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LEADERSHIP APPROACH IN SMALL SCALE INDUSTRIES IN GHANA

A Case Study Of Data Bank Financial Service Limited-Ghana

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ABSTRACT

Title	Leadership Approach In Small Scale Industries. A Case Study of : Data Bank Ghana Financial Service Limited
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The viability of any organization begins from the fundamental leadership approach or principle adopted. Studies have shown that leadership approach could be a contributing factor to the success or failure of any institution. The purpose of this research was to examine the leadership approach in the small scale industries in Ghana. Transformational, Transactional and Laissez-fair forms are the three types of leadership styles reviewed in this study while employee dedication was also considered in the literature to give the understanding of employee involvement in organizational settings.

Two basic phases of approaches were used in collecting data from participants. The first phase involves an interview with the leaders in Data Bank Financial Service Limited. Secondly, a multifactor leadership questionnaire model was administered to the employees. The sample was 15 employees and 5 leaders were chosen as participants for the survey.

The result of the study reveals that the three leadership styles play an important role in an organization but the transformational leadership approach has a positive impact on both the

firm and employees. The anticipated outcome of the research identified that transformational leadership will have positive influence and create good relationship with the subordinates. Furthermore, it was recognized that the transformational leadership approach was more suitable in enhancing performance in small scale businesses than the laissez-fair and transactional leadership approaches. With this approach the organization can take advantage as an approach for leaders to use in day to day relations with workers in developing suitable approaches. This can be done through organizing regular seminars, training and coaching programs to foster employee involvement in organizational activities. This is believed to auger well for a continuance and satiability production achieving set aims and objectives in small scale industries.

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TIIVISTELMÄ

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Minkä tahansa organisaation kannattavuuden lähtökohtana on sen johdon lähestymistapa tai omaksutut periaatteet. Tutkimukset ovat osoittaneet johdon lähetystavan olevan myötävaikuttava tekijä instituution menestykseen tai romahdukseen. Tämän tutkimuksen tarkoituksena oli ymmärtää johtamisen lähestymistapoja Ghanan pienteollisuudessa. Transformationaalinen, transaktionaalinen ja Laissez-faire muodostavat kolme johtamistyyliä, jotka käytiin läpi tässä tutkielmassa. Samalla työntekijän omistautuneisuutta tarkasteltiin myös työntekijän osallistamista käsittelevässä kirjallisuudessa organisationaalisesta näkökulmasta.

Lähestymistapojen kahta perusvaihetta käytettiin aineiston keräämiseen vastaajilta. Ensimmäinen vaihe sisältää haastattelun Data Bank Limitedin johtajien kanssa. Toiseksi työntekijöille tehtiin multifactor-johtajuuskyselytutkimus. Kyselytutkimuksen aineistoksi valittiin 15 työntekijää ja 5 johtajaa.

Tämän tutkimuksen tulos osoittaa, että kaikki kolme johtamistapaa ovat tärkeitä organisaatiossa, mutta transformationaalisen johtajuuden lähestymistavalla on positiivinen vaikutus yritykseen ja sen työntekijöihin. Odotusten mukaisesti tutkimustulos osoitti, että transformationaalisella johtajuudella on positiivinen vaikutus työntekijän omistautuneisuuteen sekä työnantajan ja alaisten välisten hyvien suhteiden luomiseen. Edelleen huomattiin, että

laissez-faire-johtajuuden lähestymistavalla on olennainen myötävaikutus, joka vaikuttaa jokseenkin heikosti työntekijän omistautuneisuuteen. Tämän avulla organisaatio voi hyötyä vaikuttamalla johtajiin siten, että he harkitsevat sopivia lähestymistapoja ollakseen päivittäisissä suhteissa työntekijöiden kanssa. Tämä voidaan toteuttaa järjestämällä säännöllisiä seminaareja, koulutuksia ja valmennusohjelmia työntekijän osallistamiseksi organisaation toimintoihin. Tämän on uskottu avartavan jatkuvuutta ja tuotannon tyydyttävyyttä asetettujen tavoitteiden ja hyödykkeiden saavuttamiseksi pienteollisuudessa.

Avainsanat : Transahtionaalinen, transformationaalinen, , laissez-Fair (johtamistapa).

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1. INTRODUCTION

Many organizations across the globe are facing dramatic modifications coupled with the increase in the demand for products and services of high quality. According to Kanter (1995), today's world is more challenging, unstable and disorganized than before. The success of any business is dependent on the fundamental transformation principle being adopted. Today's turbulent competitive environment requires a strategic leadership approach and employee dedication. This can certainly be useful to all firms and most importantly to small and medium enterprises.

Many researchers suggest that leadership effectiveness brings about employee enhancement on their job performance. One important issue in the organizational setting referred to as the leadership approach is an underlying concept understood by organizations across the globe today. Considering the activities associated with leadership, it has become the basic propelling mechanism for effective functioning in industries in the world. The characteristics of leadership constitutes the impact of the method been used and the end result. As such, the method is recognized by the leader and supportive groups which is the employee's behaviour, characteristics, perception and attribution from the circumstance in which the impacting method is transpired (James, K. and Collins, J. 2008).

It is a requirement by firms to hire skilled, dedicated and capable employees forming an effective group to achieve the aim and objectives of the firm in order to succeed in the business environment. This involves an individual psychological state which will connect employees to the organization. Apparently, it is employees' dedication which will be greatly influenced by the relationship that exists between colleagues and their leaders.

Leadership among others is a vital issue which in the corporate environment is least understood concept. The record of leadership spans through many patterns and a large body of knowledge. Considering it as a general activity, the fundamental pivot of every functional and effective firm is the leadership approach. The status of any leadership style can be associated with its influencing procedure and end results. This can then be viewed from leaders and followers characteristics, attribution, disposition and the circumstance in which the process of influencing transpired. Hersey and Blanchard (1984) suggest that the

moral reason of leadership is to build an empowered individual that lead to moral outcomes that are attained through moral ways.

Leadership approach is an initiative processes that a leader carries out or contributes in ensuring that unexpected activities are done progressively in an organization. Hence, leadership in organizational view is associated to an individual who is chosen by the organization or the founder to up a role of activities of the organization having followers and maintaining amicable work place relationship. (Bass and Avolio, 1993)

According to Allen and Meyer (1990), employee dedication is defined as an emotional and mental state that binds a person to the organization. Among many institutions, there is a rising dedication gap expanding division between what is expected of a worker to execute and meeting the employer's expectation. There are various rationales behind the downward employee dedication at work places. One of this can be attributed to management's failure to ensure that employees hired are managed in a way that keeps them motivated and hence dedicated throughout. In other words to ensure a culture of dedication amongst employees. From this view point there will be stability and fairness with value as to how employees are managed within the hierarchy of the firm.

A successful business requires competent, skilled and dedicated workers as valuable assets to excel in achieving its goals. Disregarding the aforementioned requirements by managers can cause the failure of the organization and also lead to greater consequences. Supervisors and leaders need to ensure and manage the employee behavior in a way that strengthens employee dedication. Hunt and Morgan (1994) stated that the initial step to building employee dedication is to first enhance the quality of management.

It is noticeable that there is an influence of interaction through the dedication exhibited by employees among their counterparts and also their immediate and senior managers. Commitment is a constant process and requires leaders and employers to establish means of improving employee's existence at workplace (Avolio and Bhatia, 2004). Thus, the dedication of capable employees is significant to the success of the firm.

1.2   Research Problem and Objectives

For many small and medium enterprises in Ghana to succeed in the competetive environment, it is important to have a good and competent work force to execute the orgnisation's objectives more strategically. Therefore, recognising the human capital (which are the employesss) by creating a condusive atmosphere to establish a good blend between the leaders and the employees will go a long way to create harmony in the organization.

It has been noticed that many small scale companies start well but are not able to survive after very few years. What keeps on bordering minds of others are the internal conducts that exists between the leaders and employees which prevents them from meeting their set targets aside the issue about resources availability. The level of commitment by employees and their leaders can be traced to their organisational outcome.

The outcome of this survey will help firms especially the focal firm, Data Bank in Ghana to practice leadership behaviours which will motivate and bring out the full commitment of employees to the industry. Also, the study will add to the understanding by making available information based on the management relationships from leader's approach and employee's commitment.

The aim of this study is to gain a deeper understanding of leadership approach in small scale companies in Ghana. In other to achieve this , there are some underlying objectives for the study which are:

*   To examine the impact of leadership approach in small scale companies
*   To examine the rapport between different leadership approaches and employee involvement.

1.3   Research Question

With regards to the problem and objectives above, there are some questions that will be considered and addressed in this study. These are:

- What is the nature of leadership approach and employee dedication in Data Bank Ghana Limited?
- What are the perceptions of leadership approach and employee dedication at Data Bank Ghana Limited?

Some of other questions to the employees are:

✓ Do you get involved when vital matters arise?

✓ Do you talk about your most significant values and ideas towards organizational Goals?

✓ Do you look for differing perspectives when solving problems?

1.4   Importance and Limitation of the studies

Employee participation in attaining desired organizational objectives is critical. There is the need to put in place efforts whenever there is a notice that there is less recognition of the significance of employee's involvement in decision making and its impact on execution.

Firstly, it will study the relationship between leadership approach and employee dedication of the Data Bank Ghana Limited because this particular type of study had not been previously conducted on these small and medium industries in Accra. Therefore, its result is important to create attentiveness to leaders within organizations of these categories about the main factors that can persuade the dedication and commitment of individual employees.

Also, the results of this survey will contribute to the pool of understanding in other leadership approaches and employee dedication studies. This could also be useful for others who want to further research into studies in related topics within small and medium industries in developing countries.

This study will also add to the other research available on past history to leadership approach and employee dedication. After this study, it is anticipated that it have an extra value to the literatures on leadership approach, particularly in the Ghanaian settings especially in the private banking sector apart from well known Ghana commercial Bank

and Agriculture Development Bank since there were limited literatures done on similar setting especially small and medium Enterprises.

The results of the study would help the leadership of Data Bank Ghana Limited to practice leadership behaviors that will encourage employee dedication to the organization. The study will also contribute to the body of knowledge by providing information on the relationship between leadership approach and organizational commitment.

1.5   Organization of the study

This study is organized into five chapters. Figure1 shows how the thesis is planned. Chapter one presents the introduction of the study, problem statement and its importance to the entire thesis. This is illustrated below with the following chapters which are highlighted:

One: Introduction

Two: Literature Review

Three: Research Methodology

Four: Results Analysis
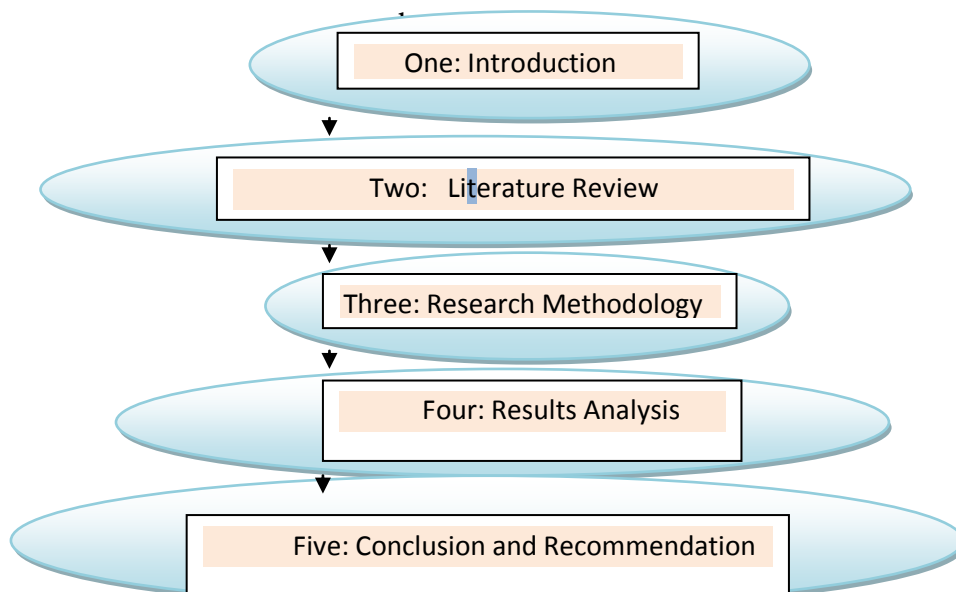
Five: Conclusion and Recommendation

Figure 1: Organization of the study

Chapter Two provides the review of others existing literature which are relevant to this study. The different types of leadership style and employee dedication will be considered under this section.

Chapter Three will presents the research method that will be used in collecting data pertaining to the research problem. The chapter includes the research approach as well as describes the data collection and analysis methods used.

Chapter Four however, will consist of the analyses and presents the research results obtained from the research questions that will be answered by respondents which will add to the focal aim of the survey.

Lastly, Chapter five will end the thesis. This will consist of the conclusions and suggestions resulting from the research findings. At later end of the paper, references and appendices will be included that contain the questionnaires of the survey forms that will be use to collect primary data for this work and other additional documents of the study as well.

1.6   Description of the Study Area (Data Bank Financial Service Limited)

The case company is a small scale industry providing financial services and also a brokerage firm located in Accra, Ghana. Data Bank gives corporate and public finance advisory services. It was founded in 1990 in the capital of Ghana.

Before Data Bank was established, there was no financial institution which was dedicated to investment on any stock market. This has then transformed the banking sector in Ghana and has made it a potential and viable for banks from abroad to get hold of a portion of the Ghana's economy.

Databank has been influential in the development of the capital markets in Ghana, acting as advisor, placement agent and broker to private clients, government and corporations alike. Databank Brokerage Ltd has over the past ten years maintained a dominant market share of stock market activities on the Ghana Stock Exchange. They have also extended into the asset management and private equity financing markets.

The Databank Africa Desk gives a comprehensive review of African markets and economies. In 2007, Databank Research competed with international heavyweights such as Deutche Bank, UBS, Citigroup, EFG Hermes and African Alliance for the enviable award of the "Best Africa Research Team" at the Ai Index Awards held at the London Stock Exchange and organized by African Investor. In keeping with the leadership tradition,

Databank Research towered above the other competing firms as it took home the diadem as the Best Africa Research Team, 2007 (the sate man, 2008)

Vision

The Vision of Databank is to become the dominant asset management firm in West Africa by 2015 by engendering a savings culture in people, creating wealth for generations of investors and abiding by Christian Stewardship principles.

✓ To remain pioneers and leaders in our field by:

✓ Delivering superior financial services and creating wealth for our clients

✓ Striving to become the Gold Standard in Customer Service

✓ Inducing a passion for excellence in our employees and

✓ Returning exceptional value to our shareholders and society.

Mission

The mission of Data Bank Financial Service is to provide innovative and responsive corporate advisory, brokerage, fund management and research services to local and foreign individuals, multinational companies, institutions and portfolio investors in the ECOWAS sub-region by:

✓ Maintaining high professional standards with the objective of consistently respecting and creating wealth for our clients.

✓ Becoming the gold standard in customer service by meeting client needs with innovative and creative financial products, financial solutions, services and care.

✓   Striving to recruit and retain the best and the brightest, who know and practice the value of hard work and possess a strong sense of character, competence and care and have a commitment to the firm's values of Leadership, Excellence, Humility and Integrity.

✓   Earning the brand 'the best place to work' for staff: creating an enabling working environment while creating and effective balance in their spiritual, financial, intellectual and physical care.

1.6.1   Geographical location of case study (Data Bank Financial Service-Ghana)

Data Bank Financial Services is located in Accra, Ghana's capital near Tigo telecommunication office and adjacent to National Service Secretariat. The street address is 61 Barnes Road, Adabraka.

2   LITERATURE REVIEW

Leadership and management studies recommends that the leader's management approach can boost employee dedication in an organization towards achieving set goals. Leadership has over the years been much discussed around the world. The logic behind leadership is that, most experts today are not willing to lead and turn down subordinates to follow them (Fisher 1999). In these modern times across the globe as there is advancement in technology and the surroundings, there is the need for high raking supervisors .Due to the unstable nature of working environments today, firms are facing challenges and demand leaders who can handle and be in position to meet up to their expectations.

In this chapter, leadership theories will be discussed g dtem\in relation to the behavioral and situational aspects. There will be a consideration of the full range of leadership theories under the use of laissez -fair, transactional and transformational leadership.

2.1   Overview and Concept of Leadership

Leadership can be described in many ways as well as the difference in the effectiveness of the impact on followers. Thus, institutions are faced with challenges in economic, political and legal, social and technological changes within the organization. There is a need for easy and flexible use of resources and ensuring consistent learning (James & Collins, 2008; Leavy & Mckiernan, 2009). Taking ideal decisions requires leadership involvement and to act in accordance with any change that may occur. There are many definitions for leadership by researchers and commentators giving a wide range of understandings.

Leadership as defined by (Hersey & Blanchard, 1977) is the "process of influencing the activities of an individual or a group in efforts toward goal achievement in a given situation." It therefore involves the existence of two or more individuals and having a set objective, goals and targets to achieve.

There is conformity to the understanding of leadership by definition. Several scholars and researchers approved that leadership has being blend with skill and in the manner they are expressed. (James & Collins, 2008 Bass *et al.*, 2003).

However, Bass (1997) previously defined leadership differently compared to the modern definition. From the previous definitions, leadership is identified as a direction of collective procedure and movement, behavior or character following a course. Also, others explain it as the ability of bringing to mind conformity. Current definitions regards leadership in terms of influence, target accomplishment, differentiation in task, power, fortification, commencing of arrangement and acknowledgement of attitude that are regular as the one who understands and comprehends leadership to be. To end with, Bass further stated that leadership may include all those things mentioned.

From an organizational point of view, leadership in this study is associated with an individual who is chosen by the firm or the owner to take charge of some part or parts of the organizational activities which others can account to while maintaining rapport with the followers.

The ongoing relationship between leaders and followers are said to be a leadership process. This can be seen in the diagram below:
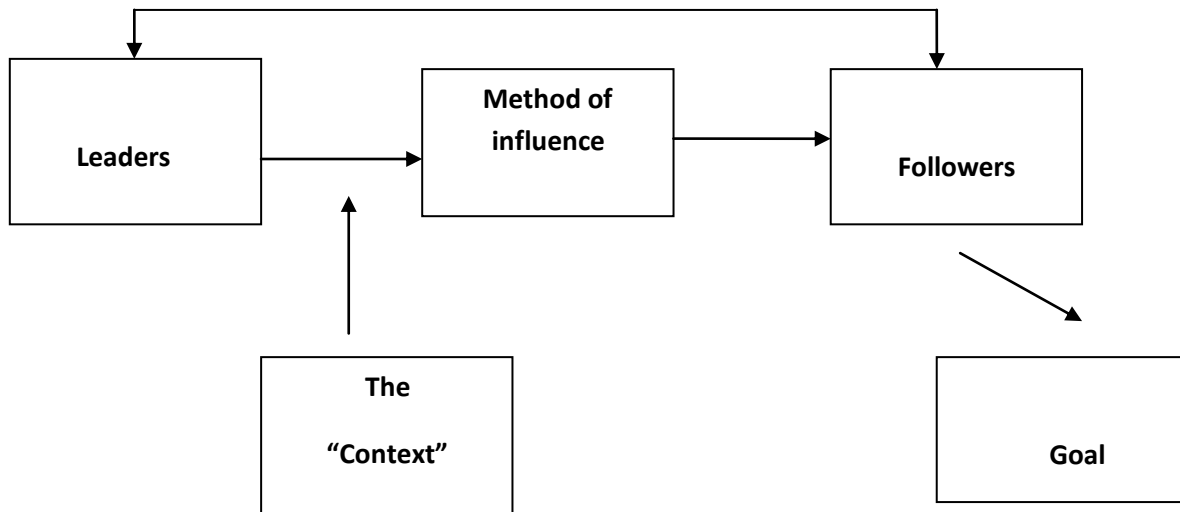

Figure 2, The leadership process

Source: Mainskweeze, 2009

The figure above illustrates an overview of a leadership process involving a leader and the followers. This consists of the context to which and influencing method that is adopted by a leader on the followers towards the goal of the organization. It basically explains the steps taken to influence followers by a leader.

2.2   Leadership Theories and Approach

As indicated from the earlier description, attitude and characteristics were not in a consensus in respect to the level at which leaders can persuade their followers. Furthermore, all the basic approaches were not enough in terms of rigor, generalization and the possibility to employ the utilization of standard measurement (Bass, 1990). Considering the pragmatic view, the approaches   were not rigorously tested, giving a conical way of clarifying leadership characteristics and qualities. In view of the demand for leadership values and beliefs that exists, requires the need for follower's concern and participation. Taking note of contingency approach, these values and believes can be executed when some unforeseen situations occur.

Again, many discussions have been conducted on leadership which has created a lapse of transaction leadership. This leadership approach is left in the hands of subordinates to perform their duties so as to achieve organizational targets. According to (Bass 1990), followers have thoughts of getting rewards for achieving organizational set targets.

Leadership traits have often being centered on the acts and achievements of great people in the past. . Example, "without Moses, the Jews would have remained in Egypt and without Winston Churchill the British would have given up in 1940" (James & Burgoyne, 2001). Studies in such heroic acknowledgement made known of the Great Man Theory of leadership, which brought forth the debate of leaders being born but not created. Perren & Burgoyne, 2001 in their literature pointed out that some individuals are endowed with leadership traits that cannot be acquired through learning.

A review of the leadership literature indicates a developing cycle of 'schools of thought' from "Great Man and Trait theories to Transformational leadership''. Recent theories have a tendency in drawing the attention to the characteristics and behaviors of leaders who

succeed, soon after theories start to reflect on the role of followers and the contextual nature of leadership.

Autocratic / Directive   **Democratic/ Participant**   **Laissez-Fair/ Delegative**
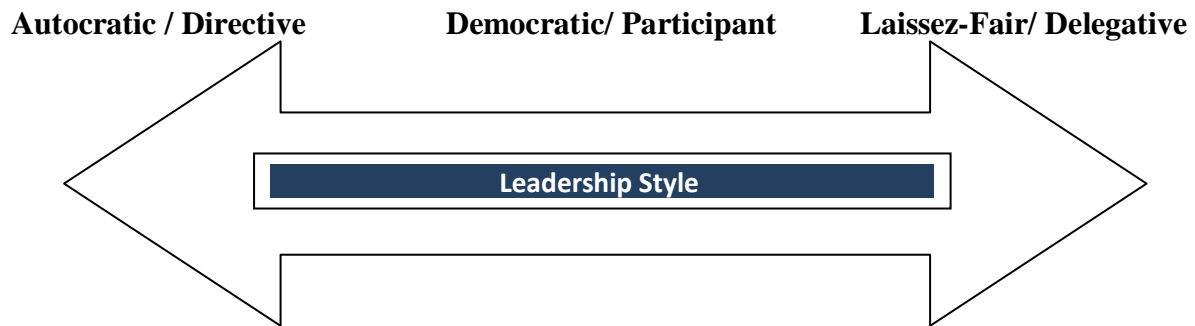
Leadership Style

Figure 3, Leadership style

Source: Apex leadership Ltd, 2013

The figure above shows the fundamental continuum of leadership style. It is from a directive approach from one side of the spectrum and to the other end delegative approach**.** This can deduce on different approaches based on Transactional which is autocratic or directive, Transformational referring to democratic or participant and Laissez fair as delegative approach of leadership style.

2.3   Full Range Leadership Model

The full range leadership explains influential verities style from 'non-leadership' to great transformational leadership conducts. The model illustrates various kinds of conducts which impact on the results produced by followers of the leader. In addition, the range of behaviors begin with transformational leader behaviors to transactional leader behaviors with laissez faire reaching to the least among the leadership range of relation. (Multifactor Leadership Questionnaire; Bass et al., 2003). In other words, an ideal style of leadership in organizational settings can be attributed to a transactional and transformational leadership which are probably characterized by the two.

In some situations, the two leadership styles can be applied together depending on the amount or time needed by the leader. The substantial current study reveals some supporting facts that indicate transformational leadership brings out more effective and efficient output from the subordinate than anticipated switch over affiliation with an ideal transactional leader.

Bass & Avolio (1993) urge organizations to adopt leadership function towards transformational qualities in their cultures and also continue applying the transactional qualities as a support.

Trottier *et al*. (2008) recommend that Full Range Leadership (FRL) theory of Bass is a plan which organizations can adopt for improvement and growth intended to augment the effect and influence leaders will have on employee dedication. Again, the authors made known with attention that Bass's full range model is of a great significance which researchers can use as a theory and study , experiment and observe giving the dichotomy of looks of organizations in today's settings.

Even though multifactor theory is most likely the globalised mentioned and wide-ranging theory, leadership is often generalized with the believe surrounding behavioral characteristics ranging from Laissez-faire to transactional leadership, centered on recognized qualities and behavioral charisma (Bass and Avolio, 1993).

Full Range of Leadership Model
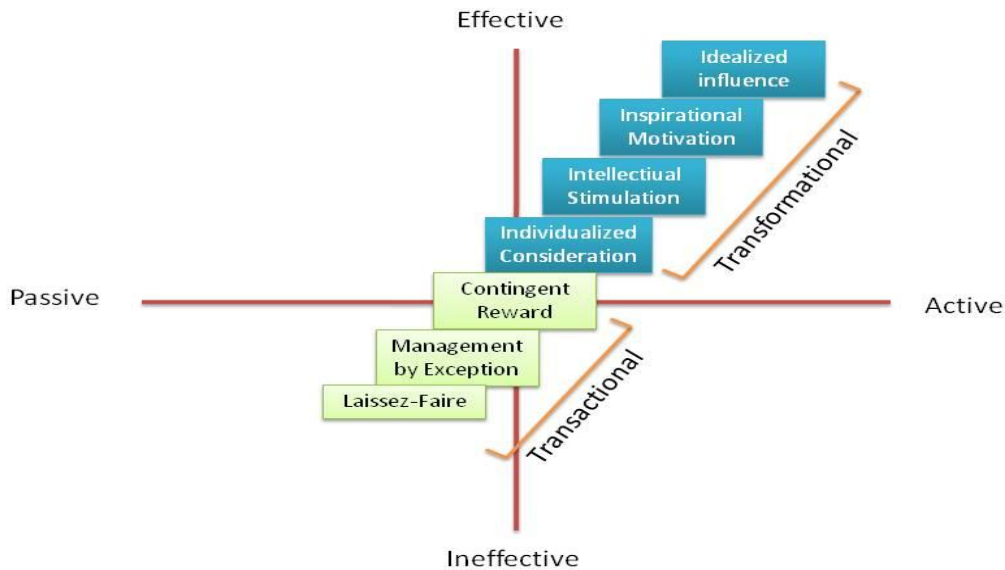
Figure 4, An illustration of a Full Rage Leadership Model:

Source: Wordpress, 2011

Figure 4 indicates the full range of leadership the model. The figure shows transactional and transformational leadership styles. It indicates the more efficient approach. Transactional approach, which is more passive and ineffective, it include laissez-faire approach, management by exception and contingent reward. On the other hand transformational leadership approach is more effective and active, because it involves individualized consideration, intellectual stimulation, inspiration motivation and idealized influence. From this it can be concluded that transformational leadership approach is more efficient to use.

2.3.1 Transformational Leadership

Individuals as followers are been motivated in performance and moral grounds through different kinds of media. Leadership can be explained as an influential procedure where leaders alert their subordinates' attention to the important things, direct and enable them recognize the opportunities and challenges in the society today from a different

perspectives. People who are eager to maintain and consider the progress of an organization in their action, and encourage build individuals or groups potentials and also reaching expectation are normally referred to as Transformational leaders. These leaders are normally proactive individuals who persuade their followers to put in their best by reaching higher levels of capacity expected and accepted moral and ethical levels.

However, it has been stated by Bass (1997) and Hall et al.(2002) that transformational leadership has enhanced the attainment level of targets of groups and by transaction leadership which does make a total change.

Under this type of leadership approach, individuals normally feel belongingness and sense of purpose. Both the leaders and subordinates have interdependence and share common interest and believes among themselves. They exceed their personal interest and anticipate in return compliments of the firm and group. Involvement of norms values and believes of transformation into the teaching of leaders and followers in same culture are due to the personal requirement to assist new individuals understand and fit into their customs. From the wide range of behaviors, there are collective norms that is adjusted and to make an effect on the external amendments within the firm's environment (Bass and Avolio, 1993).

Bass et al. (2003) further explain that transformational leaders pay attention to building the capacity of their subordinates by encouraging and fostering cooperation among them. They also strengthen the moral values and attitude in them. Most often in organizations, the employees build up a high level of expectation and assurance in such a leader. Hence, the employees have the pride to be recognized with the leader and then establish a firm platform of loyalty to them. Likewise, there was a debate by Bass (1997) which describes transformational leaders as significant, particularly in times of unstable situations when swift changes and globalization occurs.

Mannheim & Halamish (2008), argue that transformational leadership promotes potential improvement yielding personal dedication at a high rate among the subordinates to attain organizational objectives. Transformational leadership takes place when the interest of followers are hold in high esteem and enhanced by leaders and also create the responsiveness and approval of the aim and mission by making the followers to be foster

ahead from personal motive for the betterment of the whole group. Collectively, the dedication and potential operates to pave the way for enhanced level of productivity and quality. (Lok & Crawford, 1999).

Again Bass (1997) continue to state that the aim of transformational leadership is to 'transform' people and organizations in a literal sense – make change in their mentality and broaden vision, insight, and gain the understanding; spell out purposes; enable behavior fitting with beliefs or values; revealing changes that are permanent , self-perpetuating, and momentum building. As such Bass et al (2003) and Trottier et al. (2008) ideally clarify transformational leadership on four factors. The four dimensions as recommended by these writers are: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. This is illustrated in the diagram below:

Figure 5, Transformational leadership Dimensions

Source:Intergrated Development Group, 2011

From the figure above, transformational leadership approach exhibits these attributes which are idealized influence, inspirational motivation, intellectual stimulation, individualized consideration, self efficiency, trust in management, meaningful work and organizational and occupational identity. All these factors contribute to employee well-being and organizational performance.

2.3.2 Transactional Leadership

An ideal transactional approach is centered on everything in terms of obvious details and certainty of formal binding relationships. Every duty assigned is clearly stated beside terms of employment, disciplinary codes, and extra employee compensation settings. Placing of one's own interest and desires above others, are Self-interested are tensed. In many cases the followers execute their duty independently as separate from others in the group. Therefore collaboration among group member depends on dialogue in reaching a consensus when dealing with crisis or attaining related target. Hence, the firm has a slight recognition of the employees, its mission or vision. According to Bass and Avolio (1993) superiors are basically responsible for making an agreement through discussions and compromise, and as such allocating resources.

 However, transactional leadership is centered greatly on "exchanges" as the subordinates is been appreciated with compliments for attaining certain targets or accomplishing a task which is between the leader and follower. (Trottier *et al*., 2008; Bass *et al*., 2003). In a pragmatic way, the transactional leadership is a good style due to its significance in reaching specific goal or targets (James & Collins, 2008; Sosik & Dinger, 2007). A capable and effective transactional leader identifies and rewards subordinate's achievement accordingly. Nevertheless, followers of transactional leaders are not mandatorily expected to be innovative as they could be supervised on the plan agreed based on structures or procedures. On the other hand, incapable transactional leaders could find it difficult to predetermine challenges and get involved before it gets worse , whiles suitable measures are put in place accordingly by effective transactional leaders (Bass *et al*., 2003).

These leaders demonstrate characters and attitudes that are related with constructive and corrective transactions. The constructive approach is indicated as Contingent Reward

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(conditional) and the corrective approach are indicated as Management-by-Exception (acting on behalf) in other words active and passive. Transactional leadership describes potential output and support, and encourages followers to reach these heights of expectation. In institutions today, the roles of management are in relation to two fundamental central behaviors of contingent reward and management. These are carried out by Full range leaders and even go to a extra dimension.

By comparing transformational and transactional leadership approaches, transformational leadership creates the opportunity for followers to be more innovative whilst transactional approach is more into pragmatic levels in structure and not in every case. A transformational leadership approach develops and empowers followers to make every efforts to exceed targets whiles transactional emphasizes largely on external drives for the functioning and undertaking of their assigned duties. (Bolden *et al*., 2003, Trottier *et al*., 2008; Bass *et al*., 2003). Therefore, transformational leadership is about influencing behaviors by encouraging the recognition of innovation in the course of building trust and zeal with the readiness to absorb, while transactional leadership would direct to recognition of creativeness through strengthening and remuneration or compensation.

It was clearly stated in the beginning of Bass theory of leadership, that in other to improve performance, there is the prerequisite to adopt both transformational and transactional leadership. The full range leadership model created and centered on Bass's establishes that transactional and transformational leadership does not limit the link in-between but instead the formation of leadership holds and utilize in differing amounts.

In other to develop an outstanding performance, there are the required behaviors of transformational leadership to supplement the behaviors of transactional leaders (Bass and Avolio,1993). Hence, a paramount result is achieved when one utilizes both transactional and transformational leadership behaviors with followers.

The diagram below illustrates the difference between transactional and transformational leadership

Basis	Transactional	Transformational
Active vs. proactive	Leadership is responsive and its basic orientation is dealing with present issues	Leadership is proactive and forms new expectations in followers
Basis of Exchange	Rely on standard forms of inducement, reward, punishment and sanction to control followers	Distinguished by their capacity to inspire and provide individualized consideration, intellectual stimulation and idealized influence to their follower
Motivation	Motivate followers by setting goals and promising rewards for desired performance	Motivate followers to work for goals that go beyond self interest.
Basis	Transactional	Transformational
Performance in action	Depends on the leaders power to reinforce subordinate for their successful completion of the bargain	Arouses emotions in followers
Organizational culture	Works within the organizational culture as it exists	Changes the organizational culture
Position of follower	Relationship with followers based upon levels of exchange. Awards related to productivity.	Put followers in front and develop them, take followers to transcend their own self interests in achieving superior results.
Focus	On the details	On the big picture
Telling or selling	Once the contract is in place, takes a "telling" style	Has more of a selling style Transactional leadership
Situation handling	Takes up weakened organization	Takes up stagnated organization

Table 1, Difference between Transactional and Transformational Leadership

Source: Chand 2013

2.3.4   Laissez-Faire Leadership

This can be describes as a non authoritarian leadership approach which uses less obvious means to successfully complete tasks in reaching a control and offer the least assistant to its followers. Transactional and transformational leaders are referred to as leaders who enthusiastically intercede and make an effort to avoid problems, even though the two styles are different. Studying these two dynamic fields of leadership, it can be deduced that there are often difference with the third approach of leadership referred as laissez-faire (Bass, 1990). However, James & Collins (2008) explain laissez-faire leader as an intense reflexive leader who is unwilling to persuade followers' broad freedom, to the extent of giving responsibilities he has to undertake. From this explanation, this tremendous reflexive style of leadership illustrates situations when leadership is not present.

In a way, laissez-faire leadership approach impacts negatively on subordinates and relates contrary to what is anticipated by the leader. Laissez-faire has characteristics of behaviors that indicates a "do nothing" or "hands-off" style. Behaviors comprising keeping distance from followers, avoiding supervisory duties and being "inactive, rather than reactive or proactive" (Multifactor Leadership Questionnaire).

It has been recorded by researchers several times that laissez-faire leadership is the least fulfilling and least effective approach of leadership approaches. Issues of less sense of collective unity, little sense of achievement, less transparency and as such subordinates do not have a lot of respect for their supervisors due to Laissez-faire leadership behaviors (Lok & Crawford, 1999).

From the above, it is most likely for these justifications that many research participants choose to exclude laissez-faire leadership from their study but only including mainly transformational and transactional leadership in details.

Bass (1990) after comparing the leadership approaches has differentiated laissez-faire leadership drawn on the subsequent account to distinguish laissez-faire leadership from other styles of approaches and leadership behaviors: "Laissez-faire leadership should not be confused with independent relations, taking part or making a considerable approach. Also, it should not be misunderstood in terms of excluding delegation. Delegation involves the activeness of the leader to assigned a given task allows the subordinate to continue on paths that the subordinate and the leader agreed on until problems arise or standards are not met at which time the leader intervenes to make corrections" (Bass 1990).

2.4   The Concept of Employee Dedication

In the world today, there is more emphasis of employees in an organization than before. This is because, employees are the foundation which every firm propel on to achieve its objectives. As such, there has also been a keen research on employee dedication as it is interchangeably used in many studies as employee commitment. Recently, studies are focused on describing the concept while other studies further investigate organizational commitment across two common style, commitment-related attitudes and commitment-related behaviors. According to Shore & Wayne, (1993) and Hunt & Morgan, (1994) It has also been realized over the years that different past occurrences and results have been recognized.

In addition, it has also been noted that there are examining the firm's commitment. This motives are connected to "employee behaviors and performance effectiveness; attitudinal, affective, and cognitive constructs on the bases of job satisfaction; characteristics of the employee's job and roles such as responsibility; personal characteristics of the workers such as age, service duration." Lok & Crawford (1999)

Several descriptions on employee dedication are considered in the literature and explanations on this depend on the style and to the extent of support an individual is dedicated to. According to Hunt and Morgan (1994), organizational commitment is functionally described as "multidimensional in nature, involving an employee's loyalty to the organization, willingness to exert effort on behalf of the organization, degree of goal and value congruency with the organization, and desire to maintain membership."   With

regards to employee dedication in an organizational setting, the strong bond between the follower's recognition with and inclusiveness by participating and contributing in a specific institution.

In this regard, employee commitment has been defined by Allen and Meyer (1990) as mental and emotional state that describes the relationship with a firm and the proposition to keep on working with that institution. Likewise, Meyer & Becker (2004) also stated that a dedicated employee is an individual who "stays with an organization, attends work regularly, puts in a full day and more, protects corporate assets, and believes in the organizational goals". There is an immense contribution by the employee to the firm due to his dedication.

These workers effectively and efficiently put in their outmost ability to the development of the organization as a result of their dedication to the institution. Studies has proven that both workers and firms are highly imparted when involvement in working environment is low both ends profit if dedication is great. A firm's dedication is connected to an additional contentment, work out come, and firm's process or system of doing business (Meyer & Becker, 2004), and also reduces of absentee and workers outputs.

2.6   The Dimensions of Employee dedication

Many of the fundamental commitments are based on Allen and Meyer's conceptualization. Historically, it differs from others in terms of psychological state as explained .They recognized employee commitment on three different forms; this includes normative, affective continuance dedication. Allen & Meyer (1990) stated that later description of previous commitment gives the comparative, normative commitment is the recent phase of organizational commitment.

Affective commitment or dedication refers to the tendency for a worker to stay with an organization based on emotional attachment and recognition with the institution and its objectives. This type of commitment includes three phases, by the identification, the yearning to uphold affiliation and the pattern of the emotional attachment. In relation to this

Mayer (2004) added that affective commitment illustrates the recognition and commitment situation where an individual is willing to continue working in an organization.

With effective dedication, individual response is centered on circumstances where they consider themselves as within activities of the firm. In many cases, high affective employees of this type continue to stay with their job in the company regardless of the situation because they want to. For that reason, it is vital for firms to employ individuals that posses affection and dedication. High affective commitment means individuals are willing to continue working in the organization and tolerating its goals and values (Allen & Meyer, 1990).

Also continuance commitment begins from the requisite of a employer to live permanent in an organization bearing in mind the cost involved in staying. This explains the understanding of the willingness and cost attached in staying with the company due to the nontransferable investment he or she holds. From this point of view, Allen & Meyer (1990) refer to nontransferable investment as rapport between workers, retirement and other vital things to the firm. The tenure of office by workers in long term is in years and the remunerations that are reception are considered as continuance commitment (Hunt and Morgan, 1994).

With regards to continuance dedication, workers put into consideration the disadvantages of working in another institution and prevent them from moving out from their current work place. Additionally, continuance dedication is not a bad condition, although it is considered to be an opposing dedication approach by the institution.

 Employers with a particular level of great continuance dedication remain with the institution because they need to. Hence, a worker maintains his or her administration relationship having in mind the extreme cost of not staying in the establishment. (Allen & Meyer, 1990).

Furthermore, the third measurement of workers dedication is normative commitment, which illustrates an approach of employer responsibility to continue employment. Individuals with particular levels of normative commitment remain with an institution

because the employee believes they ought to remain (Allen & Meyer, 1990). Normative dedication has been debated to be an ordinary and appropriate way individuals are brought up in the community.

Again, normative commitment is also gained through dedication such as marriage, family, religion, etc. hence individuals are more involved or dedicated at their place of work, and they believe they have a moral responsibility to the institution. (Meyer *et al*., 2004)

Furthermore, the three mechanisms of a worker's commitment is a psychological level of mind set that either describes an individual's bond with the firm and also the consequences of the effect on the individual to keep on working in the company. Again, an employee can acquire diverse or related stages of dedication.

Despite the definition, Allen & Meyer (1990) added that, dedicated employees are those who remain and continue working in a particular organization over a period of time. It is also important to increase workers level of dedication to meet set targets and goals in an organization. There are six models that can be followed. That is from the environment, marketplace requirement for success, business imperative, organizational imperatives, culture imperatives, leader and employee behavior and lastly leader and employee mindset. This can be seen in the diagram on the next page.
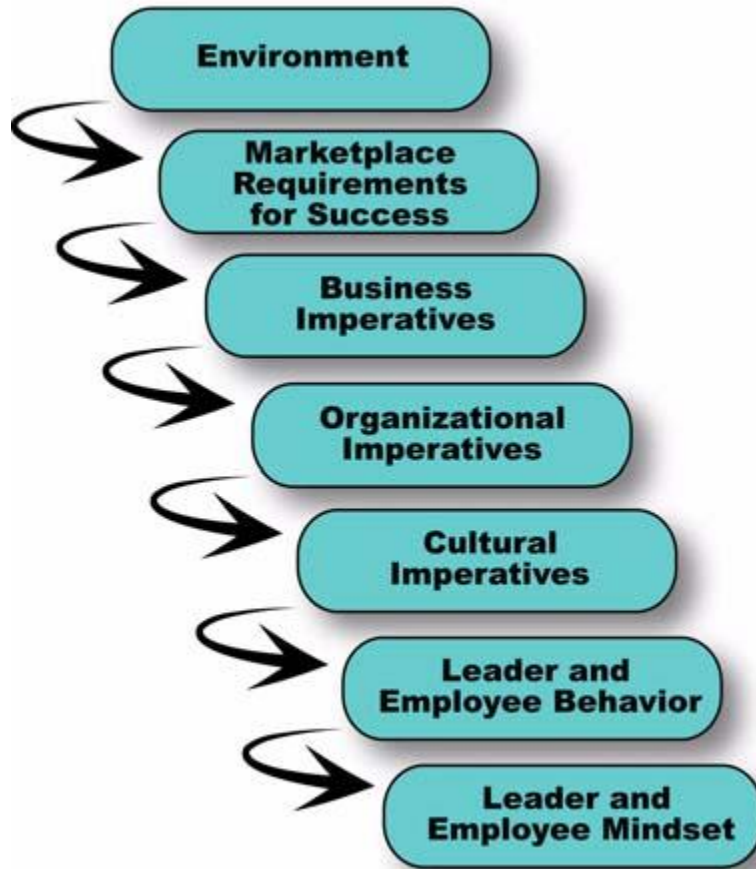
Figure 6, How to increase employee commitment to chance

Source: Anderson 2014

The above model is a template created as a driver's change which can be adopted by organization's initiatives for clear and compelling cases.   The process of increase in commitment of change occurs from the environment down to internal affairs consisting of the leader and the employee's mindset. Considering this will lead to a successful performance of the organization in achieving its goals.

2.7   The Relationship between Leadership Approach and Employee Dedication

There are several researches which emphasized a great deal of interest to the relationship between leadership behaviour and employee dedication. It has been revealed that superiors

who encourage their subordinates in taking part in decision making turns out to have a high level of dedication in saving the company.

They have shown that organizational dedication is greater for employees whose leaders encourage their participation in decision making, who treat them with consideration (e.g., Brockner et al., 1992; Allen & Meyer, 1990) and are supportive of them (e.g., Allen & Meyer, 1990). Furthermore, as stated by some researchers, supervision is a key determinant in promoting and influencing workers dedication in firm.

Studies on leadership approach and employee dedication gave a detail understanding between the relationship between them within the organizational context and literature. Leadership approaches are very vital scope of a collective group in an institution since it impact greatly on follower's dedication in several forms for development and progress. Similarly, Ponnu & Tennakoon (2009) point out that ethical leadership behaviour has a positive impact on employee work dedication and employee trust in their superiors.

Aside, findings on the relationship between leadership approach and employee dedication universities' libraries on by Awan & Mahmood (2009) reveals that the approach used by leaders, either transformational or laissez-faire has no impact on the follower's dedication to work. Rather, many of the workers gave the impression to be positively dedicated to the institution. Likewise, Lok & Crawford (1999) gave accounts on leadership approach variables, a bureaucratic environment, at times ends up in less dedication performance by the followers.
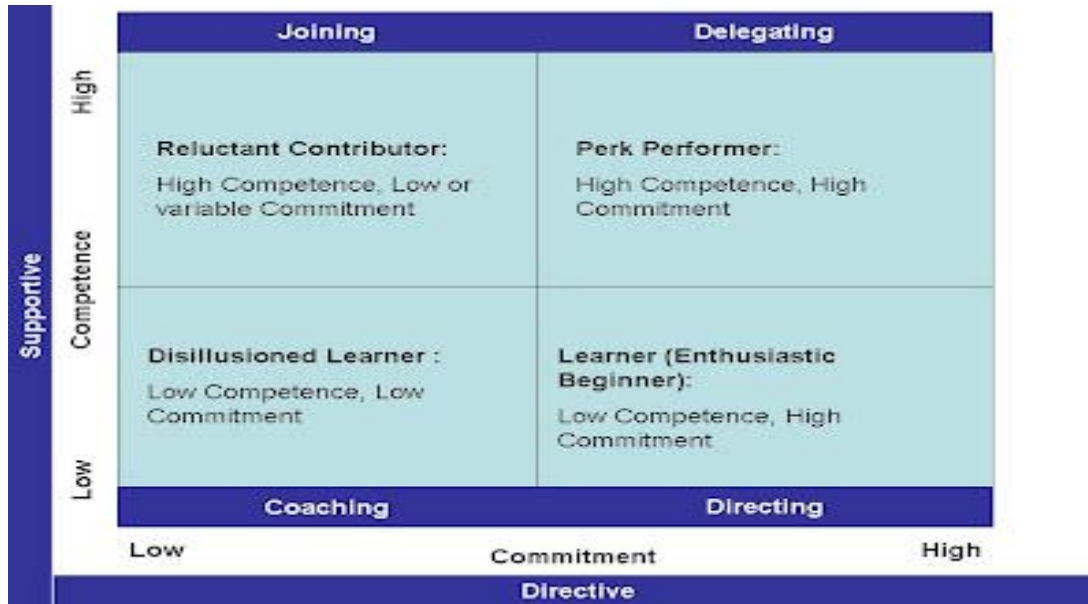
Figure 7, Situational Leadership

Source: Vinod, 2012

The figure above illustrates a situational leadership style, which display the level of supportive and directive from both leaders and employee. It clearly shows the level and result of competence and commitment. It can be deduced that, there is a high competence and high commitment, when more supportive and directives are initiated in the organization. But there is low competence and low commitment, when low supportive and low directives are involved.

A leader may make a decision just to instruct and direct the followers, however sometimes he or she may be supportive. By so doing the subordinate takes and makes right decision. Key factors are how the directives or supportive approach are been carry out by the style. The diagram above explains the various situations a leader may be and level of employee commitment and competence. Mostly some superiors apply the same approach with all employees which they are unable to succeed in motivating them all.

3.   RESEARCH METHODOLOGY

This research was conducted in Accra, the capital city of Ghana and at Data Bank Financial Service. Both qualitative and quantitative approach was used to gather relevant information with regards to leadership approach.

3.1   Qualitative and Quantitative Research

Qualitative research is one of the two primary approaches in conducting social science research and it gives out findings of how through analysis of un-structured information. Data gathered from this field is mostly through open-ended questionnaires, face to face interviews or videos, participant observation and filed notes. This approach is based on statistics and numbers compared to quantitative methods.

Qualitative research seeks to understand and interpret social interaction. Mostly a small group of respondents are used and are not randomly selected as compared to quantitative. In conducting this type of research, the researcher and their biases may be recognized to the respondents in the survey and same way the participant characteristics also be recognized by the researcher. This kind of research is interactive during data collection and used to inform decisions by adjusting to what is learned. (http://www2.warwick.ac.uk/)

On the other hand Quantitative research looks to obtain a statistically reliable sampling of respondents. Quantitative research is about asking people for their opinions in a structured way so that you can produce hard facts and statistics to guide you. To get reliable statistical results, it is important to survey people in fairly large numbers and to make sure they are a representative sample of your target market.

3.2   Target Population and Sample Size

The survey includes both male and female workers in Data Bank. This target population was chosen because they constituted to the respondents in the organization which was used as a case study giving the researcher the privilege to understand the perception and feelings with regards to rate of responds of leadership approach adopted.

A sample size of fifteen (15) employees out of thirty five (35) total numbers of workers and five (5) leaders from eight (8) leaders was chosen for the survey. This size was chosen due to the size of the organization in order for the survey to be conducted effectively and in time.

3.3   Data Collection Instrument

Secondary data is about information that has been previously gathered for some purpose other than the current research project. There are two basic sources of secondary data; on one hand, availability of data within the organization (internal data) examples; sales reports, information from customer loyalty cards and information in the internal marketing information system. On the other hand, information available from published and electronic sources originating outside the organization (external data) example; government reports, newspapers, the internet and published research reports. (Hox & Boeje, 2005)

Primary data will be obtained through interviews with respondents regarded as relevant to the study. A combination of self-administered questionnaires; and telephone interviews is used to solicit for the primary data. The questionnaire is however the major data collection technique used with telephone interviews augmenting or soliciting explanations and additional information. A Skype to telephone interview was employed in this research in order to reduce the problem of non-response, which is often associated with questionnaires. It has be presumed that it has provided the essential information needed to achieve the aim of the research (Hox & Boeje, 2005)

3.3.1   Questionnaire / Multifactor Leadership Questionnaire

The questionnaire is designed with both opened and closed ended questions from the area of research by using the Multifactor Leadership Questionnaire (Bass and Avolio, 2003). The questionnaire was structured carefully in simple words so that respondents can answer the question easily. The researcher explained the study in a gradual manner to the respondents. In all, fifteen (15) selected questions were designed for the employees and they were divided into two sections. Ten (10) questions were presented to the management in interview form.

The multifactor leadership questionnaire by Bass and Avolio (2003) were considered as the right instrument for the survey. It was deduced from the Full Range Model and discussed in chapter two. Respondents answered based on a scale to evaluate the extent to which leaders' behaviors can be measured in relation to workers' dedication. The answers ranges from 0 to 5-points that is scale 0 = not at all, 1 = rarely, 2 = sometimes, 3 = fairly often, 4 = frequently, if not always.

3.3.2   Interview

A Skype to telephone interview was used mainly to obtain responses from leaders. It was simply about interaction with the respondents involved in the survey. The telephone interview was used to seek clarifications from management during the survey. It took three weeks to contact and interview the leaders. This was done through Skype to telephone discussions. The response rate was very low during the first week of contact. Later in the subsequent weeks, the response rate from the leaders was high making it possible to obtain the information needed. The researcher interviewed the management consisting of supervisors and managers in order to get relevant information for the project. This enabled the researcher to have access to varied data on the subject.

3.4   Data Handling

The questionnaires were processed carefully to derive answers. The processing comprises editing, coding and the use of group frequency and tabulation of data. Periodic assistance will be solicited from the researcher's supervisor. Basically, editing is simply the examination of the data that will be collected to find the appropriateness and consistency of the responses. This implies that the researcher thoroughly read the questionnaire. Also, coding refers to the situation where the data is changed from qualitative to quantitative form, which requires the use of numbers (dummy variables). (http://digitalcommons.unl.edu/). The researcher used a coding scheme to show various questions asked for easy interpretation and understanding statistically, thus, frequency tables and charts was used by the researcher.

3.5   Validity and Reliability

Most often, in qualitative research, the concept validity illustrates extensive varieties of terms. However, it determines whether the research truly and accurately reflects what it was intended to measure or assesses the specific concept that the researcher is attempting to measure in every research with a truthful results.

Joppe (2008) explains reliability as the degree at which results obtained from a survey is consistent after interpreted number of times. Also reliability in every research gives the same results on frequent assessment from an experiment or test by using similar methodology. Hence, the equipment or instrument used can be considered as reliable. In this survey, the interview with the leaders is regarded as a reliable approach in gaining needed responses. Even though the equipment or instrument used in producing consistent results could be reliable, the instrument used for the particular survey may not be valid. This gives the researcher a platform to be incapable in drawing an adequate conclusion, put together theories or make generalized declaration devoid of approving of independent observers' capability to repeat research procedures.

Therefore validity can be proven in any survey when the research design describes the motive, objectives and deals with answers to the questions raised by the researcher. This is considered by using the Multifactor Leadership Questionnaire model (MLQ) in achieving the motive of this survey.

On the other hand, reliability of the research can also be proven when other researchers use this same design in obtaining same findings as the previous researcher had undertaken. As stated earlier, when it is qualitative in answering questions on how, when, who and what in achieving same result, the research is considered to be valid.

4 DATA ANALYSIS AND PRESENTATION

4.1 Introduction

The results obtained from the survey are presented and discussed in this chapter. The chapter starts with analyses of the interview with management and the responses deduced from the questionnaire administered to the employees from the field survey. The data analyzed are presented in the form of bar charts and pie charts.

4.2 Findings and Discussion (Management):

The leaders of Data Bank financial Service Limited, Ghana, were interviewed through Skype to telephone discussion. All the superiors involved in the interview responded "yes" that they provide employees with support and help in executing their jobs. Others added that they do this quiet often. This could be related to a transformational leader who is willing to help subordinate improve on their capabilities to achieve targets.

Again they are involved in resolving problematic situations when there are employee involvements. During a crisis situation, they adopt a listening strategy in taking into account views of employees in solving that particular problem at hand. The management also said they get involved at the initial stage from it becoming serious. One of them said he gets less involved because of the employee capabilities.

More so, areas of employees output where attention is focused are normally inability to meet targets and mistakes. Aside this they also bring on board innovative ideas, meeting deadlines and feedback from them. Attention to details such as sales and customer satisfaction are another aspect they focus on.

The leaders who participated in the survey further added that their most significant values and beliefs are cooperation among employees in promoting and executing the aims and objectives of the organization. This was spelt out in the following:

Values: Excellence and integrity, honesty in potential employees, truth and understanding.

Beliefs: Hard work based on effectiveness and efficiency in serving their clients, respect and love.

They also admitted that they seek differing perspectives when solving problems and, more importantly, it is depending on the situation. They ask the employee's opinion and try to make a collective decision. Some added that they place value on all and help them synchronize in line with finding solution to the problem. Some also said they analyze differing perspectives to identify the most viable among the rest

Leaders in Data Bank inspire employees who are excellent at their given task, and hardworking as well as use their qualities to bring out the best in them in order to succeed in their jobs. God-fearing, loving, selfless and passionate with their jobs are other inspiration factors mentioned by some supervisors.

Measures such as providing employees with the necessary training, tools and inspiration are put in place to achieve performance targets by employees. Weekly interview and monthly assessment of target are also other measures stated by the leaders. These are done by exceeding personal motive interest for the betterment of employees and the organizational as a whole

Furthermore, leaders and supervisors keep track of misdeed and failures of employees by recording serious and offensive one in their files while minor ones are usually discourage. It has been stated by one supervisor that "as human as I am, I don't note down failures. I recall misdeeds only when it has reached a threshold." Those that strictly go in recording failures can be attributed to transactional leaders. This gives the impression that they go according to the lay down rules and regulation by influencing followers in that pattern.

Lastly participant leaders in this study reveal that they show how much the employees are appreciated when meet expectations and at time pamper and encourage them sometimes when they do not meet targets. These employees are being rewarded with bonuses to serve as motivation to them and others.

4.3   Findings and Discussion (Employees):

With regards to the responses from the employees, the following is the analysis from the questionnaires administered.
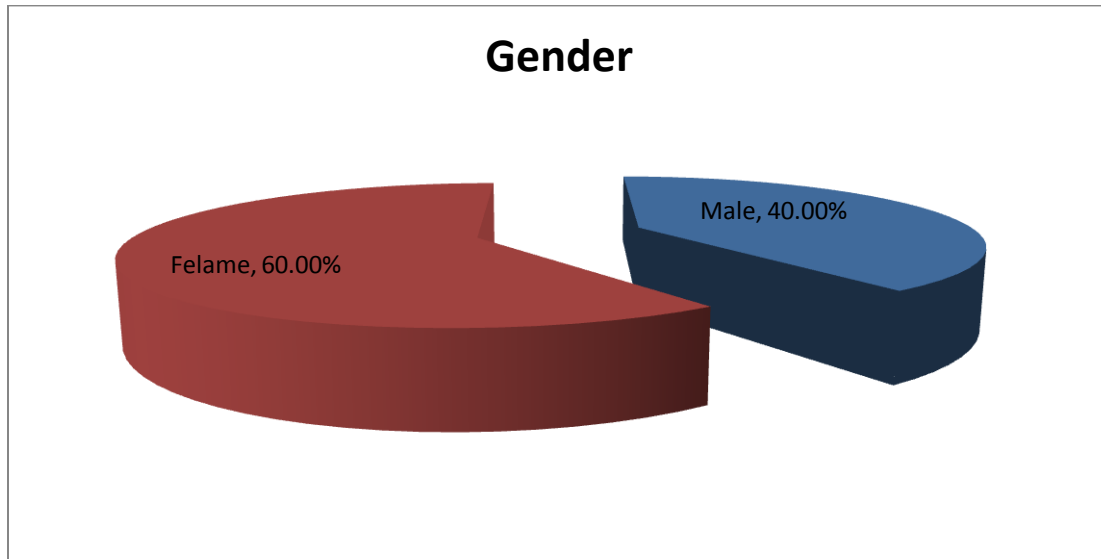
Figure 8: Gender

Out of the total respondents from Data Bank six (6) were male, constituting 40% and the remaining nine (9) were female which indicates 60%. Therefore it can be concluded that the majority of the respondents were female. This can be seen from the table above, figure 4.3.1 .
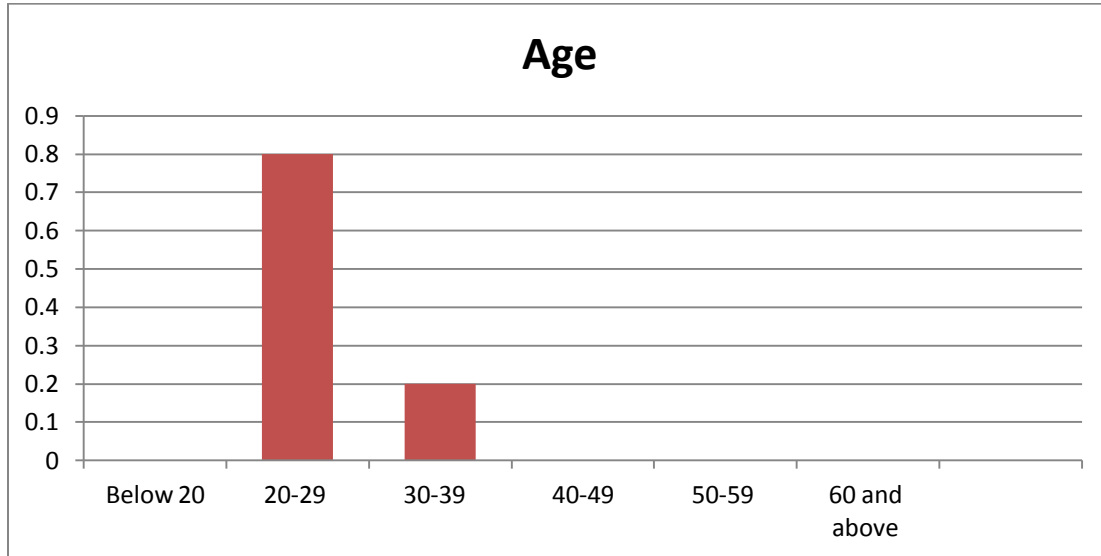
Figure 9: Age

The age distribution of respondents ranging from 20-29years forms the majority with 80%. The age categories of 30-39 respondents were 20%, while none of the respondents are age falls between any of the remaining age categories.
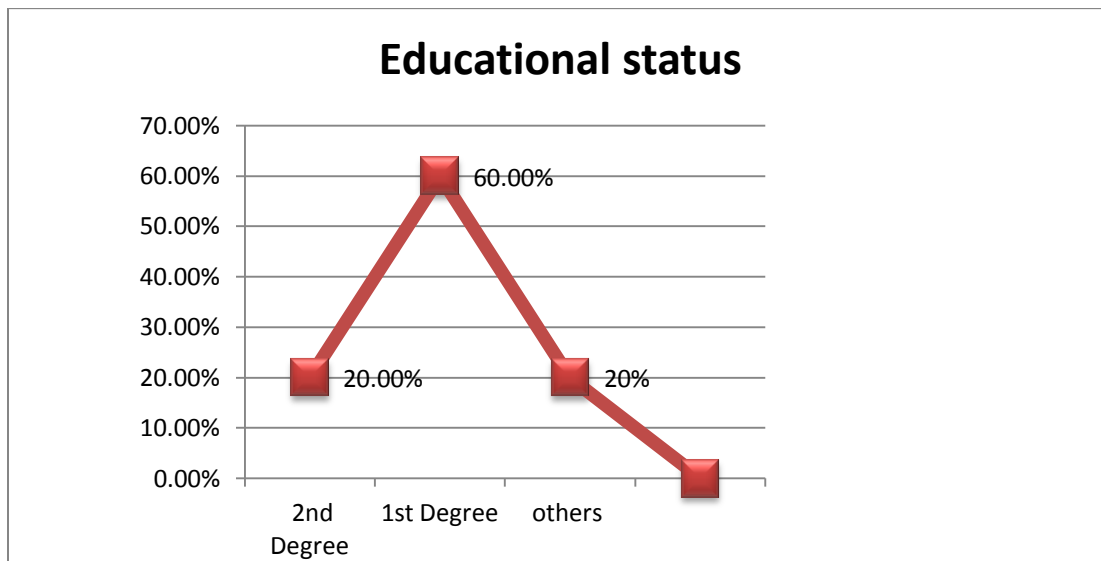
Figure 10: Educational Status

Figure 4.2 shows the total number of respondents corresponding from the various educational levels from the survey and the red shows that 60% have obtain the 1st Degree educational status in Data Bank employee. Again, the diagram above vividly shows that

only 20% have 2nd Degree educational status. The remaining 20% specify others educational status such as HND and MSC.

In addition, respondents have indicated the following as their work task category: client service personnel, assistant coordinator, retail service, portfolio desk, financial analyst, business development, payroll accounts and internet administrator.
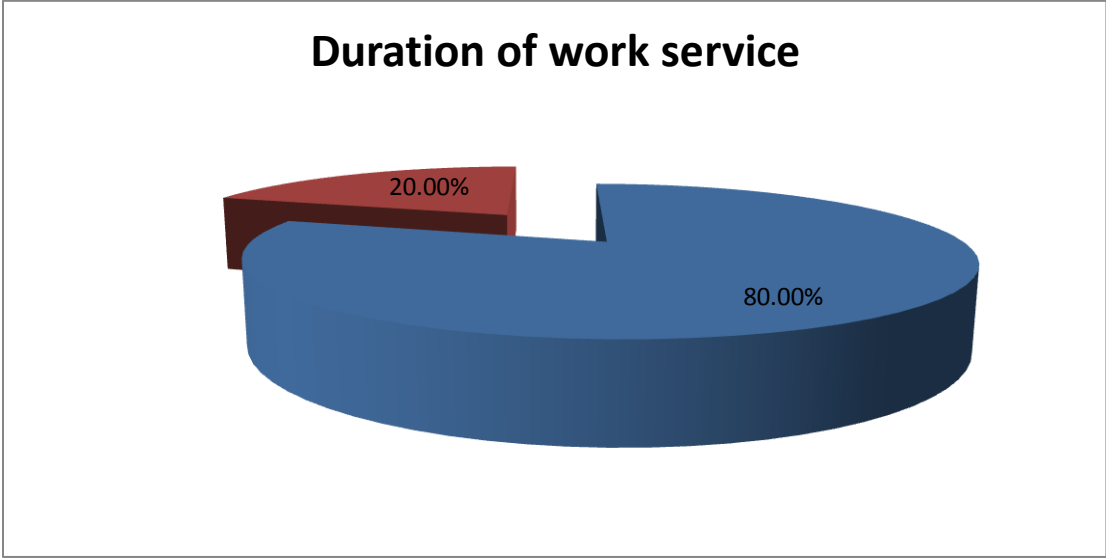
Figure 11: Duration of Work Service

According to respondents, their length of working duration in the organization ranged from a minimum of 1 year to a maximum of 10 years. 12 respondents making up 80% of the total has been in the service of the organization between 1-5 years. The rest of respondents fall in the category of 6-10 years.
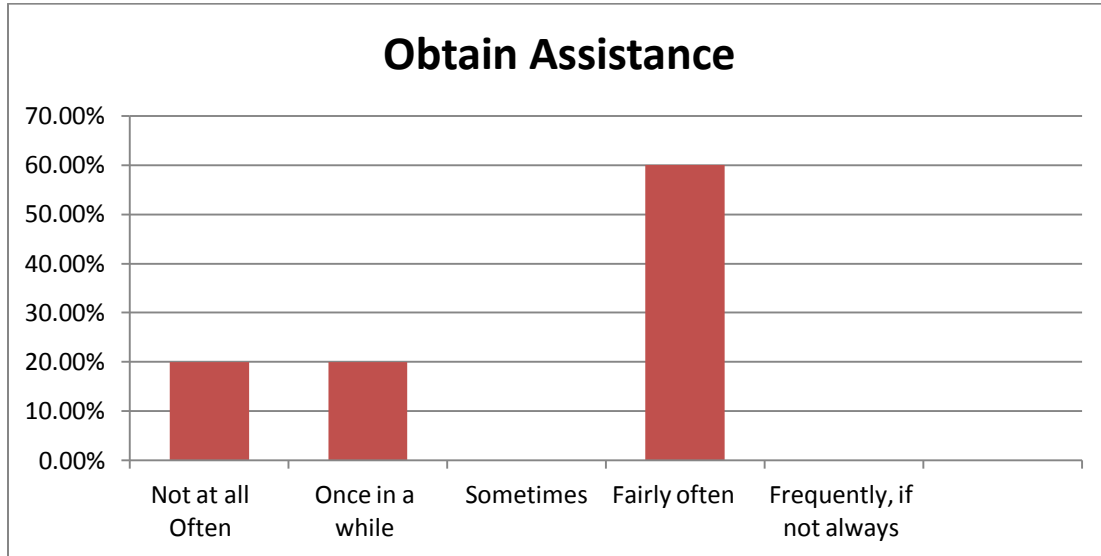
Figure 12: Obtain Assistance

It has been noted from the survey that 60% of the employees obtain assistance in the execution of their jobs. 20% also reveal that sometimes their superiors intervene to help when they face challenges in working. The remaining 20% also indicated that once in a while they also obtain assistance from their leaders in the process of their effort to do assigned tasks. Transformational leadership style can be seen from this respond as the majority admits gaining help from their leaders. In addition this approach is a type that is proactive to build and inspire individuals.
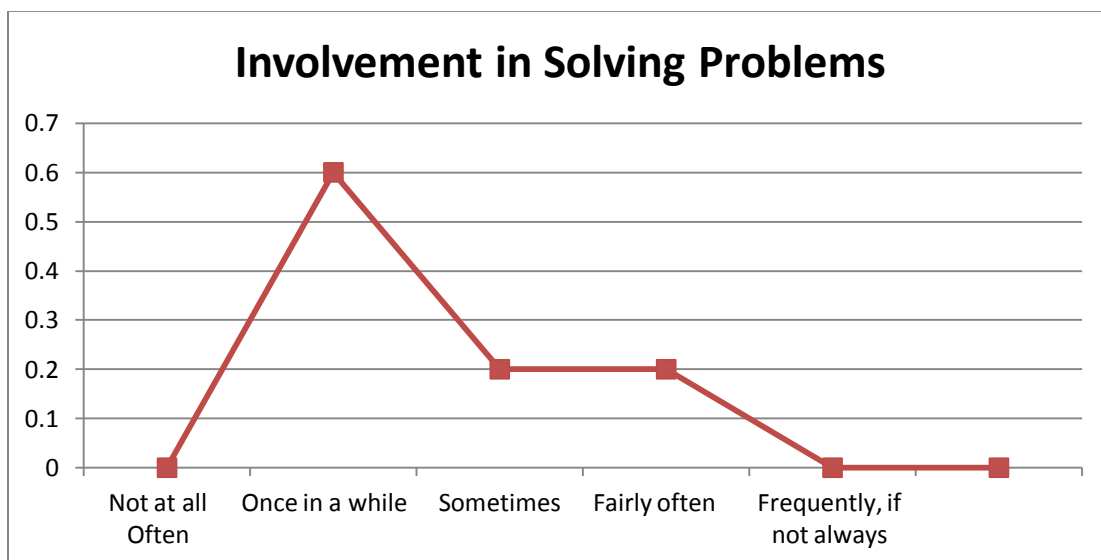
Figure 13: Involvement in Solving Problems

60% of the respondents from data bank also reveal that in most cases, their superiors once in a while come in to assist to solve problems when they occur. 20% respectively also mark that fairly often and sometimes do they get the involvement of their leaders finding solution to challenges arising when at work. Considering this feedback from the majority respondents both transactional and transformational leadership approach has been adopted and practice in the organization. On the order side, Laissez-Fair leadership style could be presumed from less involvement superiors.
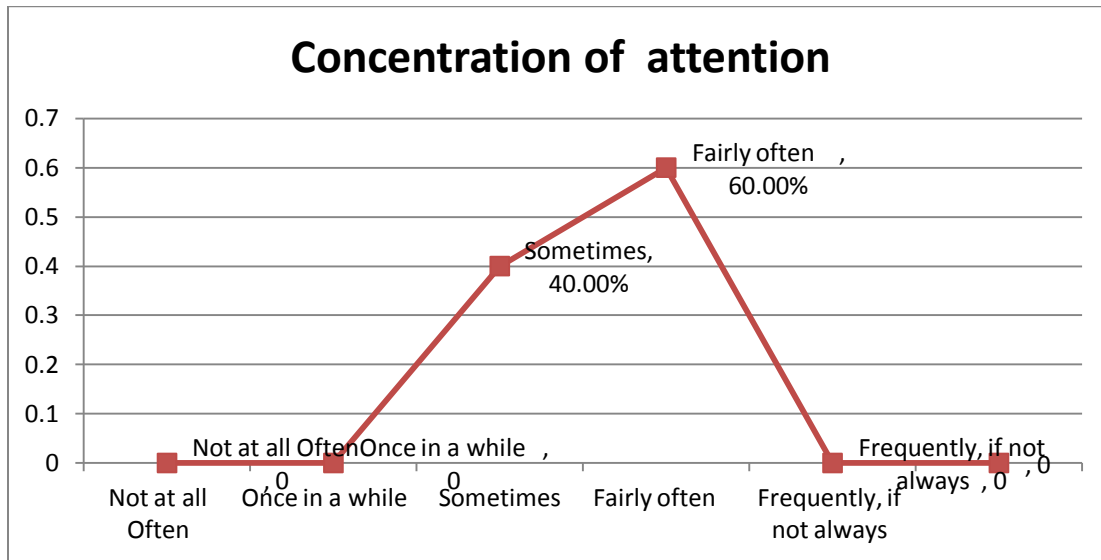
Figure 14: Concentration of Attention

From the survey 60% of the employees involved indicated that their leaders not at all often, pay attention on mistakes and failures when they go contrary from Standard. Remaining 40% constituting of 6 respondents made known that once in a while they face such challenges from their superiors. This response can be related to transactional and transformational leadership. Since the two approaches seek to abide rules and maintain the aim of achieving targets.

Participating when essential matters arise

Once in a while, 10.00%

Frequently, if not always, 90%
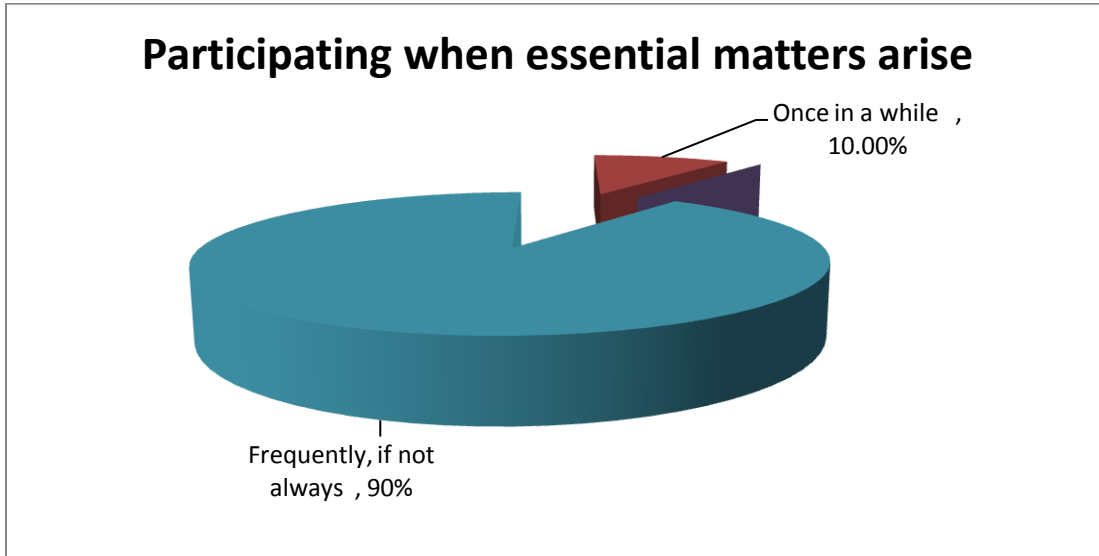
Figure 15: Participating when Essential Matters Arise

It can also be deduce from the survey they majority of the respondents from Data bank constituting 90% choose frequently, of not always that their leaders do engage in contributing to essential matters when they arises. The least responds was base on once in a while constituting 10% out of the total respond gathered. Both transactional and transformational leadership approached can be considered as the type Data Bank uses, since majority of the respondent indicated their leader regularly partake in important issues.

Significant values and beliefs

Fairly often, 60.00%

Not at all Often, 20.00%
Once in a while, 20.00%
Sometimes, 0
Frequently, if not always, 0
, 0

| | Not at all Often | Once in a while | Sometimes | Fairly often | Frequently, if not always |
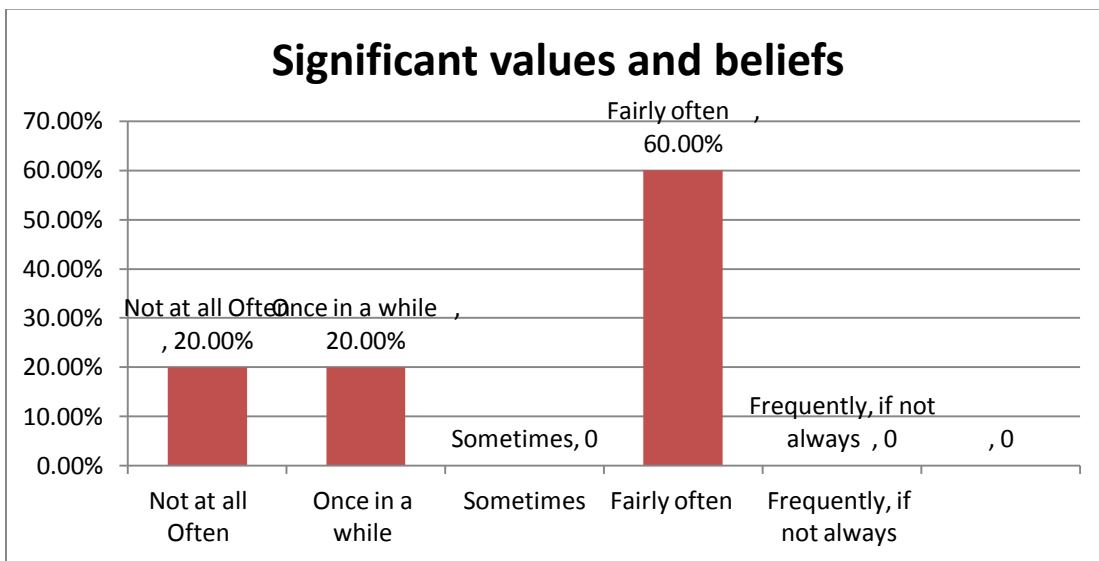
Figure 16: Significant Values and Beliefs

40% of the employees who were engaged in the survey reveal that once in a while do their leaders talks about their significant values and beliefs. Remaining 60% forming the majority indicates sometime as a rate at which their superiors mention and discuss important values and beliefs with them. Transformational leaders are the types "Put followers in front and develop them, take followers to transcend their own self interests in achieving superior results" (Chand, 2013)
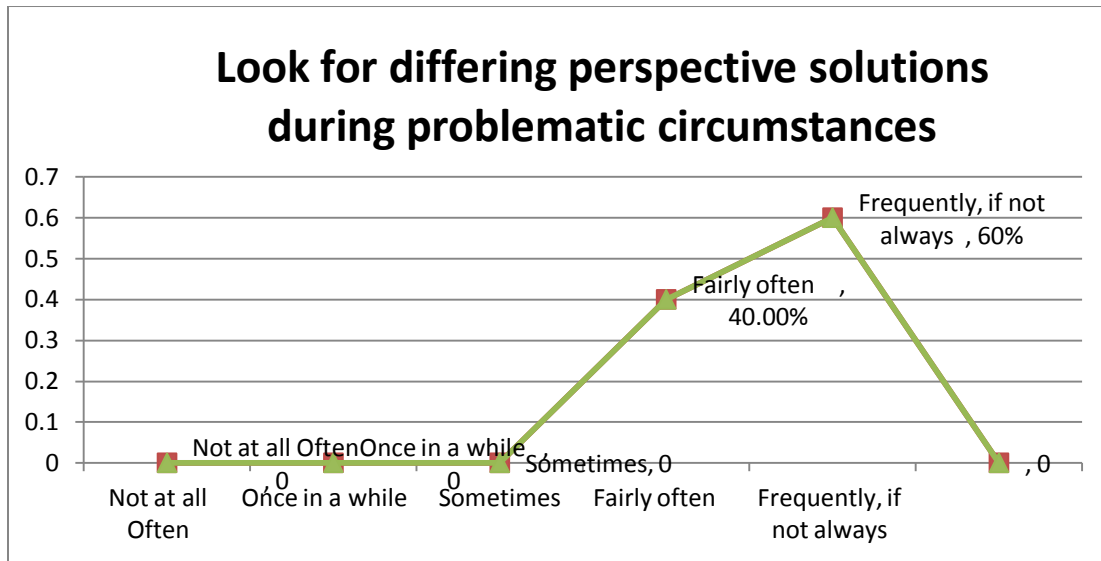
Figure 17: Look for Differing Perspective Solutions during Problematic Circumstances

In addition to the information provided, it was indicated by 60% of the respondents that their leaders frequently, if not always seek for alternatives means of bringing on board solutions during problematic circumstances. However, the remaining 40% reveals that fairly often the superiors consider and search for different perspective to solve a problem when it arises. With this analysis and considering the three leadership style, transformational leadership approach could be related to the highest respond since they possess a better visioning, search and create the chance for subordinates to solve problems.
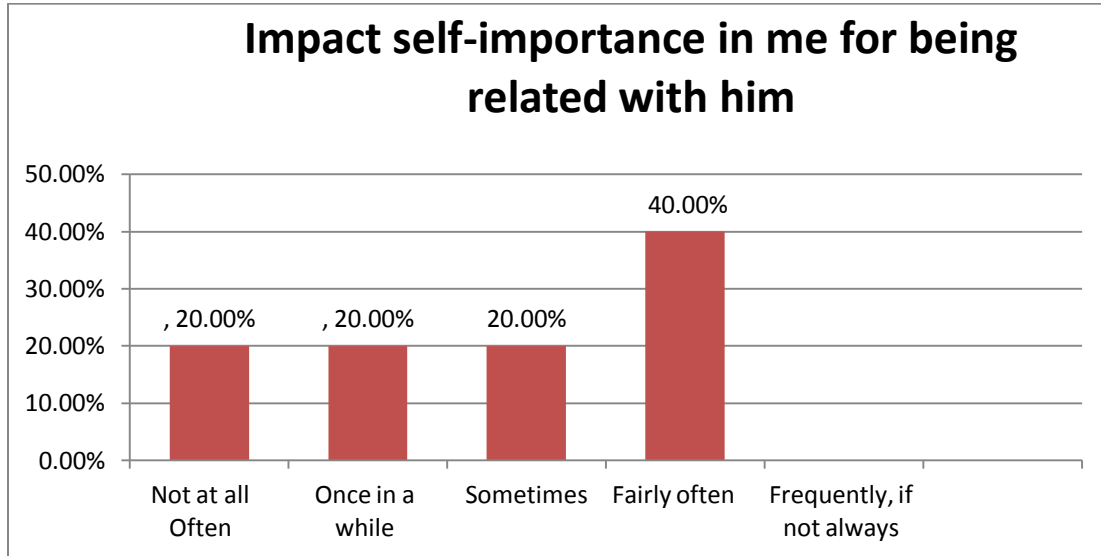
Figure 18: Impact Self-Importance in Me for Being Related with Him

Half of the respondents constituting 40% of those participating in the survey made known that they fairly often feel the impact of self importance in them as in relating with their respective leaders. 20% respectively of the respondents also indicated sometimes and once in a while for having the impact of self importance for being related with their leaders. However, the remaining 20% of the respondents marks not at all often do they gain impact of self importance for associating with their superiors. Concluding from this analysis even though the majority responds is below half, the rate at which the leader's responds to the above could be attributed more transformational leadership approach than transformational. This is because leaders that adopt this approach develop strong emotional bond with subordinates and hence impact positively in them

Waits for things to go wrong before taking action

20.00%

80.00%
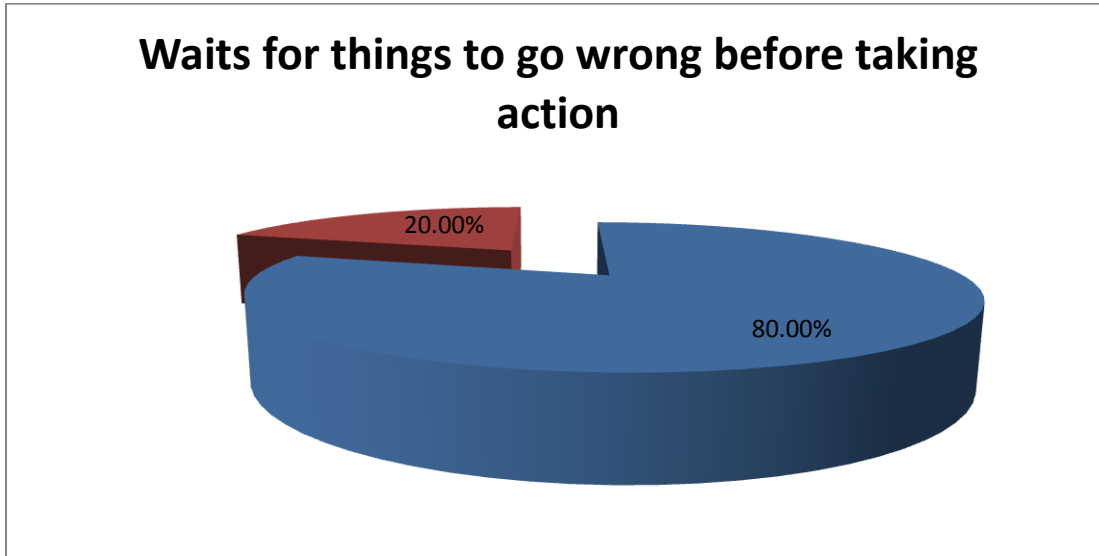
Figure 19: Waits for Things to go wrong Before Taking Action

Also from the survey, respondents constituting 80% indicate that, often do the managers and supervisors wait for things to go wrong before taking action. On the other side 20% of the remaining respondents from the survey find that sometimes their leaders do not take action when there is a problem to tackle but rather delay their involvement to act in solving the problem. Both transactional and transformational leadership approach can be considered from the majority responds on the above. Leadership styles from these two groups are responsive and proactive in dealing with present issues.

Express zealouly as to what needs to be established

20.00% — Not at all Often
20.00% — Once in a while
60.00% — Fairly often
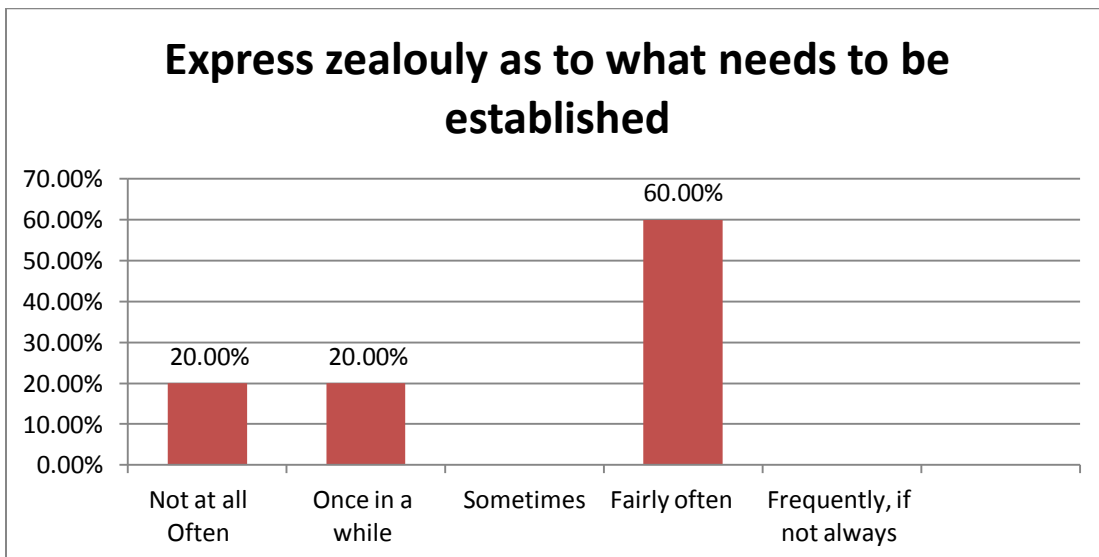
Figure 20: Express Zealously as to what Needs to be Established

Information obtained from the field survey reveals that 60% of the respondents point out that often do their leaders express to what need to be established whiles 20% remaining also specify once in a while their superiors show case with determination to attain what needs to be established. From the total respondent 20% also in addition reveal that not all often their leaders and superiors express the zeal of what need to be done. However, transactional leadership can be seen in the majority respond as they rely on standard forms of enticement and work within the organizational culture.
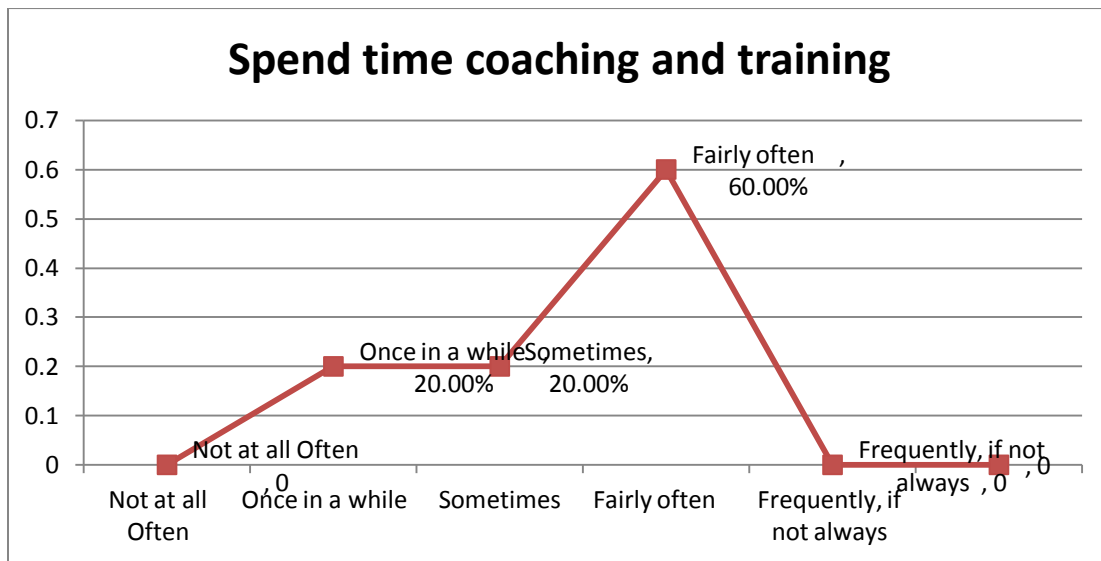
Figure 21: Spend Time Coaching and Training

60 % of the respondents from the data have responded to the above that fairly often their leaders spend time to coach and train them while 20% respectively indicated "once in a while" and "sometime" at the rate at which their managers and superiors take their time to train and coach them. In addition to this analysis, a transactional leadership can be presumed where its basic orientation is reinforcing followers to attain a successful completion as other hand; transformational leaders are inspiring and provide idealized influence to their subordinates.
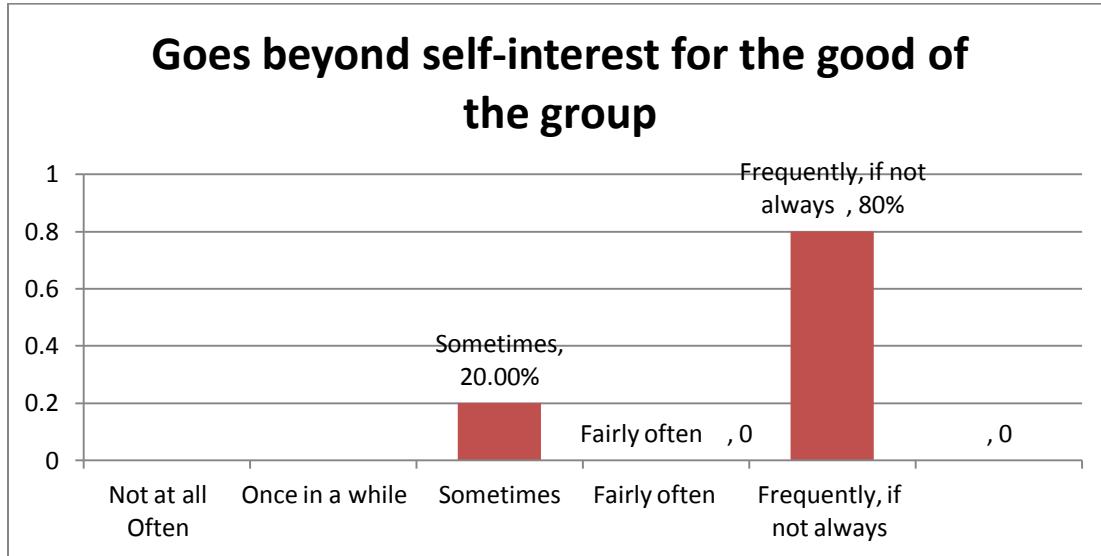
Figure 22: Goes Beyond Self-Interest for the Good of the Group

Leaders going beyond self interest to promote benefits of a group is worth considering and doing. Out of the total respondents, 80% indicated that their supervisors frequently, if not always goes the extra   mile from their own interest to ascertain the satisfaction of the group they work with apart from achieving their allocated target. In addition to this remaining 20% also point out that their leader sometimes goes beyond his/her self interest for the good of the group. Hence, the leadership type from the majority responses is assumed to be a transformational leadership as they work beyond the framework and also maintaining good rapport with followers.
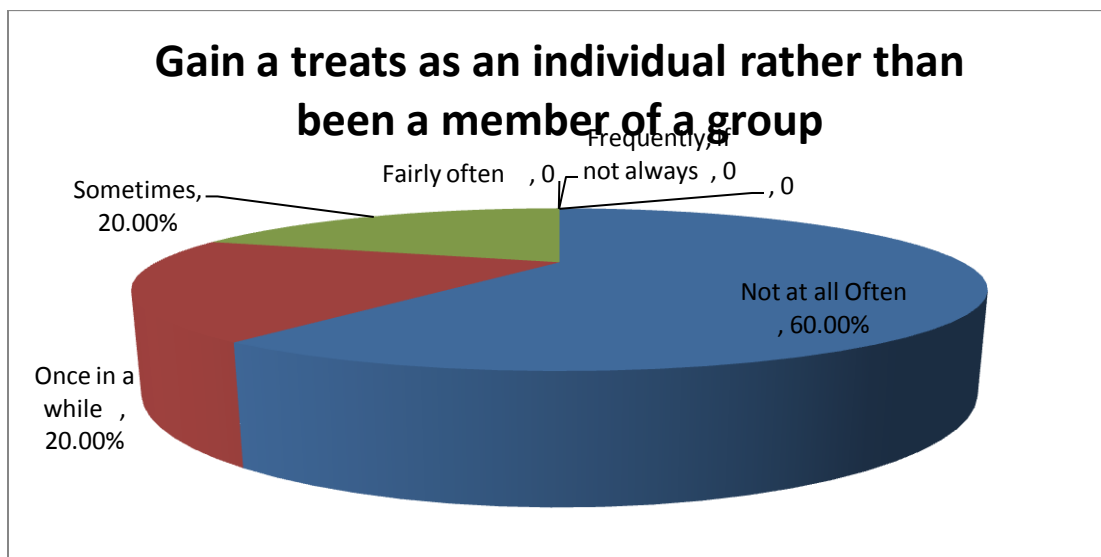
Figure 23: Gain A Treat as an Individual Rather Than Been A Member of a Group

Deducing from the response from the survey, 60 % of respondents said 'not at all', or 'often' are treated as individuals rather than as a member of a group. 20% of the respondents also mark that 'once in a while' they experience being treated as an individual when working compared to being a member of a specific association. Nevertheless, 20 % in addition also stated that sometimes they are treated as individuals rather as being part of a group. On the basis of this analysis, a transformational leader could be the best type to suit the majority of respondents as they create the platform for collective participation by followers.
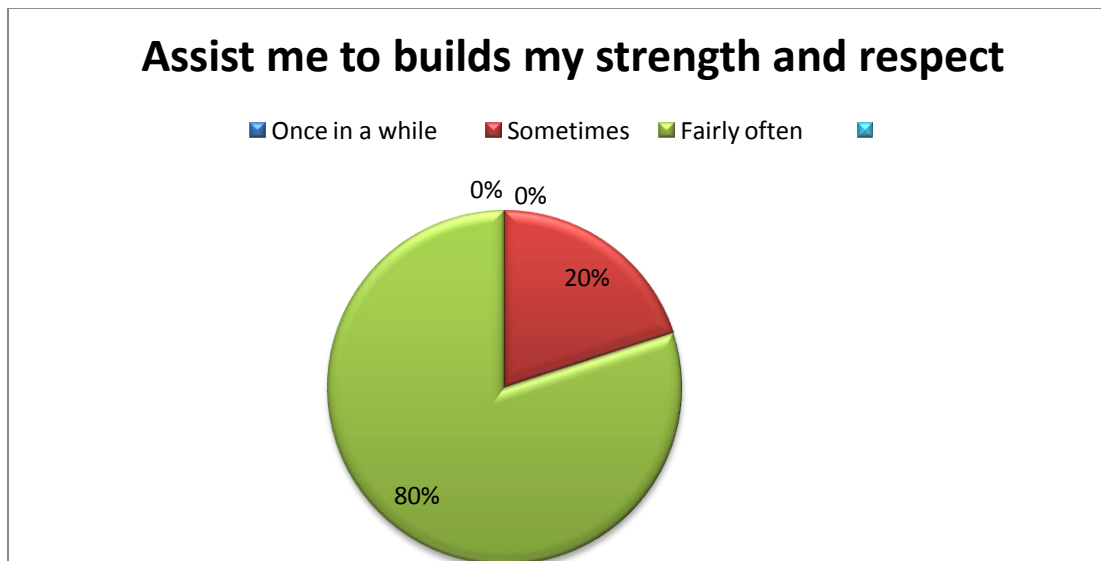
Figure 24: Assist Me to Builds My Strength and Respect

One way of enhancing team work is the ability to assist others to realize their shortcomings and build on them. However, from the survey, 80% of the respondents from Data bank have revealed that 'fairly often' their respective supervisor and superior help in developing their strength and maintain a level of respect for them. 20%, the remaining respondents point out that 'sometimes' they gain the benefit of being assisted by their leaders to build their strength and as such accord with respect in their involvement towards achieving organizational goals. From the majority of the responses on the above discussion, this can

therefore be attributed to transformational leadership where leaders are differentiated with their ability to inspire and offer individualized thoughtfulness and intellectual stimulation.
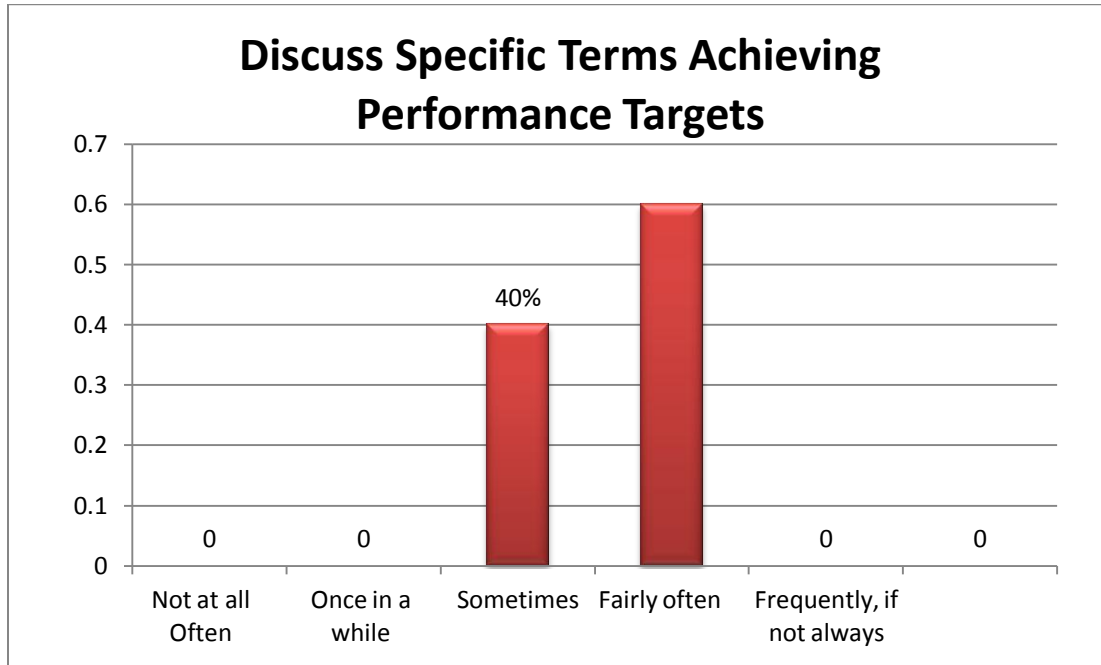
Figure 25: Discuss Specific Terms Achieving Performance Targets

As noted from the above, the survey again has also drawn the attention to how leaders discuss specific terms achieving performance targets. From the total participants, 60 % indicated that their leaders do discuss with them certain terms in achieving performance target fairly often. Also 40% of the respondents point out that sometimes their superiors talk about specific terms which can be undertaken to achieve performance target. It can also be realized from the analyses above that both transactional and transformational leadership styles are adopted considering the rate of responses as they are both proactive in dealing with issues with followers to meet targets. The majority responses are related to transformational leadership whereas the least could be associated with transactional leadership.

Figure 26: Express confidence and satisfaction when I meet expectations

Lastly, based on the above caption, the 80% of the respondents indicate that they frequently if not always show confidence and satisfaction when they meet expectation. The remaining 20% of participant also reveal that sometimes their supervisors express satisfaction and exhibit confident in them when they achieve targets. Unlike transformational leadership where superiors motivate subordinates by promising rewards for meeting expectations, it can be clearly seen from the responses above that the leaders use transformational approach where they stimulate emotions in their subordinates which motivate them to put in extra efforts beyond the framework.

5 SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter summarizes the findings of the research and the conclusions arrived by the researcher with the recommendations based on the findings. The objective of the study was to examine the leadership approach in the small scale industries in developing countries like Ghana and Data Bank Financial Service Limited -Ghana was used as a case study.

5.1 Summary of findings

From the earlier analysis, there was a good response rate and rapport from the superiors and managers and employees as management revealed from the discussion had with them that they are highly involved in resolving problematic situations when employees are facing challenges. During a crisis situation, they adopt a listening strategy in taking into the account the views of the employees in solving the particular problem at hand. The management also said they get involved at the initial stage before it becomes serious.

From this it can be deduced that a leadership behavior which constitute assisting and developing strength and promote creativity is somehow connected to employee dedication. To build effective devotion from the employees, the study commend that what the workers consider to continue with working with an organization is positively connected to the leadership approach.

Leaders who participated in the survey further added that their most significant values and beliefs is cooperation among employees in promoting and executing the aims and objectives of the organization. This was spelt out in the following:

- ✓ **Values**: Excellence and integrity, honesty in potential employees, truth and understanding.
- ✓ **Beliefs**: Hard work based on effectiveness and efficiency in serving their clients, respect and love.

Measures such as providing employees with the necessary training, tools and inspiration are put in place to achieve performance targets by employees. Weekly interviews and monthly assessment of target are other measures stated by the leaders. These are done by exceeding personal motive interest for the betterment of employees and the organizational as a whole.

Leaders going beyond self interest to promote benefits of a group is worth considering and doing. From the findings, 80% of the employee indicated that their supervisors frequently, if not always goes to the extra   mile from their own interest to ascertain the satisfaction of the group they work with apart from achieving their allocated target. In addition to this remaining 20% also point out that their leader sometimes goes beyond their self interest for the good of the group. Hence, the leadership type from the majority respond is assumed to be a transformational leadership as they work beyond the framework and also maintaining good rapport with followers.

With regards to the literature discuss earlier, it is ideal that transformational leadership in a broader view bring forth a high level of employee involvement by encouraging and aspiring them to implement the vision of the firm selflessly.

Again, since transformational leadership has a positive influence and relationship with employee dedication, efforts must be made to enhance the approach by leaders from this sectors. It is suggested that leadership programs such as seminars should be organize by firms in this direction to build and enhance dedication of the employees in an organization.

Having now discussed the results of the research and commented on the relation to the theory, it is necessary to discuss the limitations and implications arising from the study.

5.2. Implications for practice

With regards to the analysis made based on the field survey, results show that leadership approach has significant impact in an organization. This can influence the development of organization and its employee dedication.

- These results suggest that transformational leadership approaches can be positively connected to an employee's desire to continue working with the organization. Referring to the majority response on the rate at which assistance is been provided to the followers and also how the leaders help to build their strength. This can be seen from figure 24.

- Findings also suggest that transactional leadership behaviors are in a better way to motive employees with inspiration to working for the company for a longer period. This explains the understanding of the willingness and cost attached staying with the company due to the nontransferable he or she holds. According to figure 16 and 18, employees respond to this.

- Both transformational and transactional leadership will have similar influence on persistence efforts and contribution of subordinates in an organization. This can be seen from figure 20 and 21. It indicates that transformational and transactional leadership behaviors were interdependent and have an interactive effect on subordinate dedication.

Depending on the situation, these two types of leadership behaviors can be displayed simultaneously in order for a change to occur in continuance commitment. Therefore, managers might be able to increase employees' levels of continuance commitment by improving both transformational and transactional leadership behaviors.

Firms that have need of their employees to build up their dedication should provide intensive training and coaching that will support and enhance leaders to demonstrate leadership behaviors. Examples of these behaviors are to inspire and promote a shared vision and creativity, build trust and emphasis on growth personally and on the job progress.

In every organization leaders can contribute immensely to employee dedication. This can be done by effective measures to enable the institution making the attempt to deal with work content and context which will involve management performance to reduce employee alienation. Also, they can exhibit their commitment through an effective communication

medium in providing employees with the necessary information and offer them other incentives than others can provide.

5.3   Limitations

There are some limitations pertaining to this study. To start with, there was a low rate of responses from the management pertaining to the interview. Due to the busy schedule of the management, it was difficult in getting their respond regarding to the survey. At the initial stage, it was very challenging because they gave the impression of being sensitive in contributing information regarding organization.

Another limitation to this study was the sample size. The research examined the demographics of employees and was conducted in Accra, Ghana's capital city where female constitute the majority of the sample size. The outcome would have been different if it were a diverse gender distribution, marital status, age and education with their immediate leaders.

Regardless of the limitation mentioned earlier, this study has added to the scope of literature on leadership approach and employee dedication in an organization.

5.4   Recommendations for further study

Considering the small scale industries in Ghana, it is recommended to increase the extent of the sample size in the other remaining nine regions to obtain a better view and understanding. From this perspective a similar research can also be conducted on other small scale industries, which are suitable for it. In addition, efforts should be made to find out the overall dedication been practiced by qualified skilled workers.

Data Bank should conduct a thorough survey to assess the exact leadership approach presently applied in order to adopt important and useful coaching and training to promote a leadership approach which can be favorable in building employee dedication.

Also, it is suggested that the number of participants should be higher for subsequent research in other small scale industries. This will enable to gain a deeper understanding.

5.5   Conclusions

The objective of the study made way to examine the leadership approach in small scale industries in Ghana using Multifactor Leadership questionnaires (MLQ) model. It was found out from the survey that transformational leadership approaches was a type used by leaders in the company. Referring to responds analyzed in figure 18, 21, 22 and 24, majority of employees indicated a high rate of their leader's approach which characterizes a transformational leader.

On the whole, this explain the circumstance that leadership approach brings about inspiring a common vision, innovation ideas, training and acknowledging achievement of targets to extent provide the bases for which employees will be willing and feel to continue working for a particular firm. Intensive efforts to practice these behaviors will yield the readiness and zeal for employee to stay with the organization.

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APPENDIX A

INTERVIEW QUESTIONS FOR LEADERS IN DATA BANK GHANA LIMITED

Dear Respondent,

Attached is a questionnaire to find out the relationship between leadership approach and employee dedication within the small scale industries in Ghana. Contributing in this study is voluntary and information provided will be handle confidential with no identity involved. Information provided will be use for academic intent only.

Thank you for your participation.

1. Do you provide employees with support and help in executing their jobs?

   ………………………………………………………………………………………
   ………………………………………………………………………………………
   ………………………………………………………………………………………

2. What do you do when there is a problem? Are you less involved to solve it or as in when it become serious?

   ………………………………………………………………………………………
   ………………………………………………………………………………………
   ………………………………………………………………………………………
   ………………………………………………………………………………………

3. Which areas of employees output do you focus attention on? (Irregularities, mistakes, exceptions etc.)

   ………………………………………………………………………………………
   ………………………………………………………………………………………
   ………………………………………………………………………………………

4. What are your most significant values and beliefs?

   ………………………………………………………………………………………
   ………………………………………………………………………………………
   ………………………………………………………………………………………

5. How do you seek differing perspectives when solving problems?

…………………………………………………………………………………………………

…………………………………………………………………………………………………

…………………………………………………………………………………………………

6. What do you inspire in the employees who associated with you?

…………………………………………………………………………………………………

…………………………………………………………………………………………………

…………………………………………………………………………………………………

7. What are the measures put in place for achieving performance targets by employees?

…………………………………………………………………………………………………

…………………………………………………………………………………………………

…………………………………………………………………………………………………

……………….

8. Do you exceed personal motive interest for the betterment of employees?

…………………………………………………………………………………………………

…………………………………………………………………………………………………

…………………………………………………………………………………………………

9. How do you keep track of misdeed and failures of employees?

…………………………………………………………………………………………………

…………………………………………………………………………………………………

…………………………………………………………………………………………………

10. What do you do when others meet expectations?

…………………………………………………………………………………………………

…………………………………………………………………………………………………

…………………………………………………………………………………………………

APPENDIX B

QUESTIONNAIRES FOR EMPLOYEE DATA BANK GHANA LIMITED

Dear Respondent,

Attached is a questionnaire to find out the relationship between leadership approach and employee dedication within the small scale industries in Ghana. Contributing in this study is voluntary and information provided will be handle confidential with no identity involved.

Please there are two sections, A and B. Mark the answers in sections A and also select the extent at which you perceive with each question about your leader's relationship approach by marking √ a number from a scale of **1-5**. Answers provided will be use for academic intent only.

Section A

1. Gender   Male   ☐   Female   ☐

2. Age   Below 20   ☐

                   20-29   ☐

                   30-39   ☐

                   40-49   ☐

                   50-59   ☐

                   60 and above ………………………………….

3 Educational status

                   2nd Degree   ☐

                   1st Degree   ☐

                   Others Specify………..

Section B

Not at all Often	Once in a while	Sometimes	Fairly often	Frequently, if not always
1	**2**	**3**	**4**	**5**

1. Obtain assistance in exchange of my efforts………………..…..........…….1 2 3 4 5

2. Do not involve to solve problems until comes serious…………….…..……..1 2 3 4 5

3. Concentrate attention on mistakes and failures by going contrary

   from standard……………………………………………………………...1 2 3 4 5

4. Fails to participate when essential matters arise……………….…………....1 2 3 4 5

5. Talks about significant values and beliefs………………………………...1 2 3 4 5

6. Look for differing perspective solutions during problematic circumstances…..1 2 3 4 5

7. Impact self-importance in me for being related with him…………..................1 2 3 4 5

8. Waits for things to go wrong before taking action…………………....…..1 2 3 4 5

9. Express zealously as to what needs to be established…………………..…..1 2 3 4 5

10. Spend time coaching and training…………………………...........................1 2 3 4 5

11. Goes beyond self-interest for the good of the group……..……………………1 2 3 4 5

12. Gain a treats as an individual rather than been a member of a group ….…..… 1 2 3 4 5

13. Assist me to builds my strength and respect …………………..……...……....1 2 3 4 5

14. Discuss specific terms achieving performance targets…………………..….…1 2 3 4 5

15. Express confidence and satisfaction when I meet expectations…………..…..1 2 3 4 5

Thank you for your participation.