transformational versus non-transformational leadership styles.

The partnership's focus is trade. Since all parties to the exchange are aware of the importance of the collaboration and the exchange, there is no incentive for these bargainers to stick together after the transaction. Their romance hasn't lasted, and they haven't even been engaged. Transactional leaders look for certain job behaviours from their staff members, and they are compensated for these actions with monetary and non-monetary incentives.

Murphy & Drodge (2004) define transformational leadership as the capacity to influence subordinates to put the needs of the group ahead of their own (Bass, 1985, 1996). According to Bass (1985), the transformational leadership style appeals to

assistants' sense of moral obligation and values and is founded on deeply held personal views that cannot be compromised.

For managing change, transformational leadership is considered the best method since it combines idealized power, motivation, intellectual stimulation, and personalized consideration. According to research by Bass et al. (1987), followers of leaders who perform better on transformational leadership characteristics exhibit more transformational behaviours. "The goal of transformational leadership is to genuinely 'transform' people and organizations—to alter their hearts and minds, to extend vision, empathy, and perspective, to clarify goals, to synchronize actions with convictions, concepts, or ideals, and to bring about enduring, momentum-building improvements." Steven Covey is the author of "The 7 Habits of Highly Effective People."

To understand leadership, academics and theorists have developed a wide range of concepts and methods. It is important to remember that scientific investigation did not form the basis of leadership research (Chemers, 1997). The following sections offer a look at some of the most popular theories and approaches in leadership.

Employee Commitment

What is Employee Commitment?

According to Sharma and Bajpai (2010), if workers voluntarily deepen their connection with the company and put forth a significant amount of effort to meet objectives, they are devoted to the organization. strong levels of effort put forth by staff members with strong organizational pledge would result in higher levels of production efficiency and effectiveness on both an individual and organizational level.

In the highly competitive world of today, no business can achieve maximum production efficiency unless every employee is committed to the company's objectives

and functions as an actual team member. Employees who come to work every day and finish their jobs on their own are no longer considered acceptable.

Employees must demonstrate their value and think like entrepreneurs when working in groups. They also want to work for an amazing organization that offers excellent compensation, opportunities for advancement, and long-term employment.

In today's workplace, employees deal with reduced job security and more ambiguity in their daily tasks (Bergmann et al., 2000). Because they are unsure of their employment status in the future, employees have raised their outlooks in other areas. Workers, for example, want their managers to prove their pledge by offering comfortable working situations, availability of training and expansion opportunities, a safe workplace, and a balance among work and personal responsibilities. Because of the fierce competition they face, using human resources effectively and competently is one of the essential components of an organization's ability to survive as it prepares for new trials. According to Katz (1964), employee attitude is crucial for organisational efficiency.

- (1) joining and continuing with the company,
- (2) fulfilling role, responsibilities and
- (3) Taking part in creative and spontaneous activities beyond prescribed roles. The ability of the business to produce a devoted staff is vital, but even more so is the ability to appoint good people.

As a result, directors must comprehend the concept of pledge, including what it is, how it works, and, most crucially, what behaviours are demonstrated by employees keen to the company.

People committed to their jobs are more likely to be satisfied, have faith in and loyalty to their bosses, and have a sense of supervisory fairness. This shows that pledge is essential (Nierhoff & Moorman 1993). In the organization and behavioural disciplines, it is a crucial concept. It is concerned with an organization's interaction with its personnel. Worker commitment to the organization is significant since it links to critical organizational outcomes like turnover, absenteeism, and production efficiency (Mowday, Porter, & Steers, 1982).

According to Romzak (1990), employees who are devoted to an organisation should be able to identify with it, feel loyal to it, comprehend its ideas, objectives, and mission, and think that doing their job duties is consistent with their morals and ethics. Managers should be worried about organisational dedication, according to surveys, because committed workers are more productive and dependable. Employees with low levels, on the other hand, are disengaged, more prone to attrition, frequently absent, and experience stress-related health problems as well as other psychological workplace challenges. In totalling to all of this, dedicated staffs should act regardless of the amount they have underwritten.

Dedicated labours are also thought to think that the morals they share with the business will make them feel personally fulfilled (Romzek, 1990). Buchanan (1974a, p. 340) asserts that dedication is "no less than a requirement for successful social organisation." Both individuals and organisations can benefit from employee dedication (Romzek, 1990).

Many scholars link factors, counting the staff traits, organizational features, and work characteristics, to the growth of organizational pledge (Mowday et al.,1979; Nijhof et al.,1992). Personal attributes such as age, gender, industrial status, length of

service, compensation, internal elevation time, married quality, and educational level have been widely researched in organizational commitment (Nijhof et al.,1992).

Among the structural features that have been deliberate are management and leadership philosophies as well as other demographic considerations. To completely grasp organisational commitment, we must first comprehend how these many factors interact to create organisational commitment.

Employee organisational commitment has no common definition in the literature. employee commitment has been described in a variety of ways by investigators. There is little agreement on the description of pledge or how to measure it, according to Buchanan (1974b).

Morrow (1983) scrutinised the literature on commitment published since 1965 and exposed more than 25 concepts and metrics of employee commitment. After grouping these notions and metrics, Morrow identified five primary sorts of pledge to effort, the group, the job, the profession, and the union. The focus of this reading was solely on organisational pledge.

It is acknowledged by organizational researchers (Scholl, 1981; Benkhoff, 1997a; Mowday, 1998; Suliman and Isles, 2000a, 2000b; Zangaro, 2001) that an agreement regarding employee commitment to the organization has not yet been established. Scholl (1981) asserts that the technique of commitment determines employee commitment. Thus, a person's bravery or the force that binds an employee to a company can be used to characterize employee commitment. According to Suliman and Isles (2000a), there exist four fundamental methods for exploring and conceptualizing organizational pledge. One might choose from the behavioural, multi-dimensional, normative, and attitudinal methods.

Most academics characterise organisational commitment as either behavioural or attitudinal, according to Mowday et al. (1979). The attitudinal and behavioural approaches to pledge were separated by Alpander (1990), who explained how the two viewpoints viewed commitment in distinct ways. In contrast to the latter, which sees commitment as a state of having a personal investment in the organisation, according to Alpander (1990, p. 53), the former views pledge as an internal state.

In accordance with Mowday et al. (1982), pledge attitudes are reinforced by committing behaviours. In the literature, pledge has consistently been viewed from both perspectives as a more involved and supportive attitude towards the organisation (Johnston et al., 1990). This reading concentrated on the mindset of employee commitment. The attitudinal approach defines pledge as essentially consisting of an employee attitude or, to be more specific, a group of behavioural intentions. According to Porter and his associates, organisational commitment enhances a person's sense of inclusion and participation in a certain group (Mowday et al., 1979). They list three facets of staff dedication:

- (1) a firm belief in and receiving of the administration's objectives and ideals.
- (2) A readiness to put forth a significant effort to support the association.
- (3) and a solid desire to continue working with the company. Positive work experiences, personality traits, and job features are all related to commitment to this strategy, and the benefits include increased production efficiency, lower absenteeism, and lower employee turnover.

Employee behaviour commitment is the emphasis of the second technique (Suliman and Isles, 2000b; Zangaro, 2001). The behavioural style states that research is concentrated on overt expressions of commitment. The behavioural style emphasises

that employees remain with a firm due to investments made in terms of time spent there, relationships made within the company, and pension benefits. Due to buried costs, employees grow committed to a company. It is simply too valuable to be wasted. The side-bet idea proposed by Becker (1960) forms the basis of this tactic. He defined employee commitment as a worker's choice to remain with a company after considering the repercussions of leaving. He emphasizes that this promise is only made when the worker realizes how valuable it is to end his employment with the corporation. Profit was how Kanter (1968) defined the organizational commitment. A fee is associated with ongoing participation. Connected with the act of departing: Depending on whether or not an employee stays with the company, they stand to gain or lose money. The behavioural school employs the concept of investments to clarify production efficiency and membership, whereas the attitudinal school uses the idea of pledge to demonstrate production efficiency and membership. To explain organizational pledge as a force that binds individuals to organizations (Scholl, 1981).

The normative strategy, which is the third method, asserts that employees feel obligated to their employers when staff goals and beliefs fit with corporate objectives (Becker, Randall, & Reigel 1995).

Organizational commitment has been described from this perspective as the total of internalized normative demands to satisfy organizational goals and objectives.

The multidimensional technique is a recent development in methodology. It is assumed that organizational commitment is more nuanced than ethical principles, perceived expenses, or sentimental attachment. Organizational commitment is the outcome of integrating these three components, according to this perspective. Suliman and Isles (2000) state that a number of studies have contributed to this new

understanding of organizational commitment. Kelman is credited for creating the multidimensional approach in 1958. Elman established the multidimensional approach by linking identification, internalization, and compliance to attitudinal change. Etzioni (1961), referenced by Zangaro (2001), defined three scopes for organizational commitment: alimentative participation, calculative participation, and moral participation. Each perspective reflects an individual's response to structural powers. A positive outlook founded on an employee's internalization and documenting of the organization's goals is known as moral engagement. A low-intensity positive or negative orientation known as fifty-four (54) calculative involvement arises when employees get rewards from the company that are proportionate to their contributions. On the other side, alternative participation is characterized by having a poor rapport with the organization. People in this situation feel helpless or unable of changing their situation, and they only stay employed by the company out of need. Etzioni's three categories comprise the normative, behavioural, and attitude aspects of employees' structural commitments. According to O'Reilly and Chatman (1986), structural vow can be interpreted in a number of ways. Their multi-pronged approach was founded on the idea that a promise is an attitude toward the organization and that attitudes may be developed in a number of ways. Drawing on Kelman's (1958) research, they assert that commitment might manifest in three distinct ways: internalization, documentation, and compliance. They thought that when people changed their attitudes and behaviours in order to gain certain incentives, conformity would follow. When someone accepts influence in order to start or maintain a fulfilling relationship, that person is exhibiting them. As a result of pressure to adopt behaviours and attitudes consistent with one's views, internalization occurs. The multi-dimensional employee engagement method created by Meyer and his colleagues is the most popular. 1984 saw Meyer and Allen

add the element of continuous 55 vow to the previously established dimension of emotional commitment, based on Becker's side-bet theory. Consequently, it was thought that the idea of "employee commitment" was two-dimensional. It was made up of a behaviour as well as an attitude. Allen and Meyer (1990) introduced a third component, known as normative vow, to their original two characteristics of organizational commitment. They distinguish between three types of psychological attachment: normative, ongoing, and emotional. The term "affective pledge" describes a worker's participation, emotional attachment to, and identity with the organization. This type of commitment, called a "continuance pledge," is determined by asking employees to estimate the cost of leaving the organization. Conversely, the "normalcy pledge" is predicated on an employee's sense of duty to carry on working for the business. Meyer and Allen (1984) defined affective commitment as an employee's emotional attachment to, involvement in, and documentation with the organization. Conversely, normative vow refers to an employee's sense of obligation to stick with the company. Any one of these three elements could be used to characterize a person's commitment to a business. Meyer and Herscovitch (2001) state that different multi-dimensional conceptualizations of organizational pledge have different forms, dimensions, or components of commitment. They explain the differences by attributing them to the various objectives and strategies used in the development of these multiple frameworks. Efforts were made to differentiate the concept of commitment within an established theoretical framework (O'Reilly and Chatman, 1986), account for empirical findings (Angle & Perry 1981), set it apart from previous one-dimensional conceptualizations (Allen and Meyer, 1990; Jaros, Koehler, and Sincich, 1993), or a combination of these (Mayer & Schoorman 1992). According to Mowday et al. (1979), 56 academics have discussed employee commitment from a behavioral or an attitude

perspective. Alpander (1990) distinguished between the behavioral and attitudinal approaches to commitment and talked about how the two viewpoints have different interpretations of what commitment is. Mowday et al. (1982) found a cyclical relationship between the two categories of pledge, wherein pledge behaviors reinforce commitment attitudes. It's significant to highlight that pledge has continuously been seen in the research from both viewpoints as a more engaged and positive attitude toward the organization (Johnston et al., 1990). The purpose of this study was to investigate employee commitment as a type of attitude. Scholars who study structural commitment fall into two categories: those who consider it a behavior and those who consider it a boldness (Meyer & Allen, 1991; Jaros et al., 1993). According to Meyer and Allen (1991), attitudinal commitment shows how people feel and think about their organizations, as opposed to behavioural commitment, which shows how employees have assimilated into the company. The attitudinal approach defines pledge as an employee attitude that exemplifies the nature and standard of the relationship between an employee and an organization or group of individuals (Meyer and Allen, 1991).

Components of Employee Commitment

Researchers have begun to see operative pledge as a multifaceted notion with a range of components, results, and implications for human resource management, according to proponents of the attitudinal approach (Meyer and Allen, 1997). Meyer and his colleagues led the way in developing the multi-dimensional approach (Allen and Meyer, 1990; Meyer and Allen, 1991; Meyer and Allen, 1997; Meyer and Herscovitch, 2001). The three components of their three-part organizational commitment paradigm are the normative, ongoing, and affective pledge.

Affective Commitment

The phrase "affective commitment" refers to a person's emotional commitment.

Affective pledge was characterized by Allen and Meyer (1990) as an employee's emotional connection to, identification with, and involvement in the organization. Affective commitment is composed of three things: (1) the desire to stay a member; (2) identification with the administration; and (3) the development of an emotional tie. People get emotionally attached when they understand the organization's goals and wish to help achieve them, according to Allen and Meyer (1990). When workers can internalize a company's goals and beliefs and when their values align with the company's, they are said to stay with the company. There is a pride in being affiliated with the organization and a psychological bond with it.

Jaros et al. (1993) claim that the psychological attachment to an employer that is most frequently studied is affective pledge. Affective promise is probably associated to successful organizational outcomes, which explains why. Meyer and Herscovitch (2001) found that affective pledge was associated with a number of outcomes, such as absenteeism, turnover, productivity, and organizational citizenship behaviour.

Continuance Commitment

The continuous commitment (Allen and Meyer, 1990) dimension of employee pledge is based on Becker's (1960) side-bet theory.

According to the notion, while an employee stays in an organization's employ for extended periods, they accrue an investment that gets more costly to lose the longer they are there. These investments consist of time, effort, running-specific skills that might not be transferable, as well as a higher cost of leaving the company, which discourages people from looking for alternative employment, professional contacts, and political deals.

According to Allen and Meyer (1990), continuation pledge is a psychological connection to an employer that represents the staff view of the loss they would feel if they left. They clarify that continuous commitment entails an employee's awareness of the consequences of quitting the company. This becomes the worker's principal link to the company, and their decision to stay with the firm is motivated by a desire to keep the perks accrued.

This sort of attachment is referred to as a transactional attachment by Romzek (1990). He contends that employees decide how much they are willing to spend in the business depending on their contributions and potential rewards from sticking around. For instance, a worker might not want to move jobs because they have invested time and money in the retirement plan of their current employer. Such a worker might think that leaving the company would cost them too much. Individuals build persistent commitment due to a perceived lack of options and the fear of losing investments.

Such a person's pledge to the administration would be dependent on their assessments of career opportunities outside the administration, according to Allen and Meyer (1990) and Meyer and Allen (1991). This happens when an employee believes that their abilities aren't marketable or lacks the necessary skills to fill open positions in the area. Such an employee would have an intelligence of loyalty to the firm. People who work in circumstances where they are given industry-specific skills and training may develop such a dedication. As a result of the monetary, social, psychological, and other expenses involved with quitting the body, the worker feels obligated to commit to the organization. Unlike affective pledge, which is based on emotional attachment, continuation pledge is based on a cost-benefit examination of leaving vs. staying.

Commitment to Norms

The third factor of an operative's pledge to a group is normative pledge, which shows a sense of obligation to stay with the company. Many employees think they should remain at their jobs (Allen and Meyer, 1990). Because few studies explicitly discuss normative commitment, researchers have missed this perspective on worker pledge. Randall and Cote (1990) are a couple. Some of the few who have sought to distinguish normative pledge from the other pledges of the employee structural pledge include Allen and Meyer (1990) and O'Reilly, Chatman, and Caldwell (1991).

Normative commitment is the moral obligation that employee generates as a result of their investment, according to Randall and Cote (1990). They assert that staff may feel forced to stay with the firm if they think it has invested excessive time or money in their training and development. For instance, a worker whose employer paid for his tuition while raising his qualifications might believe they can pay the employer back by working for the employer. People who have normative commitment are more likely to struggle to repay the government's investment.

Measurement of Employee Commitment

Numerous scholars have employed diverse methodologies to delineate and assess the notion of worker commitment. Numerous scholars who have studied employee commitment have classified and employed a range of attributes as potential pledge antecedents (Mowday et al., 1982).

In his view, a dichotomy proposed by Steers (1977) explains the origins and effects of administrative promise. The antecedent-based argument was mainly supported by earlier research. According to Steer, the three types of personal attributes, role-related characteristics, and job knowledges are the precursors of commitment. When Mowday et al. (1982) evaluated empirical research on organizational

commitment, they found that the majority of these studies were correlational. Steers' model served as the foundation for a new model created by Mowday et al. in 1977.

One's level of commitment to their work has also been discovered to be significantly influenced by their employment situation. According to Wiener and Vardi (1980), workers with managerial positions are more committed to their administrations than workers without managerial positions. They claimed that the difference in status and pay between the two groups was the cause of this. Qualities of the Framework In the literature on organizational commitment, researchers have examined the impact of structural elements on operating commitment. Stevens et al. (1978) found no correlation between pledge and organization size, span of control, union, attendance, or centralization of power. Morris and Steers (1980) examined the effects of formalization, decentralization, functional dependency, supervisors' spans of control and subordination, workgroup size, and subordinates' spans of subordination on commitment. Decentralization, formalization, functional support, and employee involvement all had a good relationship with commitment. Participation at all organizational levels increases an individual's ego engagement and, ultimately, their level of commitment. Employees who work for more formal written standards and procedures, are more decentralized, and depend on the efforts of others are more committed to their organizations than employees who don't have these characteristics (Mowday et al., 1982).

Determinants of Employee Commitment

Several studies have examined the influence of different personal characteristics on employee commitment, such as Angle Perry (1981), Hrebiniak (1974), and Mowday et al. (1982).

In such studies, the effects of employee statutory promise were examined in relation to age, educational attainment, tenure, gender, race, and other personal variables. Extensive research has revealed that both age and experience positively influence commitment. It is hypothesized that this strong correlation results from an individual's commitment to the company growing older and remaining with the organization for longer periods of time, which reduces their possibilities for other workers (Meyer & Allen, 1984; Mowday et al., 1982).

According to Mathieu and Zajac (1990), Mowday et al. (1982), and Steers (1977), there is a negative correlation between education and commitment, regardless of age or rank. Greater expectations from educated employees can make it challenging for a company to meet those objectives with fewer committed employees (Steers, 1977).

Women and their marital status have an impact on how engaged they are with the company. Marriage status affected employee commitment, according to Kawakubo (1987) and Lincoln & Kalleberg (1990). Marriage and divorce were shown to be more devoted to organizations than single status, according to Kawakubo. The reason for this could be that individuals who are married or divorced have more responsibilities than those who are single (Lincoln & Kalleberg). Men and women employees were found to be less committed to their companies than were Angle and Perry (1981) and Mathieu and Zajac (1990).

Interest in the relationship between role struggle, role vagueness and commitment, and job scope or trial was expressed by Mowday et al. (1982). Employee commitment would increase, they claimed, if the job definition was expanded. Similarly, Mowday et al. claim that role ambiguity is present where role struggle, role uncertainty, and role vagueness are. Increased dedication, they claimed, would come

from a broader job description. Employee commitment tends to decrease with role ambiguity and conflict, according to Mowday et al. (1983) who examined these topics. Academic administrators' work experiences and their relationship to staff engagement were evaluated by Austin and Gammon (2012). They found that payment is not only necessary for commitment but also essential. Their commitment could be compromised, they said, if administrators do not feel that their work is respected and they are not paid fairly.

Production Efficiency

What is Production Efficiency?

When analysing production units, the production efficiency of different industries, or the production efficiency of an entire economy, measuring productivity and efficiency is critical. It allows us to pinpoint inefficiency and productivity disparities sources, essential for production efficiency enhancing measures.

The ratio of a production unit's outputs to its inputs is known as its productivity (both aggregated in some economically sensible way). Productivity varies due to variances in production technology, the efficiency of the manufacturing process, and the environment in which the manufacturing occurs. I'm interested in isolating the efficiency component of productivity in this study.

A production unit's efficiency is the relationship between its inputs and outputs pragmatic and optimal values. The ratio of the observed to the highest feasible output achievable from the given set of inputs, or the ratio of the smallest possible quantity of inputs to the observed required to generate the given output, can be used as a comparison (Eagly et al., 2012)

The ratio of a volume degree of output to a volume amount of input utilisation is a common way to define productivity. There is no difference on this fundamental proposition, but a quick scan of the efficiency literature and its varied applications exposes that neither a single productivity goal nor a single efficiency metric have been identified (Eagly et al., 2012). Many people in both the industrial and service industries need to improve how they measure their efficiency. Numerous companies have used productivity measurement to link essential organisational processes, connect future directions, establish useful and project accountability, define roles and errands, allocate scarce resources, monitor, and appraise activities, monitor and appraise actions, set goals and benchmarks, and implement necessary changes to ensure unceasing development.

Production efficiency appraisal, management data scheme, manufacturing capability valuation, value control measurement, and a system's engineering throughput are all examples of productivity measurement (Aronson, 2011). In terms of cost, the actions should be as low-cost as possible, and they should use existing data sources that are both accurate and valid. Furthermore, the measurement's worth to the organization should equal or surpass the cost of the measurement. To acquire increasing adoption, productivity measures must be both valid and viewed as good by organizational members (Leban, 2014). There are many dissimilar output measurements available. The choice among them is made based on productivity measurement and, frequently, the accessibility of data. Single-factor output measures link a amount of output to a single measure of input, and multifactor productivity measures link a measure of production to multiple measurements of input. These two types of output measures relate a measure of the output to a group of inputs. Another distinction that is essential at the industry or business level is among productivity metrics that utilise a value-added

idea to capture output fluctuations and those that employ output measures that link some measure of gross output to one or more inputs (Graen, 2013).

To affect the value of life for all human resources, improved productivity is required due to the complexity of the work environment (Men, 2013). This is true for the majority of firms. In today's climate, choosing to boost productivity is a massive undertaking that can only be comprehended in the interdependence among many factors. The manager needs to understand that the organisation is a thinking, functioning being, not a fully manageable appliance or a lifeless object, in order to make decisions and take action in this condition.

Productivity indicators should be understandable to those who must take act based on the data (Kendrick, 2004). Finally, efficiency indices should include the efficiency levels that an individual or team could attain. This is commonly accomplished by incorporating numerous productivity sub-indices into the assessment system. Including overall productivity, the index is another criterion related to the system's comprehensiveness (David, 2003). The comprehensive index combines the sub-indices into a single figure on a single metric, which can then track productivity gains or losses over time. This overall score also provides a more accurate assessment of the productivity consequences of an organizational intervention. Across teams and organizations, the total index should be comparable. It will be significantly more successful if the measuring system can quantify its progress toward its objectives.

Indices of Production Efficiency

According to Hurduzeu (2015) the following indices are used to assess the production efficiency of state institutions.

- Top management, middle management, and lower level of control all to defined tasks.
- Sticking to deadlines
- Input from the team
- Increased sales and market share
- Increased profit
- Client service
- Competitiveness
- Organizational growth
- Excellent service delivery
- Meeting overall organizational goals

Measurement of Production Efficiency

Hurduzeu (2015) studied how leadership affects organisational Production efficiency is measured. At D&R Cambric Communication, a study was done to determine leadership behaviours and see how leadership behaviour affects how the company does business. The study adopted both qualitative and quantitative research tyle. The organization received 29 responses out of a total of 54 staff. The study's findings revealed that leadership behaviours significantly impact organisational production efficiency. Leadership habits have been discovered to be highly essential fundamental measurements in the growth of service corporations. In the retail industry, Leng (2014) investigated the influence of leadership styles on staff efficiency.

Questionnaires were employed as the primary study tool. For the survey, a total of 384 sampling sizes were chosen. To collect replies from staff in the retail industry, 400 questionnaires were delivered. The surveys were given to shop personnel in Malaysia's three states: Perak, Johor, and Penang.

The study's findings revealed a substantial association among leadership styles and employee productivity, implying that leadership styles significantly impact staff efficiency in the retail industry.

Kerario (2013) investigated the influence of transactional leadership on employee commitment in Kenya, using the Mumias Sugar Company as a case study. The study's goal was to demonstrate the effects of this type of leadership on an organization's operatives' commitment rates. It was representative design research with a cross-sectional component that included all relevant stakeholders. Staff of Mumias Sugar Company who were chosen for the study made up the study population. To acquire pertinent data, questionnaires were employed. The findings revealed a link between transactional leadership and subordinate job gratification, leading to improved production efficiency.

In Pakistan, Bushra (2011) investigated the influence of several leadership styles on staff commitment. The study's main goal was to look into the effect of leadership style on staff commitment. The contribution of leadership on production efficiency was measured using a quantitative technique in the study. The data was collected via a ordered questionnaire in which participants were given closed-ended questionnaires. The study discovered a statistically substantial link between employee commitment and democratic style. It was shown that if a leader incorporates people in

decision-making, maintains a friendly association with them, and reduces their stress at work, he can increase their productivity.

Mukui (2011) investigated the impact of transformative leadership on employee productivity effectiveness by surveying five faith-based nonprofit organizations in Nairobi County. A stratified sample was the method of sampling that was used. An interview guide that included both open-ended and closed-ended questions for executives and staff was used to gather data. The research population consisted of executives who practice transformational leadership and the staff members who are affected by it. The study's findings support the idea that staff involvement in faith-based non-governmental organizations is impacted in some way by transformational leadership. Rita (2010) looked into how leadership style and employee empowerment affected an organization's reputation perception. The current study used a quantitative survey method since it is a cost-effective and effectual gathering of data from huge populations (Stacks, 2010). The online questionnaire was used as the data gathering method. A Fortune 500 firm in the United States conducted an online poll with 700 randomly selected workers from various work units. The online survey was completed by 166 employees, with a answer percentage of 23.7 percent. The findings revealed that transformational leadership impressively impacts staff perceptions of company reputation, both directly and indirectly, through authorising them. Transactional leadership, exemplified by contingent incentive behaviour, has a detrimental direct impact on staff perceptions of the organization's reputation.

Effects of Leadership Style on Production Efficiency of SOIs

Any organization's main objective is to increase the productivity of its workforce to thrive in this extremely cutthroat environment.

A complex idea, production efficiency is a crucial influence in determining whether an organisation succeeds or fails. Production efficiency is defined by Prasetya and Kato (2011) as the outcomes of staff actions combined with their abilities in a specific environment. Pattanayak (2005) defines employee commitment as a person's contribution to the accomplishment of organisational goals.

Ibrahim (2004) defined job production efficiency as a critical activity that identifies both the goals and strategies for achieving structural goals. Job production efficiency is an employee's conduct that includes directly visible activities and mental actions or products, such as replies or decisions, resulting in organisational outcomes in goal accomplishment.

Leadership has been described as a critical topic in organizational behaviour in the literature. According to Adei (2004), leadership is the cause of everything is effect within organizations. One of the most complex results is leadership during personal and organizational activity. In other words, management's willingness to carry out a "collaborative endeavour" is contingent on leadership ability. According to Lee and Chuang (2009), an excellent leader encourages juniors to recover their production efficacy and meets their needs while achieving organizational goals.

Leadership, according to Fry (2003), employs a leading strategy to maximise people' potential for development and motivation. The effectiveness of an organisation should be correlated with the leadership style used. First, innovation-driven competition, price or value rivalry, weakening returns, and the creative destruction of traditional skills are characteristics of today's fierce and competitive marketplaces (Venkataraman, 1997). Studies show that when firms are faced with these new

problems, efficient leadership actions will aid in increasing efficiency (McGrath & MacMillan, 2000).

Leadership paradigms have a big impact on financial efficiency, staff satisfaction, and customer loyalty, according to prior study. However, the influence of leadership on the effectiveness of organisational output has not been thoroughly investigated, according to House and Aditya's review from 1997. They criticised leadership studies for putting too much stress on superior-subordinate interactions and ignoring numerous other tasks that leaders achieve as well as structural and ecological factors that are essential to the effectiveness of an organization's production processes. Another problem with current leadership studies is that the results vary depending on the approach employed.

While some researchers conclude that leadership increases organisational efficiency, others disagree; it is clear from this analysis of related research that there are still gaps in our understanding of the link among leadership and organisational success. Fenwick and Gayle (2008) analyse these gaps and conclude that, despite some researchers' hypothesised leadership-production efficiency relationship, existing results are inconclusive and difficult to interpret.

While it is true that transformative leaders have certain characteristics, the relationship between transformational leadership and organizational effectiveness should also exhibit certain characteristics. Among these qualities are idealized influence, motivating inspiration, intellectual stimulation, and independent thought. Many scholars have investigated how this leadership paradigm affects particular facets of employee and organizational behaviour in order to gain a deeper understanding of the role of transformational leadership in organizational performance. Choudhary et al.

(2013) show how transformational leadership can boost an organization's capacity for innovation and adaptation by offering this organizational learning technique. According to De Jong and Bruch (2013), transformational leadership can enhance the organizational atmosphere and empower and energise the workforce. As a result, efficiency is increased, and structural goals are met more easily.

"Transactional leadership" is a management style that emphasizes communication between superiors and subordinates. Two traits of transactional leadership are contingent compensation and exception organization, according to Bass and Avolio (2003). Contingent compensation is what happens when managers give their employees tasks to complete and promise a reward if the goal is met. Exception management, on the other hand, is the process by which a leader keeps an eye out for deviations from the status quo and responds appropriately to help the organization reach its objectives. Yulk (2007) defines transactional leadership as a style of leadership where the emphasis is on information sharing between senior leaders and subordinates. Transactional leadership works by linking a financial reward to a particular result, which incentivizes and influences followers. As payment for carrying out their responsibilities in accordance with agreements, the subordinate was expected to get payment.

In other words, he inspires his staff to get to work. Transactional control approaches can have either a positive or negative effect on success. The staff evaluation will determine it. Employees might view transactional leadership favourably. In contrast, employees may negatively perceive transactional leadership because they do not uphold their promises, are deceptive, or are unclear.

Visionaries are supposed to alter under transformational leadership. A shared vision develops under transformational leadership, and followers work to make the goal a reality. In other words, according to Avolio and Bass (2003), transformational leadership behaviours include attributed charisma, idealised influence, inspiring encouragement, intellectual stimulation, and adapted consideration.

Applying a transformational leadership style, according to Yukl (2007), will increase productivity because it aims to develop employees' awareness and capacity. To accomplish organisational goals, a transformational leader gives his team members the skills and self-assurance they need to carry out their responsibilities in line with his way of thinking. According to Butler (1999), a transformational leader inspires and motivates subordinates to achieve at their best, gives them the freedom to think imaginatively and find inventive solutions to issues, and regards workers as individuals.

Suharto (2005) asserted that implementing transformational leadership techniques more commonly will have a substantial favourable impact on the psychological enablement level of subordinates. A client-centered transformational leader will direct the organization's vision and mission, offer inspiration, and devise innovative ways to work effectively.

The skill to lead is unfair by a variety of environmental conditions, including the desired leadership style of the leader. According to North House (2001), leadership theories based on contingency allow for methodological flexibility. Numerous academics have tested it and concluded that it accurately describes how to be a good leader. It highlights the significance of the interactions among the leadership style and the needs of various conditions and workers. According to Kumar (2015), this

leadership style gives subordinates the most latitude. They are given total freedom to choose their own tactics and practises, as well as to come to conclusions on their own.

It is based on the idea that the best way to encourage staff members is to influence their work habits. Gaining more insight into the relationship between employee commitment and laissez-faire management is the aim of this study. However, there is an abundance of research on effective management and a strong sense of self-worth. Kerns (2004) concentrated on the relationship between organizational leadership and values in order to close the gap between employer and employee. In spite of his primary concern—that laissez-faire would not create a happy work atmosphere where employees and managers felt like a family—his analysis was firmly in favour of the laissez-faire method.

The classic "do as I say" leadership are autocratic ones. These leaders are thrown into a new position or responsibility involving people management since they are also fresh to leadership. Autocratic rulers retain the authority to make their own judgements. By forcing their "followers" to adopt policies and programmes very narrowly and based on a skewed definition of success, they can irrevocably destroy an organisation. Other than intimidation, there is no shared vision or inspiration. Engagement, originality, and innovation are notoriously stifled under autocratic leadership. In actuality, the mainstream of followers of authoritarian leaders are only biding their time as they wait for the impending fall of this leadership and the exclusion of Michael's successor. Review of Related Theories

The theories to be reviewed include behavioural theory, situational theory, transactional, transformational, path goal theory, trait theory and model of vroom-yetton theory. The path goal theory is however the dominant theory in this research though the other theories apply in principle.

Behavioural Theory

It was John B. Watson who first proposed the 1940s hypothesis underlying the trait outlook. As per the theory, outstanding leaders possess innate character traits that distinguish them from others and followers, thereby making them ideal for leadership roles. Stogdill's (1948) analysis of the literature on leadership and behavioural theory resulted in the most comprehensive list of characteristics. Situational and behavioural styles emerged as a result of Stogdill's discovery that leadership situations vary significantly and impose diverse perspectives on leaders, shattering the notion of trait theory.

According to behavioural theories of leadership, a leader can be identified from their followers based on their actions. Presuming that exceptional minds are created, not born, it emphasizes the behaviours of leaders over their intellectual attributes or emotional states. This theory argues that observation and training are effective ways to build leadership abilities. Behaviour analysis methods look at the leader's focus on the group, the work at hand, or both. Research conducted in 1945 at the Universities of Michigan and Ohio State demonstrated the importance of two key leadership behaviours: staff-centered leadership and production-centered leadership (Hersey and Blanchard, 1988).

Situational and Contingency Theory

In the 1960s, Austrian psychologist Professor Fred Fiedler introduced the situational and contingency theories. After looking at the characteristics of leaders, he came to the conclusion that it is extremely difficult, if not impossible, to modify a person's leadership style because it is influenced by their life experiences. As per the contingency theory of leadership, the performance of a leader is shaped by both their inherent qualities and the external surroundings. Contingency theories claim that a

relationship exists between leadership style and organizational outcomes. Leadership style cannot forecast results if the situational factors are not understood (Cheng and Chan, 2002). This leadership strategy integrates the situational leadership theory of Hersey and Blanchard (1969), the path-goal theory of House (1971), and the colleague theory of Fiedler (1967). According to the situational hypothesis, none of the three leadership philosophies or this method favours one style of leadership over another. Success is influenced by the environment, the followers' skills and behaviours, and the ideal type of leader. Control is affected by the relationship between the leader and followers, the degree of mission organization, and the leader's expertise, influence, and location.

Transactional and Transformational Theories

James MacGregor Burns introduced the theories of transformational and transactional leadership in 1978. Over the past 25 years, a sizable body of research has emerged around the transformational-transactional leadership theory. Per transactional theories, a leadership structure ought to be based on a system of incentives and penalties for achieving specific objectives. They also emphasize collective accomplishment, cooperation, and supervision. A reward or a penalty will be given to the personnel, depending on the type of transaction. According to Bass (1985), as referenced by Chan (2005), transactional leaders make reference to their subordinates' self-interests. Through negotiating and dealing, transactional leaders attempt to satisfy the direct needs of their subordinates. For leaders and followers alike, meeting the common success criteria is crucial. The relationships between leaders and followers are the main emphasis of transformational ideas.

Several empirical research have shown that strong heads do better than weak leaders and that transformational leadership outperforms other leadership styles in

terms of success (Erkutlu, 2008; Howell & Avolio, 1993; Orabi, 2016). Meyer and Botha (2000) claim that transformational leadership is most appropriate for today's enterprises. This innovative leadership approach is required by the current state of the market; it empowers employees and boosts their morale in order to boost organizational productivity and secure the company's existence.

Compared to the noticeable, advantageous advantages of transformational leaders, transactional heads have little impact on their subordinates' performance in the US, Canadian, and German armed forces (Brand, Heyl & Maritz, 2000). Moreover, transformational leadership is more significantly connected than transactional leadership in the Canadian fiscal sector with increased worker satisfaction and individual or organizational performance (Seblewongel, 2016). The research indicates that transformational leadership fosters better levels of staff performance more successfully than transactional leadership.

According to Wang (2005), employees of transformative leaders may receive specialized attention from their employer. As a result, they are more likely to comply with the leader's plan and surpass expectations. As such, transformational leaders may be able to build productive leader-member exchange relationships with their followers, perhaps contributing to their success. On the other hand, Podsakoff's (2009) study offers compelling empirical backing for the relationship between employees' loyalty and leaders' contingent benefits. A captivating vision, statements of hope, and the establishment of high standards for performance and results are characteristics of transformational leadership that captivate followers. As such, people need to be motivated to put in more effort than usual at work.

The Theory of the Great Man

Early research on leadership sought to identify the traits that set exceptional individuals apart from the general population across history (Stogdill, 1974). Great people piqued people's curiosity more than events. In the 18th and 19th centuries, this was accurate (Spotts, 1964). In accordance with the Great Man Theory, leaders possess special abilities that are uncommon among the general public. Additionally, it accepts the notion that leaders are created, not born. On page 239, Kolb et al. This theoretical approach contains the most basic, accepted, and well-known definition of effective leadership. The idea minimizes the organization's prior successes while emphasizing the calibre of its directors. Put another way, the notion implies that the directors' abilities are the only factors that affect how well a company performs. According to this idea, historical personalities like Churchill, Lenin, and Moses had a significant influence on the course of events (Bass, 1981).

Woods (1913) examined how humans shape a nation through a long-term study of 14 different nations. Based on his abilities, he postulated that the man shaped the nation. Like other hypotheses, the Great Man Theory is not perfect. The concept was widely attacked, starting with Smith (1964). Firstly, he asserted that traits of outstanding leaders are not universal and can be used in different contexts. Secondly, he argued that various qualities are needed and rewarded in different communities. Throughout history, institutions have benefited from a vast array of leadership traits. Smith continued by saying that different departments within a company want different qualities, and that other organizations in the same group desire different abilities.

Theory of Traits

Trait theory was widely considered the most significant leadership theory in the first half of the 20th century (Chemers, 1997; Gordon, 1981).

Finding the distinctive personal, psychological, and physical characteristics of effective leaders was the aim of the trait technique. According to the principle, leaders who possess unique characteristics that distinguish them from their followers ought to be singled out. (Bass, 1981).

Stogdill (1948) looked at 124 publications on leadership attributes in a well-known study of the literature on leadership. The evaluation's goal was to investigate the relationship between the qualities approach and effective leadership. As a result, Stogdill discovered that a few characteristics (intelligence, physical characteristics, social background, personality, and task-related features) could be utilized to separate leaders from non-leaders. According to his findings, other characteristics had little or nothing to do with good leadership. Additionally, they assisted Stogdill in realizing the importance of contextual elements in the formation of good leadership. Overall, Stogdill's findings disproved the idea that trait theory ought to be the primary methodology used in leadership research.

According to Stogdill's (1948) findings, leadership abilities are not always inherited. Rather, the characteristics of the leader should align with the goals, actions, and dispositions of the followers. It is crucial to conceptualize leadership in terms of the interaction of these dynamic, constantly evolving variables. Human behavioural tendencies that persist in the face of ongoing situational change appear to be the primary barrier to leadership practices, as well as the selection and deployment of leaders (pp. 63–64).

It is refuted by the research of Stogdill and other scholars that trait theory provides a comprehensive explanation of leadership. In addition, Hollander and Julian (1969) questioned the trait theory's inability to identify the most important

characteristics associated with effective leadership. Additionally, they asserted that a variety of other factors, including situational considerations, play a part in the effectiveness of guiding and that it is not only dependent on character attributes. Gordon (1981) assessed a number of studies that examined traits of leadership and concluded that they were unable to adequately account for the efficiency of leadership production. Goulder (1950) narrowed down the reasons behind the trait approach's failure to two crucial components. Let's start with the fact that there were no universally recognized traits of effective leadership. Secondly, there is no proof that followers lack the special qualities that leaders possess.

The evident flaws in the characteristic approach led many scholars to search for a different theory of leadership potential (Gryphon, 1990). Because of this, researchers started focusing on leaders' outward behaviours in the early 1950s rather than their inner traits (Schermerhorn et al., 1982). The characteristic theory school was not destroyed, despite this shift in research goals. The concept was still being thought about and used in the research in the 1990s (Bryman, 1996).

The Contingency Theory of Fiedler

In 1960, Fred Fiedler developed the first thorough theory of contingency leadership. The theory's central claim is that a leader's capacity to inspire a group is based on how well their character or style of leadership suits the situation. The model went on to say that the two primary leadership philosophies were task-oriented leadership and employee-oriented leadership. Fiedler developed the Least-Preferred Co-worker (LPC) Questionnaire to determine if a leader was more focused on the task at hand or the employee (Fiedler, 1967). In calculating the LPC score, the team leader has to take into account the member who performed a task with the least amount of

effectiveness. An 8-point gage is used to evaluate a series of bipolar adjectives in order to achieve this. When a high LPC leader uses mildly polite language to characterize his least favourite employee, that person is said to be "people motivated." Task-driven leaders are those who are highly task-motivated, have a low LPC, and use a lot of negative language (Siegel & Lane, 1982). According to Fiedler, task-oriented leaders will have an impact in both calm and turbulent circumstances. According to Fiedler, CEOs that prioritize their employees will do better when they have moderate rather than severe favourability. Fiedler defines favourability as the extent to which the situation permits the leader to exert authority over his followers. According to this theory, situational favourability consists of the following three elements: (1) Task structure: these measures how well the requirements of the task are spelled out; (2) practical leader-member relations: this measures how well the leader and group members get along; and (3) head position influence: this measures the extent to which the leader has the authority to reward or punish subordinates (Fiedler, 1967). According to Bryman (1996), Fiedler considered these variables to be possible to be changed, but he saw personality as an unchangeable attribute. The concept came to the conclusion that rather than the other way around, the working environment ought to be adjusted to fit the frontrunner. The theory was criticised, despite the fact that many academics thought Fiedler's work made a substantial contribution to leadership studies (Behling & Schriesheim, 1976). The cogency of the model was quizzed, to start. The model and the findings were at odds (Bryman, 1986).

Theory of the Path-Goal

Robert House developed the Path-Goal theory in 1971 as a leadership contingency model, drawing on the expectation theory of motivation and studies conducted by the OSU group. This theory was advanced to show how a manager might

successfully boost his employees' satisfaction and output. House (1971) asserted that a leader's role is to create a clear link between a follower's personal and professional objectives.

Two foundational ideas supported the hypothesis. The first presumption was that followers would reward and embrace a leader's acts to the extent that they were seen as a direct source of satisfaction or as a powerful idea of future satisfaction. According to the second claim, a leader would behave in an inspiring manner if they could (a) make their followers happy through successful production efficiency and (b) improve their working environment by offering direction, clear instructions, support, and incentives for successful production efficiency. House created four leadership behaviour styles—directive, supportive, achievement-oriented, and participative—to test these assertions. Using any of these leadership philosophies would depend on the situation, according to House.

The Model of Vroom-Yetton

Vroom and Yetton (1973) made a methodology to guide a spearhead through a reasonable procedure of selecting a suitable leadership style for a specific scenario. The fundamental tenet of the paradigm is that, depending on the circumstance, a leader should delegate some degree of decision-making authority to subordinates. The model recognised five forms of leadership, each of which corresponds to a different behavioural possibility for a leader:

AI: The choice is made only by the leader.

AII: The leader solicits input from subordinates but takes the final choice. The situation may or may not be communicated to subordinates.

CI: The leader informs the individual about the circumstance. The leader solicits information and feedback from subordinates, but the front-runner makes the decision alone.

CII: The leader and assistants discuss the matter as a group, but the head takes the final decision.

GII: The leader and assistants discuss the matter as a group, and the group (including the leader) makes the choice.

The ultimate success of decisions, according to Vroom and Yetton (1973), can be measured by the following factors:

- (1) the value or levelheadedness of the choice,
- (2) employee reception of the choice, and
- (3) the amount of time obligatory to make the result.

The model has been planned for being overly complicated and onerous (Field, 1979). However, several scholars have backed Vroom and Yetton's work, which they consider an effective leadership technique (Landy, 1985; Schermerhorn, Jr., 1982).

Maslow's Hierarchy of Needs is very strongly linked to Transformational Leadership. Transformational Leadership falls under the upper tiers since it necessitates a high close of honesty, self-esteem, and self-actualization to be successful. Maslow's Hierarchy places higher ideals above lower worries, implying that lower issues like well-being and safety must be sensibly safe before persons pay serious consideration to higher potentials.

In the 1970s, a new theory of leadership emerged. Burns coined the phrases "transactional" and "transformational control" in 1978. A few years later, Bass (1985)

developed the Multifactor Leadership Form (MLQ) by building upon the concept. Avolio and Bass's release of several leadership models in 1991 contributed to the advancement of the theory. Three leadership philosophies were included in this theoretical framework: transactional, transformational, and laissez-faire.

According to Hartog et al. (1997), Bass' theory, also known as the new leadership approach, "combines and develops on work of political scientists like Burns and sociologists like Weber (1947) as well as ideas from trait, style, and contingency style to leadership" (1978). The three leadership philosophies mentioned above are discussed below and are essential to this study's operation.

Strong leaders outperform weak ones, according to a large body of empirical research, and transformational leadership generates more robust production efficiency than transactional management (Burns 1978; Bass 1990; Hater and Bass 1985; Howell and Avolio 1993). Organizational behaviour research (Bass & Avolio, 1994; Kotter, 1988; Meyer & Botha, 2000) indicates that transformational leadership is the best kind of leadership for contemporary firms. In the current business environment, this innovative approach to leadership is essential because it fosters employee empowerment and commitment, both of which boost organizational productivity and ensure survival (Kotter, 1988). Research indicates that transformational leaders have a major and beneficial influence on their subordinates while transactional leaders have little effect on them. Examples of these industries are the service, retail, manufacturing, and armed forces of the United States, Canada, and Germany (Brand, Heyl & Maritz, 2000). However, it has been demonstrated that in Canada, transformational leadership is more strongly associated with enhanced employee satisfaction and both individual and organizational performance than transactional leadership (Meyer & Botha, 2000).

According to the findings, transformational leadership is more effective at increasing staff engagement than transactional management.

Employees under the direction of transformative leaders may receive preferential treatment from their boss. As such, they are more likely to back the leader's objectives and deliver higher than anticipated performance. As a result, transformational leaders can help their followers develop excellent leader-member interchange leadership, which influences the efficacy of their output (e.g., Wang et al., 2005). Once the greatest level is reached, LMX may start off as a transactional process but eventually become transformational (Bass, 1999). According to Bass (1985) and Podsakoff et al. (1990), transactional leadership offers rewards depending on followers' productivity and loyalty potential. In order to receive fair compensation, followers will be motivated to complete their contracts and meet production efficiency targets (Bass, 1985). Podsakoff, Bommer, Podsakoff, and MacKenzie (2006) found strong empirical validity in the relationship between employee commitment and contingent remuneration for leaders. A captivating vision from transformational leadership captivates followers and motivates them while establishing high expectations for productivity and performance. As such, people ought to be motivated to exceed expectations in their performance (Bass, 1985).

Research has shown a favourable correlation between transformative leadership and employee engagement in field (Bass, 1985) and laboratory (Howell & Frost, 1989) settings. As such, it is expected that staff output efficiency will increase instantly under both transactional and transformational leadership styles. Raja and Palanichamy (2015) looked into how various leadership philosophies impacted employees' loyalty in India's public and private sectors. Research has demonstrated a positive linear relationship between employee dedication and transformative leadership. Data from 156 middle-

level managers with 40 years of experience shows a significant positive relationship between transactional leadership and worker commitment. But according to the study, "laissez-faire leadership negatively affects employee commitment /outcomes."

Many people have been studying leaders' guidance styles and methods over the past few years. There have been numerous studies done on the impact of guidance styles on staff commitment. Researchers that looked at leadership philosophies in Pakistan's health industry discovered that transformational rather than transactional leadership influenced employee engagement more strongly. This is a result of the attraction that transformative leadership styles engender.

They discovered that the presence of transformative leadership improves performance in highly organic organizations where competitive advantages are valued. Their study's findings also demonstrated that the efficiency of employment creation was impacted by both transformational and transactional leadership styles. In accordance with Pradeep and Prabhu (2011), both transactional and transformative contingent incentive leadership techniques have a good correlation between leadership and employee engagement. The goal of managers who exhibit strong leadership qualities, whether they be transactional or transformative, is to boost employee productivity.

They found important links between the transformational leadership style and outcomes related to production efficiency, such as dependability, happiness, and work efficacy. Their research has improved our understanding of the best ways to lead and maintain appropriate control over subordinates at different levels of the professional hierarchy. Leaders can apply what they have learned to change their own behaviour in ways that will benefit their organizations and the quality of work that their subordinates

do. They emphasize how important it is for leaders to influence and engage their employees, set clear expectations for their peers' productivity, and act as the best possible role model for their team members. According to research by Aboshaiqah et al. (2015), staff nurses feel transformational leadership and its components are used more frequently than transactional and laissez-faire leadership styles.

Subsequent research revealed a positive correlation between transformational and transactional leadership philosophies and outcome attributes (efficiency, additional effort, and satisfaction). They concluded that higher levels of extra effort, contentment, overall staff commitment, and nurse perceptions of leader efficacy were associated with a mix of transformational leadership behaviours, styles, and attributes. When Ispas (2012) conducted research on professed guidance style and worker engagement in the hotel industry, she discovered that the most common style of leadership adopted by managers to attain intended objectives was autocratic leadership. They also underlined how crucial it is for managers to come up with workable solutions to assist employees in raising their productivity. To determine how control styles affect employee commitment, Kehinde and Banjo (2014) also studied the Petroleum Resources Department.

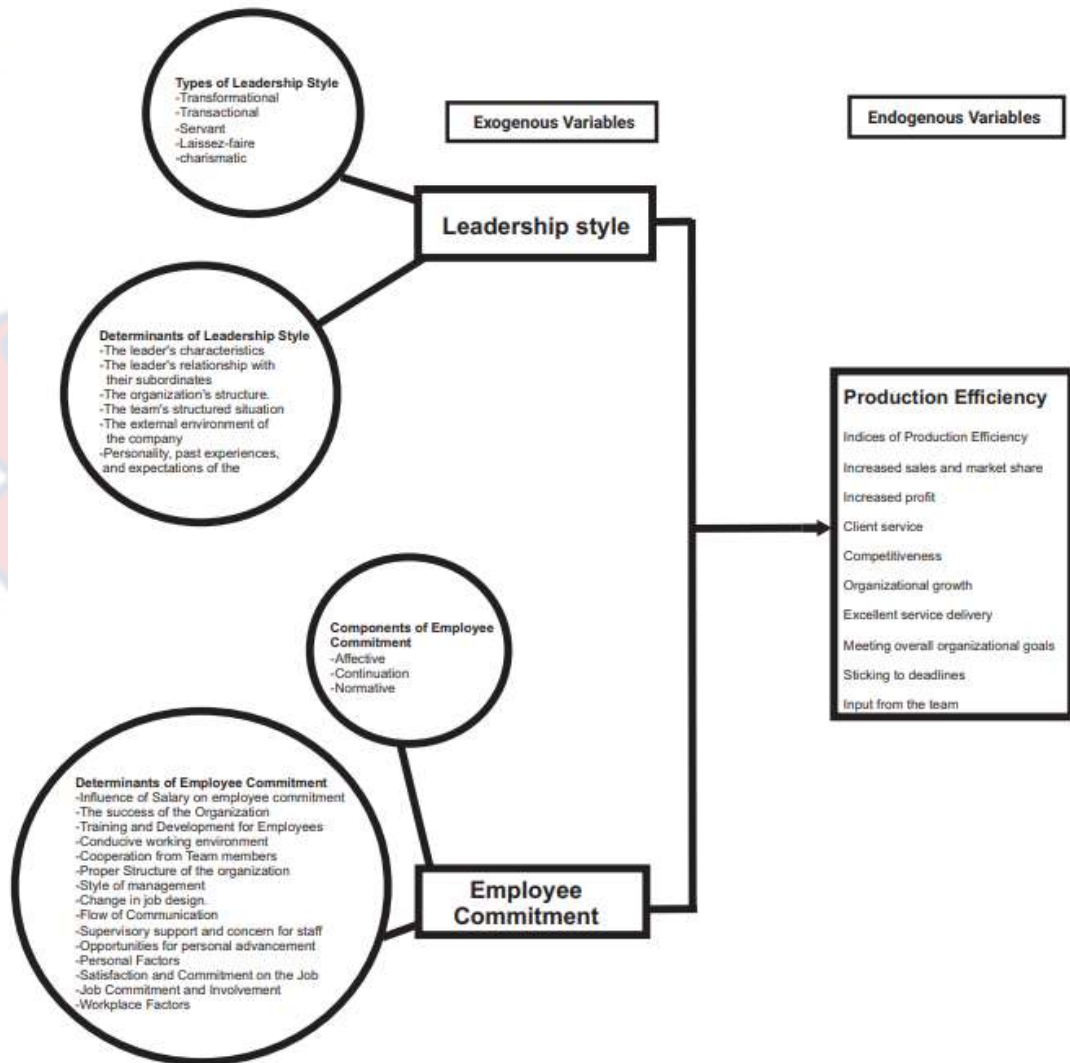
"Academics and consultants have focused a lot of attention recently on leadership as a causal factor in worker behavior and productivity efficiency." Researchers are quite interested in measuring the relationship among leadership style and work production efficiency, according to Rasool (2015). Leaders and leadership styles are among the subjects that have received the most investigation in recent years. According to Chan (2010), few leadership style studies have identified a certain style that is appropriate for a given problem. Chan cautions, however, that different

approaches should be used in different circumstances and that leaders should be aware of when to do so.

Conceptual Framework

This author developed a conceptual framework based on the literature that was reviewed by looking at the similar works in both developed and emerging states, emphasizing the contribution of leadership styles and employee commitment to production efficiency.

Figure 1: Conceptual framework of Leadership style and employee commitment to production efficiency



Source: (Adapted from Datche, 2015)

2.5.2 Narrative of the schema

The relationship between the two independent variables—leadership style and staff commitment—and the dependent variable—production efficiency of various State Institutions in Ghana—is depicted conceptually in Figure 1. According to the study, a leader who uses a variety of leadership modalities will increase the productivity efficiency of their firm. Individuals who exercise leadership have the potential to influence an organization's performance (Datche, 2015). The following leadership philosophies and their corresponding determinants are included in the framework: transformational, transactional, laissez faire, charismatic, servant, democratic, autocratic, and authoritative leadership philosophies. Different leadership styles are influenced by various factors, including the leader's personality, the external environment, the organization's culture, the leader's prior experiences, and the expectations of their subordinates. This study assumed that a leader's style affects their team members' dedication and output effectiveness through any or all of these channels; naturally, a leader is anticipated to exhibit all or some of these styles. The relationship between organizational production efficiency and leadership style is supported by situational theory. The situational leadership theory holds that there is no one-size-fits-all approach to leadership (Hemphill, 1949; Lo et al., 2010; Kim & Brymer, 2011). This disproves the notion that there is a leadership stance that works in every circumstance. Rather, the theory emphasizes that different leadership philosophies might be required based on the circumstances. The first duty of the leader is to ascertain and classify the most important tasks. The employees' preparation is then assessed by looking at the group's skills and preparedness. According to the situational theory, there is a relationship between an organization's production efficiency and its leaders' chosen styles, which become evident when the leader employs that style. Either a positive or

negative production efficiency will result from the leadership style in relation to the workforce commitment and available resources. When a leadership style is demonstrated, the following results are indicative of increased production efficiency: higher sales, higher turnover, better customer service, meeting deadlines, growing market share, higher profitability and productivity, and accomplishing organizational objectives.

The relationship between employee dedication and organizational productivity efficiency is another. The relationship between production efficiency and employee commitment demonstrates that when workers demonstrate a particular aspect of their dedication, the company produces at a particular level, or production efficiency. Based on behavioural theory, the story of employee commitment is portrayed. Behavioural theorists contend that a leader's actions are the most accurate indicator of their impact and, as a result, a key factor in determining their success (Day, 2001; Hannah et al., 2008; Avolio, Walumbwa & Weber, 2009).

There exists a correlation between an organization's production efficiency, personnel dedication, and leadership style. There is also conflicting data on the relationship between leadership style and organizational success. Others argue the opposite, focusing on different leadership styles like transactional leadership style or charismatic leadership style (Rasool et al., 2015; Kehinde & Bajo, 2014; Tsigu & Rao, 2015). The majority of the reviewed literature suggests that transformational leadership style and operative commitments are knowingly and positively related to an organization's production efficiency. The relationship between the two independent variables—leadership style and employee pledge—and the dependent variable, production efficiency, is demonstrated by the conceptual framework. If a company's leadership is able to engage the right employee and create the correct goals, it can have

a big impact on organizational production efficiency and job happiness. This relationship is supported by the goal-setting theory. The goal-setting theory states that an organization's production efficiency rises when the right goals are created and pursued under the right leadership style. The plans are used to help managers and employees stay focused on predefined production efficiency targets. Measurements are used to assess if organizational goals have been reached and to provide standards for productivity effectiveness. Organizational leaders should set goals, but they must be specific and challenging if they are to provide their employees with meaning and challenge. According to this theory's tenets, a leader's role is to assist his subordinates or followers in achieving the objectives that the company values and, more importantly, in achieving the objectives that the organization has set forth. Research indicates that there is a strong correlation between an organization's success and its leadership style. Different leadership philosophies may have a good or negative correlation with institutional production efficiency, depending on the criteria considered by the researchers (Wang et al., 2010). As a result, the leader's choice of effective leadership style or styles is essential to promoting high standards in the advancement of the organization's personnel' careers. As a result, an organization's ability to produce effectively and efficiently depends on how well its leaders combine their styles to influence employee devotion. Production efficiency is the result of the interaction between the components of employee commitment, the leadership style, and its determinants. This is typically represented in the following indices: Executing tasks as assigned by upper, middle, and lower management; meeting deadlines; incorporating team input; increasing sales and market share; increasing profit; providing clients with excellent service; gaining a competitive edge; fostering organizational growth;

providing exceptional service; and assisting management in achieving the institution's overall goals.



CHAPTER THREE

METHODOLOGY

Introduction

The following subheadings are included in this chapter to give a systematic, descriptive examination of the methodology: research design, the study area, study population, sample size and sampling as well as data sources. It also describes instruments used, pre-testing, fieldwork, data evaluation and ethical considerations.

Research Philosophy

The main goal of the research was critical realism. The researcher was able to investigate the relationships between the objective leadership style and the subjective characteristics of employee commitment in the Ghanaian context by applying critical realism.

Finding the fundamental mechanisms and structures that underpin social phenomena is the aim of critical realism. It recognized the diversity and complexity of social phenomena, as well as the reality that they are influenced by both objective and subjective factors. While acknowledging the influence of circumstance and subjective experience in moulding these processes, critical realists strive to create theories that may explain the underlying mechanisms that give rise to social phenomena.

Three layers of reality—the actual, the real, and the empirical—define social reality, according to Roy Bhaskar, one of the principal proponents of critical realism. Whereas the empirical level is the level of observable events, the real level is the level of underlying mechanisms and structures that give rise to these phenomena. The level of underlying causal inclinations and powers that generate these processes and structures is the genuine level, according to Bhaskar (1975). In social science, critical

realism is frequently employed to create explanatory theories that can take into consideration the interaction between objective and subjective aspects and to explain complicated events. For instance, a critical realist approach might examine the underlying mechanisms that produce the observed production disparities in a study on leadership style, employee commitment, and production efficiency while also acknowledging the influence of social context and subjective experience on these mechanisms (Marmot, 2004).

To sum up, critical realism is a research philosophy that seeks to uncover the underlying structures and mechanisms that give rise to social events, while acknowledging the impact of context and subjective experience. It is a useful technique for delving into complex social phenomena and developing explanation theories that account for the interplay between objective and subjective factors.

Research Design

The study was conducted using quasi-experimental design. This is because the study aims to establish a cause-and-effect relationship between an independent and dependent variable, it can be classified as quasi-experimental. Mixed methods research designs, which combine quantitative and qualitative methodologies, are a result of the nature of the research.

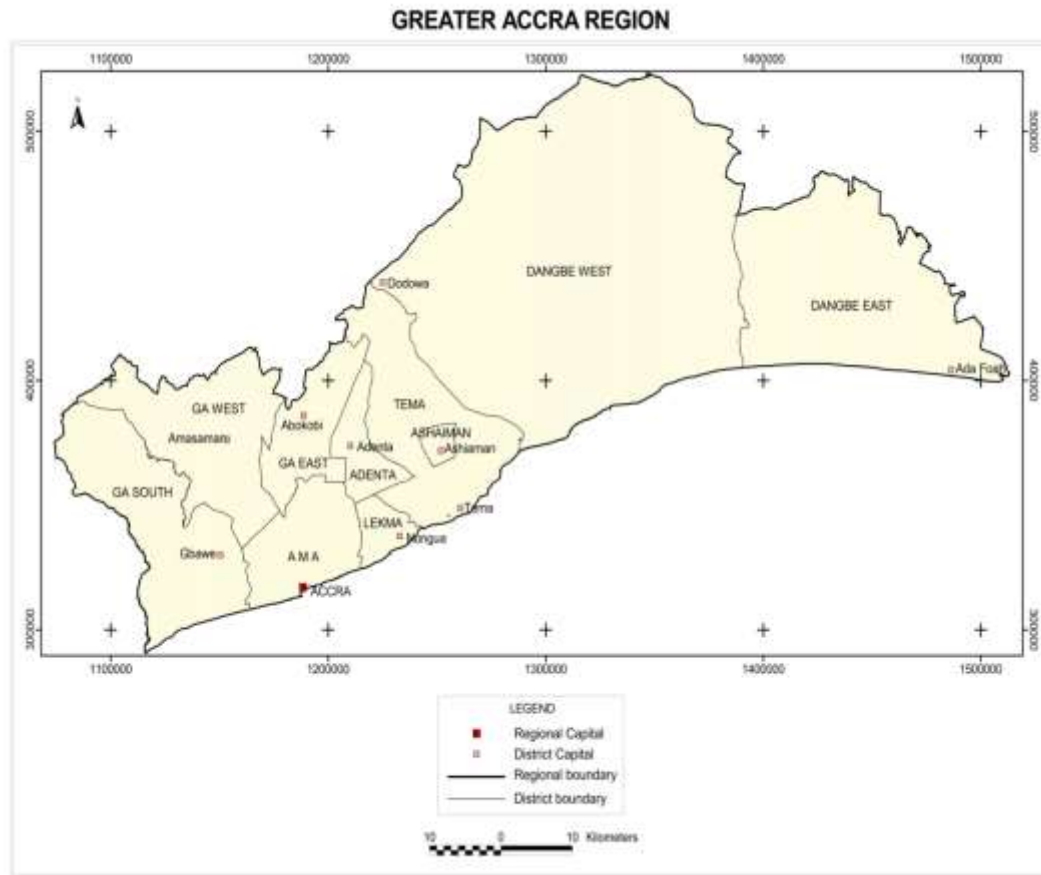
Quasi-experimental studies are defined by Alvesson and Skoldberg (2009) as investigations aiming at evaluating involvements without employing randomization. The objective of quasi-experiments is to demonstrate that an interference results in an effect, much like randomised trials. For instance, it is believed that ensuring that results are duplicated and generalized in a quantitative approach is ensured by employing a quasi-experimental design.

In other words, this design ensures that the researcher will put their experiences, discretions or judgments, and prejudices aside to conduct the study objectively.

Again, other studies have highlighted the strength of this type of design as being good in giving a more accurate picture of a phenomenon to be seen within a time (Bernard, 2016).

Study area

The study covered ten (10) selected State Institutions in Ghana situated in the Greater Accra regions of Ghana. Public policy is often formulated and carried out with substantial input from state entities. The research carried out in these establishments can offer significant perspectives on the efficiency and consequences of governmental policies and initiatives. Because state institutions are supported by tax dollars and serve the interests of the public, they are by nature of the public interest. Studies looking into state institutions can educate the public on the efficiency, effectiveness, and openness of governmental organizations. Public scrutiny and accountability are afforded to state entities. Research can support the assessment of their accountability frameworks, governance frameworks, and decision-making transparency. Greater Accra's inclusion in the 16 administrative regions for this reason. Situated in the south-central region of the nation. The Gulf of Guinea borders it on the south, the Eastern Region on the north, the Volta Region on the east, and the Central Region on the west. 3,245 square kilometres, or 1.4% of Ghana's total land area, are covered by it (GSS, 2010). With 5,455,692 people as of 2021, it is the second most populous region in Ghana after the Ashanti Region. This represents 15.4% of the country's total population and results in a population density of 15,000 people per km² (GSS, 2021) with an annual growth rate of 4.4 percent (World Bank, 2021).

Figure 2: Map showing the study area.

Source: Cartography Unit, Department of Geography and Regional Planning, UCC

Choice of Sample

Study Population

The research sampled some selected senior officers and junior officers of ten State institutions in Ghana. The senior officers included Accountants, managers, auditors, Administrators etc. and the junior officers included cooks, janitorial services staff, drivers, security personnels etc. The researcher used 300 individuals due to the time frame and some fiscal constraints. The 300 population was divided into two strata; each stratum (Senior officers and junior officers) was to be assigned 150.

Sampling Frame

The sample's categorization is summarized in Table 3.1 below.

Table 1: Summary of the sampling

Name of State Institution	Population	Sample	
		Senior Officers	Junior Officers
Ghana Water Company	300	15	15
Electricity Company of Ghana	500	17	13
Ministry of Finance	300	14	16
Social Security and National Insurance Trust	450	15	15
Ghana Revenue Authority	340	14	16
National Communications Authority	280	16	14
National Petroleum Authority	270	16	14
Ghana Free Zones Board	216	14	16
National Pensions Regulatory Authority	170	15	15
Securities and Exchange Commission	185	14	16
Total	3011	150	150

Source: Fieldwork Data, Bismark (2021)

Summary of the table

The sampling for the several state institutions in Ghana is compiled in Table 1. The population, sample size of senior and junior officers, and institution name are all listed in the Table 1 above which included 150 senior officers and 150 junior officers. Each institution has a different sample size; the Electricity Company of Ghana has the greatest (17 senior executives and 13 junior officers) and the National Pensions Regulatory Authority has the smallest (15 senior officers and 15 junior officers).

The institutions were selected based on their relevance to the provision of services to the nation and the special role they play in the development of Ghana.

The breakdown of the sampled population is as follows:

Table 2: Breakdown of sampled institutions

Name of State Institution	Population Sampled
Ghana Water Company	30
Electricity Company of Ghana	30
Ministry of Finance	30
Social Security and National Insurance Trust	30
Ghana Revenue Authority	30
National Communications Authority	30
National Petroleum Authority	30
Ghana Free Zones Board	30
National Pensions Regulatory Authority	30
Securities and Exchange Commission	30
Total	300

A total of 300 questionnaires were deployed.

Sampling Size Determination

Using the Krejci and Morgan (1970) formula for sample size determination,

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

Whereas s = the obligatory sample size; X^2 = the table value of chi-square for 1 degree of freedom at the desired self-assurance level (3.841); the N population size; P = proportion in the target population estimated (assumed to be .50 since this would offer the maximum sample size); and d = the degree of accuracy articulated as a proportion (.05). Therefore, the sample would be.

$$s = \frac{3.841^2(119)(.50)(1 - 0.50)}{0.05^2(119 - 1) + 3.841^2(1 - 0.50)}$$

$$s \approx 300$$

From the calculations, a sample of 300 staff of the selected SOIs was used. Four hundred fifty questionnaires were deployed.

Sampling Techniques

In this case, the stratified sampling style was used to select people for the analysis. The stratification of sampling elements into subgroups of similar characteristics is accompanied by a random assortment of topics from each subgroup (stratum) in stratified random sampling (Greener, 2008). Stratified sampling aimed to get the desired representation from different sub-groups to generalize. The researchers identified two subgroups and then chose participants of SOIs based on their classification.

Further stratification was made based on the respondents' job titles and ranks. Until the sample (300) was exhausted, at least 30 participants from each SOI in the subgroups were chosen for the analysis. Wang et al. (2010) optional a minimum sample size of ten times the largest number of physical paths directed at a specific construct in the structural model.

Sources of Data

To obtain the data, both primary and secondary sources were used. The secondary data was gathered through journals, textbooks, handbooks, manuals, reviewed papers, and editorials, whereas the main data deals with field data. The primary data provide first-hand information, while the secondary data helped cross-check previously published works in the present study, which is the essence of the primary and secondary data.

Data collection

Instruments and Methods

This study utilized a self-constructed survey questionnaire and interviews to collect valid and trustworthy data to test certain assumptions, confirm the theoretical framework, and answer research questions. Another motivation for employing this

data-gathering technique was quickly getting information from a dispersed population. The respondents provided consistent and uniform responses by answering the same questions, which aided in data processing and presentation. This method also boosted the response rate while lowering the risk of error.

The study's research tool was a questionnaire and interviews, which were utilized to gather quantitative and qualitative data for the investigation. There were both closed-ended and open-ended questions in it. In the closed-ended questions, respondents were instructed to select one item from many options in some situations and select as many responses as applicable in other cases.

They were also asked to offer responses that, in their judgment, were relevant to the issue but that the researcher had not provided. This was done to guarantee that all feasible options were considered when answering that specific question. Closed-ended questions were used in some cases to allow respondents to contribute extra data so that the issue might be better understood. Closed-ended questions were chosen because they produced more consistent results and were easier to code and examine. The open-ended questions allowed participants to explain their responses and provide additional comments and contributions to the study without being restricted to predetermined answers.

Furthermore, the questionnaire was devoid of complex language to remove ambiguity and improve the participation rate. Also, to make participants understand the study and accessible analysis, the questionnaire was to be divided into specific objectives. The first part encompassed the demographic characteristics of the participants. The second section also entailed questions that describe leadership styles, employee commitment, and production efficiency. The following areas were also assessing leadership style and employee pledge determinants. The fourth section also

evaluated the effects of leadership style and employee commitment to production efficiency. The last part looked at the synthesis among leadership style and employee pledge for improved production efficiency.

To gather replies to the research issues that the study attempted to address, the questionnaire was constructed around these theme areas. The research assistants carefully prepared the questions to make sure that the respondents would understand them and that they may ask for clarification if necessary. As a result, the questions weren't unduly long or complicated and the language used was straightforward, clear, and unambiguous.

The questionnaire was developed by the researcher and his assistants, allowing for a better translation of study questions to be completed thoroughly. There was a vital link between the information sources (respondents) and the research questions, and the research had a superior understanding of what was needed to respond to the questions. Nevertheless, prior to pre-testing and data collection, the questionnaire was reviewed by the investigator's supervisors, other coworkers, and research assistants. This was done to ensure that any potential errors would be eliminated, and that the questionnaire would be simple to understand and get the appropriate responses. Others, on the other hand, were interview schedules and observation checklists.

Find the table below:

Table 3: Data Collection Matrix

Specific objectives	Data sources	Data collection method	Data Collection Instrument
Describe the state of leadership style, employee commitment, and production efficiency	Primary data Questionnaire	Questionnaire administration, interviews and Observation	Self-Administered Questionnaire
Assess the determinants of leadership style and employee commitment	Primary data Questionnaire	Questionnaire administration,	Self-Administered Questionnaire
Evaluate the effects of leadership style and employee commitment on production efficiency	Primary data Questionnaire	Questionnaire administration, interviews	Self-Administered Questionnaire
Synthesize an enhanced system of leadership style and employee commitment for improved production efficiency	Primary data Questionnaire	interviews and Observation	Self-Administered Questionnaire

Summary of the Table 31

A data collecting matrix for a study with goals pertaining to production efficiency, personnel commitment, and leadership style is shown in Table 3. All objectives rely on primary data sources, and a combination of questionnaires, interviews, and observation

was employed in the data gathering process. A self-administered questionnaire was the primary data collection tool for each goal, with supplementary interviews and observations being employed for a few of them. The goals are to describe the current state of employee commitment, leadership style, and production efficiency; to evaluate the factors that influence these factors; to analyse how these factors affect production efficiency; and to develop an improved system of employee commitment and leadership style for increased production efficiency.

Data collection methods

For the data gathering procedure, the researcher hired the services of two other research assistants to help in the data gathering process. Research assistants visited the offices of the various SOIs and handed over the questionnaires to them. The research assistants emailed the questionnaires to those not at the office. The assistants gave the participants ample time (three weeks) to go over and understand the questionnaire before responding to them. However, those who would wish to attempt the questionnaire that day were also allowed. First, all the participants were given prior announcement and actions booked beforehand. Participants again were given enough time to ponder the questions before attempting them.

Instrument Pre-Test

It is difficult to predict how respondents will understand questions unless the researcher pilots the questionnaire and examines responses from a small sample of individuals before completing the main study, according to Borg et al. (2007). The aim of the pre-test was to assess the clarity of the language and directions for completing the questionnaires, to determine the survey's ability to generate the desired data, to evaluate the wording of the questions and items in the questionnaires, and solicit feedback from leader/managers, accountants, and other junior staff during the field test, and to evaluate

the conversion of responses to data to determine the survey's ability to generate the desired data (Borg et al., 2007).

To validate the questionnaires before they were utilized in the same study, they were pilot tested on 44 respondents in the Greater Accra Region who had similar characteristics to the study's population. Item analyses were performed on the piloted data. All substandard items with low remainder correlations (i.e., the correlation between a specific item and the remaining items excluding that item) were eliminated. The removal of faulty items improved the instruments' alpha reliability coefficient and, as a result, their inner consistency. The Cronbach alpha reliability coefficient ranged from 0.86 to 0.97, indicating that the instrument was trustworthy. Pre-testing took place in April 2021, with significant data gathering in June 2021.

Field Studies

Fieldwork for the study took place between January and August of 2021. Leaders, supervisors/managers, and junior staff were informed of the survey's start date before the interviews and were encouraged to cooperate with the interviewers for the survey duration. Because of the nature of the discussions, many respondents, and the necessity to cover many State-Owned institutions, the investigator engaged and trained research assistants to administer the questionnaires correctly. The training session included a practical demonstration, which prepared them to recognize flaws in question styles when they arise during fieldwork.

Data Processing

The surveys were serialized, cleaned, coded, and entered SPSS software version 24. The serialization and coding were done to make data entry easier and correct any other mistakes on the questionnaires. Moreover, the entire data processing was done to cater for incomplete errors and missing responses to actual results.

Data analysis

The data investigation is depicted in the data analysis matrix below.

Table 4: Data Analysis Matrix

Specific objectives	Framework of Analysis	Technique of analysis
Describe the state of leadership style, employee commitment, and production efficiency	Descriptive	Descriptive statistics, scenario building, trend analysis, swot analysis
Assess the determinants of leadership style and employee pledge	Correlation	Regression Analysis
Evaluate the effects of leadership style and employee commitment on production efficiency	Correlation	Regression Analysis
Synthesize an enhanced system of leadership style and employee commitment for improved production efficiency	Synthesis	Optimization and System Improvement

Source: Bismark (2021)

The first objective adopted a descriptive analysis framework and, scenario building, and the SWOT analysis as its analysis technique. The second objective adopted correlation analysis as its framework and Cross-tabulations, Kruskal-Willis statistics, and Regression Analysis as its analysis techniques.

The third objective considered correlation as its research framework and Pair-wise correlation, chi-square, and Logistic regression as research techniques. The fourth objective adopted synthesis as a framework for analysis and optimization as its technique. Optimization approaches can be used to achieve the best feasible solution to a well-defined problem. In this study, optimization style are used to identify solutions that maximize or minimize specific parameters, such as reducing expenses in service, maximizing earnings, or maximizing production efficiency.

Model specification

The functional form of the model that was adopted by the study was a multi linear function stated as follows.

$$X_i = F(Y_i, Z_i) + U_i \quad (1)$$

Where: X_i represents a set of dependent variables(s) at a particular time (i); Y_i and Z_i represent various independent variables, and U_i is the set of stochastic error terms.

The reduced form, however, is modelled as follows.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon_i \quad (2)$$

Where;

Y = Production Efficiency.

β_0 = Constant.

X_1 = Transformational leadership style.

X_2 = Transactional Leadership style.

X_3 = Laissez faire.

X4 = Charismatic Leadership style,

X5= Employee Commitment.

ε = error term

The model for this research is multiple regression model this because there are two independent variable quantity in the study. The autonomous variable are leadership styles and employee commitment.

Measurement of the variables

Production Efficiency

Production Efficiency is an abstract, measured differently by authors to suit their objective. Studies have shown that the concept relates to employee commitment or Organizational production efficiency, employee retention, an increase in finance turnover or revenue and an increase in clients or customers over a certain period. For this study, Production efficiency will be the dependent variable. It will be measured by improvement in profit, service delivery, and growth in staff development. This definition coincides with the study of Carton (2010) and Datche (2015). Though there are various definitions of the concept, the study believes that these variables would best serve the purpose of the study.

Ethical Consideration

Institutional endorsement, informed consent of human subjects and confidentiality, disclosing results and plagiarism, and neutrality in research reporting were all procedures taken to ensure that the study met ethical considerations. Before the study began, institutional approval was requested from the Institute of Development and Technology Management (I.D.T.M), a University of Cape Coast affiliate. The proposal comprised a description of the study's goal and nature, how contributors would be

chosen and required, what they should expect during the survey, and a research and analysis matrix.

Second, the respondents' consent was requested before administering the study tools. They agreed to contribute to the study after they learned about its general purpose and any possible risks or harm that it might cause. The questions were carefully crafted to avoid causing the responders any dissatisfaction or shame. They were certain of anonymity and confidentiality and that the thoughts they voiced would not be shared with anyone.

Profile of Selected State-Owned Institutions

Profile of Ghana Water Company

All Ghanaian cities receive their clean drinking water from the government-owned Ghana Water Corporation Limited (GWCL).

In the metropolitan areas of Ghana, GWCL oversees 88 water supply systems that generate an average of 871,496 cubic meters (871,496 m³), or 192 million gallons, of water each day. At 1,131,818.18 m³ (1,131,818.18 m³), or 249 million gallons, potable water consumption is anticipated to be consumed daily, accounting for at least 77% of the water supply for urban regions. Around 748,570 people are served by GWCL; of them, 86% have metered water connections and the remaining 14% do not. There are 3,476 workers at the company. (Source: GWCL - Overview of the Company - Welcome)

Profile of Electricity Company of Ghana (ECG)

GWCL is responsible for overseeing 88 water supply systems that together generate 871,496 cubic meters (871,496 m³), or 192 million gallons of water on a daily average, inside Ghana's metropolitan districts. Potable water usage is predicted to reach 1,131,818.18 m³ (1,131,818.18 m³) or 249 million gallons per day, which will account

for at least 77% of the water supply for metropolitan areas. About 748,570 people are served by GWCL; 86% of them have metered water connections, while 14% do not. The workers at the company are 3,476 total. (Source: GWCL - Welcome and Company Overview)

Profile of Ministry of Finance

Amendments were made to Sections 11 and 13 of the Civil Service Law 1993 (PNDCL 327) by Executive Instrument 28 (E.I. 28). The goal of these amendments to the Civil Service (Ministries) (Amendment Instrument, 2017) was to guarantee the efficient and successful administration of Ghana's finances and macroeconomics.

These changes are intended to position the Ministry as the leading authority on economic management, with the goal of improving the general well-being and prosperity of Ghanaian citizens.

Profile of Social Security and National Insurance Trust (SSNIT)

The National Pensions Act, 2008, Act 766, which outlines Ghana's Basic National Social Security Scheme, places the duty of managing it on the Social Security and National Insurance Trust (SSNIT), a legally mandated public trust. Currently the largest non-bank financial institution in Ghana, its main goal is to serve the First Tier of the Three-Tier Pension Plan.

The primary objective of the Trust is to furnish lump sum payments to the beneficiaries of employees who become unemployed in Ghana as a result of old age, infirmity, or death of a member. It also oversees the distribution of emigration benefits to non-Ghanaian individuals who are leaving the nation permanently.

Over 1.8 million people were active members of the Pension Scheme as of January 2021, and over 300,000 retirees were getting regular benefits through SSNIT.

Profile of Ghana Revenue Authority (GRA)

The major objective is to make sure that all applicable tax laws are strictly adhered to give the government a reliable source of income, facilitate trade, and enable the safe and regulated flow of goods across national boundaries. In addition, we oversee a number of international agreements, including double taxation, exchange of information agreements, WCO and WTO protocols, that control our dealings with other tax authorities and agencies.

Profile of National Communication Authority (NCA)

In December 1996, Act 524 was introduced by Parliament, establishing the National Communications Authority (NCA). Act 524 was, however, later superseded by Act 769, the National Communications Authority Act of 2008. The official regulatory agency in charge of granting licenses and overseeing the provision of electronic communications services and associated activities is the NCA.

Profile of National Petroleum Authority (NPA)

The NPA Act 2005, ACT 691, a parliamentary decree, established the National Petroleum Authority (NPA) whose main responsibility is to supervise Ghana's downstream petroleum industry. Its regulatory role is to make sure that the industry runs profitably, fairly, and equally so that consumers are benefited.

"Petroleum downstream" in Ghana refers to the marketing, sales, and distribution of refined petroleum products in addition to the import, processing, and distribution of crude oil. Petroleum products are imported, exported, re-exported, shipped, transported, processed, refined, stored, distributed, marketed, and sold, among other commercial operations.

The primary goal of the NPA is to promote economic development and transformation.

The National Petroleum Authority (NPA) seeks to efficiently oversee, regulate, and

monitor Ghana's downstream petroleum sector in order to promote growth, efficiency, and stakeholder satisfaction.

Profile of Ghana Free Zones Board

The Free Zone Act 1995 (Act 504), which was passed by Parliament, gave rise to the Ghana Free Zones Authority (GFZA) on August 31, 1995. Its main goals are to make it easier for free zones to be established in Ghana, which will aid in economic development, supervise activity in these zones, and accomplish related objectives. In L.I. 1618, specific rules are set for the Board. This program's actual execution got underway in September 1996.

Establishing Export Processing Zones (EPZs) and encouraging the expansion of commercial and service businesses, especially at seaport and airport sites, are two of the ways the Ghana Free Zones Programme seeks to increase the processing and manufacturing of commodities. The goal of this project is to support Ghana's expanding economy by developing a highly integrated, globally competitive, business-friendly environment that supports technology innovation, encourages business growth, and fosters economic variety and development.

Profile of National Pensions Regulatory Authority

The National Pensions Act 2008 (Act 766) created the National Pensions Regulatory Authority (NPR) to regulate and manage the three-tier pension plan and guarantee efficient administration of all pensions in the nation.

Significant organizations and players in Ghana's pension industry are represented on the NPR Governing Board in accordance with the National Pensions Act. Representatives from the Attorney-General's Office, the Bank of Ghana, the Securities and Exchange Commission, the Ministry of Justice, and the Ministry of Finance are

among those in attendance. The board also includes representatives from the Ghana Employers Association, Trades Union Congress (Organized Labor), and National Pensioners Association.

Nine non-executive members, one executive member who acts as the Authority's chief executive officer, and the chairman make up the NPRA Board of Directors.

Overseeing the 3-Tier Pension Scheme's functioning and making sure that pensions are distributed effectively across the nation are the main duties of the NPRA.

Profile of Securities and Exchange Commission

The Securities and Exchange Commission of Ghana (SEC) is the main regulatory body in charge of monitoring Ghana's securities market. The Securities Industry Law (SIL) 1993, PNDCL 333, The Securities Industry (Amendment) Act of 2000, Act 590, and the Legislative Instruments (LI 1695 and LI 1728) are among the important laws and legislation that govern its operations. The Securities Industry Act, Act 929 of 2016, strengthened its regulatory structure even more.

The Securities and Exchange Commission (SEC) was first known as the "Securities Regulatory Commission under the SIL, PNDCL 333," and it was governed by the Governor of the Bank of Ghana. Its roots may be found in SIL 1993 and PNDCL 333. A Capital Market Desk was formed by the Bank of Ghana to oversee the industry. To regulate Ghana's capital market, however, the Securities Regulatory Commission was founded in September 1998 as a separate entity. The Securities Industry Amendment Act of 2000 was later renamed the Securities and Exchange Commission (Act 590) by parliamentary law.

The Securities Industry Law of 1993 (PNDCL 333) was replaced by the Securities Industry Act of 2016 (Act 929) in an effort to strengthen the SEC's jurisdiction.

The SEC wants to be the top securities market regulator in Africa. Its goals are to safeguard investors and uphold the integrity of the securities market by enforcing the law, creating creative solutions, and encouraging an effective, equitable, and transparent securities market.



CHAPTER FOUR

**THE STATE OF LEADERSHIP STYLES, EMPLOYEE COMMITMENT,
AND PRODUCTION EFFICIENCY OF SELECTED STATE INSTITUTIONS**

Introduction

This section describes the state of leadership style, employee commitment, and production efficiency of State Institutions and answers the first research question: What is the state of leadership styles, employee commitments, and production efficiency of State institutions in Ghana?

Profile of Defendants*Table 5: Demographic data of the participants*

Variables		Frequency	Percentage
Sex	Male	55	55
	Female	45	45
Age	18-25yrs	11	3.3
	26-35yrs	43	46.7
	36-45yrs	33	35.9
	46+yrs	13	14.1
Work experience	<1yrs	11	3.3
	1-5yrs	30	32.6
	6-10yrs	35	38.0
	11-15yrs	24	26.1
Positions	Manager	16	17.4
	Accountant	20	19.6
	Auditor	13	14.1
	Supervisor	11	12.0

Cooks	13	14.1
Architect	6	4.3
Driver	7	5.4
Artisans	9	9.8
Secretary	5	3.3

Source: Fieldwork Data, Bismark (2021)

The study provided respondents' background information by examining their age, work experiences, and sex distribution. These variables were studied to provide the context within which the study was situated. From Table 5, most of the participants (55%) were males, while the remaining 45 percent were females. In terms of the respondents' ages, about 47 percent were aged 26 years to 35 years, and about 36 percent were between 36 years and 45 years. It was also found that those over 46 years were 14 percent. However, only a few (3.3%) of the participants were found to have aged among 18 years and 25 years. The results again showed that most respondents (38%) have between 6 and 10 years of knowledge in the society. It was also seen that about 33 percent of the participants have between 2 years and five years of experience.

In Table 5, 26% of the participants said they had worked in the organizations for between 11 and 15 years, which is the range shown there. However, just 3 percent of the entire participants had less than one year of work experience. For the roles or positions of the respondents, about 20 percent were accountants and or account officers, 17 percent were managers, and 14 percent were also auditors. Supervisors made up 12 percent of the entire respondent, while 14 percents were cooks and kitchen staff, and 9.8 percent were various artisans. Generally, the study sought the view of almost everyone within the ranks of the institutions. Results in Table 5 support the assertion of Doody and Doody (2012) that discussions in social sciences and studies should not

relegate the demographic features (e.g., age, gender, experience, and or education) of respondents. This is because it is believed that the demographic description of respondents provides a basis for differentiating between responses since aggregated responses may exclude some pertinent and may isolate other concerns. Some of the interviewees had this to say with regards to their work:

"I have worked for almost seven years in this organization and have felt different leadership styles and supervision. I can tell you that some of my previous supervisors did so well. They encouraged me to work hard, and some even dashed me money to appreciate my work." (Interviewer 1)

"My boss is great because of him." I have been able to keep going through school, and now I have a degree. I got a promotion because of that.

"My leader is the supportive type; he always ensures that all things go well with those of us in the department." (Interviewer 6)

Description of the state of Leadership Styles in Selected State institutions

The following were the details of descriptive analysis as depicted by the dissimilar types of leadership styles exhibited in the selected state institutions in Ghana.

Table 6: Statistical analysis from selected State institutions in Ghana.

Variable	N	Mean	Std Deviation	Frequencies	Percentage	
Autocratic	300	3.14	0.60	Manager:	34	12
Democratic	300	3.72	0.70	Accountant:	37	15
Transformational	300	3.25	0.65	Auditors	35	13
Transactional	300	3.25	0.65	Supervisor:	26	3
Laissez Faire	300	3.76	0.81	Cooks:	32	10
Employee	300	3.14	0.60	Architect	32	10
Commitment				Drivers	34	12
				Artisans	38	15
				Secretary	32	10

Total 300 100%

Table 6 above depicts the overall perception of five major leadership styles from the employees' perspective exhibited in the selected State Institutions in Ghana. Laissez-faire leadership is the most practiced or displayed leadership style in the State Institutions, with a mean of 3.76 (SD=0.81), followed by democratic guidance with a mean of 3.72 (SD=0.70), and transformational and transactional guidance style with a mean of 3.25 (SD=0.65), indicating that autocratic leadership is the least practiced or displayed among the managers or leaders in the selected state institutions. Employee commitment was rated as having a mean of 3.14 (SD=0.60), indicating low employee commitment.

Transformational Leadership Style

From the analysis above, the focus of the transformational leadership style is the leadership that develops among leaders and followers. Transformational leaders are concerned with motivating and inspiring followers by demonstrating that completing the goal is essential. Unfortunately, that's not very common in the Ghanaian State institutions from the analysis as depict above. Transformational leaders are concerned with the group's dedication. Still, they also want to ensure that each individual reaches their full potential—leaders with this personality value high ethical and moral standards. The fundamental topic here is alteration and the role of control in conceptualizing and achieving organizational production efficiency (Bolden et al., 2003).

Transactional Leadership style

According to Bolden et al. (2003), this style focuses on gaining some aids from the dealings formed among heads and followers during the leadership procedure. This style of leadership, though it sometimes occurs in some state institutions in Ghana, it is not

as strong as laissez-faire. The advantages stem from a contract that rewards followers for the commitment that leaders require from followers for an organization to succeed. It focuses on the supervisory, organizational, and group production efficiency functions. This demonstrates that leadership theory is based on a reward-and-punishment formula (Bass and Avolio, 1993).

Laissez-faire leadership style

The two leadership types discussed above are said to meddle and prevent problems by employing various methods actively. Some research findings oppose the third leadership style, known as laissez-faire leadership (Bass, 1990), as noted in Buinien & Kudien (2008). The laissez-faire leader, according to James and Collins (2008), is a disproportionately passive leader who is hesitant to encourage assistants of higher levels of freedom and can eventually hand over all of one's obligations. From the analysis as shown on table 4.1. This style of leadership however seems to dominate most of the Ghanaian State Institutions. This result depicts why many state institutions are not meeting the expected demands and productivity to be able to serve the national interest.

Servant Leadership style

The theory's inventor, Robert K. Greenleaf, looked for a term that would make people pause for thought and challenge whatever preconceived notions they may have about the interaction among leaders and followers in an organisation. By combination two seemingly incompatible ideas, Greenleaf implores us to consider the fundamental notion of leadership. He believed it was imperative to turn conventional organisational pyramid conceptions on their shoulders and launch insight into a new understanding of leadership, notwithstanding the negative historical connotations of the word "servant.". Greenleaf's actual work is titled "The Servant as Leader," not the inverse, "The Leader

as Servant," demonstrating his concern for language impact. The description of the independent variables can be seen in the analysis below, with detailed explanations.

Choice of Leadership Styles in Selected State Institutions in Ghana.

Table 7: Choice of Dominant Leadership Styles in selected State Institutions

	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	1.317	.727		1.811	.074
Laissez Faire (LLS)	.466	.077	.589	6.059	.000
Transactional Leadership Style (TL)	.235	.097	.335	2.417	.018
Servant Leadership (SLS)	.274	.086	.413	3.191	.002
Transformational Leadership (TLS)	-.769	.156	-.915	-4.92	.000
Charismatic Leadership style	-.862	.146	-.913	-4.87	.000

$F(91, 12) = 37.092, p < 0.05; R^2 = .589; DW=2.505$

Source: Field Data, Bismark (2021)

Interpretation of results

All the independent variables were statistically substantial from the regression results in Table 7. Meaning the independent variables all contribute to or influence the production efficiency of the State institutions. From the outcomes, however, the Laissez-Faire style of leadership contributes negatively to the production efficiency of the organization. This was, however, dominant among the State Institutions in Ghana. At a 1 percent considerable level, a percentage increase in Transformational Leadership

style increase contributes to or increases the production efficiency of the organization by about 47 percent. Also, at a 5 percent significant level, a unit increase in the Transactional leadership style positively contributes to the organization's production efficiency by 0.235 units.

Moreover, a leader's Servant Leadership style positively contributes to an organization's production efficiency. At a 5 percent significant level, any unit upsurge in the Servant leadership style increases the State institution's production efficiency by 0.274 units. From the results, however, the Laissez-Faire style of leadership contributes negatively to the production efficiency of the organization. The results showed a percentage increase in Laissez Faire as a leadership style that decreased the organization's production efficiency by about 77 percent. In effect, transformational leadership style contributes to organizational production efficiency, only that while Laissez-Faire negatively contributes or influences organizational production efficiency, Transformational Leadership style, Transactional leadership style, and Servant leadership positively contribute to the production efficiency of the organisation.

For any model to be used or otherwise for policy, the model ought to be stable and consistent. Below Table 5, first, the F-statistic which test the joint meaning of the model was noteworthy ($p < 0.05$), implying that the variables in the model were statistically different from zero. This means the regression model better fits the dataset than a model with no predictor variables. Also, the coefficient of willpower or the explanatory power (R^2) of the model was 0.589, indicating that the autonomous variables explained 58.9 percent of the variations in the model. Additionally, the Durbin-Watson (DW) was higher than the R^2 and within the range (1.5-2.5), implying that the model is free from autocorrelation.

For instance, according to Lee and Chuang (2009), transformational leaders inspire assistants' potential to improve efficiency and meet their desires to attain organizational goals. In other words, transformational leadership uses leading strategies to offer rousing motives and improve the staff's potential for growing and expansion. This bolsters the dedication of efficiency of individual workers and may improve the organization's production efficiency. De Jong and Bruch (2013) also added that any transformational leader can utilize the idealized influence of workers and intellectually stimulate other workers to contribute immensely to the growth and development of an body. It is, however, evident that in Ghana Laissez-faire leadership style seems to dominate many organizations as compared to transformational and transactional leadership style.

The study of Chu and Lai (2011) responded that leaders with a transformational leadership style try to train and influence their followers to affect the overall production efficiency of the administration. The transformational leader works in this sense; leaders can make their followers trust and respect them to provide sustenance and resources. People who believe this will be willing to follow orders from their boss, no matter how complicated or complex they are. The study also backs up what Anjali and Anand (2015) said. They stated that servant leaders make employees more committed to their jobs. Because this has consequences for how well the organization can realise its goals based on its employees' dedication and hard work, we'll repeat it: However, the results contradicted the study of Snell et al. (2013) as Laissez-faire leaders dominated the type of leadership styles in Ghanaian State Institutions that contribute negatively to organizational production efficiency. The argument, then is that the Laissez-Faire leadership style negatively influences operative job gratification, foremost to lower levels of meeting and incentive within an organization.

$$OP = 1.317 + 0.466TLS + 0.235TSl + 0.274SLS - 0.769LLS$$

The equation above indicates that transformational leadership styles influence or have a relationship with production efficiency. There is a lot of evidence to show a link among leadership style and employee commitment to the efficiency of businesses (Fasola, et al., 2013).

Leadership Style induced employee commitment can be described based on two critical pathways: firstly, describing Leadership Style inducement, which is the primary catalytic component, and secondly, representing the indices of Production Efficiency. As per the conceptual framework, the Leadership style has to induce employee commitment to yield Production efficiency of State-Owned institutions. However, the inducement is enhanced by indices which play a bedrock in this process.

Employee Commitment

From the study of the data gathered from the State Institutions, the table below gives a breakdown of the dominant variables of the statistical analysis of employee commitment to the production efficiency of State Institutions in Ghana.

Table 8: Statistical analysis of Employee Commitment in State Institutions in Ghana

Model Summary									
Model	R	Adjusted R Square	Std. Error of the Estimate	Change Statistics			Sig. Change	F	
				R Square Change	F	df1			df2
Affective Commitment	.557	.310	.295	.57971	4.427	1	100	.038	
Continuance Commitment	.363	.131	.122	.042	4.474	1	100	.037	
Normative Commitment	.459	.211	.193	.58063	4.67	1	100	0.038	
Employee Commitment	.571	.327	.312	.41323	0.43	1	100	.036	

a. Predictors: (Constant), Affirmative, Continuance, Normative

b. Predictors: (Constant), Employee Commitment

Source: Field Data, Bismark (2021)

Interpretation of results

How much of the variation in the result can be explained by the predictors is shown by the coefficient of willpower (R square). It demonstrates the extent to which the predictors may account for the variation in the outcome (Bismark field data, 2021). The regression's shrinkage or loss of predictive power is gauged by the modified R square. The percentage of variation in the dependent variable (affective pledge) that can be clarified by transformational, transactional, and laissez-faire guidance styles is represented by the R-square (.310). It's calculated as a percentage. Three independent variables in the model can thus explain 31% of the variation in affective commitment is dominant in employee pledge. The multiple regression of Table 8 above reveals that only 13.1% of the variation in continuation pledge can be clarified by the study's independent variables, with a continuance pledge R Square value of .131. 86.9% of the variation is explained by factors outside the scope of this study. As shown in Table 4.3, transformational, transactional, and laissez-faire leadership styles may each account for 21.1 percent of the variation in normative promise. The R Square for normative commitment is (0.211), which is another indication that it can explain some variation in normative pledge. This shows that 78.9% of the variance in normative pledge across employees cannot be accounted for by supervisory leadership styles. Overall organizational pledge has an R Square value of .327. As a result, the model's transformational, transactional, and laissez-faire components can account for 32.7 percent of the variation in organizational pledge.

Organizations accomplish their aims when they have qualified, dedicated employees working for them. For most firms, especially in the service sector, it has been difficult to find motivated employees who are skilled and eager to give their all in pursuing the

organization's goals. According to Sharma and Bajpai's (year?) theory, employees are considered to be devoted to an organization if they willingly prolong their relationship with the organization and put up a significant amount of effort to attain organizational goals. Higher personal and organizational productivity efficiency and effectiveness would be the outcome of high amounts of effort put forth by employees with high organizational commitment. As a result of actions made by employees employing their talents in a certain setting, employee commitment is defined. In their definition of commitment, Meyer and Allen (1997) say that it is "a psychological condition that characterizes employees' relationships with organizations and has insinuations for the decision to retain membership in the organization.

Description of Components of Employee Commitment

The three components of worker commitment are Affective Commitment, Continuity Commitment, and Normative Commitment.

Affirmative Commitment

The term "affective commitment" is used by Stephen et al. (2001) to describe a staff emotional connection to, participation in, and documentation with the business and what it wants to attain. Staff who have a high passionate commitment stay with the company because they want to. Because Porter's and Baton Rouge's (2007) studies concentrated on a one-dimensional approach, which is now being commented upon as expressing notably affective commitment, this component is generally considered a precursor of organizational commitment.

Continuance Commitment

This is referred to as an operative's assessment of whether the expenses of leaving the company outweigh the costs of staying. Employees who believe quitting the company are higher than staying stay because they have no choice (Meyer & Maltin, 2010).

Meyer & Allen (1991), as referenced in Meyer & Maltin, 2010 found that anything that raises the cost of leaving the group can lead to continuing commitment.

Normative Commitment

"Responsibility feelings" refer to operatives' sentiments of obligation to the company. staff with a high normative commitment stay with the society because they believe it is correct. Meyer and Allen (2004) proposed that two devices, socialization, and trade, play a significant role in the expansion of normative commitment, based on the work of Wiener (1982) and Scholl (1981). According to Wiener (1982), normative commitment arises from normative views.

To see if the hypothesis is true, regression models are used. Each type of employee commitment is the dependent variable in its model. The kind of leadership is the main thing in each regression model. As a result, here are the models:

$$\text{Constant} + B1X1 + B2X2 + B3X3 = \text{Affective commitment}$$

$$\text{Constant} + B1X1 + B2X2 + B3X3 = \text{Continuance commitment}$$

$$\text{Constant} + B1X1 + B2X2 + B3X3 = \text{Normative commitment}$$

$$\text{Constant} + B1X1 + B2X2 + B3X3 = \text{Production Efficiency}$$

Where,

X1 denotes a transformative leadership approach.

X2 denotes a transactional management style.

X3 denotes a leadership style that is more laissez-faire.

Constant = The point at which the dependent variable's value corresponds to zero for the independent variables.

The constant is the initial value of the outcome when the predictors and control variables have no effect (Field, 2021).

Production Efficiency

Description of leadership style, employee commitment, and production efficiency

Table 9: Description of leadership style, employee commitment, and production efficiency

Statements	N	Mean	St. Deviation
My Leader thinks about the group more than he thinks about himself.	300	6.5	1.1
My Leader empowers individuals to achieve organizational goals	300	6.1	1.2
My Leader instil confidence in us	300	6.3	1.3
My Leader makes personal sacrifices for others to benefit	300	2.3	1.2
He says that he is sure that his goals will be met.	300	6.6	0.9
My leader is very excited about what needs to be done.	300	6.7	1.0
My Leader does not impose but allows some independence	300	9.1	1.3

My Leader looks at the problem from many different angles	300	1.7	0.9
My Leader allows me to initiate processes	300	4.3	1.4
My Leader spends some time teaching and coaching us	300	6.7	1.5
My Leader is empathetic and supportive	300	6.7	1.2
My Leader empowers me to work independently	300	7.1	1.4

Key: 1 is very bad, 2 is bad, 3 is not good, 4 is somehow ok, 5 is somehow good, 6 is above average, 7 is good, 8 is very good, 9 is better, and 10 is excellent.

Source: Field Data, Bismark (2021)

Interpretation of results

Table 9 presents the description of leadership style, employee commitment, and production efficiency of State institutions.

A ten-point Likert scale was used to look at how people answered. Where one means "strongly agree" and ten means "outstanding." Respondents were asked to explain their connection with superiors or leaders and how different levels of management react to subordinates or other employees. According to the first responses, their leaders are generally good at going above and beyond their self-interests for the welfare of the entire group. Respondents also specified that their leader's behaviours were marginally above average to enable individuals to attain company goals. Leaders, on average, are adept at instilling confidence in their employees, according to the findings. Furthermore, the results revealed that, on average, leaders were not good at making personal sacrifices for the advantage of others at work. Some of the qualitative responses gathered are as follows:

“My supervisor is good. He sometimes goes the extra mile to ensure that we are comfortable.” However, he delays too much in taking decisions that are important to us. (Interviewer 10)

“Our leaders seek our welfare above any other thing.” (Interviewer 14)

“My leader is selfless to the core; he ensures that we deliver our work in a conducive environment.” (Interviewer 17)

“I have one of the best supervisors; he works hard and ensures that we all achieve our target.” (Interviewer 19)

According to Akpala (1998), how much an organization's members contribute to utilising its resources depends on how well its managers (leaders) comprehend and implement appropriate leadership styles in their roles as managers and leaders. The effectiveness of resource mobilisation, distribution, usage, and development of organisational production efficiency are therefore among the things that are influenced by leadership style. According to Akpala (1998), some factors that have a negative effect on organisational production efficiency include attitude towards work, leadership style, and motivation.

In addition, the study found that, on average, leaders were good at showing sureness in their skill to attain objectives. Furthermore, with a mean value of 6.7, it suggests that, on average, leaders are competent at talking excitedly about what has to be done in the workplace so that other workers become adept in their line of duty, which serves as an inspiration to the subordinates. The findings also found that, on average, leaders are better at not imposing but allowing others to work independently which is a trait of laissez-faire leadership. Table 9 revealed, however, that the moderate leader in most State institutions is terrible at looking at challenges in the workplace from diverse perspectives. This is a key trait of laissez-faire leadership style. In the domain of

supervisors allowing subordinates to commence work processes, the findings found that, on average, leaders' actions were regarded as positive. This suggests that the leadership style of the typical leader or supervisor has a beneficial impact on the employees' dedication to the organization's aims.

Furthermore, Table 9 shows that, on average, executives in most State institutions were good at investing time in educating and coaching their employees. According to the findings, leaders in most Ghanaian state institutions were excellent at supporting and empathizing with others. Finally, the results revealed that, on average, most leaders excelled at empowering employees to work independently. These assertions are tenets of a solid transformative leader. However, some leaders failed to follow a few of them. As a result, even if most State institutions have positive leadership, there is still potential for development.

Results in Table 8 may not depart from the literature and reality. For instance, Datche (2015) stated that leaders sacrifice their gains for the entire group and may also spend time training and coaching interns or younger colleagues. Ndegwa (2017) also added that some leadership styles often have the knack for grooming followers and making them work independently. Though most of the leadership styles exhibited in the State institutions, according to the results, conform to the tenets of a good transformational leader, few of those leaders are variant with the logic of the right leadership style. For instance, in Table 9, some indicated that their leaders were bad at making personal sacrifices for others to benefit and looking at problems from different angles. These styles somewhat contradict the study of both Koranteng (2012) and Ndegwa (2017).

Table 10: Making personal sacrifices for others' benefits.

	Frequency	Percent
Not good	156	56.5
Somehow ok	46	9.8
Somehow good	19	7.6
Above average	28	13.0
Good	21	1.1
Very good	30	12.0
Total	300	100.0

Source: Field Data, Bismark (2021)

In Table 8, the study assesses the behaviour of some leaders in some State Institutions. The premise was from Table 10, where the average score with SD was 2.3 and 1.2, respectively. Meaning leaders, on average, are bad at sacrificing their gains for the benefit of others. The idea behind these results was to verify the claim's truth or otherwise. Table 9 proved that Table 10 was not far from the right. According to the results, more than half of the participants (56.5%) stated that the leaders' leadership style was not good at making personal sacrifices for other benefits.

In reality, sacrificing for others implies caring for them and making sure they progress in life. According to studies, such behaviours at workplaces ensure that the spirit of dedication by employees is quickened (Orabi, 2016; Seblewongel, 2016). Orabi (2016) added that such a leadership style or attitude encourages selflessness and improves the production efficiency of both the personal and the organization.

Table 11: Empathetic and supportive

	Frequency	Percent
Bad	35	1.1
Somehow ok	39	5.4
Somehow good	40	6.5
Above average	52	19.6
Good	70	39.1
Very good	64	28.3
Total	300	100.0

Source: Field Data, Bismark (2021)

Table 11 further reveals that most of Ghana's State institutions have different leadership styles. According to the findings, roughly 40% of respondents believe that most leaders are good at being supportive and compassionate to their co-workers and subordinates. Also, 28% felt their bosses were excellent at assisting their co-workers. Only 1.1 percent of respondents indicated their leaders were bad at displaying this behaviour. As a result, most leaders, on average, demonstrate empathy and support their co-workers. According to authors like Anfo (2017), empathy is a critical factor that promotes growth and significantly increases individual worker commitment.

The study by Sejeli and Mansor (2016) said that empathy is a trait that makes workers more confident and may also help them be more independent when they do their jobs. Another study by Mullins (2019) said that the transformational leadership trait style that allows people to be independent and feel for the needs of their coworkers might be the art of getting groups of people to work together to reach a common goal. Bock et al. (2018) said that the transformational leadership style is based on empathy and supportiveness traits that happen when a leader widens their circle of influence and supports the interests of their staff when they understand and accept the group's purpose

and assignment. This leadership style also backs up this argument. So, when they mix employees, they make them look like they don't care about their interests for the group's good. This is why they do this.

Table 12: Empowers other workers to work independently.

	Frequency	Percent
Bad	35	1.1
Somehow good	47	14.1
Above average	40	5.4
Good	84	54.3
Very good	52	16.3
Better	42	8.7
Total	300	100.0

Source: Field Data, Bismark (2021)

Table 12 also reveals another characteristic of the leadership style. According to the findings, more than half of all respondents (54.3%) reported that most of their leaders in diverse firms were competent at empowering other employees to work independently. Furthermore, about 16% of respondents said their bosses were excellent at empowering them to work autonomously. Furthermore, about 9% of respondents said their bosses were better at encouraging other employees to be more self-sufficient in their work. A transformative leader's character characteristics or behaviour is also a key component of transformational leadership. That is to say, one of any transformational leader's characteristics is the ability to promote or empower subordinates or other workers to be self-sufficient.

This viewpoint does not contradict logic or other empirical studies. It agrees with Nanjundeswaraswamy and Swamy (2014), Scott (2013), and the UNDP (2017).

For instance, to Scott (2013), transformational leadership aims to transform people and organizations. Changing things from the inside out broadens perception, insight, and knowledge, clarifies the factors that make behaviour consistent with concepts and ideals, and results in permanent, self-perpetuating change. The transformational leadership style, according to Nanjundeswaraswamy and Swamy (2014), focuses on developing followers and meeting their needs. In other words, these people or leaders develop employees' value scheme, inspirational levels, and moralities. The UNDP (2017) further hinted that transformational managers facilitate various levels of transformation and link them with core values and a common purpose; they establish and maintain a setting that maximises human and organisational potential.

The relationship between leadership Style and Production Efficiency

Table 13: The leadership style is able to help us become productive.

	Frequency	Percent
Yes	296	98.9
No	4	1.1
Total	300	100.0

Source: Field Data, Bismark (2021)

Results in Table 13 showed that leadership style contributes to organizations' production efficiency. Almost all the respondents (98.9%) said yes, their organization's leadership style helps them become productive. However, being productive may be construed as higher production efficiency. Thus, transformational leadership styles help the progress of organizations. The results partly support the study of Woodcock (2012) in the sense that organisational production efficiency is influenced by leadership and other factors. According to Woodcock (2012), the work environment and resources also help the production efficiency of individuals and the entire organization.

Contributions of leadership Style and employee commitment to the production efficiency of State Institutions

Table 14: Contributions of leadership style and employee commitment to the production efficiency of State Institutions in Ghana

	Frequency	Percent
<i>Help most of our staff to develop</i>		
Yes	393	94.6
No	7	5.4
<i>Work with timelines</i>		
Yes	293	92.2
No	7	9.8
Total	300	100.0

Source: Fieldwork Data, Bismark (2021)

Results in Table 14 present other contributions of transformational leadership to the production efficiency of organizations. It was revealed by about 95 percent of the respondents that their transformational leaders could help them develop themselves. Transformational leadership style was, however, not very common in State institutions in Ghana. Just 5.4 percent opposed this claim. Additionally, 92.2 percent of the respondents stated that their leaders could help them work with timelines. However, 9.8 percent said no to this statement. These views on the contribution of a leadership style and operative pledge support the study of Carton (2010); and Choudhary et al. (2013). According to Carton (2010), the production efficiency of an organization may be seen in these areas' productivity, financial, employee turnover, and market-based share. Thus, any leadership style that can influence his followers has improved organisational production efficiency. Choudhary et al. (2013) also added that work in government or State Institutions often are not according to timelines. Thus, any leader who can whip

other workers or their followers to work with timelines ensures improved productivity and efficiency of work. This, in effect, helps the organization to improve or perform.

Table 15: Correlation between leadership style and employee commitment and Production Efficiency

	PE	TLS	TSL	CH	LSL
PE	1.000				
TLS	0.650**	1.000			
TSL	-0.669*	0.236	1.000		
CH	0.524***	0.601*	-0.478*	1.000	
LSL	0.752**	-0.134	.0223*	-0.316	1.000

N= 90; *, **, *** respectively represent 10%, 5%, and 1% significance level

Key: PE is Production Efficiency, TLS is Transformational Leadership Style, TSL is Transactional Style of leadership, CH is Charismatic, and LSL is a Laissez-Faire Style of Leadership

Source: Field Data, Bismark (2021)

Interpretation of results

Table 15 present a correlational matrix between leadership style, employee commitment, and production efficiency of organizations. The correlation matrix shows the degree and direction of any association among variables, even though it does not show causal relations among these variables. This makes it a valuable approximation for hypothesis testing. Additionally, it enables the examination of likely multicollinearity issues in the data. From the results, only transactional and laissez leadership style were negatively related to Production efficiency, which were also significant at a 10 percent significance level. Again, in the study, both transformational and charismatic leadership styles were negative and, at a 5 percent significance level, highly correlated with Production efficiency. In Table 15, though at 1 percent, there was a correlation among Servant Leadership and Production Efficiency,

the correlation was just a moderate correlation. The results were in line with De Jong and Bruch (2013).

Table 15 displays the bivariate correlation values based on Pearson correlation statistics. The relationship between overall staff commitment ($M = 3.3312$, $SD = .60558$) and transformational leadership ($M = 3.9208$, $SD = .71316$), $r(80) = .427$, $P < 0.01$, was strong and positive.

In summary, the results of the correlation study revealed that transformational leadership had significant and positive connections with overall staff commitment. It was, however, not usually practiced. Employee commitment and its dimensions had insignificant negative relationships with transactional leadership, laissez-faire leadership and charismatic leadership style, however, contingent incentive negatively correlated with employee commitment and its measurements, whereas management by exception had an unimportant positive correlation. Authoritative leadership had a weak but substantial negative link with employee pledge across all dimensions. In contrast, laissez-faire had a weak but substantial positive correlation with worker commitment and its measurements.

De Jong and Bruch (2013) suggested that the organizational climate can be strengthened by motivating and energizing employees through transformational leadership. This makes it easier to meet corporate goals and, as a result, improves production efficiency. This thus invalidates that there is indeed a link among organisational production efficiency and transformational leadership style which is not the case of Ghanaian State-owned institutions. On the contrary, the results were at variance with the views of Fenwick and Gayle (2008). In their study, Fenwick and Gayle hypothesised that there is a gap in our knowledge of the connection between leadership style and organisational productivity effectiveness. They concluded that,

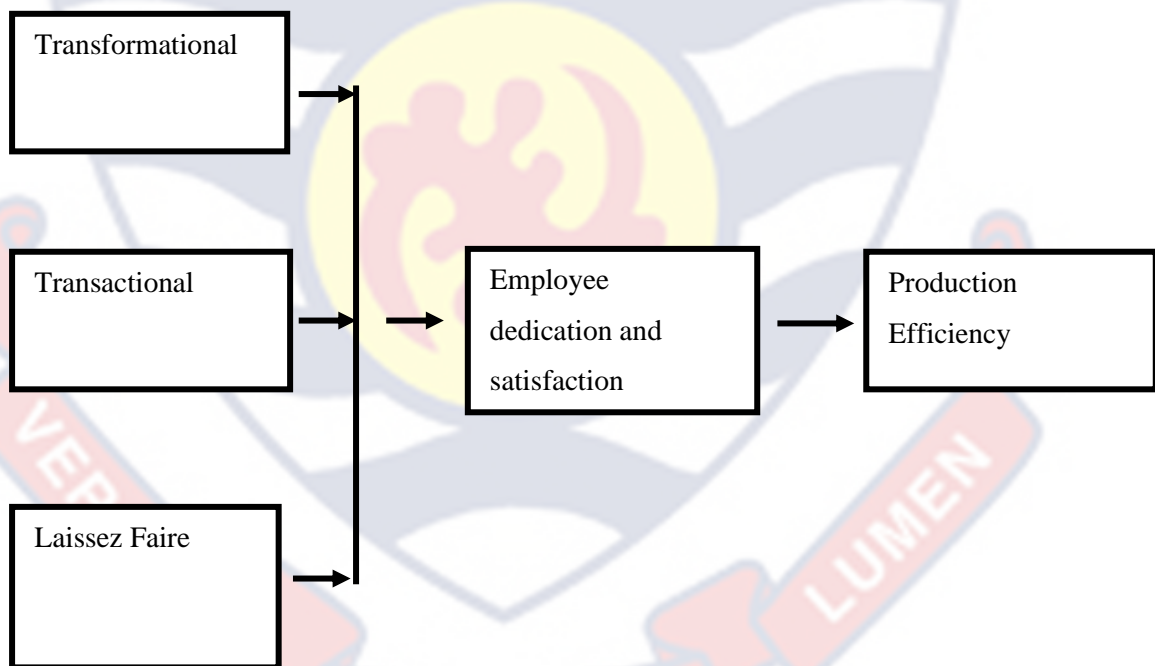
despite a hypothesised association between leadership and production efficiency put out by certain academics, the results were ambiguous and difficult to understand.

From the results in Table 15, there is a census that supervisors or leaders in the state institutions in Ghana display the leadership mentioned above styles to a greater extent, thus influencing their organizations. Again, all eight leadership styles are positively related to Production efficiency or organizational production efficiency in the state institutions in Ghana, except Laissez-Faire.

Optimal model for leadership and production efficiency

Figure 3: Optimal model for leadership and production efficiency

The model below summarizes leadership style, employee commitment, and production efficiency. The model shows a positive correlation between the two as the



flow of information is consistent and direct.

Source: Field Data, Bismark (2021)

This study showed that, despite being statistically significant, the Laissez-Faire leadership style negatively affects organizational production efficiency even though it is dominant in State Institutions in Ghana. The best model for the study would consist

of three leadership styles out of the eight (8) that significantly impact organizational production efficiency. Transformational, Transactional, and Laissez-faire significantly affect employee commitment, thereby affecting production efficiency. The study also showed that these leadership styles of the leader would improve the organization's production efficiency through employee dedication and satisfaction.

Summary

In a nutshell, it was realized that more than half of respondents in state institutions believed that staff should be permitted to participate in decision-making processes, 34.2 percent disagreed, and 4.3 percent were undecided. This suggests that employees want to know that their ideas are not just heard but implemented and that their engagement gets ingrained in their culture. Employees who participate in decision-making do better in the workplace than those alienated from the decision-making process. It was evident that Laissez-faire leadership style dominate State institutions in Ghana.

Three out of four respondents agreed that employees are told what to do and how to conduct their jobs, while 18.4% disagreed and 6.5% were undecided. This suggests that most workers believe they have minimal control over their work in decision-making that affects them on the job. In contrast, a minority percentage believe they still have a say in their jobs rather than waiting for superiors to make crucial decisions that affect them. Furthermore, it was shown that 64.2 percent of respondents do not have a say in decision-making in their business, 24.9 percent do, and the remaining 10.9 percent are undecided. Furthermore, 90.3 percent of respondents believed that directives, orders, and instructions come down from higher levels, while 6% were hesitant, and only 3.8 percent of employees disagreed. This suggests that staff

decision-making, education, and instructions follow a hierarchical structure. Few employees know this order because they are unfamiliar with their employers' cultures.

In addition, 55.6 percent of respondents, or the majority, agreed that their organization values workers' ideas at any level, while 31% disagreed and 13.4 percent were indecisive on the subject. Furthermore, because most respondents' opinions are considered in meetings and decision-making, it raises their morale and makes them more productive. In addition, most respondents (55.6 percent) agreed that everyone participates in meetings discussions, while 37.6 percent disagreed and only 6.9 percent were undecided. This meant that certain employees still felt disenfranchised when making decisions within the company. This could be due to their position within the organization or their years of experience there. Finally, roughly six out of every eight employees in State institutions agree that employee engagement in decision-making is positive, 18.0 percent disagree, and 7.4 percent are undecided about the subject.

When asked if State institutions staff were allowed to participate in the organization's decision-making process, the response was that each department had superiors in charge of making choices. On the other hand, junior personnel were occasionally called upon to contribute to the decision-making process.

CHAPTER FIVE

DETERMINANTS OF LEADERSHIP STYLE AND EMPLOYEE

COMMITMENT OF STATE-OWNED INSTITUTIONS.

Introduction

This section seeks to examine the factors that determine leadership style and staff commitment in State-Owned Institutions and discuss the second research question: what are the determinants of leadership style and staff commitment in state-owned institutions?

Determinants of Leadership Styles

A priori Expectation

It is expected that the following factors would determine leadership style.

- The leader's characteristics
- The leader's relationship with their subordinates
- The organization's structure.
- The team's structured situation
- The external environment of the company
- Personality, past experiences, and expectations of the leader
- Expectations and behaviour of superiors
- The culture and politics of the groups (Lim et al., 2017).

A priori Expectation is depicted by the following equation.

$$LS = \beta_0 + (\beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + \beta_8 X_8 + \epsilon)$$

Where;

LS = Leadership Style

X1 = The leader's characteristics

X2 = The leader's relationship with their subordinates

X3 = The organization's structure

X4= The team's structured situation

X5= The external environment of the company

X6= Personality, past experiences, and expectations of the leader

X7= Expectations and behaviour of superiors

X8= The culture and politics of the groups

β_0 = Constant Term.

$\beta_1, \beta_2, \beta_3$ = Beta coefficients.

ϵ = Error Term.

The regression results are shown in Table 14 below.

Table 16: Determinants of Leadership style in State-Owned Institutions

	Unstandardized Coefficients		Standardized Coefficients	t	Sig. (p- value)
	B	Std. Error	Beta		
(Constant)	1.317	.727		1.811	.074
The leader's characteristics	.466	.077	.589	6.059	.000
The leader's relationship with their subordinates	.235	.097	.335	2.417	.018
The organization's structure	.274	.086	.413	3.191	.002
The team's structured situation	-.769	.156	-.915	-4.92	.000
The external environment of the company	.256	.146	.815		

Personality, past experiences, and expectations of the leader	1.317	.727		1.811	.074
Expectations and behaviour of superiors					
The culture and politics of the groups					
	.466	.077	.589	6.059	.000
	.235	.097	.335	2.417	.018

$F(91, 12) = 37.092, p < 0.05; R^2 = .589; DW=2.505$

$$LS = 1.317 + (.074LC + 0.000LR + 0.18OS + .002TS + 0.00EEC)$$

Interpretation of results

All the independent variables were statistically substantial from the regression results in Table 16, Meaning the independent variables all determine the Leadership style of state-owned institutions. First, the leaders' characteristics were positive and statistically significant to the Production efficiency of State-owned institutions. At one percent (1%) significant level, a percentage increase leader's characteristics contribute to or increase organizational production efficiency by about 47 percent. Also, at a 5 percent considerable level, a unit increase in the leader's relationship with their subordinates positively contributes to the organization's production efficiency by 0.235 units.

Moreover, the organization's structure positively contributes to organizational production efficiency. This is such that at a 5 percent significant level, any unit increase in the organization's network increases the production of the State Organization by 0.274 units. From the results, however, the company's external environment contributes negatively to the production efficiency of the organization. The results showed a

percentage increase in the company's external environment could decrease the organization's production efficiency by about 77 percent. In effect, Personality, past experiences, and expectations of the leader contribute to organizational production efficiency, only that the culture and politics of the groups negatively contribute or influence organizational production efficiency, The leader's characteristics, The leader's relationship with their subordinates, the organization's structure, the team's structured situation positively contributes to the organizational production efficiency.

Evaluation of Results against A priori Expectation and Existing Knowledge

For any model to be used or otherwise for policy, the model ought to be stable and consistent. Below Table 16, first, the F-statistic, which tests the model's joint significance, was significant ($p < 0.05$), implying that the variables in the model were statistically different from zero.

Additionally, the Durbin-Watson (DW) was higher than the R^2 and within the range (1.5-2.5), implying that the model is free from autocorrelation. The results in Table 16 above support De Jong and Bruch (2013); Lee and Chuang (2009).

For instance, according to Lee and Chuang (2009), the leadership style inspires assistants' potential to improve production efficiency and meets their desires in achieving organizational goals. In other words, leadership style uses leading strategies to offer inspiring motives and improve the employee's potential for growth and development. This, in turn, bolsters the dedication of efficiency of individual employees and may improve the organization's production efficiency. De Jong and Bruch (2013) also added that any leadership style is often determined by a leader's characteristics, organizational environment, external environment, past experiences, and expectation of the leader to influence employees and intellectually stimulate other employees to contribute immensely to the growth and development of an organization.

The study of Chu and Lai (2011) responded that leaders with suitable leadership styles try to train and influence their followers to affect the organization's overall production efficiency. The personality, past experiences, organizational structure, and how the team is structured work. In this sense, leaders can make their followers trust and respect them by providing support and resources. staff will be willing to follow the leader's instructions as a result of this conviction, regardless of how complex or challenging they may be. The study also supported Anjali and Anand's (2015) assertion that employee commitment to an organisation is influenced by the personality traits of the leader. This, in turn, has ramifications for the organization's capacity to accomplish objectives based on staff members' pledge and labour. However, the results contradicted the study of Snell et al. (2013) that leaders' characteristics and other attributes contribute positively to organizational production efficiency.

The study sought the views of some employees on the following statements as a description of the leadership style of the Leaders of the examined State-Owned Institutions. The views were analysed as indicated below.

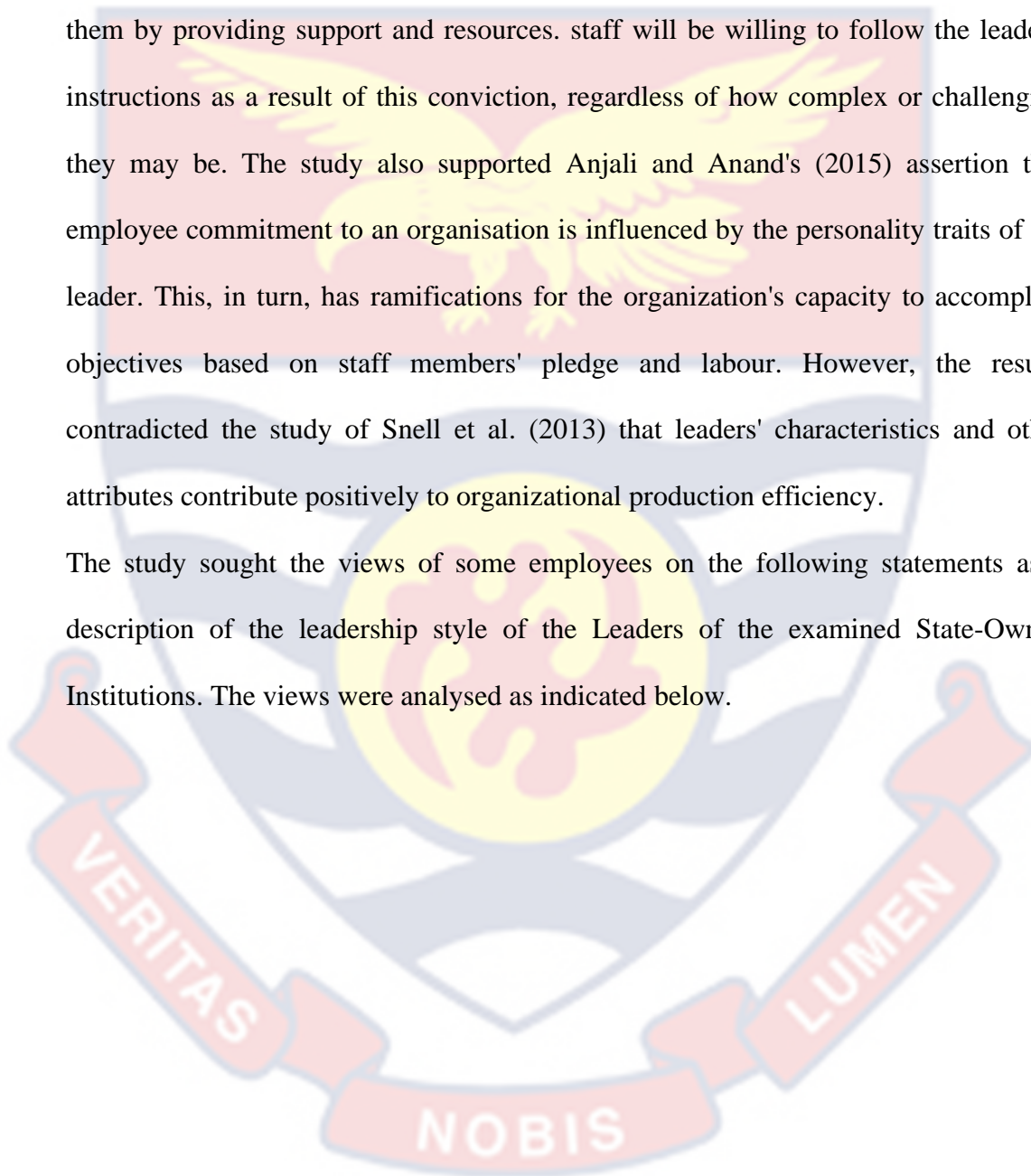


Table 17: Statements determining leadership style in State-owned institutions.

Statements	N	Mean	St. Deviation
My Leader is selfish	300	6.5	1.1
My Leader thinks about others more than himself	300	6.1	1.2
My Leader inspires others	300	6.3	1.3
My Leader is selfless	300	2.3	1.2
He is goal oriented	300	6.6	0.9
My leader is hard work and pushes all of us	300	6.7	1.0
My Leader is democratic	300	9.1	1.3
My Leader is very objective about problems	300	1.7	0.9
My Leader allows me to initiate processes	300	4.3	1.4
My Leader spends some time teaching and coaching us	300	6.7	1.5
My Leader is empathetic and supportive	300	6.7	1.2
My Leader empowers me to work independently	300	7.1	1.4

Source: Fieldwork Data, Bismark (2021)

According to the study, leaders were generally adept at expressing confidence in their capacity to achieve goals. Furthermore, with a mean value of 6.7, it indicates that, on average, leaders can talk enthusiastically about what has to be done in the workplace so that other workers become proficient in their line of duty, which motivates subordinates. Leaders, on average, are better at not imposing but allowing others to work independently. On the other hand, the moderate leader in most State institutions is bad at looking at workplace difficulties from multiple angles. The findings indicated that, on average, leaders' acts were perceived as favourable by supervisors permitting subordinates to begin work procedures. This shows that a normal leader's or supervisor's leadership style positively impacts employees' commitment to the organization's goals.

Table 17 findings also revealed that, on average, CEOs in most State institutions were good at investing time in learning and coaching their personnel. According to the results, leaders in most Ghanaian state institutions were great at supporting and empathizing with others. Finally, according to the study, most leaders excelled at empowering people to work independently. These assertions are fundamentals of a successful leadership style. However, a few of them were not followed by some leaders. As a result, even if most State institutions have strong leadership, there is still room for growth. Other claims were found to be contradictory.

Other areas were tested to regulate the leadership Style of State-owned institutions. The Leader's attention to the organization was also examined to determine the leadership style. The following areas were reviewed to determine the leadership style. According to Mullins (2007:372), these issues have conspired to create resistance to entirely different leadership styles.

Table 18: Pursuing Organizational Goals

	Frequency	Percent
Not good	89	56.5
Somehow ok	46	9.8
Somehow good	42	7.6
Above average	45	13.0
Good	34	1.1
Very good	44	12.0
Total	300	100.0

Source: Fieldwork Data, Bismark (2021)

Most of the respondents showed that their leaders, on average, are good at going beyond their self-interests for the good of the entire group. Others also mentioned that supervisors empower them to achieve organizational goals. Again, most respondents indicated that leaders were good at instilling confidence in the workers on average. However, on average, leaders were bad at making personal sacrifices to benefit others in the workplace. These statements relate to the transformational style of leadership. For the transactional style or charismatic, respondents stated that most of their leaders were, on average, good at expressing confidence that goals will be attained and talking enthusiastically about what needs to be done in the workplace. Moreover, on the leadership style and employee commitment, respondents stated that leaders, on average, were better at not imposing but allowing other workers to do independent work and were good at teaching and coaching their workers to achieve the production efficiency of the organization.

Table 19: Providing Support to Subordinates

	Frequency	Percent
Bad	34	1.1
Somehow ok	38	5.4
Somehow good	39	6.5
Above average	51	19.6
Good	75	39.1
Very good	63	28.3
Total	300	100.0

Source: Fieldwork Data, Bismark (2021)

Table 19 further shows that most of Ghana's State institutions have a unique leadership style. According to the data, over 40% of respondents believe that, on average, most leaders are supportive and empathetic to their co-workers and subordinates. In addition, 28% thought their managers were great at aiding their co-workers. Only 1.1 percent of those polled said their bosses were bad at demonstrating these behaviours. As a result, most leaders empathize with their subordinates and support them. According to authors such as Anfo (2017), empathy is a critical trait that promotes growth and largely improves individual worker commitment.

According to Sejeli and Mansor (2016), empathy is a feature that empowers workers to be self-assured and may help them be more independent in the production efficiency of their jobs. Mullins (2019) claimed that inspiring groups of people to reach a shared objective might be the art of leadership personality type that helps people be independent and feel for the needs of workers. This leadership style also supports Bock et al.'s (2018) claim that transformational leadership's empathy and supportiveness attributes arise when a leader broadens and upholds the interests of the staffs once they

establish understanding and acceptance for the group's mission and task. As a result, it's a win-win situation when they combine staff to appear to put the group's requirements ahead of their own.

Table 20: The leader's relationship with their subordinates

	Frequency	Percent
Bad	34	1.1
Somehow good	46	14.1
Above average	38	5.4
Good	85	54.3
Very good	53	16.3
Better	44	8.7
Total	300	100.0

Source: Fieldwork Data, Bismark (2021)

Table 20 also reveals another characteristic of the leadership style. According to the findings, more than half of all respondents (54.3%) reported that most of their leaders in diverse firms were competent at empowering other employees to work independently. Furthermore, about 16% of respondents said their bosses were excellent at empowering them to work autonomously. Furthermore, about 9% of respondents said their bosses were better at encouraging other employees to be more self-sufficient in their work. A transformative leader's character characteristics or behaviour is also a key component of transformational leadership. That is to say, one of any transformational leader's characteristics is the ability to promote or empower subordinates or other workers to be self-sufficient.

This viewpoint does not contradict logic or other empirical studies. It agrees with Nanjundeswaraswamy and Swamy (2014), Scott (2013), and the UNDP (2017).

For instance, to Scott (2013), transformational leadership literally aims to transform people and organizations. Altering things in the mind and heart enlarges vision, insight, and understanding, clarifies causes, aligns action with values, and creates lasting, self-perpetuating, and momentum-building improvements. Nanjundeswaraswamy and Swamy (2014) added that the transformational leadership style concentrates on developing followers and their needs. In other words, these people or leaders develop employees' value systems, inspirational levels, and moralities.

According to one of the interviewees,

"In this organization, we have eight departments, and each has a director." The directors and their deputies are the finest people to make decisions for the company".

(Physical Planning Department/2021/Female/IDI/Junior Staff)

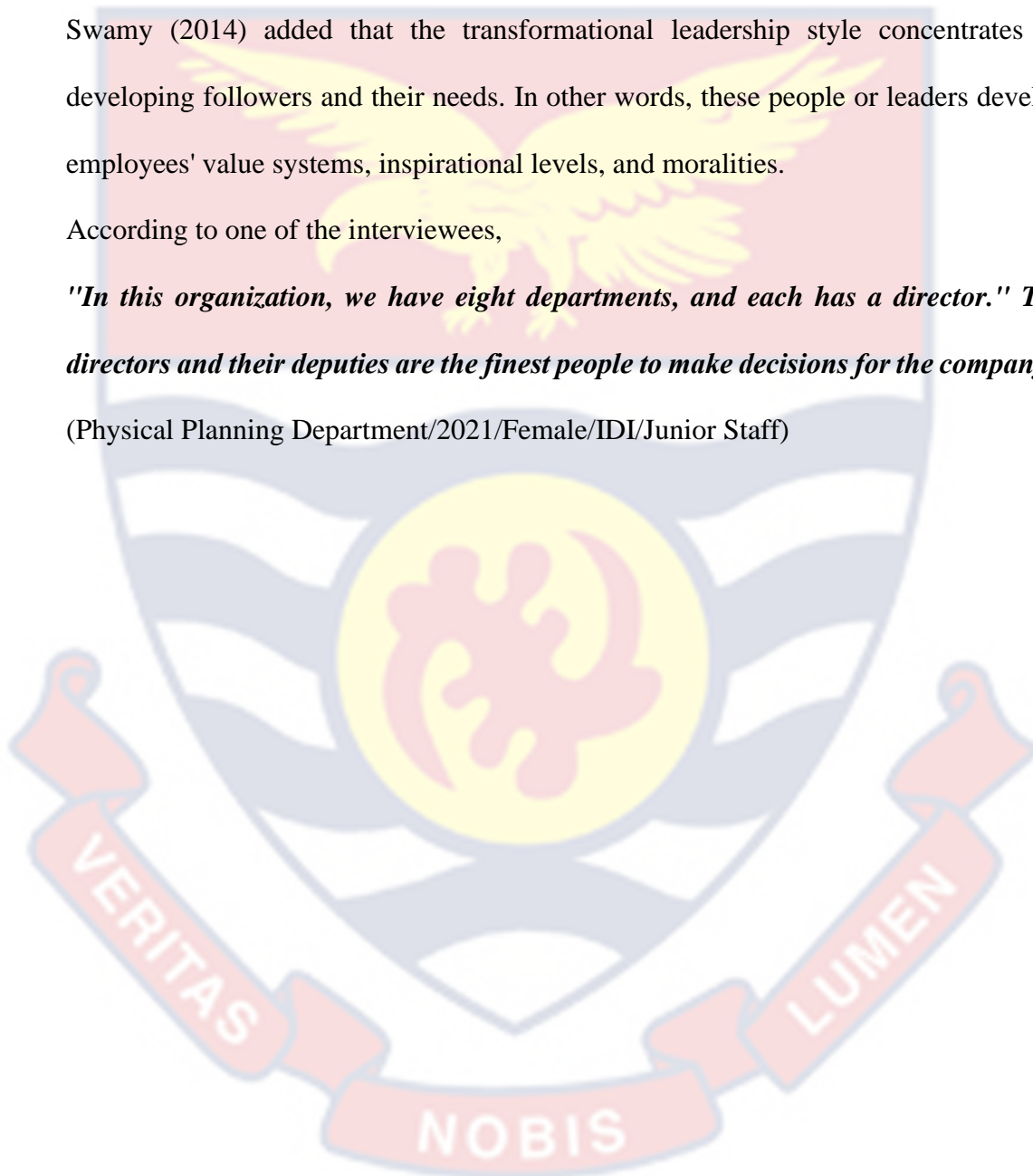


Table 21: Chi-Square Test on the Delivery of Customer's expectations

		Sex of the respondents		Total
		Male	Female	
Reward or give bonuses	Count	110	0	110
	% of	16.7%	0.0%	16.7%
	Total			
Ask for the opinion on decisions	Count	3	14	17
	% of	4.5%	21.2%	25.8%
	Total			
Strengthen customer services	Count	5	5	10
	% of	7.6%	7.6%	15.2%
	Total			
Good Rapport	Count	3	0	3
	% of	4.5%	0.0%	4.5%
	Total			
Good Communication	Count	10	0	10
	% of	15.2%	0.0%	15.2%
	Total			
Monitoring	Count	3	3	6
	% of	4.5%	4.5%	9.1%
	Total			
Regular staff training	Count	0	9	9
	% of	0.0%	13.6%	13.6%
	Total			

Total	Count	35	31	66
	% of	53.0%	47.0%	100.0%
	Total			

$$\chi^2 (66, 6) = 40.022, p = 0.000; \phi = 0.779$$

Source: Fieldwork Data, Bismark (2021)

Table 19 shows a cross-tabulation of answers by sex of respondents and a chi-square test of association. First, the chi-square test revealed a link between gender and leadership styles at the 1% significant level. According to the findings, roughly 17% of males said they gave bonuses and rewards to their employees to increase their confidence and productivity. Furthermore, 21.2 percent of females indicated that they solicit opinions to demonstrate their leadership style. About 5% of the male leaders said they have an excellent rapport with their followers.

Furthermore, 15% of males have good communication skills with their co-workers and subordinates. In addition, most females (13.6%) stated that they provide frequent staff training to their employees. Because only 66 people replied or responded to this statement in the survey, the total was 66. Again, the majority of females (21%) said they seek out the thoughts or opinions of others, while the rest (13.6%) said they provide frequent training to their employees. The phi coefficient was used to demonstrate the strength of the link, implying that two-thirds of all respondents or leaders have specific leadership attributes or styles. This finding may differ from the situation in Ghana, where observations and experiences have shown that most State institutions have collapsed or are failing because management and leaders lack or demonstrate any of these leadership attributes. Koranteng (2012) found that most government-owned

businesses in Ghana could not withstand the test of time because their leaders or supervisors lacked transformational leadership characteristics.

According to Tsai et al. (2019), this behaviour is unique to developing countries. Most government-owned institutions or businesses have failed to thrive because their leaders lack a basic grasp of managing work and workers. Leaders in Ghana and other developing countries may not understand how employees and the organization's growth should be coordinated. Perhaps they're most interested in how they'll get to their specific dwellings or homes at the end of the day. They are unconcerned about the institution's future. According to Tsai et al. (2019), this may have contributed to the spiral downfall of most state-owned institutions in most developing nations.

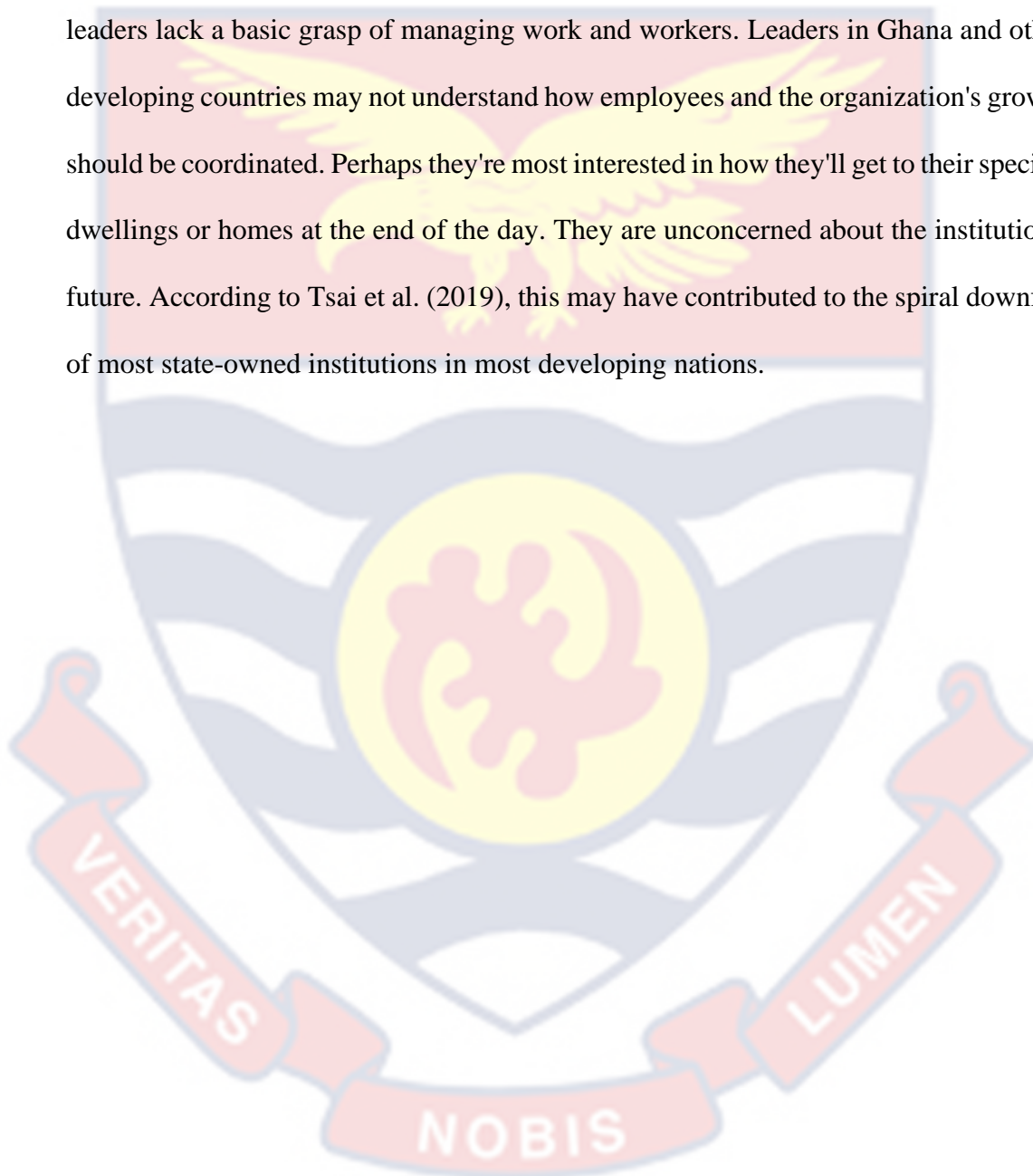


Table 22: Cross-tabulation between Leadership experience and empathy with other stakeholders

My Leader is empathetic and supportive		Work experience				Total
		<1yr	2-5yrs	6-10yrs	11-15yrs	
Bad	Count	1	0	0	0	1
	% of	1.1%	0.0%	0.0%	0.0%	1.1%
	Total					
Somehow ok	Count	0	0	0	5	5
	% of	0.0%	0.0%	0.0%	5.4%	5.4%
	Total					
Somehow good	Count	0	6	0	0	6
	% of	0.0%	6.5%	0.0%	0.0%	6.5%
	Total					
Above average	Count	0	2	13	3	18
	% of	0.0%	2.2%	14.1%	3.3%	19.6%
	Total					
Good	Count	0	13	13	10	36
	% of	0.0%	14.1%	14.1%	10.9%	39.1%
	Total					
Very good	Count	2	9	9	6	26
	% of	2.2%	9.8%	9.8%	6.5%	28.3%
	Total					
Total	Count	3	30	35	24	92

%	of	3.3%	32.6%	38.0%	26.1%	100.0%
Total						

$$\chi^2 (92, 9) = 68.663, p = 0.000; \phi = 0.864$$

From Table 22, to understand the relationship among leadership experience, staff commitment, and production efficiency, the relationship has been tested against the number of work experiences people have. From the results, most (2.2%) of those respondents with less than one year of work experience indicated that their leaders show empathy and support work. Again, for others with experience between 2 and 5 years, 14 percent mentioned that their leaders were good at supporting them and empathetic. About 10 percent of those with the same work experience also retorted that their leaders were very good at supporting them; just a few (2.2%) claimed their leadership style was just above average. However, most respondents with six years and ten years of work experience (14.1%) indicated that their leader's management style was just above average. This means it falls just within some level, not more or less. Though most of those with over ten years of work experience said, their leaders were just good at showing empathy, about 5 percent of the same respondent stated that the leadership style was somehow ok.

Therefore, this result implies that workers get to know their leaders better with time and that the more they stay at a place over time, the more they can appreciate this leadership style. Since only people with over ten years of work experience could only state that the leadership style at most of these state institutions is bad. Also, the chi-square test indicated that at 1 percent, there was an association or relationship among work experience and knowledge of the leadership style. The study of Jackson (2018) supports this assertion. Jackson (2018) argued that one could only make a difference with time. The young or fresh people will only say nice things, not anger the leadership.

However, according to Boal and Hooijberg (2016), this may not be entirely true because a character trait of a leader at the workplace is visible for everyone to see regardless of the experience. That experience may not do with supervisors' leadership qualities or style. In short, specific values or characteristics ought to be forth for one to know whether transformational leadership is working or not.

The majority of participants indicated that their leaders are good at going above and beyond their self-interests for the sake of the entire group. Others mentioned that their bosses provide them the authority to pursue their objectives. Most respondents said that leaders were good at inspiring confidence in their employees on average. On the other hand, leaders were generally lousy at making personal sacrifices to benefit others at work. These assertions are about the leadership style and employees. Respondents reported that most of their leaders were good at expressing confidence that goals would be met and spoke excitedly about what needed to be done in the workplace to inspire stimulation or motivation. Furthermore, when it came to intellectual drive and individual consideration, respondents said that, on average, leaders were better at not imposing but allowing others to work independently and investing time in training and coaching their employees.

Determinants of Employee Commitment.

A priori Expectation

It is expected that the following measurable factors would determine employee Commitment:

- Influence of Salary on employee commitment
- The success of the Organization
- Training and Development for Employees
- Conducive working environment

- Cooperation from Team members
- Proper Structure of the organization
- Style of management
- Change in job design.

- Flow of Communication
- Supervisory support and concern for staff
- Opportunities for personal advancement
- Personal Factors
- Satisfaction and Commitment on the Job

- Job Commitment and Involvement
- Workplace Factors
- Increase in Stress levels.
- Opportunities for employment
- Individual characteristics
- Job Security (Popli et al., 2016)

$$EC = \beta_0 + (\beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \beta_6X_6 + \beta_7X_7 + \beta_8X_8 + \epsilon)$$

Where;

EM = Employee Commitment

X1 = Influence of Salary on employee commitment

X2 = The success of the Organization

X3 = Training and Development for Employees

X4 = Training and Development for Employees

X5 = Conducive working environment

X6= Cooperation from Team members

X7= Proper Structure of the organization

X8= Style of management

β_0 = Constant Term.

$\beta_1, \beta_2, \beta_3$ = Beta coefficients.

ε = Error Term.

Influence of Salary on commitment

How devoted a worker is to the company is impacted by his pay. A minimum-wage or low-income worker typically desires to increase their income, either by promotion, a salary increase from their company, or by looking for work elsewhere. They feel that the corporation hasn't made as much of an investment in them through their wage as it has in other employees, which makes them less likely to be dedicated to the organisation. Highly compensated employees are reluctant to leave because they worry about losing their "large" pay, claim Bhavn & Swati (2012).

Table 23: Influence of Salary on Commitment

	Frequency	Percentage
Agree	85	45.0
Strongly agree	80	40.0
Neutral	45	5.0
Disagree	43	3.0
Strongly disagree	47	7.0
Total	300	100

Source: Fieldwork Data, Bismark (2021)

Interpretation of Results

The examination in table 23 above shows that 45% of the participants agree that having an appreciable salary influences their commitment to an organization. 40% also strongly agree that salary influence can raise their commitment to an organization and allow them to work efficiently to increase production efficiency. In other words, there is a positive link between employee commitment and the production efficiency of organizations. A case point is captured in the annotation below:

Salome Agyemang, during the Field Data gathering interview session, said that once my salary is paid, it gives me an urge to work hard. I will continue working with a company that can pay me monthly.”

Aboagye Daniel also said continuing to work with an organization that cannot pay me every month will be very difficult for me to do. I am highly motivated by a good salary and remuneration.

Success of the Organization

The organization's production efficiency or success influences employee commitment to the company. A company that doesn't achieve the board's goals will probably lose employees to other businesses since they think it won't survive the competitive market for very long. On the other hand, the morale of the workforce is impacted by successful firms. Employees frequently take pride in their employer and the specific job they do to support its success (Hausknecht et al., 2012).

Table 24: Success of the Organization

	Frequency	Percentage
Agree	83	43.0
Strongly agree	80	40.0
Neutral	47	7.0
Disagree	43	3.0
Strongly disagree	47	7.0
Total	300	100

Source: Fieldwork Data, Bismark (2021)

Interpretation of Results

According to the investigation results shown in table 24, 40% of respondents feel that working for a successful organization will increase their commitment to that organization. Forty-three percent also strongly think that an organization's success can boost their devotion to the organization, allowing them to work more efficiently and increase production efficiency. In other words, when it comes to an organization's success as a determining variable, there is a positive association among staff dedication and production efficiency. The following is an example of a case point:

George Kwabena Darko Said that in the era of Covid-19, no one wants to work in a company that cannot continue to operate for a while. Therefore, the organization's success is vital in determining my level of commitment, he said.

Cynthia Agyemang also said that no one would be happy to work in an organization that will collapse the next minute if something terrible happens, as we saw at the peak of the covid-19 era. My commitment will be with an organization that will continue to grow and expand within the shortest possible time in the future.

Training and Development for Employees

According to Kabir (2011), training enhances employees' abilities, personal development, and fulfilment of jobs more effectively. Compared to less-trained individuals, better-skilled workers are more committed to their jobs (Abdullah & Djebavni, 2011). Employee development leads to employee development, which produces more capable workers (Hunjra et al., 2010). Training programmes help staff feel more confident and positively perceive their company. The main objective of these training programmes, in accordance with Hunjra et al. (2010), is to enhance employees' skills. An individual's professional identity is formed through career growth, a crucial aspect of human development. It persists throughout one's entire life. A person's awareness of how to make a livelihood is the initial step in career development, which continues as they explore different professions, choose a future vocation, prepare ready for it, apply for and land a job, and advance in it. It may, and most likely will include career and job changes. If structural leaders assist key staff in charting a successful career path, they will be more likely to stay and become more dedicated.

Table 25: Training and Development for Employees

	Frequency	Percentage
Agree	83	43.0
Strongly agree	80	40.0
Neutral	47	7.0
Disagree	43	3.0
Strongly disagree	47	7.0
Total	300	100

Source: Fieldwork Data, Bismark (2021)

Interpretation of Results

From the analysis as specified in Table 25 above, the outcome show how 43% of the respondent see that training the opportunity to undergo training and development will boost their level 40% also strongly agree that training and development can raise their level of pledge to an organization and allow them to work efficiently to increase production efficiency with the organization. There is a positive association among employee commitment and the production efficiency of organizations when it comes to training and development as a determinant variable.

Conducive working environment

The working environment is another essential aspect influencing organizational commitment (Janet, 2008). Organizational commitment is positively influenced by partial ownership of a corporation. Employees usually feel essential when they own something and feel like they're a part of the decision-making procedure. Staff sense of belonging is enhanced by the concept of ownership, which comprises partaking in decision-making on innovations and variations in working methods. According to Petra (2011), managers who engage in budget decision-making have a high level of organizational pledge.

Work practices related to production efficiency measurement, career progression, management schemes, and the selection and recruiting are other factors that affect employee commitment in the workplace. Padmakuma & Gantasala (2011) say that constables' low level of organizational commitment could be because they were chosen and promoted incorrectly. This leads to the continuation of the same managerial style and behaviour, which has a negative effect on the assistants' pledge to the organization.

Table 26: Conducive working environment

	Frequency	Percentage
Agree	75	35.0
Strongly agree	85	45.0
Neutral	45	5.0
Disagree	50	10.0
Strongly disagree	45	5.0
Total	300	100

Source: Fieldwork Data, Bismark (2021)

Interpretation of Results

According to the analysis results in table 26, 35 percent of respondents feel that a conducive environment will increase their commitment to an organization. 45% strongly agree that a conducive environment can boost their commitment to the organization, allowing staff to work more efficiently and increase production efficiency. In other words, taking a conducive environment as a determining variable, there is an impressive association link employee commitment and organizational production efficiency.

Cooperation from Team members

Every work-related activity is sure to be harmonious when employees collaborate. Teamwork also has an impact on how engaged workforces are at work. There are numerous ways to account for teamwork satisfaction. One is a leader's willingness and ability to treat subordinates with respect and give them guidance, which is referred to as loyalty and trustworthiness. Two, employee satisfaction is founded on their ability to work with their co-workers. Staffs will demonstrate mutual respect, good teamwork,

support, and positive networks with their co-workers. Third, the team's main task is to converge knowledge, ideas, and value orientation. Finally, the clarity of the data-sharing media and channels is essential (Yahui & Hung, 2010).

Right Structure of the organization

The structure of the group has a significant impact on staff commitment. Organizational dedication is constantly stifled by excessive bureaucracy. Being loyal and liking their organization, employee commitment will be influenced by flatter companies and flexible organizational structures (Padmakumar & Gantasal, 2011). Employee commitment will arise when staffs are given better and less bureaucratic frameworks, more advice, and the opportunity to lead by example (Padmakumar & Gantasal, 2011).

Table 27: Right Structure of the organization

	Frequency	Percentage
Agree	70	30.0
Strongly agree	90	50.0
Neutral	45	5.0
Disagree	50	10.0
Strongly disagree	45	5.0
Total	300	100

Source: Fieldwork Data, Bismark (2021)

Table 27 shows that 30 percent of the people who took the survey said that having a well-structured organization increases their commitment and are likely to stay with such an organization. Fifty percent of respondents also think that an organization with the proper structure can make them more committed to their job and more efficient. In other words, there is a link between the level of employee pledge and the efficiency of businesses.

Style of management

According to Muhammad (2011), demotivators such as managerial styles should be avoided to boost employee commitment. A management style that encourages staff participation can meet staff empowerment and responsibility to organizational goals. "Having more flexible and sharing organisation styles can dramatically and favourably boost organizational pledge," Muhammad (2011) asserts. As a result, businesses must guarantee that their management techniques foster employee loyalty rather than simply requiring people to follow the rules.

Change in job design

Change is a significant issue that employees fear since they cannot handle new job obligations. Employees are usually afraid that their responsibilities may alter significantly. New obligations can be qualitative or quantitative. Quantitative always entails greater responsibilities, whereas qualitative entails assigning various responsibilities and duties to particular personnel.

Employees frequently see the new environment as dangerous rather than a source of opportunity. Employees who cannot cope with additional responsibilities will adversely react to change. They are more likely to demonstrate less loyalty to their companies, according to Ans et al. (2006).

Table 28: Change in job design

	Frequency	Percentage
Agree	75	35.0
Strongly agree	85	45.0
Neutral	45	5.0
Disagree	50	10.0
Strongly disagree	45	5.0
Total	300	100

Source: Fieldwork Data, Bismark (2021)

Table 28 shows that 35 percent of the respondents who took the survey said that having a change in job design makes them more likely to stay with an organization. Forty-five percent of respondents also think that a change in job design can make them more committed to their job and more efficient. In other words, there is a link among the level of employee pledge and change in the job design as a mediating variable in the efficiency of businesses.

Flow of Communication

Two-way communication is required for employees to be dedicated to the organization. Quarrels and low staff commitment result from poor communication. There is a need for information flow so that staff may understand the company's strategies and overall success and the production efficiency of individual employees. In a family business, communication is critical because family members and outsiders often have opposing viewpoints on how the company should be conducted (Elizabeth & Sarah, 2008).

Table 29: Flow of Communication

	Frequency	Percentage
Agree	83	43.0
Strongly agree	80	40.0
Neutral	47	7.0
Disagree	43	3.0
Strongly disagree	47	7.0
Total	300	100

Source: Fieldwork Data, Bismark (2021)

According to the analysis results shown in table 29, 43 percent of respondents feel that an environment with a flow of communication will increase their commitment to an organization. 40% strongly agree that the flow of communication can boost their commitment to the organization, allowing staffs to work more efficiently and increase production efficiency. In other words, considering the flow of communication as a determining variable, there is a positive relationship among employee commitment and organizational production efficiency.

Supervisory support and concern for staff

According to (Yiing and Ahmad, 2009), organizational and management support directly impact employee commitment to the organization. Employees must be treated with respect as human beings rather than as "resources" (Yiing & Ahmad, 2009).

They are more likely to do good things for their bosses if they think they care about them and support them (Yahui & Hung, 2010).

Table 30: Supervisory support and concern for staff

	Frequency	Percentage
Agree	85	45.0
Strongly agree	80	40.0
Neutral	45	5.0
Disagree	43	3.0
Strongly disagree	47	7.0
Total	300	100

Source: Fieldwork Data, Bismark (2021)

Interpretation of results

According to the analysis results in table 30, 45 percent of respondents agree that receiving supervisory support and staff concern from their employers increases their commitment to an organization. 40% strongly agree that supervisory support and respect for the team can boost their pledge to the organization, allowing employees to work more efficiently and increase production efficiency. In other words, considering supervisory support and concern for staff as determining variables, there is a positive relationship among worker pledge and organizational production efficiency.

Opportunities for personal advancement

When their careers advance, workers become more committed to the company. In order to get the management position, a worker who is serious about managing others will put in greater effort to establish leadership abilities and win over those in responsibility of raises. If there is no possibility for advancement, the employee may begin seeking for work elsewhere if he or she becomes disinterested or dissatisfied with their existing position, which will result in a lack of commitment (Agarwal & Swati, 2012).

Table 31: Opportunities for personal advancement

	Frequency	Percentage
Agree	85	45.0
Strongly agree	80	40.0
Neutral	45	5.0
Disagree	43	3.0
Strongly disagree	47	7.0
Total	300	100

Source: Fieldwork Data, Bismark (2021)

Interpretation of results

According to the analysis results shown in table 31, 40 percent of respondents agree that opportunities for personal progress increase their level of pledge to an organization. 40% strongly agree that personal advancement opportunities can boost their pledge to the organization, allowing staff to work more efficiently and increase production efficiency. In other words, considering opportunities as a determining variable, there is a positive association among worker pledge and organizational production efficiency.

Personal Factors

Numerous individual circumstances might also affect an employee's loyalty to a company. People who are married and have children, for example, are more likely to stay with a company since their coworkers respect them because of their status. On the other hand, single employees might not be as devoted to the firm because they are not in a association. Additionally, staffs are more likely to be loyal to their employer if they reside nearby where they work. As opposed to individuals who rent and move around,

homeowners are more dedicated to the area in which they live, and their workplaces are more crucial in this regard (Waleed, 2011).

Table 32: Personal Factors

	Frequency	Percentage
Agree	83	43.0
Strongly agree	80	40.0
Neutral	47	7.0
Disagree	43	3.0
Strongly disagree	47	7.0
Total	300	100

Source: Fieldwork Data, Bismark (2021)

Interpretation of results

According to the analysis results shown in table 32, 43 percent of respondents agree that personal factors such as family and other personal commitments increase their commitment to an organization. 40% strongly agree that individual factors can boost their pledge to the organization, allowing staffs to work more efficiently and improve production efficiency. In other words, considering some individual factors as a determining variable, there is a positive relationship among employee commitment and organizational production efficiency.

Satisfaction and Commitment on the Job

How a person feels about their job is one of the organisational characteristics that is most frequently measured. It's also known as a worker's general attitude towards their work or their emotional response to it. Job satisfaction, rendering to Waleed (2011), is "how people think and feel about their different job experiences." Loui examined the connection between organisational pledge and job gratification among 109 staffs in

1995. He discovered a link between organisational commitment and occupational satisfaction. According to a 1997 study by Coleman and Cooper, job satisfaction significantly correlates with affective and normative commitment. Sriyan (2010) illustrated the same result, namely that job satisfaction benefits employee commitment, both emotional and normative.

Table 33: Satisfaction and Commitment on the Job

	Frequency	Percentage
Agree	85	45.0
Strongly agree	80	40.0
Neutral	45	5.0
Disagree	43	3.0
Strongly disagree	47	7.0
Total	300	100

Source: Fieldwork Data, Bismark (2021)

Interpretation of results

According to the analysis results shown in table 33, 45 percent of respondents agree that satisfaction with their job will increase their commitment to an organization. 40% strongly agree that satisfaction and loyalty on the job can boost their pledge to the organization, allowing employees to work more efficiently and increase production efficiency. In other words, considering job gravitation as a determining variable, there is a positive association among employee commitment and organizational production efficiency.

Job Commitment and Involvement

Employment involvement, according to Agarwal and Swati (2012), is a notion that characterises a worker's relationship with their current position. According to Kazi and Sisi (2011), a person's level of investment, immersion, and involvement in a company's objectives, culture, and tasks is referred to as their job engagement. In the central organisation of the Ministry of Health, there is a substantial association among organisational commitment and job participation, according to a 2009 study by Uygur and Kilic (2009).

Workplace Factors

At an individual level, job-related consequences such as absenteeism, turnover, job effort, job role, and production efficiency, or vice versa, impact employee pledge. Lack of loyalty may result from an employee is unaware of their given roles. Promotional chances can increase or decrease worker devotion (Jyotsna, 2007).

Increase in Stress levels

staff become agitated when an organization's structure alterations and their morale and commitment to their work suffer. Alteration is unavoidable, but adapting to new ideas causes stress. However, it should be remembered that the most skilled people voluntarily leave their jobs during employee reduction. Retrenchment action is a nightmare for a company and creates uncomfortable situations. Employees may become angry, passive, or lack enthusiasm in their work due to stress. Rapid organizational changes result in a lack of confidence for the job and a lack of desire and commitment to occupied (Prateek et al., 2011).

Table 34: Increase in Stress levels.

	Frequency	Percentage
Agree	70	30.0
Strongly agree	90	50.0
Neutral	45	5.0
Disagree	50	10.0
Strongly disagree	45	5.0
Total	300	100

Source: Fieldwork Data, Bismark (2021)

Interpretation of results

According to the analysis results in table 34, 30 percent of respondents agree that an increase in stress level will decrease their commitment to an organization. 50% strongly agree that growth in stress levels can reduce their burden to the organization; this will not allow employees to work more efficiently and increase production efficiency. In other words, considering the stress level as a determining variable, there is a positive relationship among employee commitment and organizational production efficiency.

Opportunities for employment

The availability of job options might influence organizational commitment. They are less committed to their jobs because they can always find a new job. Where there are few other jobs, on the other hand, there is a lot of commitment from the company. As a result, being a member of the organization always comes with a promise to stay, and employees are constantly weighing the risks of staying versus leaving (Paulien, 2011).

Individual characteristics

Employees' attributes, such as age, years of service, and gender, can impact their organizational dedication. According to Stephen et al. (2009), "satisfied senior personnel demonstrate higher levels of dedication than others." As a result, the older employees in the organization are perceived to be more pledge to the company than the younger employees. Gender is also a unique feature that can influence organizational commitment. However, it is contended that gender pledge heights vary due to the various roles and tasks of each gender (Stephen et al., 2009).

Job Security

Employment security is one of the most critical variables impacting employee commitment to work and organizations. Job security is also essential for lowering staff turnover and improving employee relations. Origo and Pagani (2009) state that job stability reduces recruiting new employees and stabilizes the business. Employees do not believe they can rely on job security at the moment. Rendering to Origo and Pagani (2009), this transformation has altered the psychological agreement among employers and employees. On the other hand, security personnel significantly impact their commitment to work (Chan) (2011). Specific authors describe job uncertainty as "the impression of a potential danger to continuity." Retrenchment is a danger to job security, as is instinctive job loss. These two developments together lead to employment instability. This suggests that job instability will have an impact on employee production efficiency. Numerous authors have offered various pieces of evidence. Job instability contributes to good overall organizational production efficiency, whereas other writers have stated that job uncertainty leads to lousy work production efficiency. However, it is safe to assume that increased job uncertainty leads to lower employee pledge, particularly its affective constituent. According to Chan (2011), we may expect

the persistence component of high job insecurity to rise to a certain point before declining as job uncertainty becomes increasingly problematic.

Table 35: Job Security

	Frequency	Percentage
Agree	85	45.0
Strongly agree	80	40.0
Neutral	45	5.0
Disagree	43	3.0
Strongly disagree	47	7.0
Total	300	100

Source: Fieldwork Data, Bismark (2021)

Interpretation of results

According to the analysis results shown in table 35, 45 percent of respondents agree that having a feeling of job security will increase their commitment to an organization. 40% strongly agree that having job security can boost their pledge to the organization, allowing employee to work more efficiently and increase production efficiency. In other words, considering job security as a mediating factor, there is an impressive link among employee commitment and structural production efficiency.

Chapter Summary

In a nutshell, organizational pledge is a psychological state that binds a person to a company. The organizational commitment scale falls primarily into 'affective commitment,' but also into 'normative commitment,' to some extent.

Many academics argue that less absenteeism and turnover, higher productivity, and good corporate responsibility are all correlated with organizational commitment.

Pledge, according to Andolsek and Stebe (2004), is an employee's attitude toward a company that influences their level of participation in both current and future activities. Pledge, according to Meyer and Herscovitch (2001), is a suffocating force that manifests as a mentality or psychological condition that pushes a person in a specific way. Tsui et al. (1992) defined organizational attachment as the absence of absenteeism, turnover, and purposeful leaving of the organization.

There is little doubt that academics are curious about the connection between employee loyalty and leadership style. Yahchouchi (2009) asserts that the Lebanese leadership style is more transformational than transactional, and that both leadership philosophies enhance employee loyalty. The research revealed no significant distinctions between the transactional and transformational leadership styles of male and female participants. However, the cultures of Muslims and Christians differ greatly. Christians viewed their leaders' "collectivist ethos and family relationships" as more transformational than transactional. The aforementioned suggests that the selection and implementation of a particular leadership approach to foster employee loyalty may be contingent upon other elements, such as environmental, cultural, and religious considerations. Gaining an understanding of these characteristics will help you better understand how leadership philosophies and managerial strategies affect employees' organizational commitment in a given situation. In a study conducted in Turkey, Mert, Keskin, and Bas (2010) discovered that transformational leadership significantly impacts organizational pledge and increases staff commitment in the banking sector.

Transformative leadership is favoured and more closely related to employee pledge than transactional leadership, claim Raja & Palanichamy (2011). Income was a factor among those surveyed, even though respondents' judgements of leadership style and staff engagement were highly influenced by their positional identification. The statistics

show that employees' perceptions of other people influence their choice of leadership style. Money, considered a financial motivator, cannot account for a preference for a leadership style or a firm commitment. The results of this study are reliable with the idea that intrinsic motivation is not always the best predictor of job happiness.

"Teacher's value economic earnings more than personal gratification, but tutors continuance pledge levels are higher than affective and normative pledge," according to Cemaloglu, Sezgin, and Kilinc (2012) in a similar study. The preference of school principals was for transformational leadership as opposed to transactional leadership. The study found that teachers' lack of affective and normative commitment was a result of the criticisms they received from their communities. The affective vow of teachers was also adversely correlated with the actions of school principals (idealized attribute, idealized impact, inspiration-based motivation, intellectual stimulation, individualized attention, conditional reward, and management by exceptions—active). However, there was a positive link found between teachers' affective commitment and principals who used laissez-faire leadership styles and management by exceptions (passive). The extrinsic reward had no effect on the tutor's affective commitment. This demonstrates that employee loyalty may not always be caused by a company's leadership style. In South African public institutions, Garg and Ramjee (2013) found a weak but significant positive association between transformative leadership and emotive, normative, and continuing pledge. Laissez-faire leadership showed a modest but substantial negative correlation with emotional and normative pledge, whereas transactional leadership showed a moderate but significant positive link with normative pledge. The study found that leaders who exhibit transformational leadership traits—building trust, generating excitement, inspiring a shared vision, fostering innovation, offering mentorship, and acknowledging accomplishments—raise the probability that staff members will feel

compelled to remain with a company. This further illustrates the varying opinions that staff members have about whether or not they wish to remain with the organization.

The study comes to the conclusion that various leadership philosophies, such as transformational, transactional, and laissez-faire, can be linked to the three different degrees of employee commitment: emotional pledge, continuing commitment, and normative commitment.

Similarly, Wiza and Hlanganipai's (2014) study found that employee promise is influenced by leadership styles, and that recognising this by the organization's leaders will ensure the intended outcomes. According to the study, employees who thought well of the leadership style would feel more a part of the organization. They also discovered a strong link between successful and enduring employee commitment and transformative leadership style. Conversely, there was a strong positive link between normative pledge and transactional leadership style. The management of public tertiary institutions needs to create an effective leadership structure among its academic staff, according to Ahmad, Majid, and Zin's (2015) study. According to the research, putting this into practice will lower employee turnover and boost employee loyalty in the company.

According to research by Dariush et al. (2016), transactional and transformational leadership styles significantly increase employee commitment, whereas laissez-faire leadership decreases it. The results show that not all leadership philosophies are associated with employee loyalty. Both positive and negative associations are possible. Additionally, transactional, and transformational leadership styles and employee commitment were found to be positively correlated by Dahie, Mohamed, and Mohamed (2017). More recent research has also reached a similar

conclusion. According to Mulugeta and Hailemariam (2018), the employees in their organisation ranked the transactional, laissez-faire, and transformational leadership styles in order of effectiveness. The study discovered that there are other factors that affect loyalty in addition to leadership styles. In a study published in 2018, Gcaza, Garande, and Echezona investigated the impact of organisational culture and leadership style on employee commitment. They discovered that employee commitment was significantly enhanced by organisational culture and leadership practises. When compared to transactional leadership, the study indicated that transformational leadership had the greatest impact on staff loyalty. Additionally, it doesn't appear that any research has been done on the connection between leadership styles and employees' degrees of dedication to their jobs. But as evidenced by several studies (Abasilim et al., 2018a, 2018b; Fasola et al., 2013; Okonkwo, Ikegbuna, Chigbo, & Nwandu, 2015; Othman et al., 2013), leadership practises and employee commitment are becoming more important. A 2013 study by Othman et al. (2013) found a positive correlation among transactional and transformational leadership styles and the employee engagement of academics at Nigerian public universities. The study found that the variation in academics' commitment to stay and continue working there is accounted for by the leadership's passion, acknowledgement of actions, guidance, and support of innovation among Nigerian public institutions.

Similarly, Fasola et al. (2013) discovered that although there is a positive correlation between both of these leadership philosophies and employee commitment in the Nigerian banking sector, transactional leadership styles significantly outperform transformational leadership styles in terms of their ability to influence employee commitment. There is a weak but positive correlation between transformational leadership and workforce devotion. Their evaluation indicates that banking staff

members' pledge did not rise as a result of the transformative leadership approach. The loyalty of a company's employees and a leader's approach might have different relationships. Managers and other leaders must therefore be conscious of the unique characteristics that define their organization. Okonkwo et al. (2015) looked at perceived leadership styles as determinants of employee engagement in a similar study. They found that employee commitment could be predicted by perceived leadership styles in both joint and independent models, with democratic leadership exhibiting the strongest positive prediction. The employee promise was not notably affected by authoritarian or laissez-faire leadership philosophies. Additionally, the results showed that idealized behaviour, contingent reward, inspiring motivation, and intellectual stimulation are the most significant signs among the leadership philosophies that are more directly associated to employee commitment. The study found that once the right leadership style that encourages commitment was found and specific aspects of the leadership styles that were more likely to assist employees be dedicated were identified and applied, the organization's production efficiency had been reached.

In a similar vein, Abasilim et al. (2018) asserted that the transformational leadership style is the main element impacting worker commitment in Nigeria. The understudy of the private firm should concentrate on transformational leadership style in order to win over employees and boost production efficiency in Nigeria. The study concludes that it is impossible to overstate the importance of leadership beliefs, especially transformational ideologies, in guaranteeing employee loyalty. A review of relevant studies found that few research have been done in the Ghanaian context, and those that have only examined the relationship between worker promise and leadership styles without accounting for the influence of demographic variables.

CHAPTER SIX

THE EFFECTS OF LEADERSHIP STYLE AND EMPLOYEE COMMITMENT ON PRODUCTION EFFICIENCY.

Introduction

This section seeks to appraise the effects of leadership style and employee commitment on production efficiency and answer the third research question: what are the effects of leadership style and employee commitment on the production efficiency of state-owned institutions?

Effects of Leadership Style on Production Efficiency of Selected State-Owned Institutions

A Priori Expectation

It is expected that production efficiency will be determined by Leadership style with the following variables. The variables were operationalized to determine the effect of leadership style on production efficiency.

- Technological and scientific developments.
- Modifications to the structure of the work.
- Applying pressure, for example, through incentive schemes, on firms to assume greater social responsibility towards their workforce.
- Government-passed legislation; and
- Work/life balance and decision-making involvement.

A priori Expectation is depicted by the following equation: $PE = \beta_0 + (\beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \epsilon)$

$$PE = f(LS)$$

Where;

PE= Production Efficiency

LS = Leadership Style

X1 = Technological and scientific developments.

X2 = Alterations in the way work is organized.

X3 = Putting pressure on employers to take on more social responsibility toward their employees, such as through incentive programs.

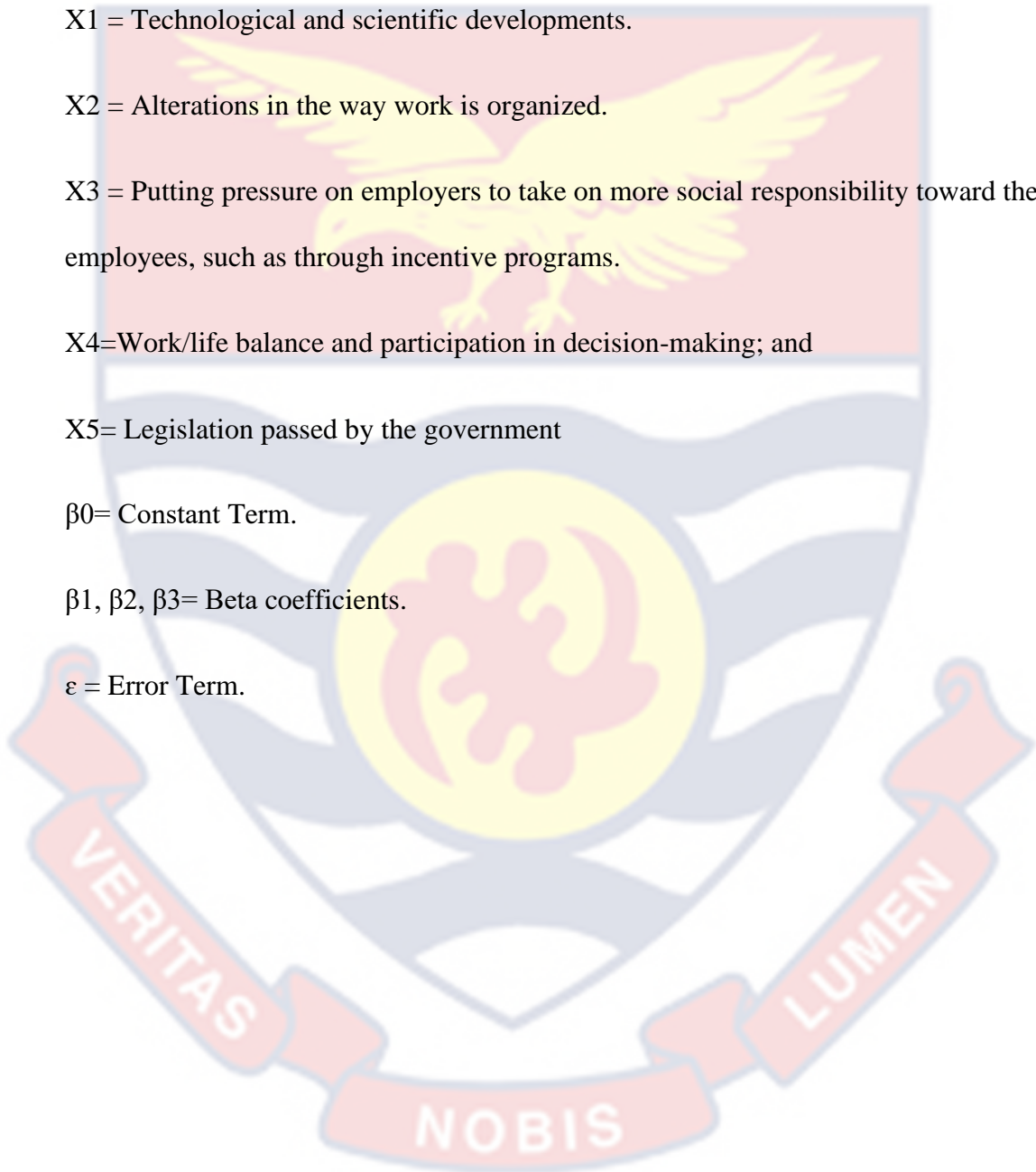
X4=Work/life balance and participation in decision-making; and

X5= Legislation passed by the government

β_0 = Constant Term.

$\beta_1, \beta_2, \beta_3$ = Beta coefficients.

ϵ = Error Term.



Analysis of Results

Effects of leadership styles on production efficiency of State institutions

Table 36: Effects of leadership styles on production efficiency of State institutions

	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
(Constant)	1.45	.727			1.811	.076
Technological and scientific developments.	.466	.077	.589		6.059	.000
Alterations in the way work is organized;	.245	.097	.335		2.417	.018
Applying pressure, for example, through incentive schemes, on firms to assume greater social responsibility towards their workforce.	.284	.086	.413		3.191	.002
Work/life balance and participation in decision- making	-.769	.156	-.915		-4.92	.000
Legislation passed by the government	.256	.146	.815			

$F(91, 12) = 37.082, p < 0.05; R^2 = .58923; DW=2.50567$

The output of the results, as shown in the table below, is calculated as

$$PE=1.45+(0.00STA+0.18AWO+0.002PP+0.00WLPD+0.00LG)$$

The equation above indicates that leadership styles are affected by Scientific and technological advancements, Alterations in how work is organized, and Legislation passed by the government on employee commitment and have a relationship with organisational production efficiency. The results show ample evidence for the study to reject the null hypothesis that leadership style and staff commitment do not affect enhancing organisational production efficiency. The regression outcomes are shown in Table 36 above.

Interpretation Of Results

All the independent variables were statistically substantial from the regression results in Table 36. The independent variables all evaluate the effects of Leadership style on state-owned institutions. First, the Scientific and technological advancements; were positive and statistically significant to the Production efficiency of State-owned institutions. At one percent (1%) significant level, a percentage increase in Scientific and technological advancements; contributes to or increases organizational production efficiency by about 47 percent. Also, at a 5 percent considerable level, a unit increase in Scientific and technological advancements; positively contributes to the organization's production efficiency by 0.245 units.

Moreover, the Alterations in how work is organized; positively contribute to organizational production efficiency. This is such that at a 5 percent significant level, any unit increase in the alterations in the way work is organized increases the State Organization's production by 0.284 units. From the results, however, the Legislation passed by the government contributes negatively to the production efficiency of the organization. The results showed a percentage increase in the government's legislation could decrease the organization's production efficiency by about 77 percent. In effect, Legislation passed by the government contributes to organizational production

efficiency, only that the culture and politics of the groups negatively contribute to or influence organizational production efficiency.

For any model to be used or otherwise for policy, the model ought to be stable and consistent. Below Table 36, first, the F-statistic, which tests the joint significance of the model, was significant ($p < 0.05$), implying that the variables in the model were statistically different from zero. Also, the coefficient of resolve or the explanatory power (R^2) of the model was 0.58923, representative that the independent variables explained 58.9 percent of the variations in the model. Additionally, the Durbin-Watson (DW) was higher than the R^2 and within the range (1.5-2.5), implying that the model is free from autocorrelation. The results in the Table 34 support the studies of Akpala (1998); Burns (1978). For instance, according to Lee and Chuang (2009), leadership style on production efficiency inspires subordinates' potential to enhance production efficiency and meet their desires to attain organizational goals. In other words, the effects of leadership style use leading strategies to offer inspiring motives and improve the employee's potential for growth and expansion. This, in turn, bolsters the dedication of efficiency of individual staff and may lead to improvement in the production efficiency of the organization. De Jong and Bruch (2013) also added that Scientific and technological advancements often regulate the effect of leadership style; Alterations in the way work is organized, and Legislation passed by the government to influence employees and intellectually stimulate other staffs to contribute immensely to the growing and development of an organization.

Evaluation of results against A priori expectation and existing knowledge

According to Chu and Lai (2011), good leaders aim to train and inspire their followers to influence the organization's overall production efficiency. This way, leaders can trust and respect their followers by providing support and resources based

on their personality, past experiences, organizational structure, and how the team is structured. Due to this belief, staffs will be willing to receive the leader's directions, regardless of their complexity or difficulty. The findings backed up Anjali and Anand's (2015) assertion that a leader's personality traits effect the growth of operative pledge to an organization. This, in turn, has ramifications for the organization's capacity to fulfil goals based on employee dedication and strenuous effort. On the other hand, the findings contrasted with those of Snell et al. (2013), who found that Scientific and technological advancements; contribute favourably to an organization's production efficiency.

The study sought the views of some employees on the following as an effect of leadership style on employee commitment of the examined State-Owned Institutions.

Effects of Leadership Style on Production Efficiency of State Institutions.

Table 37: Effects of leadership style on production efficiency of State institutions

	Frequency	Percent
<i>Help most of our staff to develop</i>		
Yes	293	94.6
No	7	5.4
<i>Work with timelines</i>		
Yes	293	92.2
No	7	9.8
Total	300	100.0

Source: Fieldwork Data, Bismark (2021)

Interpretation of results

Other evaluations of leadership style and operative pledge on state institutions' production efficiency are included in Table 37. The findings demonstrated that nearly

all respondents believe their leaders can assist them in personal development. Only 5.4 percent of people disagreed with this assertion. In addition, 92.2 percent of respondents said their superiors could help them meet deadlines. However, 9.8% of people disagreed with this assertion.

These perspectives on leadership style on production efficiency back up Carton's (2010) and Choudhary et al. (2013) research. According to Carton (2010), the productivity, fiscal, operative turnover, and market-based share of an organization's production efficiency can be measured. Any leadership style that can persuade his followers to guarantee these goals have improved the organization's production efficiency.

According to Choudhary et al. (2013), work at government or state institutions frequently does not follow timelines. As a result, any leader who can get their subordinates or followers to work with deadlines ensures increased production and efficiency. As a result, the company can improve or operate at a higher level.

Effects of Employee Commitment on Production Efficiency.

A priori Expectation

It is expected that the following components of Employee Pledge would affect the production efficiency of Selected State-owned institutions.

- Affective commitment
- Normative commitment
- Continuance commitment

A priori Expectation is depicted by the following equation: $PE = \beta_0 + (\beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \epsilon)$

$PE = f(EC)$

Where PE = Production Efficiency

EC= Employee Commitment

X1 = Affective commitment

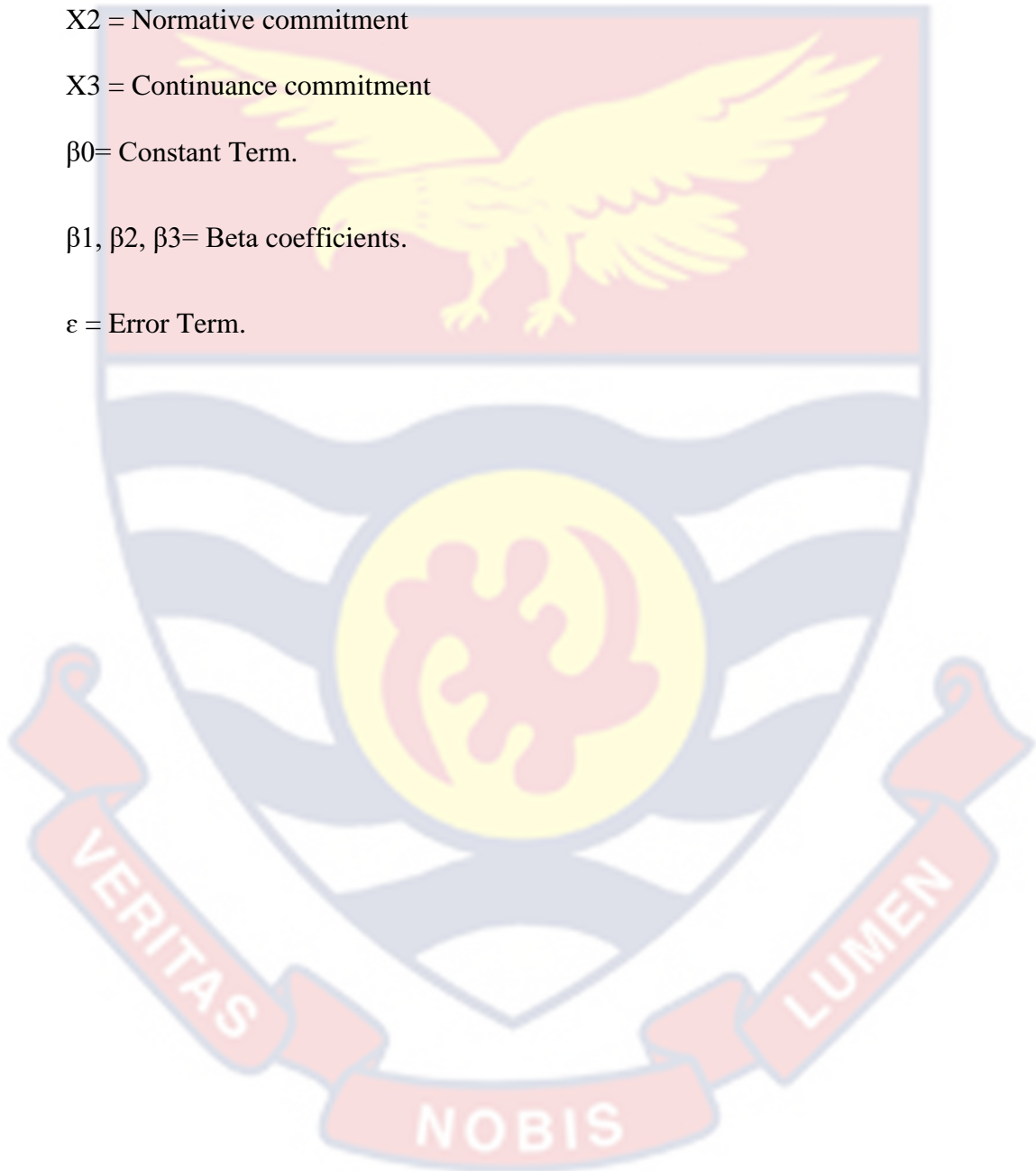
X2 = Normative commitment

X3 = Continuance commitment

β_0 = Constant Term.

$\beta_1, \beta_2, \beta_3$ = Beta coefficients.

ϵ = Error Term.



Presentation Of Results

The regression analysis of the results is shown in table 36 below.

Table 38: Effects of employee commitment to production efficiency.

Model	Unstandardized		Standardized		
	B	Std. Error	Beta	t	Sig.
(Constant)	.819	.392		2.090	.039
Affective	.471	.104	.391	4.545	.000
(Transformational)					
Laissez Faire	.020	.064	.022	.304	.762
Transactional	.280	.101	.237	2.75	.006
(Constant)	1.257	.447		2.809	.006
Continuance	.187	.084	.217	2.235	.028
(Transformational)					
Laissez Faire	-.066	.074	-.072	-.892	.374
Transactional	.295	.115	.246	2.552	.012
Constant	1.032	.392		2.630	.010
Normative	.334	.104	.295	3.211	.002
(Transformational)					
Laissez Faire	.009	.065	.011	.225	.888
Transactional	.249	.101	.225	2.455	.015

Constant	1.040	.279		3.725	.000
Organizational production efficiency (Transformational)	.334	.074	.383	4.514	.000
Laissez Faire	.036	.046	.055	.780	.437
Transactional	.233	0.72	2.63	3.099	.002

a. Dependent Variable: Production Efficiency

Source: Fieldwork Data, Bismark (2021)

Interpretation Of Results

In the unstandardized coefficients B column of the regression equation, which includes all of the predictor variables, are listed the coefficients of the independent variables. The relationship's intensity and direction are shown by the standardised beta, which is interpreted similarly to correlation coefficients.

Transactional leadership is the sole significant predictor of continued pledge (Beta =.246, $p = 0.012$). Managers that exhibit higher levels of transactional leadership inspire greater levels of commitment from their direct reporters. Leadership ideologies like transformational leadership (Beta =.150, $p = 0.122$) or laissez-faire leadership (Beta =.072, $p = 0.374$) do not significantly predict long-term commitment. This model's equation is as follows: Persistent dedication is equal to 1.257 plus.295 (transactional leadership).

The table 38 also shows that normative commitment was positively correlated with both transactional leadership and transformational leadership, suggesting that higher levels of each leadership style are linked to higher levels of normative commitment. Laissez-

faire leadership does not significantly predict normative commitment (Beta=.011, p = 0.888). Normative commitment = 1.032 +.334 (transformational) +.249 is the equation for this paradigm (transactional leadership)

Effects of Leadership Style and Employee Commitment on Production Efficiency

A priori Expectation

It is expected that the following formula shows the effects of leadership style and employee commitment on production efficiency $Y=a+bx_1+ bx_2$.

$PE=f (LS \text{ and } EC)$

Where;

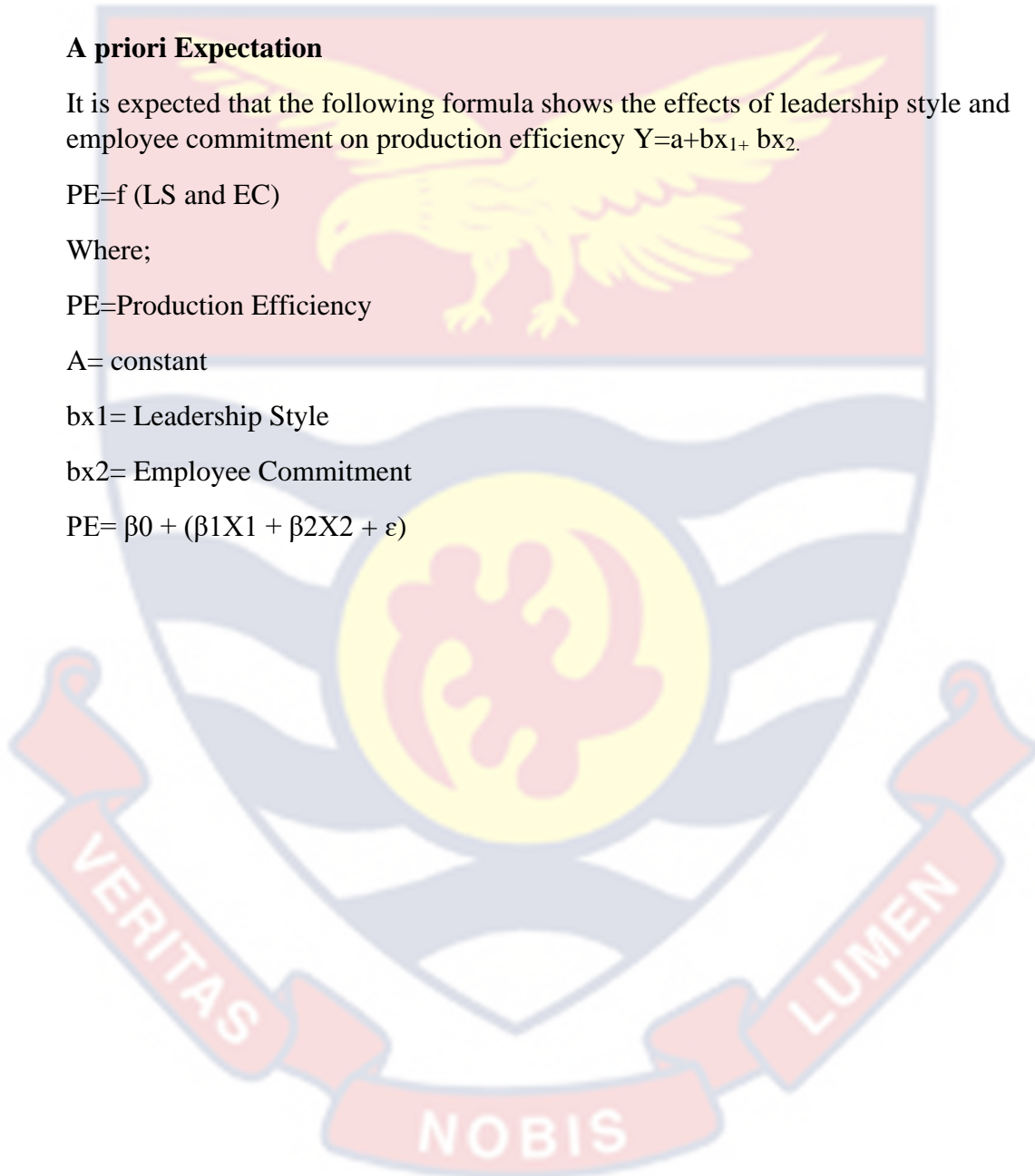
PE=Production Efficiency

A= constant

bx_1 = Leadership Style

bx_2 = Employee Commitment

$PE= \beta_0 + (\beta_1X_1 + \beta_2X_2 + \epsilon)$



Presentation Of Results

Table 39: Effects of Leadership Style and Employee Commitment on Production Efficiency

Coefficients		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.811	.257		10.954	.000
	Leadership Style	.179	.085	.208	2.104	.038
2	(Constant)	2.207	.381		5.792	.000
	Leadership Style	.187	.084	.217	2.235	.028
	Employee Commitment	.165	.078	.206	2.115	.037

a. Dependent Variable: Production Efficiency

Source: Fieldwork Data, Bismark (2021)

Interpretation Of Results

From the analysis in Table 39, it can be realized that there is a substantial relationship between leadership style and operative pledge to state-owned institutions' production efficiency. The regression analysis results show a significant 0.038 relationship among leadership and employee commitment to production efficiency. This suggests that, when the appropriate leadership style is used, employee dedication has a significant impact on SOIs' production efficiency. The analysis supports the findings of a 2011 study by Ali, H., Ismael, A., Mohamed, S., and Davoud. The general model of employee commitment was examined. The results are displayed in Table 39, where R Square= 0.495 and R=.566 at the 0.05 level are presented as the coefficients of determination. This is a strong correlation among effective leadership and employee

dedication. The results of the Beta coefficient tests show a positive correlation between affective leadership and staff loyalty.

Table 40: Effects of Employee Commitment on Production Efficiency Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.811	.257		10.954	.000
	Employee Commitment (EC)	.179	.085	.208	2.104	.038
2	(Constant)	2.207	.381		5.792	.000
	Employee Commitment	.187	.084	.217	2.235	.028
	Leadership Style (LS)	.165	.078	.206	2.115	.037

a. Dependent Variable: Production Efficiency

Source: Fieldwork Data, Bismark (2021)

From the results shown above, $\text{Production Efficiency} = 2.207 + .187\text{EC} + .165\text{LS} + .381$

The results show that Employee Commitment (EC) and Leadership Style (LS) can predict Production Efficiency.

Leadership Style predicts Employee Commitment by .165; Employee Commitment predicts Production Efficiency by .187. This means the researcher doesn't believe the null hypothesis, which says that no one's Leadership Style or Employee Commitment affects Production Efficiency.

Table 39: Multi-Factor Leadership analysis of Employee commitment and Work Motivation to the production efficiency of State institutions in Ghana.

Correlations		Employee Commitment (Total Score)	Work Motivation (Total Score)
N	Pearson Correlation		.196
	Sig. (2-tailed)		.051
	N	300	300
Mean	Pearson Correlation	5.60006	5.4270
	Sig. (2-tailed)	.051	5.673
	N	300	300
Median		5.800	5.300
Minimum		3.93	3.20
Maximum		6.67	7.00
Percentile	25	5.1333	4.8000
	50	5.8000	5.3000
	75	6.0667	6.1000

Source: Fieldwork Data, Bismark (2021)

The following scales: a) Employee commitment scale and b) Work Motivation scale was compared to all subscales of the Multi-Factor Leadership Form. The tables above display the results. The relationships support the effectiveness of the work motivation, organisational pledge, transactional management, transformational leadership, and laissez-faire leadership metrics, as one might expect.

Work motivation and organizational commitment are positively and meaningfully correlated with transactional and transformational leadership, while work motivation and commitment are adversely and strongly correlated with laissez-faire leadership.

Table 39 shows that at the 0.1 levels of the rankings, there is a important association between the transactional and transformational scales. Bass and Avolio (1995) predicted that the transformative scales and transactional leadership would have extremely favourable connections. These phenomena, according to Bass and Avolio

(1995), has three explanations. To start, active, beneficial leadership styles include transactional and transformational leadership. Second, consistent research has shown that leaders in other commercial organisations are both transactional and transformative, but not in State-owned Institutions. Thirdly, Shamir (1995) contends that upholding transactional agreements encourages followers' views of leaders' consistency, reliability, and trustworthiness—all of which are necessary conditions for transformative leadership. Complete, the outcome showed that the information was suitable for regression analysis.

Chapter Summary

This study determined how leadership style affects employee commitment and production efficiency, as the primary goal. Overall, the study supports earlier research that found public sector organisations, including state-owned businesses, employ comparable leadership styles regardless of where they are based. The existing research on leadership and subordinate job production efficiency shows a relationship between transformational leadership, job production efficiency, and organisational pledge. However, transformational leadership was uncommon in Ghana's state institutions. The research findings on transformative leadership (Deluga & Souza, 2011; H. W. Lee, 2010; Makhathini & Dyk, 2018; Vogel & Masal, 2015) were in line with these findings. The results also demonstrated that transformational leadership places management circumstances at the core of state-owned firm growth but the most dominant leadership style in State institutions was *laissez-faire*. This is reinforced by the evidence that transformational leadership encourages subordinates to be innovative (Afsar et al., 2014, 2016; Caillier, 2016). This is, however, not common in state institutions in Ghana.

Therefore, managers of state-owned institutions might be most successful if they exhibit transformational leadership qualities by finally adopting transformational leadership constructs. The loyalty and dedication of subordinates to their chosen careers may increase, strengthening organisational pledge. This suggests that a transformational leadership approach is essential for fostering employee pledge, which results in workers exerting more effort without planning to leave. A transformative leadership style can therefore be a statistically effective predictor of organisational pledge and the effectiveness of subordinate job production.

Transactional leadership is said to be a poor predictor of employee commitment and productivity efficiency, although being consistent with past results. Alamir (2010) looks at how transactional and transformational leadership affects job gratification. Transactional leadership and organisational commitment are positively connected, according to analysis employing correlation and regression. To boost organizational commitment and production efficiency, transactional executives must develop new ways to incentivize staffs to go above and beyond their job tasks. In their study, Donkor and Zhou (2020) found that transactional leadership harms employees' innovative work behaviour. To keep the status quo, these leaders should allow staff to work freely and limit interference to the bare minimum to benefit SOEs.

The following information suggests that leaders are significantly more committed to achieving organisational goals, even though transactional leadership contradicts the null hypothesis in this study when it is paired with transformational leadership and the leaders inspire employees. Additionally, because the survey was directed in state-owned businesses where the majority of people do not attribute their lack of motivation, they do not accept this leadership style that attempts to put heaviness and deadlines on their job errands.

Again, the direct and indirect effects of laissez-faire leadership were different. Laxity was statistically negligible in the mediator variable, although the direct influence on production efficiency was statistically significant. According to Obasan and Banjo (2014), there is a negative association among laissez-faire leadership and organizational pledge to operative and organizational production efficiency. They also claim that using it in a company will have an adverse impact on the company's behaviour.



CHAPTER SEVEN

SYNTHESIS OF ENHANCED SYSTEM OF LEADERSHIP STYLES AND EMPLOYEE COMMITMENT FOR IMPROVED PRODUCTION EFFICIENCY OF STATE-OWNED INSTITUTIONS

Introduction

This chapter seeks to synthesize an enhanced system of leadership styles and employee commitment for improved production efficiency. The chapter answers the following research question. How do we synthesize an enhanced leadership style and employee commitment system for enhanced production efficiency?

The Chapter will look at these four system characteristics as a way of synthesizing leadership style and employee commitment for improved production efficiency.

1. Components
2. Processes
3. Policy requirements and
4. System efficiency indices. (Babalola, 2016).

System Components

Great leadership teams are dynamic systems. They are living, breathing organisms with characteristics. Dynamic systems are hard to understand, so it takes a lot of work to change a group of individual executives into a team that works together for the good of the organization they work for. Dynamic leadership system components are made up of four parts outlined below.

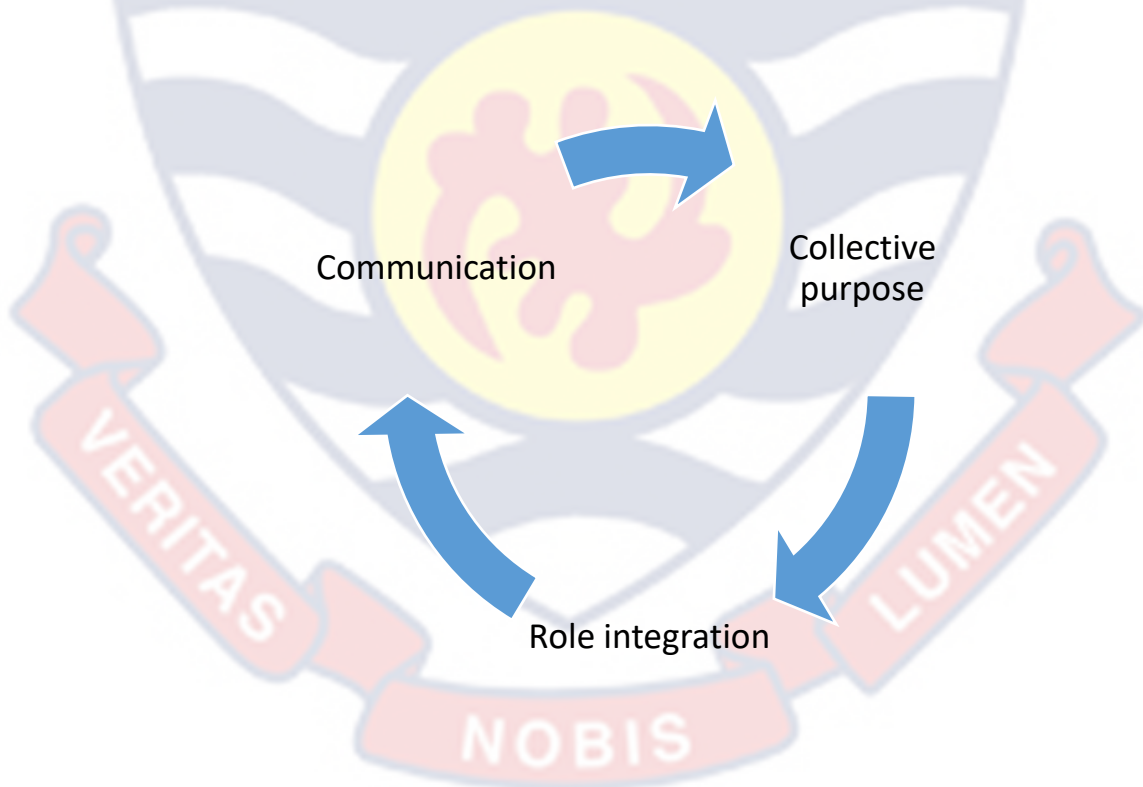
1. Structure of synthesized system
2. Relationship dynamics
3. Formation of team leadership, and

4. The environment in which the group works together. (Babalola, 2016).

Structure of synthesized system

The structure of the synthesized system includes the collective purpose, role integration, and communication. A leadership team needs to agree on a common goal to reach new heights. They also know how the team will work together to achieve the goal. Communication, such as meeting management and processes, can be used as a glue to ensure that a team works well together. How a leadership team is set up can significantly impact the whole system. The diagram below depicts the synthesized system on an enhanced system (Abasilim et al, 2018).

Figure 4: Synthesized enhanced structure of SOI's

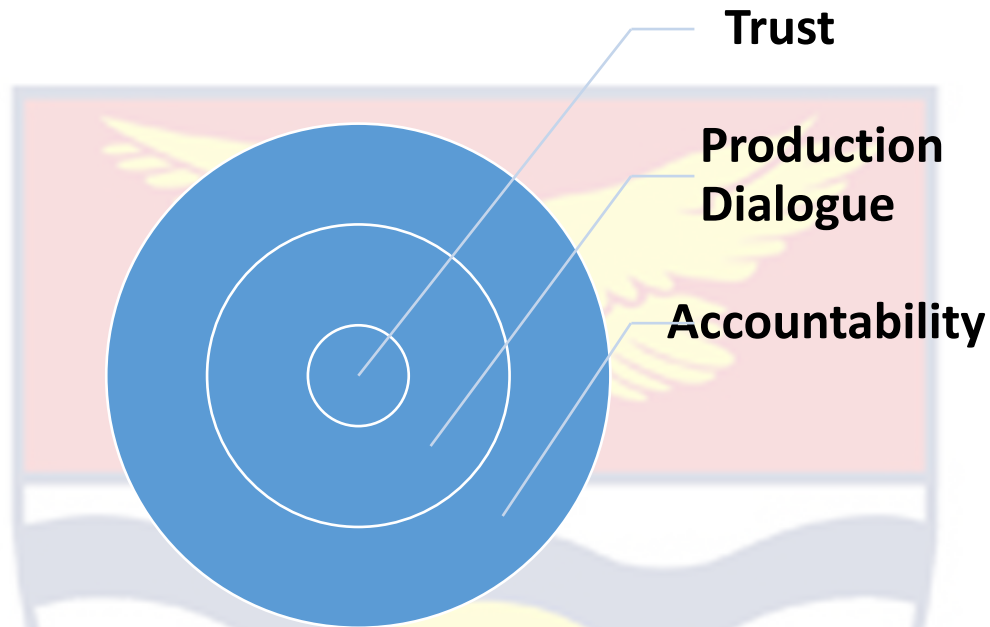


Source: (Abasilim et al, 2018).

Relationship Dynamics of enhanced system

Trust, productive dialogue, and accountability are essential parts of a leadership team's relationship dynamics. These things help make the workplace more productive and healthier. Building a great leadership team requires trust because it allows teams to discuss and challenge each other productively while also holding each other accountable.

Some productivity variables are required and should be present before increasing productivity. Because promised and happy staff result in optimum production efficiency, job satisfaction significantly increases productivity in recent years, business leaders have questioned which techniques impact employees (Khedhaouria, Montani, & Thurik, 2017). Increased pay, promotions, training and expansion, and fringe assistances are elements that scholars have discovered as building relationship dynamics (Rowland & Thomas, 2014; Ratiu & Suciu, 2013; Sakulkijkarn, 2012). According to management theorists, training allows employees to feel good about their work and gives them a sense of value and connection to the organization (Burns & Christie, 2013; Silviu, Kampinga, Paniagua, & Mooi, 2017). According to Cassell (2014), staffs are receptive to high prospects and feel part of a team with excellent people.

Figure 5: Relationship Dynamics of Enhanced system

Source: Abasilim, et all. (2018).

The three relationship dynamics, as shown in fig 5, are interrelated as the three must be in place to ensure that leadership style affects employee commitment to producing efficiency in the State Institutions in Ghana. The relationship amid the leader and employee produces trust, production dialogue, and accountability within the state Institutions in Ghana. The three relationships are mutually inclusive.

Formation Of Team Leadership

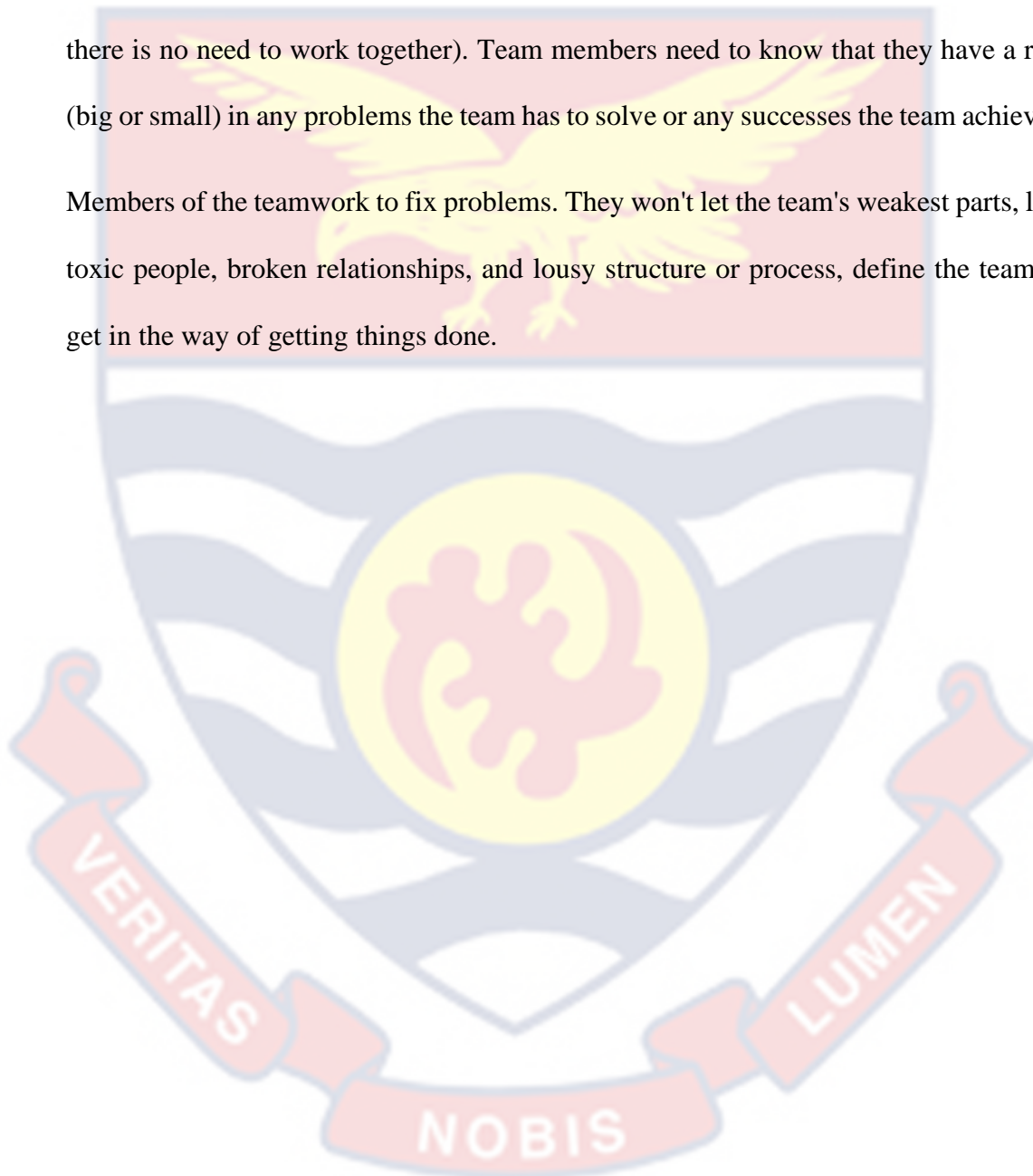
Everyone who leads a couple of group has their skills, style, experience, and biases.

There are many benefits to having a leadership team that works well together, even though it isn't easy. Certain things happen when members of a leadership team do their job well as a team. Team members know that their actions impact their co-workers directly or indirectly, and they think about and work together to avoid any negative or

unintended consequences. As a group, everyone appreciates the variety in their work. They work hard to ensure their skills and styles change to meet the team's needs.

This is not just about how well each team member does their job, but also how well each team member works together on important issues (and stays out of the way when there is no need to work together). Team members need to know that they have a role (big or small) in any problems the team has to solve or any successes the team achieves.

Members of the team work to fix problems. They won't let the team's weakest parts, like toxic people, broken relationships, and lousy structure or process, define the team or get in the way of getting things done.



System Processes

The production efficiency review procedure (Camisón & Villar-López, 2014) is an excellent way to define and communicate individual expectations. Receiving thorough feedback on a frequent basis helps employees realise how they're performing and what training opportunities they should look into to advance their abilities and knowledge. In the modern workplace, communication is valued (Cassell, 2014). The workforce is curious about how their position fits into the company's overall goals and mission. Employees must attend monthly meetings in order to learn about plans and new developments as well as to voice their issues and concerns. Marketing and management are concerned with attracting and keeping employees. According to Camisón and Villar-López (2014), leaders should create and promote a happy workplace environment and remind staffs that being a part of a positive culture is essential to achieving organisational goals, which leads to excellent operative dedication and productivity.

Leaders should acknowledge and provide fringe benefits to employees, according to Arshadi and Shahbazi (2013), and place a substantial premium on employee training in critical production efficiency areas that affect total company production efficiency, productivity, and profit.

In general, happy workers perform better, according to research (Burns & Christie, 2013; Ratiu & Suciu, 2013). Employee engagement and motivation are increased when a nice work environment is provided (Training employees in new abilities and giving them a variety of jobs improves their understanding of the organisation (Arshadi & Shahbazi, 2013). An individual's capacity to make wise decisions is improved by improving their working conditions and capabilities (Zecheru, 2014). To increase employee dedication and productivity, many corporate leaders turn to the well-liked

engagement strategy of staff empowerment (Arshadi & Shahbazi, 2013; Van der Hoorn & Whitty, 2017). Burns and Christie (2013) claim that motivated employees are more likely to take ownership of their work, which helps the organisation reach its goals.

Employees should choose their incentive technique (Arshadi & Shahbazi, 2013). Staffs perform better when their bosses let and inspire them to choose their reward strategy (Holland & Weather, 2013). When company leaders allow employees to select their incentive technique, they create a stimulating and encouraging workplace that boosts employee commitment (Odunayo, 2015). Leaders should empower employees to adopt their incentive techniques because people are diverse. Employee morale is boosted by allowing employees to pick between a monetary or in-kind incentive (Al-Shuaibi, Subramanian, & Shamsudin, 2014; Wang et al., 2014). A company that lets employees choose their work hours and schedules to meet business needs motivates them. They also feel more like they have a sense of accountability (Slack et al. 2015). Employees feel like they belong and have a say when recognized and encouraged. (Arshadi & Shahbazi, 2013). Employees who are compensated in business shares may perform better because they feel like they are part owners of the company (Arshadi & Shahbazi, 2013). Employees benefit from a sense of ownership since it boosts their morale.

People have become increasingly diverse as a result of technological advancement and globalisation; thus, leaders should make efforts to hire workers with distinctive values and experiences as part of their corporate strategy (Arokiasamy, 2013; Silviu, The benefits of a diverse workforce are more immediate and more affordable than hiring additional employees. According to Chan and Dar (2014), devoted employees have a considerable impact on the bottom line of the organisation (Beck, Demirgüc-Kunt, & Singer, 2013; Wang et al., 2014). According to Chan and Dar (2014), leaders that value diversity in their organisations benefit from higher staff commitment, innovation, better

client satisfaction, and increased company production efficiency. Academics have provided numerous recommendations for methods to increase manufacturing efficiency (Beck et al., 2013; Francis et al. (2014). Researchers and executives desire to keep employees happy but believe that more research on job production efficiency and the factors that affect job production efficiency is needed (Beck et al., 2013; Rowland & Thomas, 2014; Wang et al., 2014). Employee commitment is crucial to a company's long-term viability.

The profitability of the business may be strongly impacted by employee behaviour at work (United Nations Development Programme, 2014). High employee engagement rates are associated with outstanding employee commitment and profits, while low employee engagement rates are associated with high turnover rates and weak employee commitment (Thomas & Rowland, 2014). A corporation produces more goods or services because of its employees' exceptional work and hard effort (Al-sharafi & Rajiani, 2013; Guo, Porschitz & Alves, 2013). To boost organisational production efficiency, leaders should include their workforce. According to Arshadi and Shahbazi (2013), employees who have received the appropriate training perform better and more successfully than those who have not. Employees may gain self-confidence due to greater awareness of the company and the duties of their positions to achieve organizational goals by attending training (Rowland & Thomas, 2014). Staffs could strive to improve production efficiency and come up with fresh ideas to assist them in excelling if they had more self-confidence (Anvari, JianFu, & Chermahini, 2014). Workers that are educated and knowledgeable about changing industry standards help the organization maintain its position as a market leader and a formidable competitor. (Thomas & Roland, 2014). Organizations with active personnel reap the following benefits:

- a) higher customer and employee satisfaction,
- b) lower turnover,
- c) increased revenues,
- d) lower expenses, and
- e) improved collaboration across the firm. (Ahmad et al, 2015).

Policy Requirements

For SOIs to operate effectively, policy requirements should be in selecting the appropriate leaders. Most SOIs in Ghana get their leaders through political appointments from the observations made. This comes because people may be assigned roles to play when they don't have the intellectual capacity to lead such organizations. When this happens, it may affect the production efficiency of the SOI. Therefore, the following policies are recommended to be put in place to check the system efficiency of SOIs to ensure employee commitment and production efficiency.

- The policy on appointment of the executive management team of State institutions.
- Policy on measurement of the output of employees of State institutions.
- Accounting and procedures manual policy to ascertain the value of money.
- Policy on Production and Distribution of goods and services
- Policy on Technology and Innovation of State institutions.
- Policy on Incentives and Regulatory Regime
- Policy on Cross-cutting Issues (Ahmad et al, 2015).

System Efficiency Indices

The following indices are used to determine the system efficiency of State institutions.

- Executing defined duties by Top management, middle management, and lower level of control.
- Meeting deadlines
- Team input
- Increase in Turnover and market share.
- Increase in Profit
- Service to clients
- Competitiveness
- Growth of the organization
- Excellent Service delivery
- Meeting the overall organizational goals (Thomas & Roland, 2014)

Summary of chapter discussions

The study realized that the optimal model for the link among leadership style, employee commitment, and production efficiency of State institutions was through employee dedication towards work. The transmission mechanism through which leadership style could affect organisational production efficiency was employee satisfaction and employee turnover, and the resultant effect was employee productivity.

Individualized consideration has a favourable relationship with all of the employee motivation sub-variables. This outcome aligns with prior research, revealing that keeping a contingent reward promise significantly impacts employee motivation.

According to critics, one of the essential motivators is rewarding and encouraging (Snape 1996; Erkutlu 2008).

The measures used to regulate the influence and the conclusions clearly show that leaders may enhance employee motivation by offering proper coaching, mentorship, encouragement, a supportive work atmosphere, a sense of respect, and confidence in individuals' abilities.

The majority of staffs in the organizations surveyed were considered to be dedicated to the organization, with the remainder neutral or uncommitted, according to the findings of this study. These findings supported that most employees were highly dedicated to their employers. One explanation for this outcome is that the bulk of the staffs are well-paid, have family responsibilities, and are male, impacting their level of dedication to the company.

High-educated workers are less committed than those with lower levels of education. Steers (1977) asserts that staff with higher education levels might have higher outlooks, which would make it harder for a company to meet its objectives and result in less devoted workers. The fact that employees in the isolated sector are more devoted to their employers than those in the public sector may also have a role. Public managers, in comparison to commercial executives, are less involved, less dedicated, and have a poorer identification with the goals of their organisations, claims Buchanan (1974, p. 345).

The mainstream of workers perceived their department heads as transactional and transformative, according to the survey.

The foundation of transactional leadership, according to the literature, is an exchange relationship among leaders and followers. Transformative leaders change followers' wants, aspirations, and ideals from self-interest to group interest while transactional leaders clarify task requirements and specify contingent rewards (Bass, 1990). To strengthen a strong commitment to a shared objective, they practise building trust.

They inspire emotions, enthusiasm, and energy in followers, inspiring them to go above and beyond the call of duty and make significant personal sacrifices for the goal. 2008 (Achua/Lussier). Organizational commitment and job motivation have been favourably

associated with transformational leadership. Also, according to the study's findings, staff dedication is relatively high.

The goal of transactional leadership is to stabilise an organisation by fostering regular social and economic interactions that assist leaders and followers in achieving predetermined objectives. Burns contends that transactional leaders persuade their followers through exchange transactions, in which labour is exchanged for rewards like money, promotions, or status. According to Bass, the interaction among the leader and the follower, in which the leader rewards the follower for specific behaviours and levels of productivity that fulfil his or her expectations while punishing or criticising behaviour or levels of productivity that do not, is the basis of transactional leadership. Transformative leaders surpass transactional leaders in terms of results, despite the fact that both transactional and transformational leadership ideologies are effective. Despite these distinctions, it's important to keep in mind that good leaders can display both transactional and transformational leadership skills in the appropriate circumstances. Transactional or contingent reward leadership comes in second when it comes to being an effective strategy for accomplishing organisational goals (Bass & Avolio, Jung & Berson, 2003; Judge & Piccolo, 2004). A meta-assessment evaluation of the relative validity of transactional leadership styles indicated this. The study's hypothesis was supported by the results, which showed that both transformational and transactional leadership styles have a favourable effect on employee organisational pledge. Additionally, Morris and Sherman (1981) found that employees' organisational commitment was positively correlated with the initiating and consideration structure actions of their immediate supervisors (which correspond to transactional and transformational leadership styles, respectively). Numerous research has emphasised the positive correlation among transformational leadership style and organisational

commitment. The results showed that both approaches had a positive impact on organisational commitment, supporting Bass's augmentation leadership hypothesis. According to Bass's augmentation leadership theory, effective leaders are transactional and transformative.

This study's findings, which support the proposed hypothesis, should have a favourable influence on staff organisational pledge. The results showed that both transactional and transformational leadership increased organisational commitment in a favourable way. The outcomes demonstrated that transformational leadership significantly impacted employee organisational commitment as compared to transactional leadership. This is because of two things: First, transformational leadership places a strong emphasis on people's humanity. When transformational leadership is deployed, organisations, according to Carlson and Perrewe (1995), no longer prioritise self-interest but rather what is best for the organisation.

The results of this study revealed a substantial positive link between employees' age and organisational pledge. The fact that older workers have fewer possibilities for alternative employment may help to explain this conclusion. People are hence more likely to feel favourably about their employer and organisational commitment. The findings of prior research (Mathieu & Zajac, 1990) were supported by this one. When a person gets older and stays with a company longer, their possibilities for alternative job are limited, which increases the staffs pledge to the business.

The results showed a favourable correlation among the two variables, although the link between employee organisational commitment and education was not statistically significant. Better-educated workers may have larger expectations, which may be realised in academic institutions because promotions prioritise academic achievement above production efficiency, according to a theory that might be used to explain this

link. However, earlier literature and a research study conducted at a Saudi Arabian public company confirm that highly qualified personnel negatively impact employee engagement with their employer (Faisal Homoud A-Ammaj, 2000). Education was found to be inversely connected to a commitment by Mowday et al. (1982

As expected, the outcomes of this study exposed a substantial and favourable association between employee length of service and employee commitment. Previous research supported this conclusion. One reason for this finding is that when staffs stay with a company for a long time, their options for alternative employment grow limited. This positively impacts the worker's attitude toward the company and, as a result, their organizational pledge. It's also possible that the longer someone works for a company, the more used they acquire to the rules and values that make up the culture.

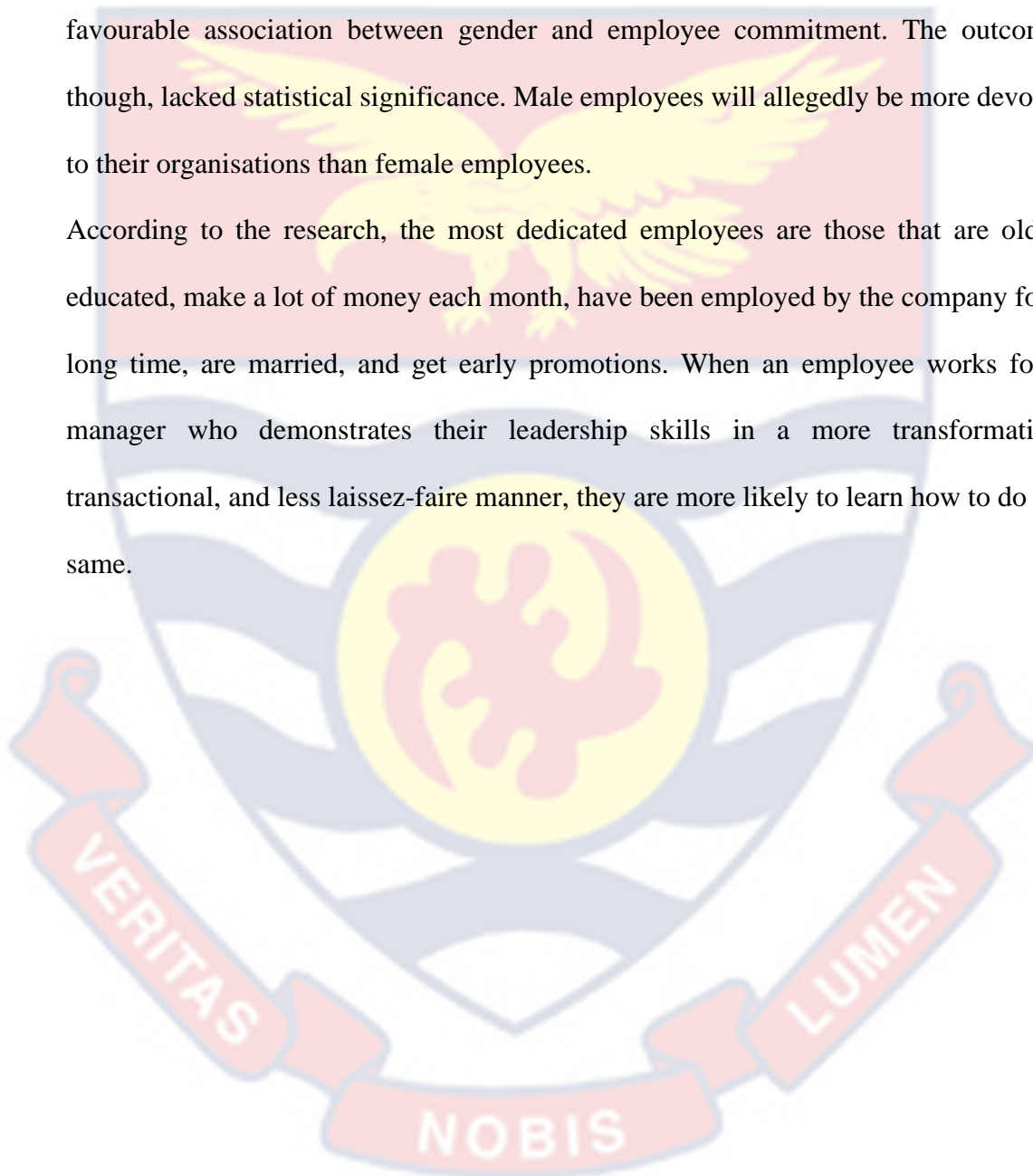
The findings showed that it was favourably associated with employee dedication in occupational positions. However, the relationship was not statistically significant. A positive association among occupational position and employee commitment has been discovered in numerous studies.

This good link could be because top-level, or department-head personnel earn more money and have more status. As a result, employees are more dedicated. Furthermore, the findings revealed that remuneration and employee commitment positively correlate. And at .05 levels, this effect was statistically important; at .10 levels, it was substantial. One logical explanation for this link is that compensation, or monthly income, is one of the most critical elements in determining an employee's attitude toward their employer. This result backs up prior research. This conclusion was statistically significant and positively linked to worker pledge. To explain, married employees frequently have essential duties for their families, forcing them to be more committed than others. For example, leaving a married employee with family responsibilities

without another job or income is more costly and risky than a single employee without alternative employment or pay. Because of these duties, married employees are more dedicated to their employers.

When considering the hypothesis based on gender cataloguing, the results showed a favourable association between gender and employee commitment. The outcome, though, lacked statistical significance. Male employees will allegedly be more devoted to their organisations than female employees.

According to the research, the most dedicated employees are those that are older, educated, make a lot of money each month, have been employed by the company for a long time, are married, and get early promotions. When an employee works for a manager who demonstrates their leadership skills in a more transformative, transactional, and less laissez-faire manner, they are more likely to learn how to do the same.



CHAPTER EIGHT

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

Introduction

This chapter provides a summary of findings, conclusions, and recommendations.

Summary of Findings

The key findings as related to the specific objectives of the study have been summarised as follows:

Description of the state of leadership style, worker commitment, and production efficiency of selected Ghana state institutions. It was realized that the leadership style comprises the Autocratic leadership style, democratic leadership style, transformational leadership style, transactional leadership style, laissez-faire leadership style, servant leadership style, and charismatic leadership. Employee commitment also comprises affirmative commitment, continuance commitment, and Normative Pledge. Laissez faire leadership style was dominant in State institutions in Ghana. Some of the respondents in state institutions believed that employees should be permitted to participate in decision-making processes; this suggests that employees want to know that their ideas are not just heard but implemented and that their engagement gets ingrained in their culture. Employees' ability to participate in decision-making will increase Production efficiency, defined in the following organizational output; meeting a specified deadline, profitability, service delivery, increase in turnover, and overall organizational growth.

Determinants of leadership style and employee commitment in selected State institutions in Ghana. The study found that the determinants of Leadership style are personal characteristics (inducing trust, inspiring a shared vision, influence from organizational culture, external environment, past experiences and expectations of the leader, and the group's culture and politics of the group. The determinants of employee

commitment are; the influence of salary, the success of the organization, training and development of employees, conducive working environment, cooperation from team members, the proper structure of the organization, style of management, change in job design, the flow of communication, supervisory support, and concern for staff, opportunities for personal advancement, personal factors, satisfaction and commitment on the job, increase in stress level, etc.

Effects of leadership style and employee commitment on production efficiency of selected State institutions in Ghana. The results also demonstrated that leadership styles place management circumstances at state-owned firms' core. This is reinforced by evidence that leadership styles encourage subordinates to be innovative. Other effects on leadership style and employee commitment are Scientific and technological advancements, Work/life balance and participation in decision-making, and Legislation passed by the government. As a result, state-owned institutions managers may be most effective if they demonstrate leadership traits by adopting transformational leadership styles ultimately. Subordinates may become much more loyal and dedicated to their chosen job, boosting employee commitment.

Synthesis of an enhanced leadership style and employee commitment system for improved production efficiency. Leadership's appropriate methods, processes, and policies enhance employee commitment to organizational efficiency. This reduces inefficiencies and wastage in the system. Some leadership system components to enhance leadership style are the proper organizational structure, relationship dynamics, and the formation of team leadership. The leadership and employee commitment processes are production efficiency review, fringe benefits provision, technological innovation, and globalization. The system policy requirements to provide enhanced leadership style and employee pledge are the policy appointment of the executive

management team, policy on measurement of output, accounting and procedures manual policy, policy on technology, policy on incentives, and policy on cross-cutting issues. These will introduce an enhanced leadership style and employee commitment to Ghana's state-owned institutions.

Conclusions

The study results led to the following conclusion about the contribution of leadership styles and employee commitment to the production efficiency of selected State institutions in Ghana.

The following conclusions were drawn from the findings.

- Transformational leadership contributes meaningfully to the production efficiency of an organization but not common in Ghanaian State-Owned institutions. Also, the study shows four different leadership styles positively contribute to organisational production efficiency. The finding also indicates that the most dominating leadership style in State institutions in Ghana was the Laissez-faire leadership style. The results also revealed that only laissez-faire negatively correlates with state-owned institutions' production efficiency among all the four facets of the leadership styles.
- The study found that the determinants of Leadership style are personal characteristics (inducing trust, inspiring a shared vision, influence from organizational culture, external environment, past experiences and expectations of the leader, and the group's culture and politics of the group. According to the study, employees with a sense of belonging to the society exhibit commitment traits (causing trust, inspiring a common goal, creating enthusiasm, enabling innovation, offering guidance, and acknowledging achievements).

- The study found out that employees should be permitted to participate in decision making. This means that employees want to know that their ideas are not just heard but good ideas are implemented and that their suggestions get ingrained in the organizations culture. It was found that employees who participate in decision making process do better in the workplace than those alienated from the decision-making procedure.
- The policy nomination of the executive management team, policy on output measurement, accounting and procedures manual policy, policy on technology, policy on incentives, and policy on cross-cutting concerns are all system policy requirements for improved leadership style and employee commitment.

Policy Recommendations for development practice

Based on the outcomes of the study, the following references were made as a way through which system of leadership style and employee commitment can be improved

1. Considering that transformational leadership has been shown to increase production efficiency, Ghanaian State-Owned institutions would be wise to support and foster this kind of leadership. Initiatives for leadership development, mentoring, and leadership training programs can help achieve this. Since it was discovered that laissez-faire leadership was prevalent and inversely connected with production efficiency, organizations should take measures to resolve this problem into consideration. It is important to train leaders to take initiative and be more involved in their work. Promote the adoption of more responsible and involved leadership philosophies.
2. The findings promote an environment where employees are encouraged to participate in decision-making. Regular feedback channels, suggestion receptacles, team gatherings, and participation in strategy planning can all help achieve this.

Make sure staff members appreciate and feel their opinions are heard. The study suggest that organizations should create and put into effect rules that encourage better leadership practices and worker dedication. These regulations may consist of:

- a. Policy on Leadership Development and Enhancement: Allocate resources towards initiatives that foster and improve leadership abilities.
 - b. Performance Measurement Policy: Use transparent and unambiguous performance measurements to gauge commitment and efficiency.
 - c. Employee Incentive Policy: Create and disseminate a policy on rewards for dedication and above-average work.
 - d. Policy for Making Decisions: Specify procedures for including staff members in decision-making.
3. According to the study, executives should make sure that lines of communication are open and transparent at all organizational levels. In addition to investing in employee development and training programs to improve their skills, competencies, and sense of belonging to the organization, leaders should constantly convey the firm's vision, goals, and expectations to promote a sense of shared purpose and commitment. Moreover, State organizations should have strategies to develop mutual communication between supervisors and their subordinates or other workers. They should also ensure job security and other factors to increase employee commitment to organizational efficiency.
4. The study also advocates that leaders should establish a plan for leadership succession to help the organization identify and develop its future leaders. This guarantees a stream of competent leaders who share the objectives of the company. Finally, managers in state institutions intending to boost their organizations' production efficiency through leadership style should ensure the appropriate

system, policies, and programs are put in place to check employee commitment and reduce inefficiency and wastages in the system. This will boost employee commitment and increase production efficiency.

Contribution to Knowledge

This research is notable for several contributions. To begin with, it enhances our understanding of leadership style and operative pledge to improving the production efficiency of Ghana's state-owned institutions successfully.

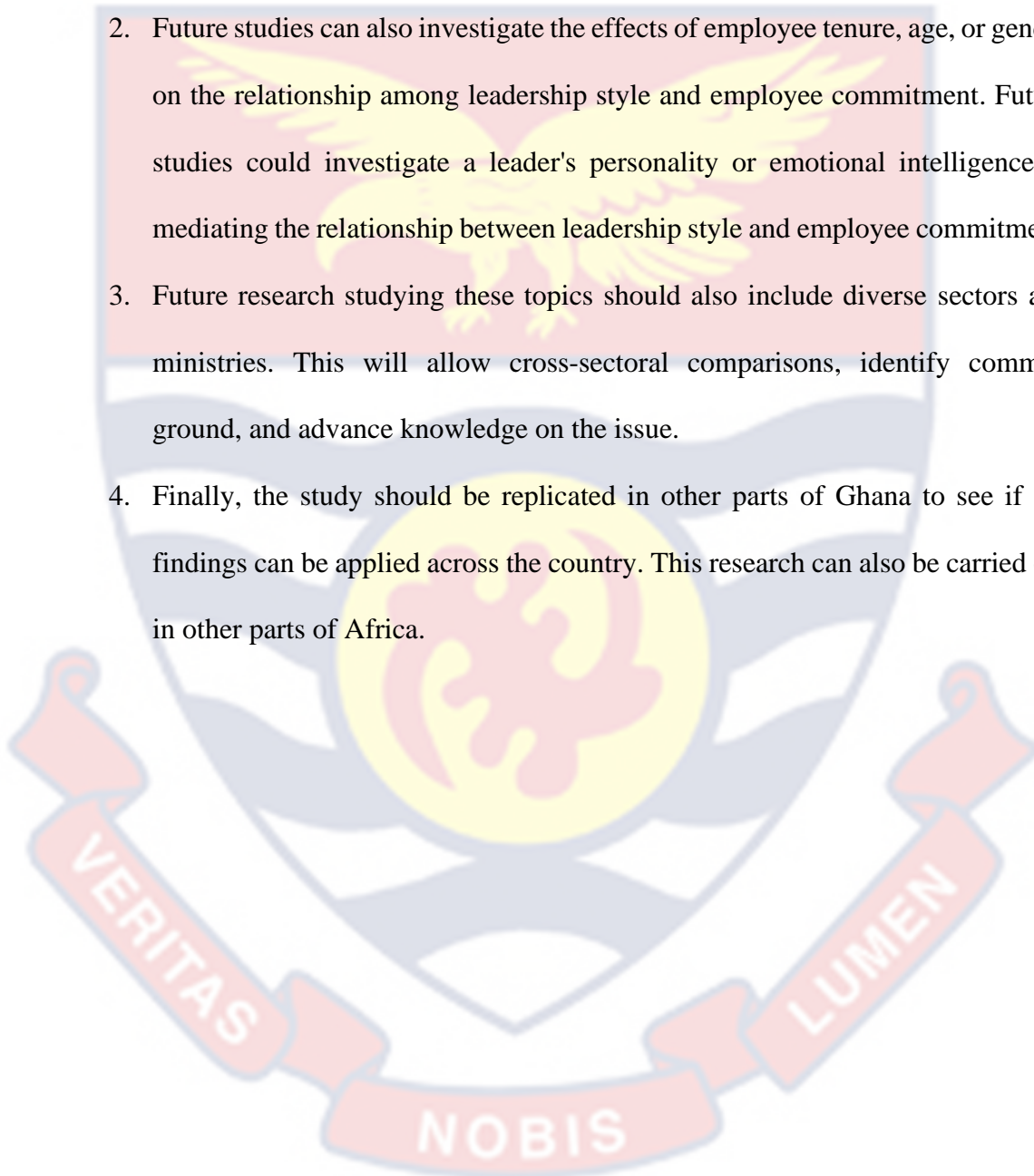
The research identified that Ghanaian State-Owned organization should provide standard remuneration benefits and a better working environment if the worker's full potential is sought. The organization should involve the worker more in the decision-making process, particularly on topics of importance.

The research adds that the path-goal setting theory is the underpinning theory guiding this study. The goal-setting approach provides that organizational production efficiency is enhanced when goals are set. The plans act to direct leaders and workers towards specific production efficiency targets.

Production efficiency standards are also provided through organisational goals, which are measured to set objectives. Organisational leaders should create objectives, but these objectives should be precise and difficult to achieve in order to motivate and excite workers.

Future Research Directions

1. It is critical to investigate the impact of leadership style on operative commitment using a bigger sample size that includes employees and managers from all of Ghana's State-Owned institutions and beyond.
2. Future studies can also investigate the effects of employee tenure, age, or gender on the relationship among leadership style and employee commitment. Future studies could investigate a leader's personality or emotional intelligence in mediating the relationship between leadership style and employee commitment.
3. Future research studying these topics should also include diverse sectors and ministries. This will allow cross-sectoral comparisons, identify common ground, and advance knowledge on the issue.
4. Finally, the study should be replicated in other parts of Ghana to see if the findings can be applied across the country. This research can also be carried out in other parts of Africa.





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INSTITUTE OF DEVELOPMENT AND TECHNOLOGY MANAGEMENT

Mr. Bismark Owusu-Sekyere Adu is a Ph.D. student who is researching THE

CONTRIBUTION OF LEADERSHIP STYLE AND EMPLOYEE**COMMITMENT****TO PRODUCTION EFFICIENCY OF SELECTED STATE****INSTITUTIONS IN GHANA.**

Please kindly assist in the collection of his data. Please be informed that any information gathered will be used for academic purposes only.

Questionnaire for respondents**Section A: Demographic characteristics of respondents**

1. Sex

a. Male []

b. Female []

2. Age of respondent

a. 18-25yrs []

b. 26-35yrs []

c. 36-45yrs []

d. 46+ yrs []

]

3. Work experience

a. < 1yr []

b. 2-5yrs []

c. 6-10yrs []

d. 11-15yrs

[]

4. Position or rank

.....

Section B: Describe the different leadership styles of your superior.

Rank it from 1 to 7 how best you want to describe your supervisor.

• 1– Strongly disagree • 2 – Disagree • 3 – Somewhat disagree • 4 – Neither agree nor disagree • 5 – Somewhat agree • 6 – Agree • 7 – Strongly agree

Statements	1	2	3	4	5	6	7
<i>Transformational</i>							
5. My supervisor inspires me to work hard							
6. My supervisor empowers the individual to achieve organizational goals							
7. My supervisor instil confidence in us							
8. My supervisor makes personal sacrifices for other's benefit							
<i>Transactional</i>							
9. My supervisor talks enthusiastically about what needs to be done							
10. He also expresses confidence that goals will be achieved.							
11. He financially motivates us to work							
<i>Democratic</i>							
12. He does not impose but allows some independence.							
13. My supervisor looks at problems from many different angles							
14. My supervisor supports us to overcome it.							
15. My supervisor allows me to initiate processes							
<i>Autocratic</i>							

16. My supervisor spends time teaching and coaching and inspires us.							
17. My supervisor is empathetic and supportive							
18. My supervisor empowers me to work independently							
Laissez faire							
19. He does not impose but allows some independence.							
20. My supervisor gives room for staff to solve their own problems from many different angles							
21. My supervisor does not support us to overcome any challenge.							
22. My supervisor allows me to initiate processes							

1. Section C: To assess the determinants of leadership style and employee commitment.

23. The leadership style s able to help us productive

- a. Strongly agree [] b. Agree [] c. Neutral [] d. Strongly disagree []
 e. Disagree []

24. This organisation is able to give excellent service deliveries

- a. Strongly agree [] b. Agree [] c. Neutral [] d. Strongly disagree []
- e. Disagree []

25. The leadership styles help most of the staff to develop academically and professionally

- a. Strongly agree [] b. Agree [] c . Neutral [] d. Strongly disagree []
- e. Disagree []

26. Leadership help us to achieve our target in full and on time

- a. Strongly agree [] b. Agree [] c. Neutral [] d. Strongly disagree []
- e. Disagree []

27. Leadership help employees to work with timelines

- a. Strongly agree [] b. Agree [] c. Neutral [] d. Strongly disagree [] e. Disagree []

28. How do the leadership help in having excellent service deliveries?

.....
.....
.....

29. How do the leadership styles contribute to the production efficiency of the organization?

.....
.....
.....

Section D: Evaluate the effects of leadership style and employee commitment on production efficiency.

30. To what extent does the leadership style in the organization enhance organisational production efficiency?

- a. To a large extent [] b. To a small extent [] c. Indifference []

d. There is no relationship []

31. Our increase in customers or clients are from the kind of leadership styles

- a. Strongly agree [] b. Agree [] c. Neutral [] d. Strongly disagree []
 e. Disagree []

32. The sustenance of this organization is a result of the leadership style here

- a. Strongly agree [] b. Agree [] c. Neutral [] d. Strongly disagree [] e. Disagree []

33. There is an excellent rapport between the supervisors and the subordinates

- a. Strongly agree [] b. Agree [] c. Neutral [] d. Strongly disagree []
 e. Disagree []

34. The leadership style in this organization. *Tick as many that apply*

- a. Increase the retention of employees []
 b. Improved service deliveries []
 c. Increased the quality of products []
 d. Has improved in profits []
 e. Has led to the growth in staff development []
 f. Sustenance of the organizations []
 g. Is gradually collapsing the organization []
 h. Other

35. **The leadership style of our leader enhances the following** *Tick as many that apply*

- i. Motivates employees []
- j. Inspire service deliveries []
- k. Increased the quality of products []
- l. Has improved in profits []
- m. Has led to the growth in staff development []
- n. Sustenance of the organizations []
- o. Is gradually collapsing the organization []
- p. Other

SECTION E: To synthesize an enhanced leadership style and employee commitment system for improved production efficiency.

Styles of Leadership

Years of experience with the current manager:

Manager's Age:

Manager's educational background:

Managerial Gender:

This survey is to determine the Head of Function's leadership style.

(or the person to whom you report), as you see it. Please respond to all questions.

This sheet contains the following items. If a thing isn't essential, or if you're uncertain or don't know, don't include it.

If you don't know the answer, leave it blank. Please respond to this issue.

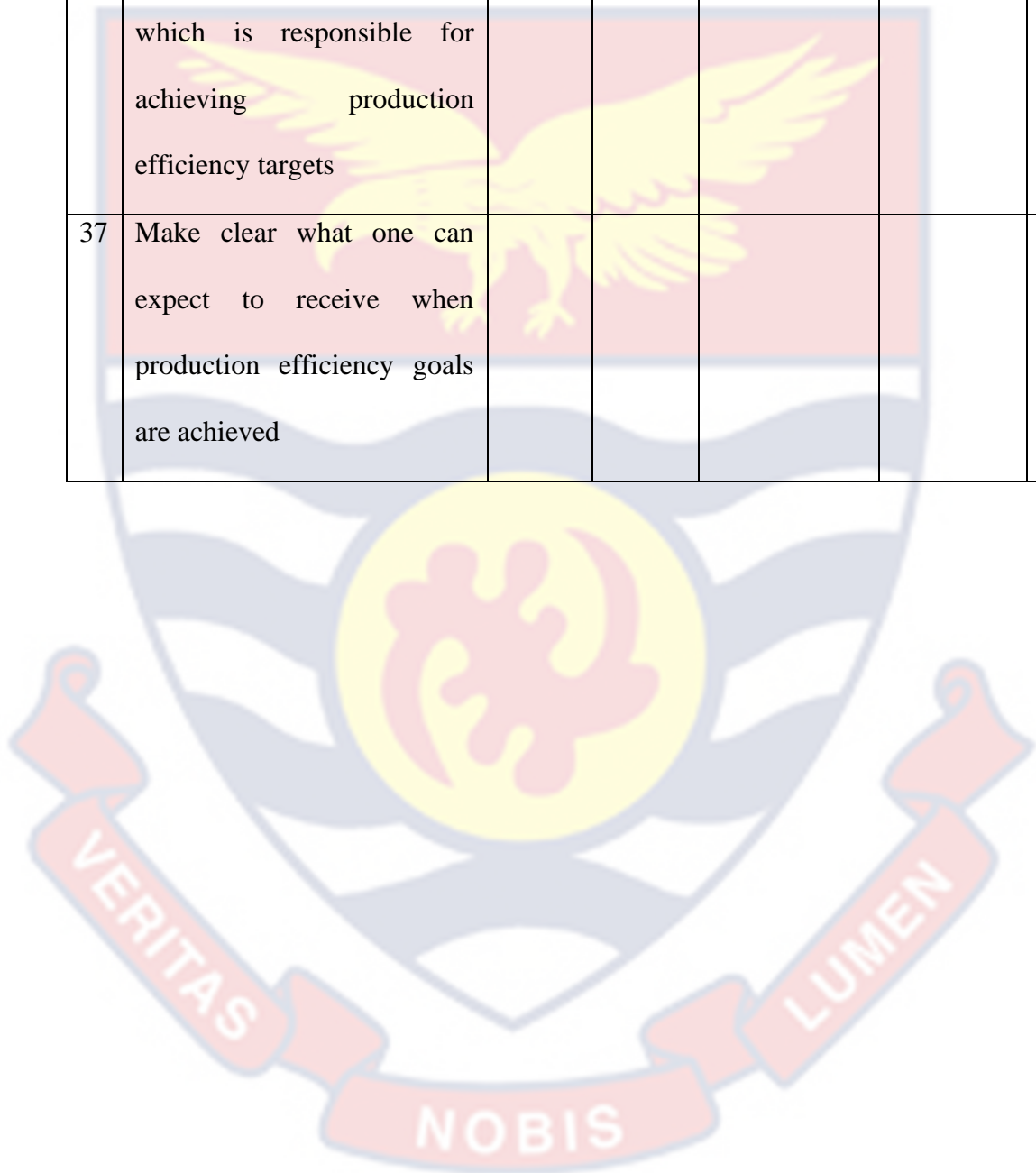
The following pages contain eight descriptive statements. Observe how Almost every comment applies to the person you're describing. Make use by ticking your preferred choice for ranking on the rating scale.

Please rate your answer by listing the number if you respond by e-mail.

You would rather rate your immediate supervisor, for example, "4" in the ranking column, then fill in the blank with their designation.

		Not at All	Once in a while	Sometimes	Fairly often	Frequently, if not always
		0	1	2	3	4
30	Instill pride in me for being associated with him/her					
31	Go beyond self-interest for the good of the group					
32	Act in ways that build others' respect for them					
33	Display a sense of power and confidence					
34	Talk about their most important values and beliefs					

35	Consider the moral and ethical consequences of decisions						
36	Discuss in specific terms which is responsible for achieving production efficiency targets						
37	Make clear what one can expect to receive when production efficiency goals are achieved						



APPENDIX B

DIAGNOSTICS TESTS ON THE REGRESSION

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.767 ^a	.589	.526	.57255	.589	9.429	12	79	.000	2.550

b. Dependent Variable: To what extent does the organization's leadership style enhance organisational production efficiency?

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.092	12	3.091	9.429	.000 ^b
	Residual	25.897	79	.328		
	Total	62.989	91			

- a. Dependent Variable: To what extent does the organization's leadership style enhance organisational production efficiency?

Model Summary								
Model	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. Char
Affective Commitment	.557	.310	.295	.57971	4.427	1	100	.038
Continuance Commitment	.363	.131	.122	.042	4.474	1	100	.037
Normative Commitment	.459	.211	.193	.58063	4.67	1	100	0.038
Employee Commitment	.571	.327	.312	.41323	0.43	1	100	.036
a. Predictors: (Constant), Transactional, Transformational Laissez Faire								

b. Predictors: (Constant),

		Sex of the respondents		Total
		Male	Female	
Reward or give bonuses	Count	11	0	11
	% of	16.7%	0.0%	16.7%
	Total			
Ask for the opinion on decisions	Count	3	14	17
	% of	4.5%	21.2%	25.8%
	Total			
Strengthen customer services	Count	5	5	10
	% of	7.6%	7.6%	15.2%
	Total			
Good Rapport	Count	3	0	3
	% of	4.5%	0.0%	4.5%
	Total			
Good Communication	Count	10	0	10
	% of	15.2%	0.0%	15.2%
	Total			
Monitoring	Count	3	3	6
	% of	4.5%	4.5%	9.1%
	Total			
Regular staff training	Count	0	9	9
	% of	0.0%	13.6%	13.6%
	Total			

Total	Count	35	31	66
	% of	53.0%	47.0%	100.0%
	Total			



APPENDIX C

LIST OF STATE INSTITUTIONS IN GHANA

REGULATORY BODIES IN GHANA

Ghana Shippers Authority
Bank Of Ghana
Ghana Stock Exchange
Ghana Standards Authority
National Pensions Regulatory Authority (NPRA)
National Labour Commission
National Communications Authority
Securities and Exchange Commission
Medical and Dental Council Ghana
Ghana Free Zones Board
National Petroleum Authority
Public Utilities and Regulatory Commission
National Accreditation Board
Pharmacy Council Ghana
Postal and Courier Services Regulatory Commission (PCSRC)
National Commission on Culture
Ghana Tourist Board

