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## **The impact of leadership styles on employees' job performance: XYZ organization in Ghana**

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## **Abstract**

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The thesis aimed to examine the impact of leadership styles in terms of employee's job performance and to understand leadership from the viewpoint of employees. Additionally, the research work studied the leadership styles of non-governmental organizations (NGOs) in the private sector in a cross-cultural context with emphasis on Ghana.

A comprehensive literature review was applied to collect information about different leadership styles, theories, and employee performance. For the researcher to understand the employees' perspective about the leadership style, a qualitative method was adopted where semi-structured questionnaires were applied to conduct an interview and surveys with the personnel from the XYZ organization. This method was adopted to ensure that employees feel free to answer more into detail questions presented to them.

The result shows that private NGOs must consider using democratic leadership, laissez-faire leadership, and transformational leadership style so they can boost the morale of their employees to improve on job performance. Furthermore, the culture which is vital in leadership style must be taken into consideration to help leaders know what kind of leadership style to adopt and when to adapt so they can promote integrity, credibility, and sustainability for the organization. Additionally, leaders must also consider implementing the right leadership style to foster a positive work environment, encourage continual communication and participation among employees, and improve the morale of employees of which will enhance job performance.

From the findings, the recommendation is that private NGOs should invest in leadership development programs to groom remarkable leadership abilities for the future. This finding will be beneficial to people seeking to improve their leadership styles in both private NGOs and other organizations.

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Keywords: leader, leadership styles, leadership theories, employee, culture, context, cross-culture, job performance, non-governmental organizations (NGOs), integrity, credibility, sustainability

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# 1 Introduction

In recent times, leadership has gained a lot of interest from various researchers worldwide. Northouse cited that many researchers (Gardner 1990; Hickman 2009; Mumford 2006; Jackson & Uhl-Bien 2011; Day & Antonakis 2012) from different fields of studies have given different theoretical review to explain the complex nature of the leadership process. Some authors describe leadership as a trait or behaviour, while others perceive leadership from an information processing or relational viewpoint. Leadership has been examined using the mixed methodology in many contexts as well as in small groups, therapeutic groups, and large organizations. The research findings on leadership from a collective viewpoint provide complicated processes than what is presented in many well-known leadership books. (Northouse 2016, p. 26.)

Northouse's book titled "Leadership theory and practice", indicated that leadership is a difficult process that has so many dimensions. According to his research literature, the book gave a detailed explanation and application of the various leadership approaches or theories. The goal of the author was to examine how the theory of leadership can be put into practice in a real-life situation. Leadership is believed by people to improve their social, personal, and business lives. Both organizations and non-governmental organizations (NGOs) look for people with leadership qualities. The reason being that they are special assets to the organization, and they can influence positively the performance of the subordinate that are led by them. (Northouse 2016, pp. 26-32.)

NGOs are organizations that carry out advocacy programs in areas like social, cultural, legal, and environmental issues. According to Reyna (2013, pp. 1-2), NGOs are non-profit organizations with the sole objective to promote human rights, religious freedom, environmental protection, animal rights, protection of women and children. Secondly, the activities of NGOs vary in terms of the nature of business and the geographical area. Therefore, they are oriented to provide voluntary, public, and community services. Thirdly, the author indicated that most of the NGOs are developed from individual initiatives, civil society organizations, religious organizations, communities, and co-operation activities as well as small volunteer projects. Hence, they operate as an intermediary between the donors

and the beneficiaries. Lastly, the author said NGOs engage and respond to internal and external stakeholders like the government, employees, and volunteers as well as sponsors and recipients of benefits and services.

For the NGOs to carry out their operations successfully, they need both human capital and financial resources to do that. They also need good management and leadership style to coordinate the available resources so they can achieve their mission. However, most of the communities that NGOs operate are poor. These communities have very limited resources to help themselves in the community and therefore the economic uncertainty is high. According to Hailey & James (2004, cited in Reyna 2013, p.1), NGOs are faced with constant financial constraints, because of the lack of resources.

This similar situation is happening with the Ghanaian 'local' private NGOs established by individuals or organizations. They are unable to compensate the employees and volunteers satisfactorily due to limited resources. In addition, the type of leadership style being practice sometimes does not work well with employee engagement in a country with diverse cultural settings. Furthermore, due to inappropriate leadership style and management practices, the NGOs are faced with a high rate of employees and volunteers resigning from their jobs and moving on to other organizations because they feel their effort is not appreciated by the leadership. When the organization loses its skilled and knowledgeable personnel, it affects job performance and productivity which has financial implications for the organization.

Considering these challenges, the study will investigate and analyse the different styles of leadership that influence employees' job performance in the NGO set up within the Ghanaian context and come out with a viable leadership style that could help address these pitfalls.

### **1.1 Research objectives and research questions**

The objective of this research is to investigate the impact of the leadership style and the relationship it has on employee's work performance in the Ghanaian context. Furthermore, the research will examine how this leadership style will motivate the employee to perform better. Finally, the research will investigate how

this leadership style will improve the growth of non-governmental organizations (NGOs) in Ghana. The purpose is to understand the topic from the perspective of the employees. For the research objectives to be achieved, the following **research questions** need to be answered:

1. What kind of leadership style will boost the morale of employees to enhance performance in a non-governmental organization (NGO) in Ghana?
2. What is the impact of leadership style on employee's work satisfaction and motivation?
3. How can leadership style enhance growth in non-governmental organizations (NGOs) settings in Ghana?

## **1.2 Conceptual framework**

The conceptual framework will look at the operational framework to carry out the research work. In other words, the research framework aims to determine the structure and plan of the activities based on the scope of the research being understudied (Godfrey 2019).

Consequently, the study will view leadership from the standpoint of the employee. Figure 1 shows the connection between leadership, employee, and performance. The employee can perform better if they are well motivated as well as having job satisfaction based on how the leadership structure is.



Figure 1. Conceptual framework

### 1.3 Delimitations

The research delimitation is characterized by limiting the research scope and gives a precisely defined boundary to the research. These elements of the delimitation are things you can control in your research: such as choice of objectives, research questions, literature review adopted, data collection method used, population sample size, and so on (Simon 2015).

Therefore, the focal point of this study will examine the impact of leadership style on employees' work performance in a 'local' NGO setting based in Ghana. It will put emphasis on the appropriate leadership style that can influence on employees' performance in NGO within a cross-cultural environment.

The theoretical part will look at literature from scholars on leadership and theories that have been developed around them. Additionally, the research will consider literature and theories on employee work performance as well as a little research on cultural related challenges.

For the empirical part, the researcher will conduct a study on a private NGO based in Ghana. The study will consider the general situation of the leadership styles practiced in the country. The study will consider the employees' perception of leadership in the workplace and how they influence their performance.

The limitation is where the study has possible weaknesses that are out of the control of the researcher (Simon 2015). Some of the factors include time, sample population size, and so on.

Therefore, this research will not consider the leadership styles of "international" NGOs and their relationship with employees. This is because the researcher wants to examine what type of leadership style will fit into a diverse cultural country in Africa. Also, the research limits its scope to "local" private NGOs who have a small number of workforces. Therefore, a limited number of population sample size for the data collection. Lastly, the study is limited by time and financial resources in collecting the data.

#### **1.4 Structure of the study**

This research is divided into two main parts, thus, the theoretical part and the empirical part. The theoretical part of this study for the first chapter will present the background of the study, the research objectives, research questions, the delimitations, and the case company. Subsequently, the second chapter will focus on the concept of leadership, leadership styles and qualities, leadership theories, cultural profile, leadership, and employee performance.

However, chapters three, four, and five focuses on the empirical aspect of the research. This section will deal with the research approach and methods, the data collection tools, reliability, and the validity, data presentation, finding of results and discussions, and conclusion of the study. Figure 2 shows the structure of the study based on the two main parts: theoretical and empirical.



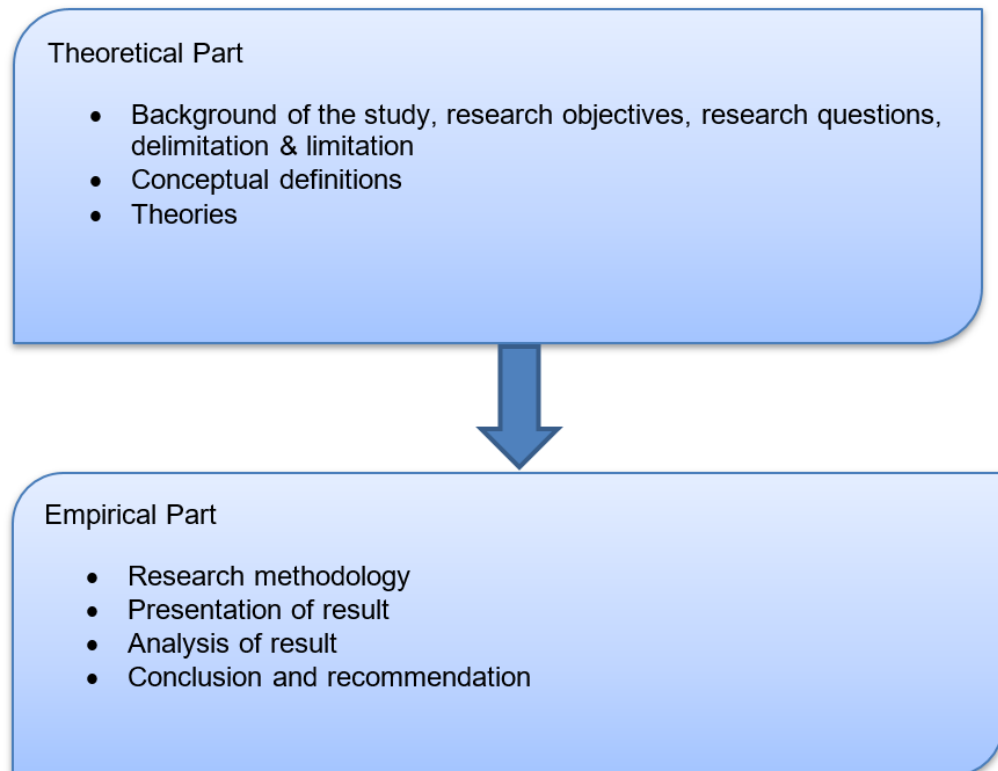


Figure 2. Structure of the study

### **1.5 Case company**

The XYZ organization was established by two community development workers who have a passion for social change to deprived communities in Ghana. They operate as a private NGO and works with government agencies, private institutions, and sister NGOs both in the home country and abroad. The nature of operation covers issues relating to social interventions and governance. XYZ organization aims to foster best practices both in the formal and informal sectors relative to NGOs' mission. They also want to promote an inclusive working environment with social intervention programs that promote Ghanaian culture and practices. Some of the core values of the XYZ organization are empowerment, creativity, quality, efficiency, accountability, and transparency, and inclusion. XYZ organization operates both in the southern and northern regions of Ghana. It has an employee turnover of approximately 40, who works in development-related programs, advocacy, training programs, administrative

and finance, and other donor relations. Figure 3 illustrates the hierarchical structure of the XYZ organization.

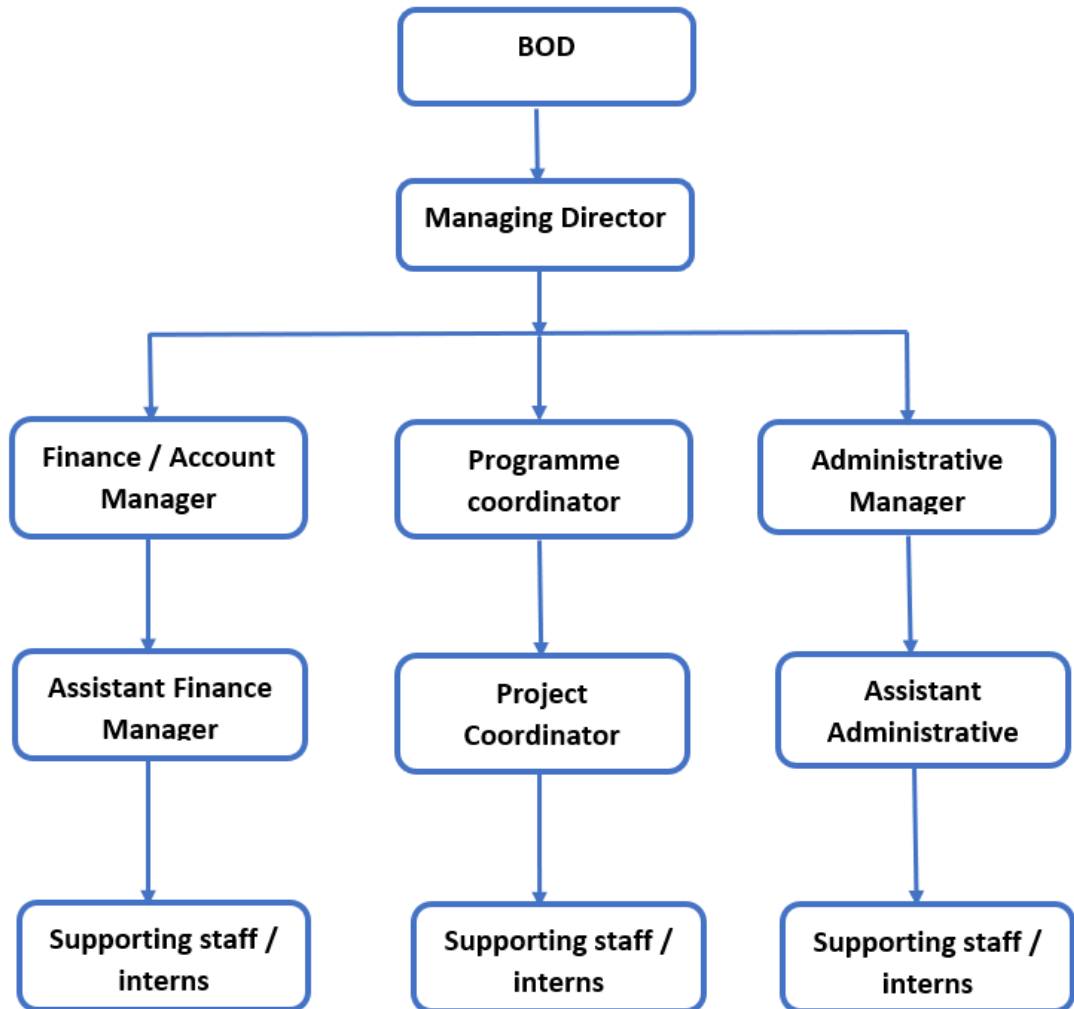


Figure 3. XYZ organization's organogram (PDA 2019)

## 2 Leadership, culture, and performance

There are so many definitions of leadership around both in the academic and applied literature. Defining what a leader is in terms of basic competence and increasing the effectiveness of organizations could be difficult for students and practitioners to understand what to believe or what to ignore about leadership (Schein 2010, p. 1).

The question “What is leadership?” has been defined by many researchers in different concepts and perceptive. One guru in leadership, Bennis (2004, p. 2) in his article on “The leadership advantage”, concluded that leadership is the key to realise the full potential of the intellectual capital of any organization in the future to have a competitive advantage. Also, according to Weinfurter (2013, p. 171) in his article “The keys to effective leadership” defined leadership as *the capacity to translate vision into reality*.

On the other hand, Schwantes (2019) on his webpage mentioned that Bill gate made a statement that “*as we look ahead into the next century, leaders will be those who empower others*”. Therefore, leadership should be about empowering others which means it will require the skills and habits to influence another human being to have the same leadership features. However, the goal and vision which will propel the individual to achieve are missing in this definition.

John Maxwell is one of the award winners of Horatio Alger who was named the number one leadership guru and author of over 75 bestselling books on leadership according to The John Maxwell Team (2019). The author defined leadership in the perceptive of influence and cited that “*leadership is influencing, nothing more, nothing less*”. This means that leadership can influence your attitude either positively or negatively. When a leader has a positive attitude, it can change the energy of the entire organization likewise a negative attitude (Maxwell 2019). Nevertheless, one set back is that although one might have an influence in decision making that does not make him or her a leader. This means one can question where the source of influence originates comes from.

Also, Kevin Kruse (2013) defined Leadership as a process that influences one socially by maximizing the efforts of others towards the achievement of a goal. In

his definition it is important to take notice of the following key areas: Leadership emerges from social influence and not power. Then also, leadership requires others, and that suggests they do not need to be “*direct reportage*”. Then again, effective leadership has different styles and paths which does not necessarily relate to the personal traits, attitude, position, or title.

The author of “The Art and Science of Leadership” tried to define who a leader is. According to the author, four elements run through the definitions of scholars who tried to define leadership. Thus, leadership involves group or social phenomenon, influence or persuasion, goal-directed or action-oriented, and hierarchy within a group. Therefore, the author defines a leader as someone who influences individuals and groups within an establishment, helps to set goals, and guides in attaining those goals effectively. Hence, a leader is someone who gets things done for, with others, and through others. (Nahavandi 2015, pp. 25-26.)

Gary Yukl (2012, p.66) argued that the fundamental nature of leadership is to influence and assist individual and group efforts to achieve common goals. That, a leader can enhance the performance by influencing the performance process of the group members.

Northouse (2016, p. 30) also indicated rightly in his book “Leadership: Theory and Practice”, that the definition of leadership has been defined in different variations by many different scholars and practitioners. The author stated that there is no universal definition for leadership for over centuries. Then again, the author indicated that from 1900 to the 21<sup>st</sup> century, the definition of leadership has been influenced by the different factors as shown in table 1.

YEAR	FACTOR USED TO FORM THE DEFINITION OF LEADERSHIP
1900 - 1929	It viewed leadership as a dominance where it emphasized on control and centralization of power.
1930s	It used traits has the focal point where leadership is view as influence rather than domination.

1940s	Leadership was viewed from the angle of group approach, where behaviour of the individual is analysed during group activities.
1950s	Leadership is view in three different area: continuance of group theory, leadership as a relationship that develops shared goals and effectiveness.
1960s	It was during this year that there was harmony among leadership scholars. They viewed leadership as behaviour that influences people toward shared goals.
1970s	During this period that group context of leadership gave way to the organizational behaviour approach where group are initiated and maintain so that the organizational goal can be achieved.
1980s	It is during this decade that leadership topic came to the attention of the academic and public consciousnesses, which had various themes. For example, do as the leader wishes, influence, traits, and transformation.
Into the 21 <sup>st</sup> Century	At this stage, there were debate on whether leadership and management should be treated as separate processes. However, scholars and practitioners saw leadership as a process influencing individuals of a group to obtain a common goal.

Table 1 . Factors used to form leadership definitions. Adapted from Peter G. Northouse. Leadership theory and practice (Northouse 2016, pp. 27-30)

Consequently, from the above definitions identified by Northouse (2016, p. 31) in the 21<sup>st</sup> century, the leadership theories cut across four common themes: leadership as a process, leadership involves influence, leadership occurs in a group context, and leadership involves achieving goals.

Based on the various analyses of the leadership concepts, the term leadership is said to be a process of influencing the activities of people to achieve a common goal or objective.

Many times, the meaning of a “leader and manager” is used interchangeably. However, they differ in terms of their connotation or definition. According to McKee (2012, p. 42), the word “manage’ originated from the Italian or Latin word “maneggiare or manus” which means “to control or to handle or to deal with”. Therefore, a manager is someone who plans, organises, controls people, and the production or services as well as regulates or deploy resources. The author construed that a leader is “someone who guides others on a journey, therefore, a leader guide by influencing and inspiring people to follow. Also, the word “leader” can be traced from the Old English lædan which means “ to guide or conduct; to carry or convey; to bring or take or lead”(Glosbe 2020).

Kotter (1990, pp.85-86 as cited in Rittinger 2014, p. 15) stated that leadership and management have a harmonizing system of action, but it is not always possible to find people with that unique managerial and leadership qualities. It is best to blend people with leadership skills and management skills to work in a team so they can effectively obtain the goals of the organization. However, Hannagan (2008, p. 42 as cited in Rittinger 2014, p. 15) indicated that an effective manager can be a leader.

Northouse (2016, p. 39) distinguished management and leadership using their functionality as indicated in table 2. It shows the comparison between leadership and management using their main functionalities.

<b>Leadership Functions</b>	<b>Management Functions</b>
<b>Establish direction:</b> vision creation, and strategic planning to establish the big picture of the vision	<b>Planning and budgeting:</b> set agendas, set timelines, and resource allocation and distribution

<p><b>Aligning people:</b> clear information about the goals, seek commitment of the followers, and build teams</p>	<p><b>Organizing and staffing:</b> provide structure for the organization, recruitment processes for job placement, and set rules and procedures</p>
<p><b>Motivating and inspiring:</b> inspire, motivate, empower, and satisfy the needs of the followers</p>	<p><b>Controlling and problem-solving:</b> create incentives packages, innovative way for problem-solving, and constructive corrective actions should be taken</p>

Table 2. Comparison between leadership and management functions. Adapted from Peter G. Northouse (2016, p. 39). Leadership theory and practice.

Although there is a distinction between leadership and management functions as shown in table 2, if the leader can combine both functions properly, the organization will be able to achieve its goals and become successful in the long term.

## 2.1 Leadership styles and qualities

The leadership styles are ways by which instruction, execution, and motivation are given to people for achieving a target. It also refers to the leader's behaviour qualities exhibited while directing, motivating, guiding, and managing people (Cherry 2020). Therefore, leaders or managers are likely to use some form of leadership style to achieve a specific goal.

Recently, an effective leadership style is one of the most sort topics which is of great interest to researchers in the field of leadership. It is envisaged that effective leadership styles when applied properly will enable an organization to increase its productivity and achieve its goals. Also, the rapid changes in the global market have recent times change the business trend drastically, because of that you need a dynamic leader who understands the changes in the business

environment to pull the followers along. (Nanjundeswaraswamy & Swamy 2014, p. 57.)

Furthermore, the type of leadership practiced by institutions or organizations can have a major effect on employee performance as well. As defined in the previous chapter, a leader can influence the subordinate to achieve the desired goals of the firm. According to Nahavandi (2008, pp. 4-5), different leadership styles may influence organizational effectiveness. The author asserted that the meaning of leadership effectiveness varies like the meaning of organizational effectiveness. Therefore, it depends on the person who defines and determines what the effectiveness constitutes and who will be part of the team.

Podsakoff et al. (1990, pp. 115-116) investigation into leadership behaviour concluded that leadership could affect the trust and satisfaction of employees. This has a direct long-term effect on the relationship between leadership style and organizational commitment. In addition, organizational citizenship behaviour further improves the association between leadership style and organizational dedication directly.

Lewin (1939, p. 271) also led a group of researchers to observe school children's behaviour in response to the different styles of leadership. The findings identified these three leadership styles: authoritarian, democratic, and laissez-faire.

- **Authoritarian (Autocratic) Leadership**

The authoritarian leadership aims to command and control people. The leader gives instructions as to what needs to be done when it should be done, and how it should be done. The authoritarian leader takes decisions independently without considering the input of others. Therefore, they tend to be less innovative with their decisions based on research. Lewin's conclusion on the authoritarian leader was that the style of leadership cannot easily be changed to a democratic one and vice versa. However, the authoritarian leader can be used in situations where there is a need for quick decision making and decisive action without group opinion. (Lewin et al. 1939, pp. 273-293.)



- **Democratic (Participative) Leadership**

A democratic leadership based on Lewin's findings was the most effective style that inspired group members to perform well. The democratic leader aims to provide motivation, creativity, and guidance to followers. This leadership style allows group members to participate in group discussions or meetings and value the views of other group members. The democratic leader encourages contributions which makes group member feel important to the team and this is what drive them to obtain the goals of the group. Although the democratic leader promotes group member participation, the final decision lies with the leader. The downside of this leadership style is in the situation where the leader does not have clear instructions for followers. This can lead to communication failure and incomplete projects when the followers do not have the knowledge to give a constructive contribution to the decision-making process. Lastly, this type of leadership can lead to less productivity if the followers do not know what to do. (Bass & Bass 2008.)

- **Laissez-faire (Delegative) leadership**

Laissez-faire leadership style based on the research investigated by Lewin found out that the leader gives little or no guidance to the followers. Also, the decision-making process, the leader leaves the followers to make decisions on their own. This makes the Laissez-faire leadership style best in situations where the followers have highly qualified skills to carry out their tasks with less supervision. According to Lewin's research findings, the pitfall of this leadership style is in a situation where followers are incompetent, lack of direction, lack of cooperation, dependency, and unproductivity. (Lewin et al. 1939, pp. 273-293.)

The leadership styles mentioned above have unique qualities. Various researchers have argued that it is not enough for a leader to just have basic skills. However, a leader should have exceptional competencies that differentiate the '*outstanding from average performers*' (Boyatzis 2007, p. 7). They suggested that for a leader to be successful, they must have unique competencies to enable them to perform their functions properly. For instance, a leader with cognitive skills like systematic thinking, social and emotional intelligence will have empathy

towards the people they lead. The author summarizes some of the qualities by listing them according to their basic skills and unique competencies in table 3, illustrating in detail the qualities of a successful leader which was adapted from other researchers. The competencies are what differentiate a successful leader from unsuccessful ones.

<b>Basic Skills</b>	<b>Unique Competencies</b>
Planning skills	Self-awareness
Organising skills	Self-management or self-regulation
Communication skills	Relationship management
Learning and thinking abilities	Cognitive capabilities
Decision -making skills	Social and emotional capabilities
	Social awareness

Table 3. Qualities of a successful leader. Adapted from Boyatzis R. (2007, p. 7). Competencies in the 21st century, journal of management development

## **2.2 Leadership theories**

Current researchers have described several other leadership qualities models to achieve organizational goals. Leadership theories have been developed to help get the best out of people in the organization. An investigation has been carried out analysing various approaches adopted by a different set of leaders since one model may not be suitable for different organizations with a different set of objectives. However, to achieve the best out of the developed models or theories of leadership, the qualities that a leader display in managing their team is of necessity. In view of this, the researcher will review some of the theories of leadership ranging from conventional theories to contemporary theories. Both leadership theories and total quality management (TQM) have a primary objective of enhancing the performance of an organization and increased job satisfaction for employees (Leonard 2014, p. 2). Figure 4 illustrates the various types of leadership theories which will be studied in detail in this research work.

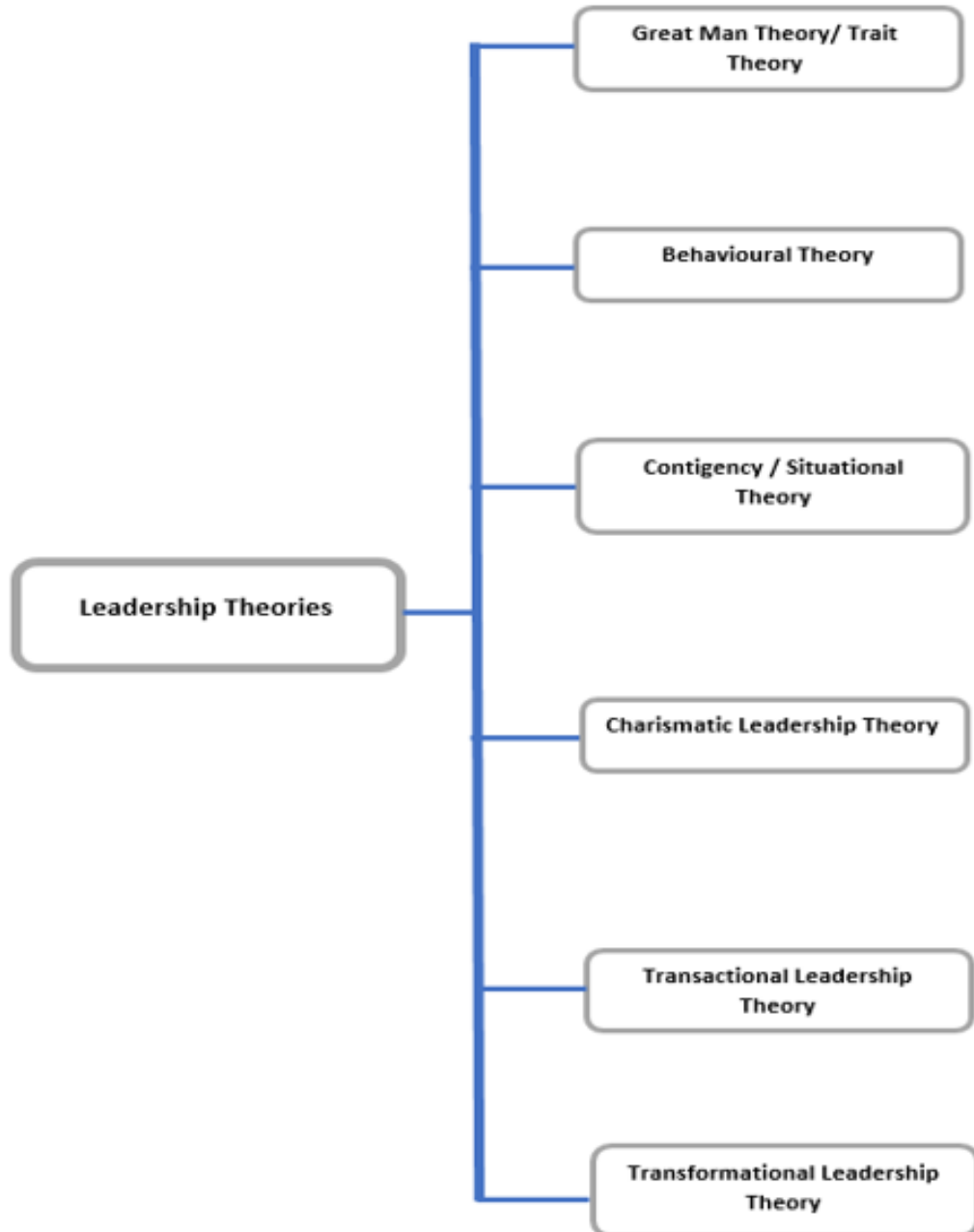


Figure 4. Types of leadership theories

- **Great man theory and trait theory**

The great man and trait theories are known as biological-genetic theories with the notion that people are born to lead or they have natural leadership instinct. There is an assumption that natural leadership is more essential than nurturing the development of leadership. However, social scientists have established that nurturing leadership is more important than natural leadership. Nevertheless, leaders are either born or made. The awareness of inborn traits or genetic

expression of human beings has brought about evolution and recognition of the biological differences between the sexes. Additionally, there are four evolution survival elements in humans that influence organizational processes including the need to acquire, the need to bond, the need to learn, and an inborn instinctive system to prevent pain. Great-man theories are influenced by the history of the leadership of great men. Agreeing with theorists, the actions of great men like Winston Churchill, Martin Luther King Junior, Bill Gates, and others have defined the direction of history due to their personal qualities. Furthermore, society believed that the initiatives of these great men determined what the masses want to accomplish while preventing other people from leading the society in a different direction. (Bass & Bass 2008, pp. 164-166.)

Consequently, the great-man theory was believed to be a masculine character based on military leadership. The theory came into existence in the 19th century due to some of the world's great leaders who had in them the leadership qualities to lead people. Spector (2015) mentioned one historian Thomas Carlyle who asserted that effective leaders must be gifted with inspiration and the right qualities. Accordingly, the author found out that leaders have inherent qualities and skills which add to their effectiveness. It also believed that people with higher social status were most likely to take a leadership position rather than the less social status people of the society. Bass & Bass (2008, p. 166) indicated that leaders have unique characteristics endowed in them that enable them to capture the vision of the mass. The author cited Dowd (1936) with regard to the great-man as *"the individuals in every society possess different degrees of intelligence, energy, and moral force, and in whatever direction the masses may be influenced to go, they are always led by the superior few"*. Several earlier researchers have tried to justify leadership based on inheritance too.

Cherry (2020) cited Herbert Spencer (1874) book titled 'The Study of Sociology' on his website that *"you must admit that the genesis of a great man depends on the long series of complex influences which has produced the race in which he appears, and the social state into which that race has slowly grown...Before he can remake his society, his society must make him."* Thus, the author argued that leaders are the output of the society they live in. Nevertheless, there have

been arguments against the great man theory of leadership in that not all people with inborn leadership characteristics can really become great leaders. You can possess some leadership qualities but that would not mean you can take leadership roles.

On the other hand, trait theories describe leadership based on personality and character traits. Several researchers have listed relevant traits from psychological, educators, and military-oriented studies. Before the 1940s, research work on leaders and leadership was based on the personal traits of the individual. The leader was viewed differently from those who were not leaders because of their qualities and personal traits such as self- confident, energetic, proactiveness, highly expressive, articulate, and emotionally inspiring. Even though traits are an important part of leadership, the critique construed that both person and situation had to be included to justify the development of leadership. (Bass & Bass 2008, p. 168.)

Leadership is not just a simple thing to do. Several researchers have found that leadership is a very complex subject that is influenced by numerous criteria which therefore determines who a successful leader can be. Therefore, the type of leadership one chooses to implement will be determinant on the group characteristics, leadership power, the situation, and environment in which the leadership operates or occur. (Yukl 2012, pp. 78-80.)

- **Behavioural theory**

This class of leadership theory focuses on the specific behaviours of leaders. Northouse (2016, p. 71) in his leadership book, indicated that the behavioural approach deals with “*what the leader does and how they act more than who the leaders are*”. The author dwelled on the fact that behavioural leadership involves the action of the leader towards the followers.

The behavioural theory of leadership is classified into two: task behaviour and relationship behaviours. The task behaviour basically involves goal achievement thus helping followers to attain their goals. On the other hand, relationship behaviour enables group members to feel relax and comfortable among themselves and with whatever situation they may encounter within the

environment they find themselves. The leader of this school of thought must be able to combine these two types of behaviours to influence the followers in achieving their objectives. (Northouse 2016, p. 71.)

The behaviour approach to leadership has some benefits and limitations. The positive side of this theory is that it studies the behaviours of leaders rather than personal or natural traits. Then also, it is a reliable and valuable theory because the theory is supported by many studies of leadership and it gives useful information and understanding of leadership behaviour. (Northouse 2016, p. 80.)

On the other hand, the negative side of the behavioural theory of leadership is that the theory has not been confirmed by researchers that the task and relationship behaviour can give results such as morale, job satisfaction, and productivity at the work place (Northouse 2016, p. 81). In addition, researchers have not verified and identified whether the behavioural theory can result in the effectiveness of the leader. Additionally, the behavioural theory of leadership fails to support the idea that the most effective leader has a high task and high relationship. (Northouse 2016, p. 90.)

- **Contingency or situational theory**

This theory will be studied as one of the leadership approaches in this research. In the early 1960s, many scholars developed conceptual models to explain the relationship between a situation and a leader. According to Northouse (2016, p. 93), the name of the theory suggested 'leadership in a situation'. This means that different situations or conditions will require a different type of leadership. Therefore, before a leader will be effective, they must adapt and choose a certain type of leadership style which is necessary based on the different situations they find themselves in.

The contingency or situational leadership approach emphasis on two dimensions, that is directive and supportive. The dimensions must be applied in each situation where appropriate. The directive behaviour makes it possible for group members to achieve goals through the directives they receive, setting goals, evaluation processes, deadline settings, define roles, and how the goals can be attained. In addition, the directive behaviour is a one-way communication which has to do

with what to be done, how it is done, and who does it. Whereas the supportive behaviour aims to make the group members feel comfortable and confident about themselves, their colleagues, and their situation. Unlike the directive one, supportive behaviour is a two-way communication as well as a feedback response based on the social and emotional support for each other. (Northouse 2016, pp. 94-95.)

Therefore, the leader must decide what is needed in what situation, hence evaluate, and assess the group members in terms of their confidence and commitment to whatever task assigned and how they perform to attain the target. According to Northouse (2016, pp. 96-97), the situational approach of leadership proposes that the leader could change the extent to which they direct or support the group members based on their skills and motivation which may change over a period of time so that they meet the demanding change of the group members. Furthermore, the situational approach of leadership requires that the leadership type should meet the competence and commitments of the group members. For the leadership to be effective based on this theory, the leader should be able to identify the group member's needs and adapt their own kind of leadership style that can meet those needs.

The situational theory of leadership has positive and negative elements. The positive aspect of the situational theory is that the theory is known by people as the model for leadership training. Furthermore, the theory is practical, and it is easy for people to understand and use. In addition, the theory sets out clear rules on how leaders should operate to become effective. Lastly, the theory gives flexibility to what style of leadership a leader should adapt based on the different situations they find themselves involved with. Though the situational theory has many benefits, it also has a few limitations that researchers have found. Thus, the theory does not have justified research findings to support its theoretical basis. Therefore, there is uncertainty regarding its conceptual approach to some aspect of leadership. Secondly, the theory does not deal with demographic factors that might affect group members' choice of leadership. Finally, the theory does not give a recommendation on how a leader will use the method in a group

setting situation as compared with that of a one-on-one situation. (Northouse 2016, pp. 98-102.)

- **Charismatic leadership theory**

The charismatic leadership is one of the leadership theories that has been popular in an organizational research topic for the last decades. Kaul (2013, p. 12), asserted that there is no research evidence about the charismatic leader that they demonstrate the influencing processes and the effectiveness of the charismatic leadership. Kaul (2013, p. 11) citing Pfeffer (1998) on his research said the charismatic leader possesses certain qualities that can influence and improve subordinate's work results as well as employee job satisfaction.

Many researchers in the 1970s have researched on the charismatic leadership in fields like management level, academia, and government level. However, the different approaches adopted by various researchers to study the charismatic leadership have resulted in a reliable outcome. Secondly, researchers through empirical findings have unveiled certain key qualities of the charismatic leader. (Conger & Kanungo 1998.)

This type of leadership theory has unique features which make the followers to be inspired, devoted, and motivated as well as a good relationship between the leaders and the followers. According to studies, the charismatic leader is an agent of change. The leaders who have charisma are highly influential and confident in their leadership. One quality of charismatic leadership is that they hold strong beliefs with the aim of achieving goals. Secondly, the charismatic leader has good communication skills which help them to convey their vision to others. Thirdly, the charismatic leader has high expectations, and they look out for their followers by attending to their needs. Lastly, the charismatic leader has unconventional behaviours. (Neider & Schriesheim 2002.)

In addition, the charismatic leader has a diplomatic nature and likes to work with followers as partners in finding and solving organizational problems. Due to the collective identity between the leader and the followers, they can direct the team in achieving both the personal and the organizational goals. According to documented research, the charismatic leader has a positive impact on their



followers. Hence, the charismatic leader earns the trust and support of its followers thereby the followers make the effort to meet the set goals by the leader. Additionally, the followers learn and follow the behaviour of the leader. Studies have shown that the followers of a charismatic leader experience high job satisfaction than those without such leaders. Contrary to that, previous studies have shown that the charismatic leader can bring about the following situations: division within the followers, authoritative management style, and the focus on insignificant issues.

Although charismatic leadership has positive effects on followers, it also has some limitations. Firstly, the definition of charismatic leadership remains uncertain even though various research has been conducted on the subject matter. Secondly, some researchers presume that charismatic leaders are considered to have extraordinary personalities and they develop strong ties with their followers. Whiles, other researchers presume that the existence of a charismatic leader is when they can influence the attitude and behaviour of their followers. Whereas other scholars believe that the leader's traits, the group members, and circumstances or situations will determine whether a leader has a charismatic characteristic in them or not. Thus, the definition of charismatic leadership is uncertain. In other words, the theory does not have a well-defined explanation of the influencing processes which form its fundamentals. Furthermore, some scholars suggested that individual identification is the basic influence process while others oppose collective identification and internalization being the key influence processes. According to researchers, the followers are loyal to the leader and that makes them carry out the task and objectives of the leader. Hence, the followers are totally devoted to the leader thereby they work thoroughly to earn the leader's approval and mimic the leader's behaviour. (Raelin 2003; Riggio 2003.)

- **Transactional leadership theory**

Transactional leadership as the meaning of the word suggests that there will be an exchange of something. Northouse (2016, p. 171 citing Kuhnert 1994; Kuhnert & Lewis 1987) indicated that the transactional leader is a type of leader who exchanges valuable things with group members to promote both their interests.

Also, the author mentioned that a transactional leader focuses on the exchanges occurring between leader and the followers, thus referring to the process as a “bulk of leadership models”. Additionally, the author indicated that the transactional leader does not seek their personal development nor individualize the needs of the group members. Then again, the author asserted that transactional leaders are influential due to the reward compensation they give to group members, therefore the group members do what the leaders desire.

Transactional leadership has two reward factors, that is, contingent reward and management-by-exception. The contingent reward can be explained as an exchange of a specific reward to the group members to compensate for their effort for their services. Therefore, the leader makes an agreement with the followers as to what needs to be done and what the reward will be for work done. Whiles, the management-by-exception is when a leader uses either an active or passive form to give corrective criticism and negative feedback to followers. The active form is where the leader observes the followers’ whiles working to know the areas in which their making mistakes or violating the rules and regulations, then the leader takes corrective actions. On the other hand, the passive form is where the leader interferes with followers’ work after a mistake or standard has been breached. The management-by-exception is more towards negative reinforcement than a positive one. (Northouse 2016, pp. 171-172.)

- **Transformational leadership theory**

Northouse (2016, p. 175) findings on transformational leadership theory revealed that this leadership approach has a broad perspective. Basically, they involve how a leader initiate, develops, and carries out important changes in the organization. In other words, the transformational leader focuses on empowering the followers as well as encouraging organizational change. For instance, Jung, Chow, and Wu (2003) investigated the top-level leadership in 32 Taiwanese companies. Their findings suggested that transformational leadership has a direct impact on organizational innovation, where the workers were inspired to partake in discussion and create new things.

Accordingly, Northouse (2016, pp. 161-162 citing Bryman 1992; Bass & Riggio 2006) stated that the term transformational leadership is one of the new concepts of leadership that pay attention to the charismatic factors of leadership. The author also indicated that this leadership approach is more popular because of the inherent incentives and the growth of the followers in terms of their development. The transformational leader's attributes fit the needs of group members which inspires them to excel even in uncertain work circumstances. Additionally, the author indicated that the transformational leadership theory combines leadership elements from charismatic and visionary leadership and defines transformational leadership as a "process that changes and transforms people". Thus, the leadership engages with the group members and creates connections that increase the level of motivation and morale in both the leader and the members. Furthermore, the leader tries to harness the full potential of the members by paying attention to their needs and motives. Accordingly, this leadership approach deals with the emotions, values, ethics, standards, long-term goals, assessing the motives, need satisfaction, and good treatment to the followers. Due to that the transformational leadership has a unique way of influencing the followers to achieve more than is expected from them.

Recent development has shown that the transformational leadership approach has many strengths. The approach is the most widely researched areas from different viewpoints of prominent leaders from well-known companies. It has an innate influence where the leader advocate change for others and gives vision for the future. Furthermore, it has process incorporations of both parties (leader and followers) involved and the central focal point is the "need for other" to develop and grow. Then again, the transformational leadership gives a broader view to argue more than the other leadership theories, thus emphasizing on member's needs, values, and morals. Lastly, there is evidence that transformational leadership theory is an effective form of leadership in different situations.

Despite the positive impact, the transformational leadership theory has some weaknesses too. The theory entails many activities and attributes such as motivation, vision creation, promote change, trust-building, act as a social

architect, and nurturing others. Therefore, this makes it difficult to find the exact definition of the transformational leadership model. Likewise, the transformational leadership elements relate to the transactional and laissez-faire aspects, therefore its measurement has been criticized by other researchers. Critics have indicated that the transformational leadership dwells on personality traits instead of the behaviour others can unearth. Furthermore, researchers have not concluded whether this leadership theory is able to transform people and companies. Hence, the assumption that the theory brings positive outcomes like effectiveness in organizations is yet to be clearly established. Lastly, critics have said that the transformational leader has the propensity to be abusive as the leader is concern about changing the value and driving people to a new vision. (Northouse 2016, pp. 176-179.)

### **2.3 Cultural profile of leadership**

A country's culture can influence the behaviour of society. Similarly, culture has an impact on what kind of leadership is recognised by society. The author citing Thomas (2008) indicated that the different cultural setup should be considered when choosing someone to lead. Likewise, it is important to consider the leadership style that is most likely to be effective in certain cultural environments. According to the author, participatory and charismatic leadership styles have also been studied in a cross-cultural context, with the former showing major differences among the cultures and the latter having more universally positive effects on them. (House et al. 2004, p. 14.)

#### **2.3.1 Hofstede's cultural dimensions**

Geert Hofstede and his research team conducted an extensive study into the national cultures. The author and his team understudied how culture influences value at the workplace. Based on their findings, they identified six dimensions of national culture which are used worldwide to tackle cross-cultural challenges both in academic and professional management setups. The six cultural dimensions which are known as the 6D Model enables countries to have a distinction based on national values, beliefs, and views from other countries. Table 4 gives a detailed summary of the six cultural dimensions of Hofstede (CFI 2020).

<b>Cultural Dimensions</b>	<b>Summary Explanation</b>
Power Distance Index (PDI)	<p>PDI is the extent to which less powerful members in society accept and expect that power is distributed unequally within institutions and organizations of the society.</p> <p>High – PDI, means strong hierarchical order and inequality.</p> <p>Low- PDI, refers to distributed power and demand for justification.</p>
Individualism versus Collectivism (IDV)	<p>IDV is the extent to which members of the society maintain independent relationship of one another or integrate as a group</p> <p>High IDV is when individual countries are concern about themselves and immediate families.</p> <p>Low IDV means collectivism, where group members exchange loyalty by looking out for each other in the group</p>
Masculinity versus Femininity (MAS)	<p>Masculinity is when the society is more competitive and prefer achievement, heroism, assertiveness, and material rewards for success.</p> <p>Whiles, Femininity is when the society is more consensus-oriented and prefer cooperation, modesty, caring for the weak and quality of life.</p> <p>High refers to Masculinity: highly competitive nature, achievement, value systems, material rewards</p> <p>Low refers to Femininity: dominant value to care for other and quality of</p>

	life, thus supportive behaviour, and service
Uncertainty Avoidance Index (UAI)	<p>UAI is the degree to which people of the society feel uncomfortable in unstructured, ambiguous, and uncertain situations, and create beliefs and institutions intended to minimize the occurrence of such situations.</p> <p>High UAI refers to avoiding uncertainty, therefore, trying to control the future</p> <p>Low UAI means that allow what will happen in the future to come, thus, we cannot prevent future occurrences.</p>
Long Term Orientation versus Short Term Normative Orientation (LTO)	<p>LTO is the degree to which countries maintain connections with past events while dealing with present and future challenges.</p> <p>High LTO means that society takes a pragmatic approach in future events. Thus, they focus on future achievements through persistent modern education.</p> <p>Low (LTO) refers to short-term normative orientation. This means that society maintains time-honoured traditions and norms. The change in society is viewed with suspicion.</p>
Indulgence versus Restraint, (IVR)	<p>IVR is the degree to which people try to control their desires and impulse</p> <p>High (IVR) refers to Restraint: this means strong control, thus, strict social norms.</p>

	Low (IVR) refer to Indulgence: this mean weak control where the natural human drive makes people to have fun and enjoy life.
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Table 4. Six cultural dimensions of Hofstede 6D model (CFI 2020)

Hofstede suggested four of the 6D Model mentioned above can be used to explain the similarities and differences in leadership behaviour and followers' reactions. These are power distance, uncertainty avoidance, individualism versus collectivism, and masculinity versus femininity. Considering the country Ghana, the study will use the application of the four national cultural dimensions to determine the leadership behaviour and followers' reactions of the society. Figure 5 shows a bar chart of Hofstede's cultural dimensions of the Ghanaian society (Hofstede 2020).

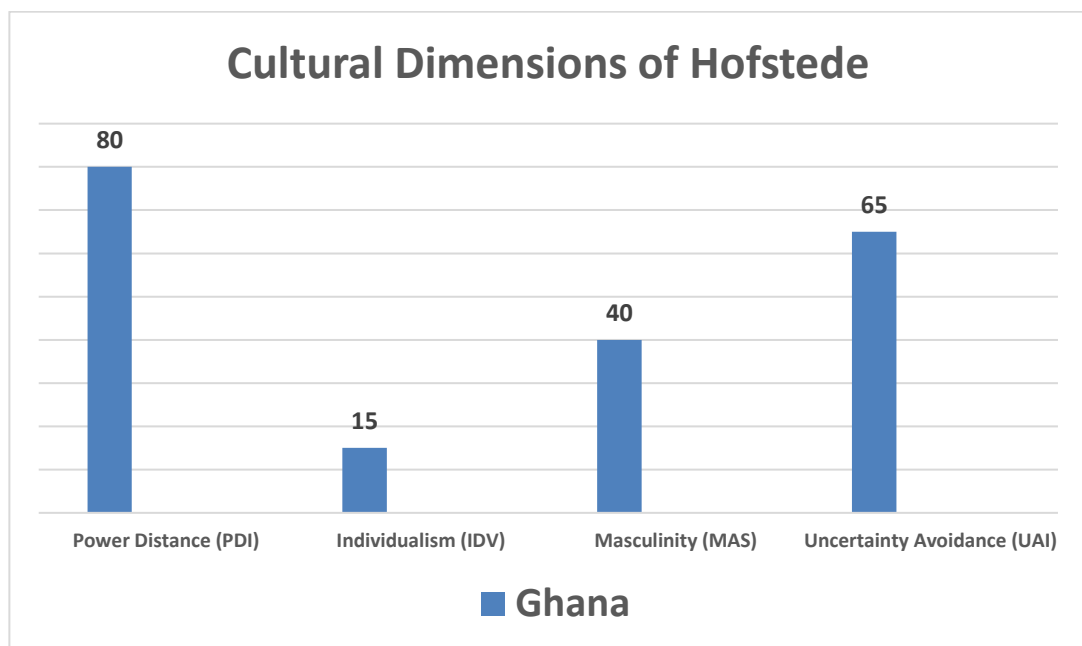


Figure 5. Cultural dimensions of Hofstede in Ghanaian society.

Considering the power distance dimensional level, Ghana had a very high score of 80. This means that the people of Ghana believe in the hierarchy of their institutions and organization. Furthermore, the hierarchy is seen as an inherent imbalance in where everyone knows their level of power in society without further justification. Additionally, the Ghanaian society operates a centralized system

where authority lies with people at the top level of the administration system. Therefore. Making the leadership style an authoritarian or autocratic one which enables the leader to have absolute power over their followers. Hence, the followers expect the leaders to control affairs and give instructions as to what they should do and how they should carry out their tasks. Likewise, the followers are expected to adhere to the directives of management without questioning their decision. (Hofstede 2020.)

Additionally, Ghana is viewed as a collectivistic society as they received a lower score for the individualistic (IDV 15), which influences on the leadership and managerial style of organizations and institutions. For this reason, both the employer and employee have a strong relationship between them. Due to that, they take responsibility where they look out for each other. Consequently, Ghanaians high esteem for loyalty therefore, leaders expect absolute loyalty from their followers. Nevertheless, the employer and employee have a moral responsibility towards each other by treating themselves as family. Due to this, the management takes into consideration by giving the opportunity to people within the group when it comes to recruitment and promotion. (Hofstede 2020.)

On the other hand, Ghana is considered as a relatively feminine nation with a score of 40 as per the masculinity level of the dimension. This implies that people of the society focus on “*working in order to live*” as cited by Hofstede. Then also, the managers and leaders make the effort to come consensus with their team regarding work issues. Then again, a feminine society makes people value quality, solidarity, and equality in their working environments. Therefore, people work for good life quality and they try to balance their work-life and family life. Likewise, when it comes to grievance and disagreements, the people in a feminine society can resolve them through negotiations. Additionally, effective managers and leaders involve their followers in the decision-making process as well as support them in the work they do. Lastly, the focus of the society is on the wellness of their followers and give incentives like free time for personal matters when needed. (Hofstede 2020.)

Finally, the uncertainty avoidance of the Ghanaian national culture dimension had a high score of 65. This indicates that the Ghanaian society will prefer to avoid



uncertainty situations. In this view, society will maintain strict norms and traditions. Secondly, the members of society are not able to tolerate untraditional behaviours and ideas. With that regard, the leaders and managers expect their followers to follow the organization's policies and procedures without bending the rules. Additionally, the leaders and managers need to guarantee the job security of the follower which acts as a motivational tool to them. Likewise, followers need to observe and respect the working time. Nevertheless, the downside of these rigid rules instituted with such a society tends to limit the innovations and creativity of the followers. (Hofstede 2020.)

### **2.3.2 Global leadership and organizational behaviour effectiveness**

Recently, the study of global leadership and organizational behaviour effectiveness (GLOBE) has been one of the major research projects on cross-cultural in the past decade. The GLOBE study was introduced in 1991 by Robert J. House, aiming to increase the existing knowledgebase on relevant cross-cultural interactions both in the society and organizational level. Additionally, the study aims to find endorsed leadership attributes that are viewed by different cultural groups all over the world. According to researchers who conducted the study indicated that quantitative data with a respondent of about "17,000 managers from 951 organizations functioning in 62 societies throughout the world", were collected. The reportage asserted that the survey reports of managers were completed using several methods like interview findings, focus group discussions, and formal content analyses of printed media. (House et al. 2004, p. 3.)

Furthermore, the GLOBE study measured cultural practices and values based on leadership attributes existing in industries like financial services, food processing, telecommunications. This enables the researchers to capture the similarities and differences in the norms, values, beliefs, and practices among the societies, and then, they grouped them into clusters. Due to that the design of the GLOBE study reproduced and expanded the national cultural dimensions done by Hofstede. It produced nine sets of dimensions in which measurements were taken twice based on the cultural practices and values. These were uncertainty avoidance, power distance, institutional collectivism, in-group collectivism, gender

egalitarianism, assertiveness, future orientation, performance orientation, and humane orientation. Then again, the researchers were able to come up with six different leadership scales such as performance-oriented style, team-oriented style, participative style, humane style, autonomous style, and self-protective style. As a result of the different leadership scales, two sets of questions were produced for each dimension. The first question reported on actual managerial practices and what should be the values of the organization while the second question reported on the practices and values in their societies of which 18 scales were used in the measurements. (Chhokar et al. 2007, pp. 3-5.)

According to the researchers, they divided the society into ten different clusters, and they used those clusters to define specific cultural peculiarities in the management style. Secondly, in the cluster, the researchers used language, religion, history, and geographical location to analyse the similarities and differences of the society (Chhokar et al. 2007, p. 13). Figure 6 shows a diagram of the GLOBE study cultural cluster for the world's society.

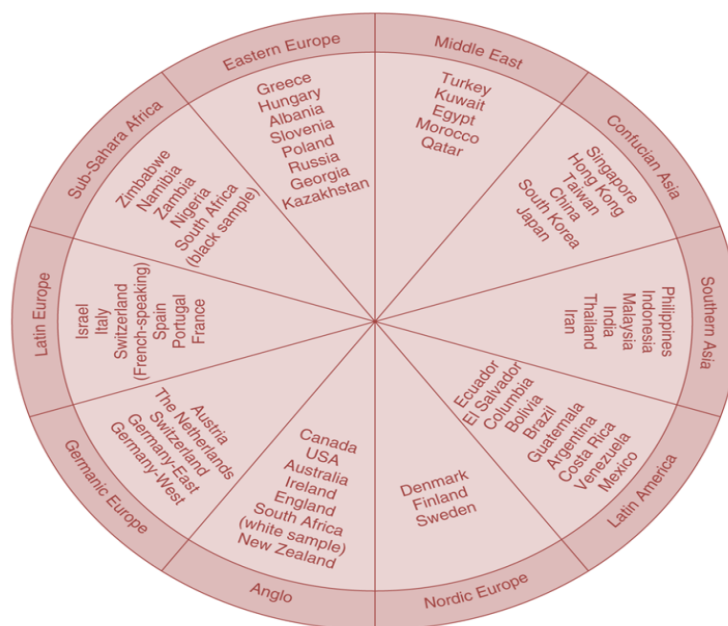


Figure 6. GLOBE study cultural cluster. Adapted from House et al. (2004) culture, leadership, and organizations: the GLOBE study of 62 societies.

With regards to the GLOBE study cultural cluster, Nigeria was part of the Sub-Sahara Africa cluster (Black sample) which represents the countries from the West Africa regions. Similarly, Ghana can be positioned under that same

cluster as it is part of West Africa, hence they share similarities in the leadership attributes. According to the researchers of the GLOBE study, they stated that in the Sahara Africa cluster (Black sample) the leadership is caring, inspiring, and collaborative with their followers without being self-centred. As a result, the leadership has high a humane orientation style. Table 5 shows in detail the six leadership styles or behaviours. (House et al. 2004.)

<b>Six Leadership Styles</b>	
<b>Performance-oriented style</b>	Leaders practicing this style encourages creativity and innovation. They also place emphasis on the vision of the organization. They also give motivational inspiration to their team to perform and come up with new creative ideas and the know-how.
<b>team-oriented style</b>	The leader encourages team members to work together as it is vital to the success of the company. Such leaders are loyal to their team and they work in a cohesive manner to get the job done.
<b>Participative style</b>	This leader promotes people engagement. They encourage participation in work activities. Also, they delegate task to team members so they will be involved and share ideas as to how to get the work done.

<b>Humane style</b>	This leader has empathy towards other people. Such leaders are humble, tolerant, and supportive to their colleagues.
<b>Autonomous style</b>	When leaders practice this style, they are more concern about their own actions and views and do not welcome other people's idea. Such leaders are independent and work in isolation.
<b>Self-protective style</b>	Leaders using this style will do everything to secure the safety and security of themselves and the group. This means that they will protect their reputation and observe procedures ad aware of status.

Table 5. Six leadership styles or behaviours. Adapted from House et al. (2004) culture, leadership, and organizations: the GLOBE study of 62 societies.

## 2.4 Leadership and employee performance

In general, employees willingly join firms either for their personal needs and ambition but not certainly with the mindset of achieving the organizational goal (Osabiya & Ikenga 2015, p. 193). Secondly, most of the employees have the desire to perform well on the task assigned to them by the leader or manager. Thus, it is important for the leadership to guide and direct the employees towards achieving the set goals of the firm or organization. Sabir et al. (2012, p. 165) asserted that a firm's performance is a combined effort of the leader and all the employees.

The term 'employee performance' or 'job performance' has been used interchangeably by researchers, therefore making it problematic to define the concept. One author defined job performance as "the accomplishment, execution, carrying out, working out of anything ordered or undertaken" whiles

another author asserted that it is “the degree to which an individual helps the organization reach its goals”. Both authors noted that employee performance involves both employee efficiency and effectiveness through the output they produce which in effect helps the organization to realize its objectives. For this reason, employee performance is crucial to any firm or organization as it is the underlying element for the success of the organization. (Motowidlo et al.1997; Armstrong 2006, p. 498; cited in Amoako-Asiedu & Obuobisa-Darko 2017, p. 28.)

In addition, another author argued that job performance is a set of values of employee behaviours that contribute, either positively or negatively to obtain the organisational objectives. As a result, job performance is obtained from the work executed by the employee in line with the objectives of the organization. (Jason et al. 2015, cited in Sougui et al. 2015, p. 5.)

Normally, there is an underlying cause why an employee may be underperforming at the workplace. Researchers argued that when the leadership is efficient and effective, they are able to put in place systems to improve and support employees in the organization as well as improve the leadership qualities. This can be done through training programs organized by the organization. As a result, the employee will be able to build their capacities and efficiency by improving the innovation, productivity, and performance of the organization. (Sabir et al. 2012, p. 165.)

On the other hand, it is the responsibility of the leadership to create a conducive working environment that will motivate employees to perform on the job. One author noted, “but it is only when one has a generator of one’s own that we can talk about motivation”. Additionally, the author of the book titled, "Management of Organizational Behaviour", emphasized on what is common and acceptable about leadership management and motivating employees. Again, the author over the years investigated which kind of management involvement can yield results in the organization. Then again, the author examined how and why improving employee motivation can lead to real management change and the understanding of human behaviour. (Herzberg 1966; Hersey 2001, cited in Osabiya & Ikenga 2015, p. 198.)

Furthermore, job satisfaction is one of the ways to improve job performance in an organization. Some of the key factors of job satisfaction are respect, trust, job security, a healthy working environment, a clear career development path, and good pay and other benefits. Therefore, it is important for any effective leader to invest in human capital development to upgrade the skills and competencies of the employees so they can enhance efficiency and good performance in the organization. It is also vital for effective leadership to unearth and improve the leadership qualities among the employees of the organization. This can be done through leadership development programs where individual capacity or skill could be enhanced. The author's findings asserted that in recent times, leaders use influence and invigorate to get better performance from people. (Popper 2005, cited in Sabir et al. 2012, p. 165.)

### 3 Empirical research

The researcher adopted the qualitative research method to analyse the paradigm using both unstructured interviews and surveys (closed-open questionnaire) in collecting the data. Four interviews were carried out via skype and WhatsApp face chat while ten e-form questionnaires were received from respondents for the survey. The sampling method used was self-selection and convenient sampling techniques to gather information from respondents who were either former or current workers of the XYZ organization. Upon receipt of the published documents, content analysis was used to analyse the meaning and relationship of the information for the research work. Figure 7 shows the research methodology used in conducting the empirical data of the thesis.

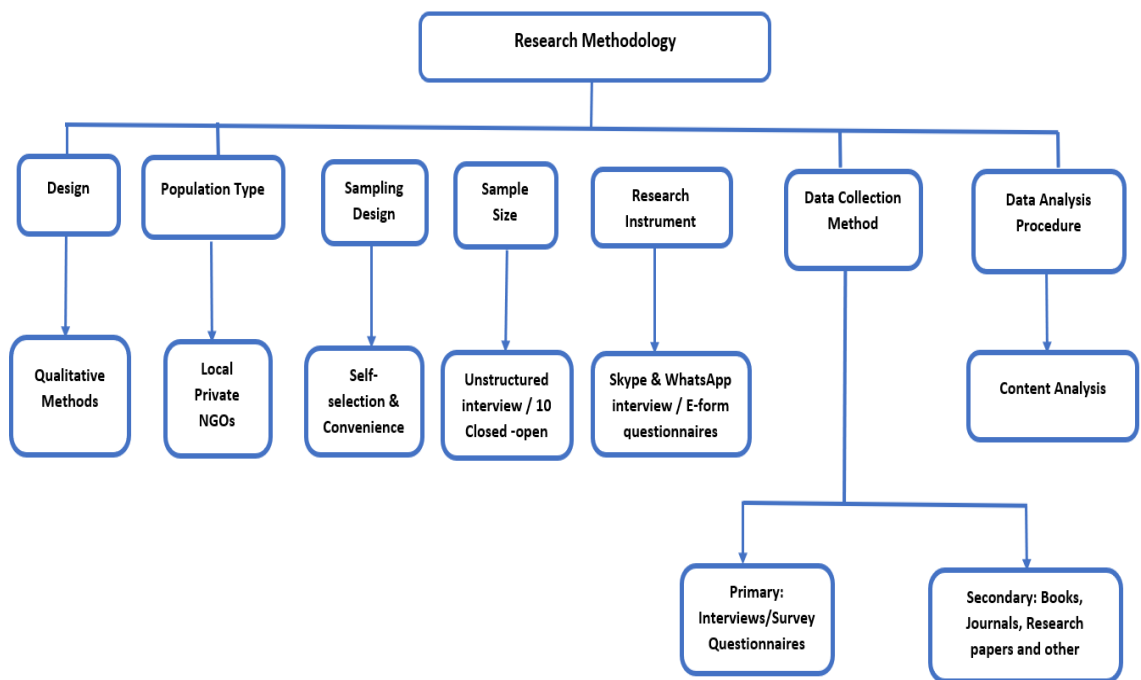


Figure 7. Research methodology

### 3.1 Research approaches

The research approach is one of the first choices you make for the empirical part of the study. It is about which approach the researcher will adapt in constructing the knowledge for the study, thus, whether to construct it at the beginning stages or at the end (Altinay & Paraskevas 2008, p. 72). There are two types of research approaches: deductive and inductive

#### Deduction approach

Researchers have indicated that the deductive is the process where you move from the known situation to an unknown situation in such a research investigation. This research approach applies *“what you know and move to what you cannot see directly”*. (Spangler 1986, cited in Altinay & Paraskevas 2008, p. 73.)

As described by Altinay and Paraskevas (2008, p.72), the deduction builds studies by searching through relevant literature, followed by forming or setting theories or hypotheses, and then designing the studies to test the theories or hypotheses. Saunders and Lewis (2012, p.108) on the other hand, defined in their book entitled *“Doing research in business and management: an essential guide to planning your project”* indicated that deductive approach is a type of research approach that comprises the testing of theoretical hypotheses which uses a well-defined research strategy design with the aim of executing its testing.

#### Induction approach

In contrast, the induction approach uses the literature to design the study and this helps in analysing the data collection which leads to the formation of the theory (Altinay & Paraskevas 2008, p. 72). On the other hand, Saunders and Lewis (2012, p.109) also cited that the induction approach is *“a research approach which involves the development of theory as a result of analysing data already collected.”* They stated that the induction is the opposite of deduction, which means it is *“bottom-up”* of the theory formation. Therefore, the inductive approach *“moves from specific observations to broader generalisations and theories”*. According to the author, induction uses the knowledge gained to understand the *‘human attach to event’* situations. It emphasizes the need to closely understand



the context of the research, therefore the need to conduct the research more than once is needed to have a generalised theory across. Additionally, the induction is more flexible than the deduction because it allows changes to be made during the development stages of the research.

Therefore, in this research work, the author chose the inductive approach, aiming to conduct interviews and surveys to find common behaviour of the respondents based on the theory of the data collection findings. This will be correlated with the findings of the theoretical literature previously reviewed. Finally, the data which will be derived from the interview and survey will mostly be about the respondent's subjective opinions, feelings, and behaviours. Hence, this data becomes difficult to measure in numbers and its hypothesis cannot be rigid.

### **3.2 Qualitative research and quantitative methods**

The researcher needs to choose by selecting either the qualitative or quantitative research method or both in the data collection process. Altinay and Paraskevas (2008, p.75) noted that they are systematic approaches to research. The author stated that the qualitative are usually in text form. The aim is to understand the context by which phenomena and behaviours occur. Thus, it deals with the experiences and emotions in which data is gathered from respondent's perspective instead of sticking to what the researcher has pre-determined. Based on the personal and contextual aspects of data collected, the conclusions derived from this kind of research method cannot be generalized. Whereas quantitative research is to determine how a variable can affect another thing by measuring the relationship between the variables. Thus, it quantifies the relationship among variables using statistical methods. They use either descriptive (to assess a sample) and experimental (to test hypotheses) research design and the conclusion drawn for this kind of research is generalised. This is because a series of measurements and comparison are done before deriving at the conclusion.

Saunders et al (2016, p. 165) on the other hand, distinguished the two approaches by using non-numeric data for qualitative and numeric data for quantitative. Also, they defined qualitative data as "non-numerical data or data that have not been quantified, such as text materials, and non-text materials such

as videos, voice recordings and images” while quantitative data are “data consisting of numbers or data that have been quantified, such as tables of figures” as cited by the author. (Saunders & Lewis 2012, p. 85.)

Accordingly, Cooper and Schindler (2014, pp.144) argues that qualitative research creates the platform for researchers to know the ‘*how – process*’ and ‘*why - meaning*’ things occur the way they do. They stated that qualitative data are subjective and prone to human error and bias during when the data collected and its translation, therefore the result cannot be generalized. However, quantitative research tries to give exact measurement of something, where it solves the questions in connection to who, when, and how during data collection, therefore it is one of the dominant methodologies (Cooper & Schindler 2014, p. 146).

Therefore, concerning this research work, the researcher adopted a qualitative research method in collecting empirical data. This is because the qualitative approach understudy, interpret and understand the aspects of human behaviour and their outcomes. It also gives better understanding on matters that cannot be presented by using measurements like the quantitative method. Lastly, the qualitative approach allows experts to freely express their opinions and understanding on subjective research topic areas unlike the quantitative method. Table 6 shows a summary based on the comparison between qualitative and quantitative research methods relating to how such research is conducted, reported, and analysed.

<b>Qualitative Research versus Quantitative Research</b>	
<b>Qualitative Research</b>	<b>Quantitative Research</b>
Subjective	Objective
Inductive	Deductive
Not generalizable	Generalizable
Non numerical data (text or words)	Numerical data (numbers)

Table 6. Comparison between qualitative and quantitative research methods. Adapted from Altinay and Paraskevas (2008, p.75): planning research in hospitality and tourism.

### 3.3 Data collection methods

This section deals with how you can obtain your data to answer your research questions to meet your research objectives. To collect the data, you can apply primary and secondary data collection. **Primary data** is the kind of data specifically collected for an undergoing research project while **secondary data** is a kind of data originally collected for some other purpose which is used for a research project (Saunders & Lewis 2012, p. 84). Once the new primary data is obtained, they are stored together with existing data in which they are used again as secondary data for another research work (Saunders & Lewis 2012, pp. 99-100). Also, the data obtained could be further be examined to give an additional or different knowledge, interpretations, or conclusions (Saunders & Lewis 2012, p. 316 cited Bulmer et al. 2009).

Concerning this study, the researcher employed both primary and secondary data in the research work. Therefore, the secondary data was sorted from books, articles, journals, and so on. Whereas the primary data came from the respondents of the study.

Subsequently, different survey methods or techniques are available for researchers to use so they can meet their research requirements. It is suitable to use several data collection methods relative to the purpose of your research objectives. Some of the methods or techniques are interviews, questionnaires, observation, and document analysis. (Altinay & Paraskevas 2008, p. 107.)

Saunders & Lewis (2012, p.115) defined a survey as a “*research strategy which involves the structured collection of data from a sizeable population. Data collection may take the form of questionnaires, structured observation, and structured interviews*”. The kind of survey one chooses depend on what subject area the research work covers, the available resources (money and tools), time, respondent characters and the necessary information needed. However, the use of personal interview in collecting data could be expensive rather than using e-form or email in your data collection.

On the other hand, the researcher used both unstructured interview and closed-open questionnaire in collecting the data. The interview was carried out

via skype and WhatsApp face chat. Interview involve asking of questions, listening carefully to the interviewee, and recording or noting the responses relating to the research topic (Altinay & Paraskevas 2008, p. 107). Also, it is important to know the interview techniques, that is whether you are using unstructured, structured, semi-structured or focus group interviews to collect your data. According to researchers, the **unstructured interview** allows interviewees to express their opinions, knowledge, and share their experiences openly and freely about the topic. When using the unstructured interviews, the interviewer must have few broad (about three or four) questions as guide for the interviewee to give detailed information on the subject or topic. It is therefore vital to have good facilitation skills, good communication and listening skills when engaging in unstructured interviews. (Altinay & Paraskevas 2008, p. 112.)

Furthermore, the use of questionnaire is common in research data collection. The **questionnaire** helps the researchers to have a pre-determined and structured set of questions to get information from a section of respondents and then record them. Additionally, questionnaires are useful in collecting systematic data from many people for generating summary information and measurable descriptions at a cheaper cost. Another author argued that questionnaire can be used to collect different kinds of data like opinions, behaviours and attitudes, and attributes. Consequently, the researcher used the questionnaire to sort for opinions and experiences concerning the research topic. (Saunders et al. 2007, cited in Altinay & Paraskevas 2008, pp. 120-121.)

However, the researcher applied closed – open questions technique which was carried out as an e-form questionnaire. **Closed questions** are questions that give two or more options to select from and the respondents get the chance to choose answers close to their thinking. Whereas **open questions** are questions that gives respondents the free way to express their views using words by providing detailed information on the topic. (Altinay & Paraskevas 2008, pp. 123-124.)

Then again, due to financial constrain, time and proximity reason, the researcher had to use self-selected sampling for the interview and convenience sampling for the survey. Saunders and Lewis (2012, p.140), explained that **self-selection sampling** is a non-probability sampling where possible sample group are

selected who willingly allowing themselves to be part of the study; while **convenience sampling** is also non-probability sampling where the researcher uses sample group that can be easily reach out to rather than what could be suitable for the research. Therefore, the author applied both sampling methods in the study.

According to Saunders & Lewis (2012, p.116), a case study is more suitable for asking the 'why?' questions. The authors described a **case study** as a research strategy which entails an investigation concerning issues relating to real-life situation with evidence to show. Therefore, this research work used a case study for the purpose which it aims to achieve.

Finally, concerning the data analysis part, this study used content analysis. **Content analysis** is when you observe or asked people to provide information using questionnaires for research work purpose, then you analyse the documents that has been published, and *analysing meanings and relationships of certain words or concepts within texts, and making inferences about the messages.* (Altinay & Paraskevas 2008, p. 127.)

### **3.4 Validity and reliability**

The validity and reliability are essential research quality criteria to consider when designing a research project. The author contended that it was crucial to assess the acceptability of the research method so that one can judge the quality of the outcome of the research method. (Strauss & Corbin 1990, cited in Altinay & Paraskevas 2008, p. 130.)

Researchers like Cooper and Schindler (2014, p. 257) described validity as the degree by which a test measures what it intended to measure while reliability is about the exactness and precision of the research measurement technique. Saunders and Lewis (2012, pp. 127-128) also emphasized that validity looks at whether the methods used in collecting the data are measured correctly as to what they were planned to measure and the research finding truly gives what they seems to be about. Whereas reliability is the degree of which data collection techniques and analysis processes will give a coherent result.

Cohen et al. (2018, p. 247) indicated that validity and reliability have a lot of implications in qualitative research approach, therefore it is vital to show credibility towards the procedure or methods which is being used by the researcher and to observe all the required standards of them.

Subsequently, to ensure the authenticity and trustworthiness of the research work, the researcher applied various source of references to support the theoretical part of research work. Then also, the survey questions were developed based on the theoretical structure and the research questions to obtain answers for achieving the research objectives.

Additionally, the researcher applied qualitative research interviews specifically using unstructured interview guided questions to interview the participants in which they willingly articulated their views on the topic under discussion. Then again, all the participants were asked the same questions of which they were given a maximum equal time to respond and so there was no restriction on the time frame allocated to them.

Then again, the questionnaire was anonymous to the respondents since e-form questionnaire were used to collect the data. Secondly, the content of the questionnaire does not include names of the respondents. Though some of the respondents were known before the study, their answers anonymously go directly to the online survey platform. Thirdly, the respondents had the freedom to express their opinions about study because the questionnaire was closed-open questions.

Furthermore, the participants and the respondents were people working or have worked with local private NGOs in the geographical area of this research work. Therefore, the information gathered is reliable. It is also considered legitimate to the study as the questionnaire answers to the research questions.

Nevertheless, the use of a small number of sample size could have adverse effect on the qualitative research, therefore, it is difficult to generalize the study as well as its objectivity. The subsequent chapters present the research questions, the results and analyse of the results for the study.

## 4 Finding of results

### 4.1 Data presentation and results

This research aimed to see from the employee's perspective what kind of leadership style will be preferable in a local NGO and how they can have impact on their work performance.

#### 4.1.1 Interview

The author used three criteria in selecting the interviewees for the interview part. Thus, the interviewee should be an employee but with no leadership position, then he or she must work or had worked with a local NGO and the person should be a Ghanaian. All the participants were residing in Ghana. Four interviews were conducted through skype and WhatsApp face chat, consisting of three males and one female. The interviews were carried out on different dates from 21st of May to 24th of May 2020. Table 7 shows the information on when and how the interview was scheduled and coordinated.

Date	Interviewee	Gender	Mode of interview
21.05.2020	1 <sup>st</sup> Respondent	Male	Skype face chat
22.05.2020	2 <sup>nd</sup> Respondent	Female	WhatsApp face chat
24.05.2020	3 <sup>rd</sup> Respondent	Male	WhatsApp face chat
25.05.2020	4 <sup>th</sup> Respondent	Male	Skype face chat

Table 7. Interview schedules

#### Interview procedure

The researcher used online face chat in conducting all the interviews. It started with a brief introduction of the topic and background information of the interviewer. The interview for each participant was recorded with their consent

taking into consideration the validity and reliability of the study. Additionally, each participant was given time duration of 20 to 30 minutes for the interview. Based on the research questions, each of the participants could share their opinions on the topic under discussion without unnecessary interruption. Lastly, the interviewer followed-up with questions from time to time to explore more on the topic based on the objectives of the research.

#### **4.1.2 Respondents**

The e-form questionnaires were sent to several respondents of whom ten of them answered the survey. The respondents had a specific time frame to answer the questions. For that reason, the number of respondents was small, but it is adequate for the qualitative data collection.

#### **4.1.3 Questions**

Three interviews guided questions were used whiles eighteen questions were used for the survey. Then again, survey questions were categorised into three sections. The first eight questions related to leadership style issues, followed by six questions relating to employees' job performance issues, and then four questions were related to the basic information of the respondents.

### **4.2 Analysis of results**

The empirical result of the research was analysed in themes which were extracted from the response given by the participants during the interview. Some of the topics gave diverse and in-depth thought more than others. On the other hand, the questionnaires were analysed based on how the respondents presented the results.

#### **4.2.1 Working relationship and participation**

The opinion about the question "*What can you tell about the leadership style of your organization?*". Some of the interviewees felt that the leadership of their organization was practicing both autocratic and participative leadership style. Simply because they felt the organization was formed by family members who have two different national cultures (African and western) background and both



co-founders have an active role in the organization. According to one interviewee, *"I feel the leaders pretend to welcome the contribution of employees during management discussions or decisions, but it is not so when it comes to such forums". Employee's opinions on organizational issues do not matter to the leadership even though their slogan states that "everyone matters".* Also, the interviewees felt the autocratic leadership style is more dominant than the participative leadership which brings a lot of weaknesses to the leadership structure. Additionally, interviewees felt employees' ideas and creativity are side-lined and their contributions during meetings are disregarded. Then again, according to one interviewee who cited, *"I think the leaders have total control of all the decisions and do not involve us in the process, they are bossy and have no respect the employees".* This has created fear in the employees and therefore they decline to contribute to any discussion relating to the organization. According to another interviewee who said that *"I feel the autocratic nature of the organization has made some of my colleagues leave the organization to different organizations with a more friendly and acceptable working environment."* Therefore, it is essential for leaders to implement the appropriate leadership style so they can foster a positive work environment and increase the participation of employees in the operations of the organization.

#### **4.2.2 Leadership and change**

During the interview, a follow-up question was asked about the interviewee's preference on which leadership style they would want for the organization and their reasons for choosing them. All the interviewees felt leaders must learn to adopt other leadership types to suit the circumstances they operate in. They suggested that the leaders combine democratic or participative, transformational, and laissez-faire leadership, especially in the NGO sector so they can bring change and improve employee's performance. According to the interviewees, leadership is not about the individual but is about creating a relationship with others. Therefore, creating participatory management will increase more sharing of ideas and involve employees in decision-making.

One interviewee said, *“I feel special when my boss seeks my opinion on certain work matters ... I feel a sense of belongingness”*. According to the interviewees, due to the involvement of everyone within the organization, the leader can foster change and promote innovations that will be extended to the communities they work with. Concerning the transformational leadership, the leader can bring everyone on board to achieve the vision of the organization. One interviewee said that if the leader embraces collective decision making and show strong leadership by sharing leadership roles, employees' performance will be enhanced. Another interviewee also said that *“I am happy to work with my boss because he treats me like family and so I try to do all that he asked me to do very well.”* This shows that if the working environment is conducive, employees can express themselves freely and they will not fear to voice out their opinions. Also, they will be motivated, inspired, and appreciated for the work they do.

#### **4.2.3 Communication and motivation**

When the interviewer asked the interviewees on their opinion about the statement *“tell me how the leadership style affects your work performance”*, in which the response had positives and negative feedback. One section of the interviewees said *“every time, the leaders want to find fault with whatever that I do.... every day there is tension in the office if the leader is around and my colleagues pretend to be working when the leader is around but immediately, he leaves they stop and do their personal stuff.”*

Whiles the other interviewees mentioned that they have great motivation when they are working in their organization. They said the leadership welcomes creativity and makes them feel a sense of belonging in the organization. The leaders appreciate them when the job is done well, give them incentives for overtime, pay salaries on time, conduct appraisal sessions, and look out for their career development and value their input during meetings.

The implication is that when there is a lack of communication skills and motivation on the part of the leadership, the employees do not perform well the way they should. Therefore, the type of leadership style needs to have good

communication and interpersonal skills so they can influence, motivate, and inspire employees to perform well in their work. Also, it is essential to know how to communicate negative feedback to employees, so they do not feel bad as this can demotivate them. Additionally, it is significant for leaders to improve the morale of the employees so that they will be confident in the work they do.

#### **4.2.4 Culture and context response**

The opinion on the statement *“Tell how the leadership style help bring growth and development of the private NGO sector?”* received different views from the interviewees. The feeling about culture, leadership style, and community growth and development was positive. All the interviewees indicated that it is important for leaders to know when and what leadership style to apply. For the leadership to succeed, they must understand the needs of the community and incorporate the environment in which they operate so they can bring growth and development. Also, the culture of a society can influence the management and leadership strategies of the organization. Therefore, the more participative and collective leadership style the more you see a society with collective nature. Contrary, the more autocratic leadership nature the society is, the more you see high power distance cultural dimensions of the society which tends to hinder the growth and development of the society.

According to the interviewees *“NGOs in Ghana render services, support and so on to the communities a lot, so the democratic way will help and makes it easier for the growth of companies and organisations. They also said one person does not hold knowledge, therefore, it would be advisable to shares thoughts or ideas with others to see what their inputs are and how to implement it in decision making. This can help the organization to have an edge over competitors and boost the morale of employees towards work.”* Another interviewee stated that *“the transformational leadership builds individual capacity, allow each person to express his or her opinion via intellectual stimulation, which brings inspirational motivation for the achievement of organisational goals. To bring change in any community requires a genuine love and commitment to impact knowledge. It also requires patience and persuasion to achieve that.”*

The interviewees also said that the leadership style has a lot of impact on growth and development in the NGO sector, especially the private ones. Indicated that *“adopting democratic leadership will help the organisation to benefit from the experiences and perspectives of the diverse people in the organisation, through consensus building on issues the organisation will be able to progress and achieve its goals”*. Another interviewee also mentioned that *“the leadership style will bring development and growth because I believe it will help all individual to share ideas and push for the wellbeing of the organisation. Because they feel they are part of everything going on in the organisation.”*

#### **4.2.5 Capacity building**

The interviewees felt that leaders should invest in leadership training programs that will groom the new generations who are in a leadership position. They believe it sharpens their leadership and managerial skills so they will have better judgment and insight to know what leadership style to adopt and when to adapt. The training program will build the leader’s personal values, integrity, credibility, and networks both within and outside the communities they operate so that it will ensure sustainability in the leadership and growth of the organization in the long-term.

#### **4.2.6 Results from the survey**

*“Which of these leadership styles are you conversant with?”*

Most of the respondents were familiar with the leadership styles that the question provided. Ninety percent of respondents knew about democratic or participative leadership, followed by fifty percent knowing the autocratic or authoritarian leadership, then also forty percent were aware of the laissez-faire and transformational leadership styles. On the other hand, most of the respondents did not know much about transactional leadership and charismatic leadership. Between ten to twenty percent of the respondent knew about the transactional and charismatic, respectively. Figure 8 shows the diagram of leadership styles with which respondents are familiar with it.

Q1. Which of these leadership styles are you conversant with?

10 responses

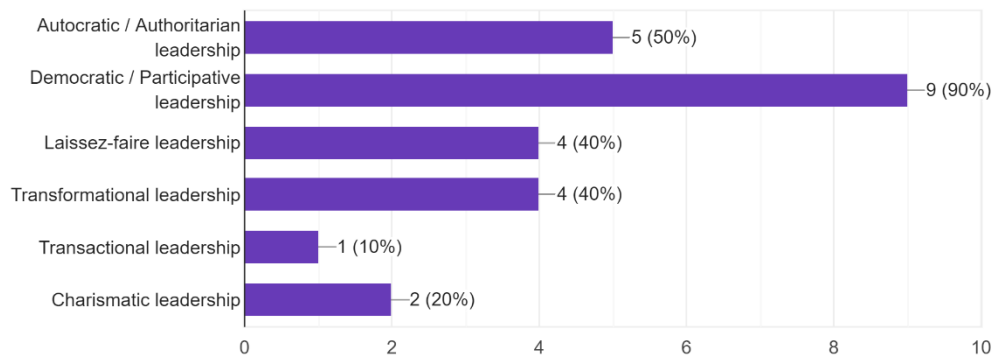


Figure 8. Leadership styles that are familiar with respondents

*“Write a few sentences to describe the leadership style of your previous or current organization. As per your description above, can you identify from the list which leadership style the organization is practicing?”*

The response to this question differed from each other. Some respondents felt the leadership does not involve the team members in decision making. While others felt the leaders engage team members in the decision-making process. Additionally, some of the respondents felt the leadership uses a blend of leadership styles. Therefore, most of the respondents thought the management of their organizations were practicing autocratic or authoritarian and democratic or participative leadership styles. Whereas few of the respondents felt the leaders use a bit of laissez-faire, transformational, and charismatic leadership styles in their operations. However, none of the management uses transactional leadership styles as per the information that was given by respondents. Figure 9 shows the diagram of the types of leadership styles practiced in organizations in Ghana by which respondents identified.

Q2(b). As per your description above, can you identify from the list which leadership style the organization is practicing?

10 responses

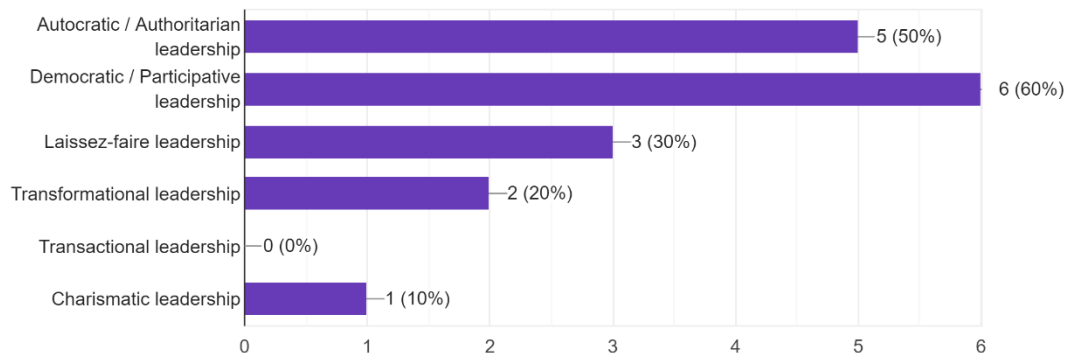


Figure 9. The types of Leadership style practiced in organizations in Ghana

*“Write a few sentences on how you feel about the leadership style of your previous or current organization?”*

This question received different viewpoints. Some of the respondents had good feedback about the leadership style while others did not. The respondents were comfortable with the leadership styles adopted by their organizations. They cited that *“democratic or participative because management engages staff in decision making. These styles allow the employees to own the processes and work to achieve the organisational goals.”*

However, some of the respondents felt unhappy, unappreciated, and that their views and input are not welcomed by the leadership. Another respondent felt the leadership does not create the opportunity to bring out the best from him or her. Then also, other respondents cited that *“In my previous job, the leadership style does not encourage staff to share their technical know-how and compared to my current job, which is participative.”*

*“Can you share your experience about the challenges you face with the leadership style in your previous or current organization?”*

Almost all the respondents have challenges with the leadership style one way or the other. Respondents stated that because all decisions are taken by the

leader, they are forced to do what the leader brings on board, even though the employees might have a better contribution to give. This, therefore, limits employees' ability to learn on the job or contribute to an idea. Then again, new employees are not taken through proper job orientations.

While the other respondents indicated that the inadequate resources in terms of working tools and equipment needed to work make them unproductive. Then again, they do not enjoy the working environment due to the discomfort with the physical facilities.

*“If you were to choose a different leadership style for your previous or current organization, which one would you prefer? Write a few sentences the reason for your answer above”*

The respondents could choose the type of leadership they would prefer in their organization. Fifty percent of the respondents preferred democratic or participative leadership. This type of leadership had the highest percentage because the respondents felt the leadership involves employees' in their decision making. Secondly, the employees feel a sense of belonging as their contribution to job matters is valued and appreciated by the management. Thirdly, the employee's confidence level is increased and motivated to give a constructive contribution as they know the management will not side-line their ideas. Lastly, this leadership style encourages employees to see themselves as part of the organization hence contributing to the development and growth of the organisation.

While thirty percent of the respondents preferred transformational leadership. The reason being that the leadership considers the contribution of all stakeholders. It tends to motivate the employees to grow in both their professional and personal lives. Finally, all the decisions collected by management is linked to organizational performance.

Then also, ten percent of the respondents chose laissez-faire leadership because of its flexibility the employees enjoy but with strict adherence. Whereas another ten percent of the respondents liked the charismatic leadership style due to the positive and appreciative environmental effects it

brings. Figure 10 shows the diagram of the different leadership styles that respondents would have preferred the leaders apply in the organizations.

Q5(a). If you were to choose a different leadership style for your previous or current organization, which one would you prefer?

10 responses

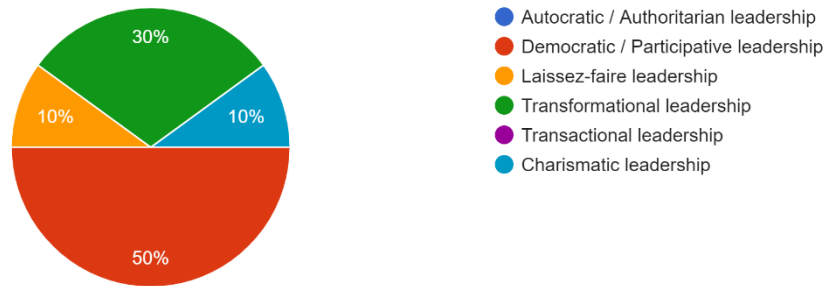


Figure 10. Leadership styles preferable by the respondents

*“What kind of leadership style would you recommend for local private NGOs in Ghana? And why?”*

This question received a similar point of view from the respondents, but they indicated that “leadership style is not a one-size fit all”. Most of the respondents recommended the democratic or participative, transformational, and laissez-faire leadership for a Ghanaian local private NGO. Due to free expression of ideas, sustainability for organizational continuity, and sustainable growth and development for the organization. Especially transformational and laissez-faire leadership seeks to build the capacity of each stakeholder for a positive outcome which enables the organisation to achieve its goals.

*“Describe how the leadership style you indicated above can bring development and growth to the NGOs in Ghana?”*

According to some of the respondents, when a cross-cultural country adopts democratic or participative leadership, it will help the organisation to benefit from the experiences and perspectives of the diverse people in the organisation. Therefore, through the consensus-building on issues, the organisation will be able to progress and achieve its long-term goals. Other respondents also said it will bring growth among the staff who will become more efficient in their work



delivery. Additionally, every employee will feel respected and motivated when management considers or implement their ideas.

The respondent who preferred the transformational leadership stated that when NGOs adopt that kind of leadership, it will build the individual capacity, allow each of them to express their opinion via intellectual stimulation, which intends brings inspirational motivation for the achievement of organisational goals.

Another respondent asserted that both the democratic or participative and the transformational leadership bring about the pull of ideas and harness creativity which intends to boost the morale of the team. Furthermore, when the leader share ideas with the team members, they can know other perceptives on the matter which will be a good tool in decision making. It will also help the organization to have a competitive edge over other organizations.

Lastly, the respondents indicated that when the organizations exhibit the right leadership especially in the NGO sector, it will bring change and development in communities. This will also require genuine love and commitment as well as knowledge impaction to both the internal and external stakeholders. Additionally, it requires patience and persuasion ability on the part of the leader for change to happen.

*“Any comments or suggestions on the leadership style issue.”*

Many of the respondents suggested that leaders should combine democratic, transformational, and laissez-faire leadership styles in their operations. They believe it builds the working team’s capacity, improves output which goes a long way to increase productivity resulting in achieving the organisational long-term goals.

The respondents commented that most of the leaders in the local private NGOs in Ghana pretend to be operating under democratic or participatory style but in fact practicing authoritarian or autocratic leadership.

*“What leadership qualities enhances your work to perform in the organization?”*

The respondents stated that they will be able to perform better if the leader possesses the following leadership qualities: proactive, selfless, team player, fairness, discipline, encouraging participation in decision making, accountable, transparent, capacity building, integrity, responsive in taking a decision, good listener, approachable, humble, good communication, democratic where everyone opinion matters, hardworking, bold, result-oriented, versatile and determined.

*“How does your leader motivate you in the organization?”*

Most of the respondents gave similar inputs for this question. There were many personal features that were considered by the respondents as good motivational tools for them to perform better in the organization.

According to the respondents, one of the ways that the leader motivates them is through encouragement to improve output and appreciation for work done. Secondly, when the leader gives positive or negative feedback on work performance. Additionally, the leader gives compensational motivation and providing a good working environment for employees. Other respondents indicated that they are motivated when the leader gives them the necessary respect they deserve and creating a better relationship between them. Another respondent said the leader motivates him or her when they are part of the decision process and implementation as well as having the necessary information and tools available to perform better at the workplace. Lastly, the respondents mentioned that when management gives them the opportunity to bring onboard their ideas or views as well as creates a good work-life balance motivates them to work well.

*“Can you share your experience of how the leader demotivate you in the organization?”*

Here again, the respondents gave personal encounters that demotivate them at the workplace. One of the demotivational tools most of them mentioned was an unappreciative attitude by the leader. According to the respondents, most leaders do not show gratitude or thankful for the work they do. Disincentive, salary delays, no career development plan, strict supervision, not being part of

decision processes, an unhealthy working environment, and showing disrespect to them were some of the things they consider as demotivating them.

*“Can you share your expectation of how a good leader should motivate you at the organization?”*

Here, the respondents shared their expectations of a good leader in terms of their motivation needs. They mentioned that the leader should be more engaging with employees, give feedback on work done as well as say “thank you” for a well-done job. The second most mentioned is a good working environment. Another respondent stated that a good leader should create a conducive working environment and the necessary tool for the staff to work well. Then also, provide the staff with the necessary support and guidance when they need it. Other respondents also mentioned that a good leader should compensate employees duly and welcome their suggestions during a discussion on work matters.

*“To what extent will the type of leadership style have an impact on your work performance?”*

This question received similar viewpoints from the respondents. Most of the respondents said their work performance is influenced by the type of leadership style being practiced in the organization. They said when a leader involves and appreciates team members in whatever they do, the team member’s morale is boosted, and they feel a sense of belonging. Hence the team members are happy to work with such a leader, which tends to translate into high performance. Another respondent mentioned that leadership plays a vital role in retaining employees in the organization. When the employees are constantly in fear of making mistakes or intimidated by the leadership can cause employees to give low output. Secondly, it can cause the employees to leave the organization for another firm. This can make an organization lose talented and competent personnel, which in the long term affect the organization.

On the other hand, if the leaders create a friendly and conducive working relationship will eliminate fear in the employees, in that, they can be productive and perform better which in the long run the organization will be able to achieve

goals. Therefore, the attitude of the leaders can positively or negatively have an impact on employees' work performance.

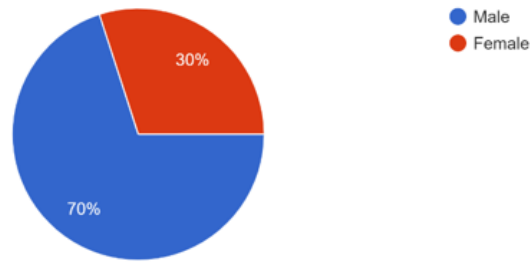
*“Any comments or suggestions on the employee job performance issue”*

All the respondents suggested the leadership should allow the employees to express their views on issues but not to suppress them. Then also, it is important for the leadership to consider the employees as an important resource to the organization as they are the key to the success of the firm. In addition, the employees must take responsibility for the task assigned to them despite the type of leadership being used by the firm. Lastly, the leader should ensure that all the necessary logistics and tools are available for employees to be more efficient in giving the required results expected of them.

*“Gender and Age”*

The e-form software created a pie chart for the result of the questions for gender and age. In which, thirty percent of the respondents were female, and seventy percent were male. Nevertheless, the age of the respondents did not vary. They were all between the ages thirty to forty-nine years. Figure 11 shows the diagram of the gender and age groupings of the respondents.

Q15. What is your gender?  
10 responses



Q16. What is your age?  
10 responses



Figure 11. Gender and age groupings of the respondents

*“What is your position?”*

Here again, the software of the survey presented the result in a pie chart form. Sixty percent of the respondents were occupying a position at the management level and forty percent were at the subordinate level. Figure 12 shows the diagram of the positional level of the respondents in the organization.

Q17. What is your position?  
10 responses

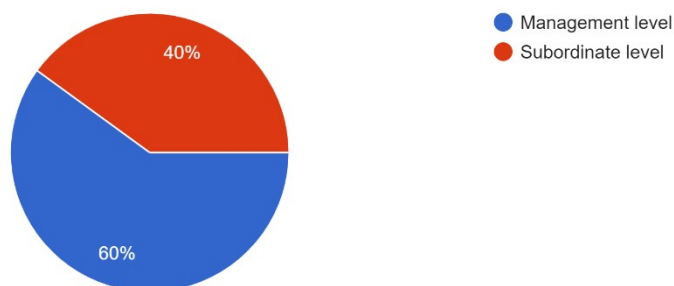


Figure 12. Positional level of the respondents in the organization.

*“How long have you worked in the organization?”*

The duration of the working relationship varied between one to more than five years, where seventy percent of the respondents have worked in their various organizations for more than five years whiles thirty percent were between one to two years. Figure 13 shows the diagram of the work life span of the respondents in the organization.

Q18. How long have you worked in the organization?

10 responses

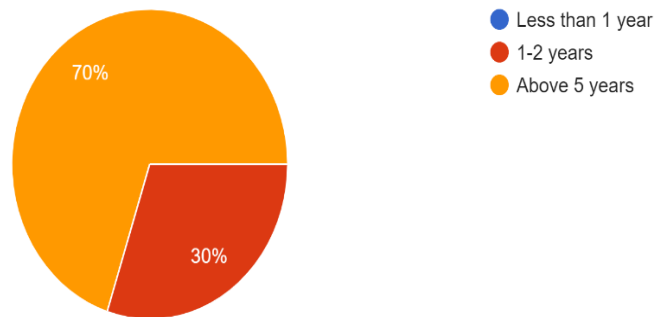


Figure 13. The work life span of the respondents in the organization

### **4.3 Discussion of research questions**

This section will look at the theory and the results of the survey will be assessed and analysed. In the survey, the author tried to find answers to the research questions: what kind of leadership style will boost the morale of employees to enhance performance in a non-governmental organization (NGO) in Ghana, what is the impact of leadership style on employee's work satisfaction and motivation, and how can leadership style enhance growth in non-governmental organizations (NGOs) settings in Ghana.

**“What kind of leadership style will boost the morale of employees to enhance performance in a non-governmental organization (NGO) in Ghana?”**

Based on the answers received from the survey about the type of leadership style that can boost the morale of employees to perform better in a cross-cultural environment were democratic or participative leadership and transformational leadership.

The respondents considered democratic or participative leadership as one that can influence job performance in such an organization. According to studies from previous research, the democratic or participative leader respects the opinions or ideas of employees or followers. The leader also involves the team members in the decision process without monopolies their ideas and responsibilities. Then again, the leader creates a conducive working environment and working relationship with the employees. Hence, fostering good human positivity which will translate into better job performance.

Researchers have found that democratic or participative leadership promotes greater cooperation among employees, and this can boost their morale to perform well in the organization. Furthermore, this leadership style makes group members feel a sense of responsibility with the task given to them. The employees also know that any critic or compliments are objectively given by the leader. Therefore, the employees take the feedback as an improvement mechanism to enhance job performance.

Among the respondents, transformational leadership has a positive connection to employee performance. As the study of transformational leadership shows the leader encourages the employees to bring on board their creativity to the workplace of which the respondents agreed. Then also, transformational leader can promote the vision of the employees through positive motivation they impact on them.

Furthermore, the transformational leader requires the employees to abide by the rules and regulations of the organization where they will be problem-solvers and community-oriented people. Additionally, it was mentioned that the

transformational leader is expected to improve the employee's performance capacities through higher target settings and producing a readiness to handle more challenging tasks. With this, the transformational leader is willing and prepared to give the necessary support when needed by the employees. The respondent strongly mentioned that the transformational leader is the leader who uses a flexible approach towards their employees. Thus, they show concern for employee needs and treat them with respect. However, the transformational leader will enforce punishment or give negative feedback to employees when it is necessary.

**“What is the impact of leadership style on employee's work satisfaction and motivation?”**

Studies have shown that the type of leadership style can either motivate or boost job satisfaction of employees. Per the respondent's answers, the leadership lead by example creates the avenue for job satisfaction and motivation for its followers. If the leader respect and treats the employee as part of the organization, the employee will reciprocate such an example by treating and respecting their colleagues the same.

Due to the visionary nature of the transformational leader, the leader engages the employees in the vision and they both work towards it. With this, the leader's trust is more vital to stimulate job satisfaction and job performance of the followers. Furthermore, researchers have shown that the transformational leader possesses certain leadership behaviours such as ideological influence, charisma, motivation, and so on. Therefore, the transformational leader can improve performance as the leader can develop the know-how and potentials of the employees. Then also, the leader gives opportunities and builds the confidence of the employee, hence the mindset to achieve results is created. Lastly, this leadership care for individual development in their profession, therefore the leader gives motivational support and improved working enhancement for effective work delivery.

According to the studies about the laissez-faire leadership as the leader bridges the gap between the employer and the employee relationship. Thus, the leader



can create a positive working environment by treating the employees as a family despite their position in the organization. This can motivate the employee to work well in the organization, simply because the employee feels a sense of belongingness in the organization.

Studies have also shown that transactional leadership can affect positively or negatively on job performance. If the employees regard the leader as trustworthy and transparent, the employees are happy and motivated to work with such a leader. On the other hand, if the leader is dishonest and does not fulfil his promise by rewarding the employees accordingly, the employees will be unhappy to work in the organization hence affect performance. If this continues for a long time, the worse scenario will be the best employees will leave the organization for another organization.

**“How can leadership style enhance growth in non-governmental organizations (NGOs) settings in Ghana?”**

As it is known, NGOs are set up to bring socio-economic change and development in communities mostly the deprived regions. The leadership needs to ensure that there are smooth operations in that the whole team is on board with the main mission of the project undertaken by the NGOs. The leadership style plays an essential role in accomplishing such objectives of the organization.

According to the respondents, when the right leadership style is adopted and adapted appropriately into the Ghanaian NGO sector, it can bring effective management and development which can promote change in the operations of the sector, thereby achieving the main objectives of the organization. For the leadership to obtain this objective, they must understand the context and culture of the people both internally and externally. There is a great cultural influence when it comes to African culture. According to Fowler et al. (2002) and James et al. (2005) who researched in sub-Saharan Africa indicated that it is important for African leaders to understand the environment they operate in. Thus, the leadership operates three different circumstances simultaneously: global aid world context, urban context, and the rural village context (James et al., 2005 cited by Apostu, 2013).

Most African businesses or organizations adopt the autocratic leadership approach due to power distance cultural dimensions seen in the cultural setup. This tends to harm employees' work performance as the leader does not create a friendly working environment to invite diverse views from staff or other members of the community. However, this can have an adverse effect on the main mission of the organization. Some of the negative effects such as leadership resentment from the employees towards the leader due to not involving their opinions in decision making. This can cause highly skilled or experienced employees to leave the organization because they feel their knowledge is being wasted. On the other hand, a good mixture of the leadership style per the circumstances can address some of the cultural dimensions setbacks which will foster change and development both internally and externally of the organization. Therefore, agreeing with Apostu (2013, p. 151), clear leadership is dependent on the situation in which one applies. The leader's analytical abilities and judgment become important, hence enabling the leader to know what style to implement and when to apply that style to suit a particular situation.

Consequently, the respondents indicated that when organizations adopt the right type of leadership style in their operations, the organization will benefit from the perspective and experiences of the diverse people within and outside the organization. However, through consensus building on relevant issues, the organization will be able to progress and achieve its long-term goals. Then also, the use of an appropriate leadership style will require a leader who is genuine, patient, people-centred, persuasive, and committed to bringing knowledge and skills to its people.

Furthermore, effective leadership is essential to NGO leaders if they want to bring transformation to the organization. The application of the right leadership style will foster shared values and ideas, direction, motivation, build capacity, effective and efficient use of resources as well as achieving what the organization stands for. It will create trust and credibility between the leaders and employees that can translate into a good performance of work. Then again, it will bring about sustainability in the leadership and growth of the organization in the long-term.

## **5 Conclusion**

The study analysed the impact of leadership styles on employees' job performance in a private NGO in Ghana. The research work aimed to draw a relationship between the leadership style and employee's work performance, how the leadership style will motivate the employee to increase performance and how the leadership style will improve the growth and development of the NGO sector. To achieve the research objective, specific research questions were developed and used to collect the empirical data. Then the data was analysed, and the results of the finding were compared with available theoretical literature and empirical. The thesis and the empirical research can be concluded in two parts, thus the findings and the recommendations. The recommendation was obtained from the discussions of the findings.

### **5.1 Findings of the study**

Overall, it can be concluded that the type of leadership style used by organizations especially in the NGO sector of cross-cultural settings plays an important role in influencing employee's work performance.

From the analysis of findings of the research work, it was revealed that democratic or participative leadership, laissez-faire leadership, and transformational leadership have a greater influence on employees' work performance in such industry. It was also concluded that these leadership styles can increase job satisfaction, commitment, and performance. Then also, the motivation and incentive aspects of these leaders have an impact on performance. The democratic or participative leadership, laissez-faire leadership, and transformational leadership recognise the individual or employees' viewpoints during the decision-making process which brings inspirational motivation to them. They also create a conducive working relationship between the employer and employee, thereby increasing a good working attitude which can lead to improved performance.

Furthermore, culture plays a vital role in the leadership governance of any organization. The context and culture need to be considered before applying any type of leadership style. Therefore, the result of the findings revealed that it is

important for leaders to know what kind of leadership style to apply and when to implement such leadership. Leaders need to use their analytical skills and knowledge to determine the kind of leadership style to implement that will yield trust and motivate employees to perform well. All the leadership styles have their pitfalls but if the leader can assess situations to know which one to apply, the leader will be able to limit the effects of it.

Finally, the findings of the results show that if an appropriate leadership style is adopted and adapted, it can bring change and development to the society. The core aim of NGOs is to bring socio-economic change to deprived communities. As it is known, most deprived communities in Africa depends hugely on NGOs for their survival. Therefore, a lack of leadership can hinder the growth and development of those communities. Lack of leadership can deter the organization from achieving its long-term goal. Consequently, the lack of leadership in the NGO sector can demotivate employees to poorly perform in the organization. It can also drive away good employees who have high skills and knowledge to other sister organizations where they feel they will be treated well by the leadership. Therefore, it is crucial to implement the right leadership style that will ensure good and effective leadership skills and competencies that can foster change both within the organization and the community they work in. Then also, identifying and implementing the appropriate leadership style in the NGO sector can bring credibility and sustainability to the organization. This can have an impact on the needs of employees who will be willing to give their best to the organization, hence increase performance.

## **5.2 Recommendation and future suggestion**

In the future, private NGOs need to invest in leadership development programs specifically designed for that sector. This will enable leaders to have relevant leadership skills and competencies which will promote best practices. Training leaders will enhance the good working relationship between them and the employee. Then again, it will improve on their attitude to provide the relevant support to their employees, thereby, making employees happy to perform well on the job. Then also, it will be good for the leadership development program to include capacity building in the different leadership styles that organizations

especially in the NGO sector practices. This will breed a new generation of leaders for the future who will know what leadership styles to use and at what time or situation.

Finally, it is significant to note that private NGOs' sustainability is dependent on the remarkable ability of the leader. Thus, the leader should be true to their values and ambitions, inspire others, through participation and consensus building can effect change in the organization.

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## **Appendices**

### Appendix 1. Interview guide questions

1. What can you tell about the leadership style of your organization?
2. Tell me how the leadership style affects your work performance.
3. Tell how the leadership style help bring growth and development the private NGO sector.

## Appendix 2. Questionnaires

# Survey on “ leadership style in local non-governmental organizations (NGO) set up in Ghana”

Please take a few minutes of your valuable time to respond to the questionnaires investigating the kind of leadership style that fits well with a local NGO within a cross-cultural environment. The survey will take between 15 - 20 minutes to complete. You may answer the survey by 2.06.2020 and provide an anonymous answer through the link below.

Q1. Which of these leadership styles are you conversant with? \*

Autocratic / Authoritarian leadership - the leader takes decisions without consulting the team members. The team members are expected to follow instructions by the leader without asking questions; Democratic / Participative leadership - the leader takes decisions based on the input of each team member and respect their views. Although the leader takes the final decision, each employee has an equal say on a project's direction; Laissez-faire leadership - the leader empowers the employee to perform their work. They trust that the employee will carry out the work as they would have but this can limit their development and overlook critical company growth opportunities; Transformational leadership - the leader tries to transform and improve the company conventions. The team members might have a basic set of tasks and goals that they complete every week or month, but the leader is constantly pushing them outside of their comfort zone; Transactional leadership - The leader reward their employees for precisely the work they do; Charismatic leadership - the leader uses positive charms and personality to influence followers to perform their task.

- Autocratic / Authoritarian leadership
- Democratic / Participative leadership
- Laissez-faire leadership
- Transformational leadership
- Transactional leadership
- Charismatic leadership

⋮

Q2(a). Write a few sentences to describe the leadership style of your previous or current organization. \*

Long answer text

---

Q2(b). As per your description above, can you identify from the list which leadership style the organization is practicing? \*

Autocratic / Authoritarian leadership - the leader takes decisions without consulting the team members. The team members are expected to follow instructions by the leader without asking questions; Democratic / Participative leadership - the leader takes decisions based on the input of each team member and respect their views. Although the leader takes the final decision, each employee has an equal say on a project's direction; Laissez-faire leadership - the leader empowers the employee to perform their work. They trust that the employee will carry out the work as they would have but this can limit their development and overlook critical company growth opportunities; Transformational leadership - the leader tries to transform and improve the company conventions. The team members might have a basic set of tasks and goals that they complete every week or month, but the leader is constantly pushing them outside of their comfort zone; Transactional leadership - The leader reward their employees for precisely the work they do; Charismatic leadership - the leader uses positive charms and personality to influence followers to perform their task.

- Autocratic / Authoritarian leadership
- Democratic / Participative leadership
- Laissez-faire leadership
- Transformational leadership
- Transactional leadership
- Charismatic leadership

⋮

Q3. Write a few sentences on how you feel about the leadership style of your previous or current organization? \*

Long answer text

---

Q4. Can you share your experience about the challenges you face with the leadership style in your previous or current organization? \*

Long answer text

---

Q5(a). If you were to choose a different leadership style for your previous or current organization, which one would you prefer? \*

Autocratic / Authoritarian leadership - the leader takes decisions without consulting the team members. The team members are expected to follow instructions by the leader without asking questions; Democratic / Participative leadership - the leader takes decisions based on the input of each team member and respect their views. Although the leader takes the final decision, each employee has an equal say on a project's direction; Laissez-faire leadership - the leader empowers the employee to perform their work. They trust that the employee will carry out the work as they would have but this can limit their development and overlook critical company growth opportunities; Transformational leadership - the leader tries to transform and improve the company conventions. The team members might have a basic set of tasks and goals that they complete every week or month, but the leader is constantly pushing them outside of their comfort zone; Transactional leadership - The leader reward their employees for precisely the work they do; Charismatic leadership - the leader uses positive charms and personality to influence followers to perform their task.

- Autocratic / Authoritarian leadership
- Democratic / Participative leadership
- Laissez-faire leadership
- Transformational leadership
- Transactional leadership
- Charismatic leadership

---

Q5(b). Write a few sentences the reason for your answer above. \*

Long answer text

---

Q6. What kind of leadership style would you recommend for local private NGOs in Ghana? And why? \*

Long answer text

---

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Q7. Describe how the leadership style you indicated above can bring development and growth to the NGOs in Ghana? \*

Long answer text

---

---

Q8. Any comments or suggestions on the leadership style issue. \*

Long answer text

---

# Employees job performance issues



This section is intended to reveal how the kind of leadership style can affect work performance of employees.

Q9. What leadership qualities enhances your work to perform in the organization? \*

Long answer text

Q10. How does your leader motivate you in the organization? \*

Long answer text

Q11. Can you share your experience of how the leader demotivate you in the organization? \*

Long answer text

Q12. Can you share your expectation of how a good leader should motivate you at the organization? \*

Long answer text

...

Q13. To what extent will the type of leadership style have an impact on your work performance. \*

Long answer text

Q14. Any comments or suggestions on the employee job performance issue \*

Long answer text



## Basic information



Description (optional)

---

Q15. What is your gender? \*

- Male
- Female

---

Q16. What is your age? \*

- 18-29
- 30-49
- 50 and above

---

Q17. What is your position? \*

- Management level
- Subordinate level

Q18. How long have you worked in the organization? \*

- Less than 1 year
- 1-2 years
- Above 5 years