

**AKENTEN APPIAH-MENKA UNIVERSITY OF SKILLS TRAINING AND  
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**THE INFLUENCE OF LEADERSHIP STYLE ON THE PERFORMANCE OF  
EMLOYEES OF THE BEKWAI MUNICIPAL ASSEMBLY: THE MODERATING  
ROLE OF WORK DISCIPLINE.**

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of Business Administration Degree in Human Resource Management and Organizational  
Behaviour.**

**SEPTEMBER, 2023**

**DECLARATION**

**STUDENT 'S DECLARATION**

I Emmanuel Adusei Poku, declare that this thesis, with the exception of quotations and references contained in published works which have all been identified and duly acknowledged, is entirely my own original work, and it has not been submitted, either in part or whole, for another degree elsewhere.

.....

**EMMANUEL ADUSEI POKU**

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**DATE**

**SUPERVISOR'S DECLARATION**

I hereby declare that the preparation and presentation of this work was supervised in accordance with the guidelines for supervision of this thesis as laid down by the Akenten Appiah-Menka University of Skills Training And Entrepreneurial Development.

.....

**MR. AARON KUMAH**

.....

**DATE**

## **DEDICATION**

This research is dedicated to Dr. Joseph Duah, Physical Therapist at Port Saint Lucie- Florida and Dr. Peter Osei Tutu, Manager at HCA Healthcare, Sugarland- Texas.

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## **ABSTRACT**

The reformation of the public service has been attempted by the Government of Ghana since independence in 1957, and yet, the performance of many public institutions in Ghana is still below expectations. There is general perception that the poor performance of employees of District Assemblies is largely due to leadership lapses that have actually bred employee indiscipline in the workplace. However, previous studies have focused on the direct linkage between leadership style and employee performance in the public sector, with limited emphasis on the moderating role of work discipline. This study therefore investigated the influence of leadership style on the performance of the employees, and the potential moderating role of work discipline. The explanatory study surveyed 117 staff of the Bekwai Municipal Assembly in the Ashanti Region using structured questionnaire. Data in IBM SPSS version 25 was imported in free format to LISREL Version 8.50 for confirmatory factor analysis (CFA). The hierarchical multivariate regression analysis was employed to test the developed hypotheses. The results showed that the Assembly is currently employing mixture of leadership styles, including transformational, transactional and laissez-faire. Work discipline had no significant effect on employee performance. The effect of transactional leadership style on employee performance was positively moderated by work discipline. The moderating effect of work discipline was highest at high work discipline, which was more elastic compared with low work discipline. However, work discipline was not a moderator in the effect of both transformational and laissez-faire leadership styles on the performance of employees in the Assembly. In conclusion, while effect of transformational leadership on employee performance is not dependent on existing work discipline, the effect of transactional leadership on employee performance is high in high work discipline environment.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background to the Study

The heartbeat and the backbone of every organization is the human resource (Handayani, 2021). The set-up of every organization is highly dependent on employees (Khudhair, Rahman, Adnan, & Khudhair, 2022). Employees make organisations, not brand image nor the architectural beautify of its buildings. Thus, it was once remarked by the founder of International Business Machine (IBM), Thomas J. Watson that "you can get capital and put up buildings, but the building of a competitive and sustainable business requires people." (Choiriyah, Djazuli, Indah, Anggeraini, & ulfa, 2021). The intellectual acumen of human resources is deemed vital to resource creation through skills, knowledge and technology application (Simorangkir, Pakpahan, & Ariawan, 2021). Thus, the attainment of the goals and missions of organisations are highly dependent on the performance of employees (Amoako-Asiedu & Darko, 2018). Effective management of employee performance has therefore become a prerequisite of all organisations (Tamimi & Sopiah, 2022), particular in the public sector. However, it is the public sector that presents enormous difficulty in employee performance management due to the many difficulties associated with excessive bureaucracy, poor morale, workplace pressure and low motivation that all culminate into poor performance (Odoom, Kyeremeh, & Opoku, 2014; Backhaus & Vogel, 2022). Effective management of these challenges to churn out the right employee performance in the public sector requires the right leadership behaviour and style (Simegnew, 2020). The capacity of employees to influence corporate objectives and goals is reliant on leaders and leadership style (Guterresa, Armanu, & Rofiaty, 2020).

The role of leadership in the creation of enthusiastic work environment, stimulate positive employee perceptions and work attitude, and employee commitment towards the attainment of corporate goals is immensely reported in the extant literature (Khudhair, Rahman, Adnan, & Khudhair, 2022). However, in developing countries with enormous public sector leadership style issues, there is still seemingly limited exploration of the link between public sector leadership style and employee performance relative to the developed world, therefore creating public leadership literature gap in developing countries (Bryman, 2004; Van Wart, 2011). While there is significant volume of studies on leadership in developing countries, including Africa, there is limited reference to administration in the workplace, as their focus is largely political leadership (Monteiro, Sularso, & susanto, 2021; Backhaus & Vogel, 2022). In line with many studies in the extant literature, this study utilizes leader-member exchange (LMX) theory to explore the linkage between leadership style in public sector administration and employee performance (Ohemeng & Ayee, 2016; Ohemeng, Amoako-Asiedu, & Darko, 2018; Tamimi & Sopiah, 2022). Nonetheless, the extant literature report work discipline as a potential outcome variable that is indirectly linked to employee performance (Sukamto, Mas, & Gunarianto, 2022). Work discipline as a condition developed through a series of behavioural processes that demonstrate the values of orderliness, conformity, obedience, and regularity in the workplace is perceived to depend on leadership behaviour and style (Lutfi, Rivai, & Widodo, 2018; Andriani & Rahmawati, 2022). Notwithstanding the vital role of work discipline in the attainment of higher employee performance, probably through effective leadership style in the public sector, there are scanty empirical studies on the moderating role of work discipline in the public sector, particular in a developing setting like Ghana. It is based on this that the current study explores the

moderating role of work discipline in the effect of leadership style on the performance of the employees of the Bekwai Municipal Assembly in the Ashanti Region.

## **1.2 Problem Statement**

The reformation of the public service has been attempted by the Government of Ghana since independence in 1957 with the primary goal of effectively managing the performance of employees in order to ensure efficient public services (Ohemeng & Ayee, 2016; Ohemeng, Amoako-Asiedu, & Darko, 2018). Yet, the performance of the many public institutions in Ghana is still below expectations (Ohemeng, Amoako-Asiedu, & Darko, 2018). For instance, the numerous attempts by the Government of Ghana to empower District Assemblies to carry out initiatives that could stimulate higher performance have remained futile (Sosu, 2020). The Central Government's desire to secure effective leadership administration and management of the decentralized Local Government System through the Local Government Local Governance Act, 2016 (ACT 936) continue to be a huge failure (Government of Ghana (GoG) , 2017). The general Ghanaian public and the research community largely attribute the failure of the Local Government Service to poor work attitude and indiscipline of employees. However, the extant literature emphasizes that poor work attitude and indiscipline of employees could be explained by leadership and leadership style in the public sector (Odoom, Kyeremeh, & Opoku, 2014; Agyemang-Duah, et al., 2018). Leadership is perceived to have limitedly engaged public sector employees in the Local Government reformation process (Government of Ghana, 2020). Thus, the Government of Ghana in 2004 lamented that the performance of lower level civil servants is unacceptably below expectations due to poor leadership (Bawole, Hossain, Domfeh, Bukari, & Sanyare, 2013; Ohemeng, Amoako-Asiedu, & Darko, 2018).

Notwithstanding the general perception that poor performance of employees in the Ghanaian public sector, particular District Assembly employees is largely due to leadership lapses that have actually bred employee indiscipline in the workplace (Dartey-Baah, Amponsah-Tawiah, & Sekyere-Abankwa, 2011; Mohammed, 2019), studies in the extant literature have largely focused on the direct linkage between leadership style and employee performance in the public sector (Ohemeng, Amoako-Asiedu, & Darko, 2018; Simegnew, 2020; Khudhair, Rahman, Adnan, & Khudhair, 2022), with limited emphasis on the moderating role of work discipline. In order to bridge this research gap, this study seeks to investigate the moderating role of work discipline in the linkage between leadership style and performance of employees of the Bekwai Municipal Assembly in the Ashanti Region.

### **1.3 Research Objectives**

The objectives of the study are grouped into general objective and specific objectives.

#### **1.3.1 General Objectives of the Study**

The general objective of this study was to investigate the influence of leadership style on the performance of the employees of the Bekwai Municipal Assembly in the Ashanti Region, and the potential moderating role of work discipline

#### **1.3.2 Specific Objectives of the Study**

This study specifically seeks to:

1. Examine the effect of leadership style on the performance of employees of the Bekwai Municipal Assembly;
2. Determine the effect of work discipline on the performance of employees of the Bekwai Municipal Assembly;
3. Determine the moderating role of work discipline in the linkage between leadership style and the performance of employees of the Bekwai Municipal Assembly.

#### **1.4 Research Questions**

The questions to be answered included:

1. What is the effect of leadership style on the performance of employees of the Bekwai Municipal Assembly?
2. What is the effect of work discipline on the performance of employees of the Bekwai Municipal Assembly?
3. Does work discipline moderate the linkage between leadership style on the performance of employees of the Bekwai Municipal Assembly?

#### **1.5 Significance of the Study**

Ghana's front running role in public sector reforms in Africa in the past three decades makes it a preferable case in the study of public leadership role in employee performance. This study would therefore serve as a reliable source of evidence for Local Government institutions, international governmental institutions, non-governmental organisations, policy makers, leadership in public services, employees and the academic community. The study would provide reliable information to non-governmental organisations and international government institutions seeking collaborate

with the Ghanaian public sector. The Local Government of Ghana and policy makers would be informed about the appropriate policies to formulate and implement in their course to reform the public sector and drive it towards effective leadership, work discipline and higher employee performance. With the Government of Ghana interested in implementing more effective performance management policy, the current study could provide a reliable information to strengthen the effectiveness of the performance management policy. Besides the many practical contributions of this study, it can also be immensely significant to the academic community in terms of knowledge building. To begin with, it would contribute to the existing body of sparse literature on the linkage between public leadership and the performance of employees from the perspective of the LMX theory. The usage of the LMX theory in the study of public leadership is largely focused on the developed world with limited emphasis on developing countries with different cultural and business environment. Additionally, this study provides sufficient knowledge on the moderating or mediating role of work or employee discipline in the linkage between public leadership style and employee performance from the perspective of the LMX theory.

### **1.6 Delimitation of the Study**

The main concepts of the study will be leadership style, work discipline and employee performance. In public sector administration, the dominant and most practiced leadership style in Ghana are transformational, transactional and laissez-faire leadership styles (Jacobsen & Staniok, 2020; Backhaus & Vogel, 2022). Thus, the sub-dimensions of leadership styles utilised in the study are transformational, transactional and laissez-faire leadership styles. The study is also underpinned by the leader-member exchange theory, which has predominantly been utilised in

the public administration leadership literature (Ohemeng, Amoako-Asiedu, & Darko, 2018). The studied participants were mainly middle and junior staff of the Bekwai Municipal Assembly in the Ashanti Region. The cross sectional study covered a timeframe of 5 months, between the period of February to June 2023.

### **1.7 Limitations of the Study**

With resource limitations, this study utilised a smaller sample size of about 200 employees of the Bekwai Municipal Assembly that is sufficient for efficient quantitative statistical analysis. The study could also suffer potential questionnaire response biases associated with workplace surveys due to participants' desire to conform to social norms, and also appear favourable to the interviewer. With the study limited to only the Bekwai Municipal Assembly, generalizability to all employees of District Assemblies in Ghana will be limited.

### **1.8 Organisation of the Study**

The study was structured into five chapters. Chapter One introduced the study. The introductory chapter largely constituted the background to the study, the statement of the problem, research objectives and research questions, the significance of the study, delimitations and limitations of the study. Chapter Two reviewed conceptual, theoretical and empirical literatures related to the study. The conceptual review emphasized on leadership, leadership styles, work discipline and employee performance. The main theory to be reviewed will be the leader-member exchange theory. The empirical review emphasized on the reported relationship between the main constructs in the extant literature. Chapter Three discussed the methodology of the study. The study methodological section emphasized on the research design, research approach, research

philosophy, research population and sample size, sampling method, data collection method, data processing and analysis. The profile of the study setting was also provided in the third chapter. The collected data was analysed, presented and discussed in the Chapter Four. The summary of findings, conclusions and implications of findings to managerial practice and theory were also provided in Chapter Five.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

The literature review emphasized on the main concepts, theories underpinning the study, and the empirical literature related to the study. The main concepts reviewed included leadership style, work discipline and employee performance. The main theories reviewed were Fiedler's Contingency Theory and the leader-member exchange (LMX) theory. Empirical literatures related to the concepts of leadership style, work discipline and employee performance have also been reviewed. Conceptual framework guiding the study has also presented in this chapter.

#### **2.1 Conceptual Review**

The main concepts reviewed in this study included leadership, leadership styles, work discipline and employee performance. In addition to these main constructs, sub-concepts of leadership styles in the form of transformational, transactional, and laissez-faire have also been reviewed.

##### **2.1.1 Leadership**

Leadership has been defined as interpersonal influence exercised in a situation and directed, through the communication process, toward the attainment of the specialized goal or goals (Mohiuddin, 2017). Leadership involves a systematic process under which an individual exerts influence intentionally to a group of people in an organization through relationship, structure, and guide (Mohiuddin, 2017). It emphasizes on directing a group of people to accomplish designated goal (Ilham, 2018). It describes how the leader communicates in general and relates to people, motivates and train subordinates and provide direction to a team to execute their tasks (Saputra&Mahaputra, 2022). Leadership is seen as a process that involves the exertion of

influence by a person on other people to accomplish an objective, and directing in a way that makes it more cohesive and coherent (Sharma, & Jain, 2013).

In the process of reconciling the discrepancies noted in various definitions of leadership, Chemers (1997) came up with an umbrella description which is acceptable to the majority of researchers and theorists. According to Chemers (1997), leadership is a process of influence whereby, an individual can solicit full support from subordinates to meet the set goals or defined duties. Similarly, Conger and Kanungo, (1998) defined leadership as people who create direction for team members and gain the commitment of the members and finally motivate them to attain the intended outcome. However, considering all the above definitions of prior and current literature about leadership, the provided meanings varied, but one common facet noted is that all leaders strive to influence employees to meet targets, set goals and objectives of the organization which in turn enhance productivity. Transformational, laissez-faire and transactional leadership styles are expounded in the succeeding section.

#### **2.1.1.1 Leadership Styles**

The leadership style emphasizes on the form of influence leaders exert on subordinates in an attempt to achieve defined organizational goals (Rivai, 2014). In the organizational setting, the leadership style employed vary from manager to manager. These styles can vary on the basis of motivation, power or orientation to a particular task or person. Among several leadership styles, there are positive and negative leaders, where the difference is based on the way and their efforts to motivate their subordinates. If the approach in providing motivation is emphasized on rewards (both economic and non-economic), it means that a positive leadership style has been used.

Conversely, if the approach emphasizes punishment or punishment, it means that he applies a negative leadership style. This second approach can result in acceptable achievements in most situations, but at the expense of human beings. Based on the extant literature, the predominantly employed leadership styles in the working environment are transformational leadership, laissez-faire and transactional leadership styles. These leadership styles therefore form the main components of leadership discussed in this study.

#### **2.1.1.1.1 Transformational Leadership**

Transformational leadership was first conceptualized by James Mac Gregor Burns in 1978 (Burn, 1978). He was a presidential biographer and a leadership expert who focused mainly on the improvement of management principles and procedures (Walumbwa &Hartnell, 2011). He claimed that transformational leadership is observed when leaders encouraged followers to boost the level of their morale, motivation, beliefs, perceptions, and coalition with the objectives of the organization. Burns stresses further that a transformational leader needs to have a solid understanding of the necessary goals to be successful and be articulate in explaining those goals and the method through which they are to be achieved (Walumbwa &Hartnell, 2011). Transformational leadership is a leadership style that motivates followers by appealing to higher ideals and moral values which can inspire employees to perform beyond expectations and transform both the individual and the organizations (Bass, 1985 cited in Rochelle, 2012).

Transformational leaders are characterized by enthusiasm, energy and passion. They aim at transforming subordinates' capabilities, skills, beliefs and values. Transformational leaders always make an effort to ensure that followers are motivated through influencing their

assumptions and attitudes towards work. Cacioppe (1998) asserts that leaders who apply transformational style motivate and encourage subordinates to accomplish more than their expectations through communicating a clear convincing vision to them. Transformational leaders are known to be trustworthy and honest; they ensure that the vision of the organization is shared; goals are clearly set and well communicated to employees (Bass & Bass, 2009). In this manner, employees get inspired to willingly offer their services beyond set limits. Apart from working towards skill and capability enhancement of followers, transformational style is characterized by leaders who align employees' goals with organizational goals. Moreover, Cho and Dansereau (2010) advocated that leader who apply transformational attributes instigate team spirit, intellectual development, enthusiasm and confidence among subordinates. In so doing, subordinates are prompted to remain focused on accomplishing organizational set goals together with their collective wellbeing (Emmeett, Schrah, Schrimper, & Wood, 2020).

#### **2.1.1.1.2 Transactional Leadership**

The transactional leadership style was pioneered by Burns (1978). He described the transactional leadership as exchange of the relationship between the leader and the subordinates (Sabir, Sohail& Khan, 2011). Transactional leadership involves an exchange process that results in follower compliance with leader request but not likely to generate enthusiasm and commitment to a task objective. The leader focuses on having internal actors to perform the tasks required for the organization to reach its desired goals (Boehnke, Bontis&Distefano, 2003; Obiwuru et al., 2011). On the basis of the defintio of Jung (2001), transactional leadership is the leader's attitude towards identification of followers' needs and aspirations, and clearly demonstrates the ways to fulfil these needs in exchange of performance of followers.

Transactional leaders believe in close supervision, identifying mistakes and application of corrective measures to rectify errors (Obiwuru, 2011). Additionally, Shah and Kamal (2015) pointed out that leaders who employ a transactional style prefer the status quo, no diversification, they strictly adhere to stipulated parameters in an effort to attain maximum performance from subordinates. Transactional style of leadership is defined and expounded by Bass (1997) as a style of leadership that is characterized by authority and conservative administrative powers. The transaction leadership style from Bass & Avolio (1990) point of view is a reciprocity form of deal that involves leaders and followers exchanging services. Burns (1978) echoed the same sentiments that, “leaders approach followers with an eye to exchanging one thing for another”. In the same vein, Bass & Avolio (1990) added that transactional leaders interchange benefits and rewards to subordinates provided the assigned task is completed, and the agreed-upon targets are fulfilled successfully. Bass and Riggio (2006) added that “transactional leaders either deny to offer rewards if targeted production is not met, on the other hand, they offer monetary rewards for high productivity”. With this type of style there is a condition to be fulfilled, that is, individual needs and aspirations are fulfilled provided the leader’s expectations and requirements are met satisfactorily. In actual fact, many researchers understand transactional leadership style as punishment for perceived wrong behaviour and reward for observed respectable behaviours (Fredendall, Laohavichien, & Cantrell, 2009). This shows that in most cases subordinates’ performance is limited to the reward promised, hence, their performance does not surpass the anticipated reward.

### **2.1.1.1.3 Laissez-Faire Leadership**

Under the laissez-faire style of leadership, power and authority are left to subordinates to do all they please. They are the ones to determine organizational objectives and goals. Managers will not provide any kind of assistance or direction; employees are left to freely make a decision (Richard et al., 2009). This means leaders stand aloof, do not interfere with subordinates. Thus, James and Collins (2008) describe the laissez-faire leader as an extreme passive leader who is reluctant to influence subordinates' considerable freedom, to the point of handing over his/her responsibilities. In a sense, this extremely passive type of leadership indicates the absence of leadership. For that reason, some scholars call such leadership style a destructive style (Skogstad et al., 2007) whilst others perceive this style to be a no-leadership style (Bass, 1990; Lam & O'Higgins, 2012; Aydin et al., 2013). Not only the decision-making responsibility is left to the subordinates, but also leaders tend to neglect other issues such as care of the employee's needs, failure of leaders to provide feedback and some delays are experienced when quick decisions are needed (Bass & Riggio, 2006). In addition, Ololube (2013) postulates that the laissez-faire leadership style happens when leaders lack control over their subordinates. This situation denotes that employee are left with the freedom to do what they desire to do at the time they want to do it without any restriction from management. Goodnight (2011) suggested that when all power to decide to work-related issues is given to subordinates, in some certain situations and industry this style can provide a positive impact on employee performance. However, the assumed positive influence of laissez-faire leadership style on employee performance is contended in the extant literature by several studies that reported negative impact (Shafie et al., 2013; Teshome, 2013; Sougui et al., 2016).

### **2.1.2 Work Discipline**

Several definitions are provided in the work discipline scholarly literature. According to Mangkunegara in Sinambela (2019: 239), "work discipline is a measure of organizational activity to utilize all existing contributions or capabilities optimally to achieve goals, by complying with all the regulations that have been set". Handoko (2012) states that work discipline is the willingness of a person who arises with his own awareness to follow the rules that apply in the organization. Hasibuan (2017) also recognized work discipline as the awareness and willingness of a person to obey all company regulations and applicable social norms. Sutrisno (2019) also indicated that work discipline shows a condition or attitude of respect that exists in employees towards company rules or regulations. Discipline is able to reflect the amount of a person's responsibility for the tasks assigned to him. This will encourage passion, morale, and the realization of organizational goals. Work discipline is a condition that causes or encourages employees to act and carry out all activities in accordance with predetermined norms or rules (Sutrisno, 2019). Based on the different scholarly definitions emphasized, it can be concluded that work discipline shows a condition or attitude of respect that exists in each individual for the rules and regulations. Basically, work discipline is the attitude and behavior of employees' obedience or obedience to the applicable written and unwritten regulations.

### **2.1.3 Employee Performance**

The concept of performance has defined differently by various scholars. According to Armstrong and Baron (2005) performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction, and makes an economic contribution. Bernardin and Russel (2003) also described performance as a record of the results obtained from

certain job functions or certain activities during a certain period of time. based on the definition of Busro (2018), performance is the result of work produced, both in terms of the quality and quantity of work and can be accounted for in accordance with its role in the organization or company, and is accompanied by the ability, proficiency, and skills in completing the work. To Mangkunegara (2017), work performance is the result of work in quality and quantity achieved by an employee in carrying out duties in accordance with the responsibilities assigned to him. Based on these definitions, performance largely emphasizes on defined work targets or organizational goals and the achievements within a defined timeframe. Thus, Mathis and Jackson (2011) emphasized that employee performance is what is done and not done by employees in the context of defined organizational goals. Thus, in this study, employee performance conceptualized as the quality and quantity of the work of employees in carrying out tasks and obligations during a certain period of time as a result of the natural ability or ability of the learning process as well as the desire to achieve (Wibowo, 2017).

## **2.2 Theoretical Underpinning**

This study is underpinned by both Fiedler's Contingency Theory and the leader-member exchange (LMX) theory introduced by George B. Graen and his colleagues. The Fiedler's Contingency Theory provided an initial platform to explain the leadership style types in an organizational setting, which was consequently reinforced by the LMX theory that effectively explained the relationship between leadership styles and employee performance.

### **2.2.1 Fiedler's Contingency Theory**

Fiedler's Contingency Theory, also known as Fiedler's Contingency Model or Fiedler's Theory of Leadership, states that there is not one best style of leadership (Fisher, 1996). Rather, the most effective leadership style for any given situation is one that aligns with the situation at hand. The theory was developed in the 1960s by Austrian psychologist, Professor Fred Fiedler (Fiedler, 1964). He studied leaders' personalities and characteristics and came to the conclusion that leadership style, since it is formed through one's life experiences, is incredibly difficult, if not impossible, to change (Fiedler, 1971). For this reason, Fiedler believed the right leader must be chosen for each job based on their skill set and the requirements of the situation (Fiedler, 1973). In order to best match leaders with situations, each leader must first understand their natural leadership style. Then, they need to evaluate whether their leadership style is right for the situation. To put it simply, Fiedler determined that a leaders' ability to succeed rests on two factors, including: (1) Natural leadership style; and (2) Situational favorableness (Kuhn, 2007).

Based on Fiedler's Theory of Leadership, leadership styles are varying and dependent on the lived experiences, capabilities, and skills of managers or leaders (Fiedler, & Chemers, 1974). The other component of Fiedler's theory, situational leadership, states that every situation that requires leadership is different and requires a specific type of leader. However, the favorability of a situation depends on leader-member relations, task structure, and power of the leader. Although Fiedler's Contingency Theory clearly espouses existence and exhibition of different leadership styles in the working environment, it does not vividly explain the linkage between leadership and employee outcomes. Thus, in this study, the variations of leadership styles of leaders in an organizational setting is explained by Fiedler's Contingency Theory, and

consequently extended by the leader-member exchange (LMX) theory to explain the linkage between leadership styles and employee performance.

### **2.2.2 Leader-Member Exchange Theory**

The theory is rooted in the idea that leaders and followers exchange benefits, and that their relationships are at the heart of the leadership process (Hoyt & Goethals, 2009). Based on the theory, leaders and followers develop unique relationships based on their social exchanges, and the quality of these exchanges within an organization can influence employee outcomes (Graen&Uhl-Bien, 1995; Liden et al., 1997), including employee performance. With the evolvement of the exchange process, subordinates may have high-quality exchanges or low-quality exchanges (Graen&Uhl-Bien, 1995).

High-quality exchanges are typified by increased effort and personal loyalty to the leader and in exchange, leaders allow these followers more control and influence (Graen&Uhl-Bien, 1995; Schriesheim, Castro, Zhou, &Yammarino, 2001). Low-quality exchanges are typified by followers who produce efforts that do not exceed expectations and rely on organizational exchange patterns to guide interactions. As such, leaders in low-quality exchanges are less likely to initiate or provide additional benefits (Graen&Uhl-Bien, 1995; Schriesheim et al., 2001). Whether exchanges between leaders and followers would result to higher or lower performance is perceived by this theory to be dictated by the leadership style or approach employed in the organizational setting. Thus, the exhibited leadership style (transformational, transactional and laissez-faire) in an organizational setting is perceived by this theory to influence employee performance (Hijazi et al., 2017; Anyaegbunam&Anekwe, 2021; Muliati& Nusantara, 2022;

Saputra, 2023). Nonetheless, whether the exchange between leaders and subordinates would yield low or high employee performance is dependent on the inherent work disciplinary characteristics of employees. Employees with higher level of work discipline are therefore likely to yield higher level of employee performance through the influence of leadership, and the otherwise is also true. Based on the discussed analogy, the LMX theory is a perfect, and appropriately explains the relationship between the main concepts of this study.

## **2.3 Empirical Review and Hypotheses Development**

Previous literatures on the linkages between leadership styles, work discipline and employee performance have been reviewed in this section of the study. Based on the reviewed empirical literature and the theories, three main hypotheses were developed and tested in this study.

### **2.3.1 Leadership Style and Employee Performance**

Leadership is reported in the extant literature to influence the performance of employees in varying sectors of the world economy (Paracha et al., 2012; Garg & Ramjee, 2013; Teshome, 2013; Shafie et al., 2013; Jalal-Edden, 2015; Hijazi et al., 2017). In the survey of employees of SMEs in Yola Adamawa state in Nigeria, Jalal-Edden (2015) reported that the type of leadership style employed affects the performance of employees. The study of Handayani(2021) reported that leadership can explain about 67 percent of variations in the performance of employees. In the study of 100 employee of Bank XYZ in Indonesia, Firza, Musa and Joko (2019) reported that employee performance was positively and significantly influenced by leadership style. The study of Hasra, Brasit and Lasise(2021) that involved 60 employees of the Parepare-Owned Water Utility Company Indonesia reported significant positive influence of leadership style on

employee performance. Another study Indonesia by Saragih and Wardati(2022) showed that leadership style is positively linked to employee performance. In a survey of the employees of PT Distri-versaBuanamas Makassar Branch in Indonesia, Muliati and Nusantara (2022) reported that leadership style positively and significantly influence employee performance. In Nigeria, the study of the employees of Life Breweries Plc, Anyaegbunam and Anekwe(2021) reported that leadership style positively and significantly influence employee performance. In a recent study in Indonesia that involved 300 PT Toyo Kanestu employees, Saputra(2023) reported leadership style positively and significantly influenced employee performance. However, the influence of the various leadership styles such as transformational, transactional and laissez-faire on employee performance was distinct. Notwithstanding the inconsistencies in the results of previous studies, transformational leadership is reported by many studies to positively influences employee performance (e.g., Paracha et al., 2012; Teshome, 2013; Hijazi et al., 2017; Hakim et al., 2019; Beauty &Aigbogun, 2022), whereas both transactional and laissez-faire were predominantly reported to negatively influence employee performance (e.g., Shafie et al., 2013; Sougui et al., 2016; Odunlami, Awosusi& Dele, 2017; Beauty &Aigbogun, 2022).

In South Africa, the study of Garg and Ramjee (2013) that involved employees of a parastatals company reported that leadership styles in the form of transformational, transactional and laissez-faire all significantly influenced employee performance. In the study of Teshome (2013) in Ethiopia, transformational leadership style was reported to improve employee performance through increasing job commitment, whereas transactional and laissez-faire leadership styles were found to be negatively and significantly related to employee performance. In the study of Hakim et al. (2019), the exhibited transformational leadership style positively and significantly

influenced employee performance. In the study of the linkage between leadership style and employee performance in private schools in Pakistan, Paracha et al. (2012) reported positive and significant effect of both transformational and transactional leadership styles on employee performance. The results of Paracha et al. (2012) further showed that the influence of transactional leadership on employee performance was comparatively higher than transformational leadership. In a survey of private university employees in United Arab Emirates, Hijazi et al. (2017) indicated that transformational leadership promoted higher job satisfaction that further stimulated higher employee performance, unlike transactional leadership that demotivated employees, and hence leading to lower performance. In Iran, the study of Shafie et al. (2013) showed that whereas transformational leadership style significantly improved employee performance, laissez-faire leadership negatively affected employee performance. In the survey of employees of telecom engineering companies in Chad and Malaysia, Sougui et al. (2016) reported that leadership styles in the form of transactional, transformational and laissez-faire negatively and significantly influenced employee performance. In Nigeria, a study that involved 435 employees of private universities in the Ogun State, Odunlami, Awosusi and Dele (2017) showed that transformational leadership had positive and significantly influence on employee performance, whereas transactional leadership had no significant effect on employee performance. In the study of 156 employees of Turnall Holdings Limited in Harare, Beauty and Aigbogun(2022) reported that transformational and laissez-faire leadership styles had significant and positive influence on employee performance whereas transactional leadership had negative and significant influence.

In the study of 220 employees of the Cape Coast Metropolitan Assembly, Amegayibor(2022) reported significant and positive effect of laissez-faire leadership style on employee performance. In the study of 100 employees of private organization in Selangor, Malaysia, Khudhair, et al. (2022) reported positive and significant influence laissez-faire leadership on employee performance. In the study of employees' performance in the office of the secretary to the State Government, Jigawa state, Nigeria, Abdullahi(2018) indicated that the positive effect of transformational leadership on employee performance was relatively higher than transactional and autocratic leadership styles. A previous study of health sector employees in Pakistan by Rasool, Arfeen, Mothi and Aslam (2015) reported that the positive effect of transformational leadership style on employee performance was relatively higher than the positive effect of transactional leadership on employee performance.

Generally, transformational leadership is perceived to motivate employees, influence behaviour and enhance job satisfaction and commitment. Transformational leadership is further reported to promote creativity, and initiative taking by employees (Sinaga, Asmawi, Madhakomala, & Suratman, 2018). Nonetheless, transactional and laissez-faire leadership styles are perceived to demotivate employees, lower commitment and job satisfaction.

### **2.3.2 Work Discipline and Employee Performance**

Previous studies in the work discipline literature have largely emphasized that disciplined workers are more likely to perform better than undisciplined workers, and hence, report positive and significant relationship between work discipline and employee performance (Arijanto, 2019; Idris, Choiriyah, & Wijaya, 2020; Agrasadya, 2020; Trianaa & Suratman, 2022; Saragih &

Wardati, 2022; Muliati & Nusantara, 2022). In the study of 151 employees of Kecamatan Kota Palembang in Indonesia, Idris, Choiriyah and Wijaya(2020) reported that work discipline significantly enhances employee performance. The study of Agrasadya(2020) in Indonesia that involved 90 employees of the PT. Federal International Finance Depok Branch reported that work discipline significantly improves employee performance. The study of Trianaa and Suratman(2022) that involved 75 employees of PT. Indonesia Morowali Industrial Park (IMIP) reported positive and significant influence on employee performance.

In the study of 30 field employees of PT in Indonesia, Saragih and Wardati(2022) showed that work discipline is positively linked to employee performance. In a survey of the employees of PT DistriVersaBuanamas Makassar Branch in Indonesia, Muliati and Nusantara (2022) reported that work discipline positively and significantly influence employee performance. A survey of the 40 teachers and staff at the Pelita Medan foundation in Indonesia by Sinaga and Hasibuan(2022) reported positive and significant effect of work discipline on employee performance. In the survey of 68 employees of the Inspectorate of MusiRawas Regency in Indonesia, Surajiyo et al. (2021) reported significant and positive effect of work discipline on employee performance. In the survey of 128 employees of Regional Secretariat of OganKomeri ng Ulu Regency, South Sumatra in Indonesia, Choiriyah, Indah, Anggeraini and ulfa (2021) reported that work discipline has positive and significant influence on employee performance. In the survey of 64 employees of PT. Trihamas Finance in Indonesia, Susbiyantoro et al. (2022) reported positive and significant effect of work discipline on employee performance.

However, in a similar study in Indonesia that involved 105 employees of PT. Toyota Auto 2000 Jember Branch, Monteiro, Sularso and susanto(2021) reported no significant effect of work discipline on employee performance. The study of Angriani and Eliyana(2020) that involved 173 bureaucrats of Government Offices in Indonesia reported no significant association between work discipline and employee performance. Notwithstanding the few studies in the extant literature that reported no significant relationship between work discipline and employee performance, there is general consensus that work discipline is significantly and positively related to employee performance. It is generally believed that employees willing to adhere to organizational rules and social standards are more likely to perform higher than deviants within an organization (Trianaa & Suratman, 2022).

### **2.3.3 Moderating Role of Work Discipline**

Some studies in extant literature have reported that higher level of work discipline in the working environment is associated with higher level of employee performance (Suparta, 2017; Hakim, Faizah&Nujulah, 2021; Maryani, Entang&Tukiran, 2021; Fajri&Dharmawan, 2021; Tahar&Abdillah, 2021; Handayani& Hakim, 2022). The findings of these studies therefore provide significant reason to perceive that work discipline can potentially moderate the effect of leadership styles exhibited managers on employee performance. In the survey of 31 employees of LPK Monarch Candidasa in Indonesia, Suparta (2017) reported that work discipline can indirectly reinforce the effect of leadership on employee performance. In the study of 100 employee of Bank XYZ in Indonesia, Firza, Musa and Joko (2019) reported that employee work discipline does moderate the direct positive effect of leadership style on employee performance. A recent study of Handayani and Hakim (2022) that involved the survey of 42 employees of the

Statistics of Lamongan Regency of Indonesia reported that work discipline moderates the effect of leadership style on employee performance.

## **2.4 Conceptual Framework**

Fiedler's Theory of Leadership emphasize that there is no one particular best leadership style, but the effectiveness of a leadership style is dependent on the prevailing situation of a working environment (Fisher, 1995). Nonetheless, the extant leadership literature contentiously emphasizes on transformational, transactional and laissez-faire leadership styles and their relationship with performance (Anyaeibunam&Anekwe, 2021; Saragih&Wardati, 2022; Saputra, 2023). The reported influence of the various leadership styles on employee performance are varying as the situational analysis of the studies were different. Notwithstanding, there are consistencies in the extant literature as transformational leadership style is largely reported to positively influence employee performance, whereas transactional and laissez-faire (Shafie et al., 2013; Hijazi et al., 2017). Nonetheless, it is also emphasized that work discipline can indirectly reinforce the effect of leadership on employee performance (Suparta, 2017). For instance, the study of Handayani and Hakim (2022) reported that work discipline moderates the effect of leadership style on employee performance, as higher level of work discipline is reported to reinforce higher level of effect of leadership on employee performance. The discussed relationships between the concepts of leadership style, work discipline and employee performance are shown and hypothesized in Figure 2.1.

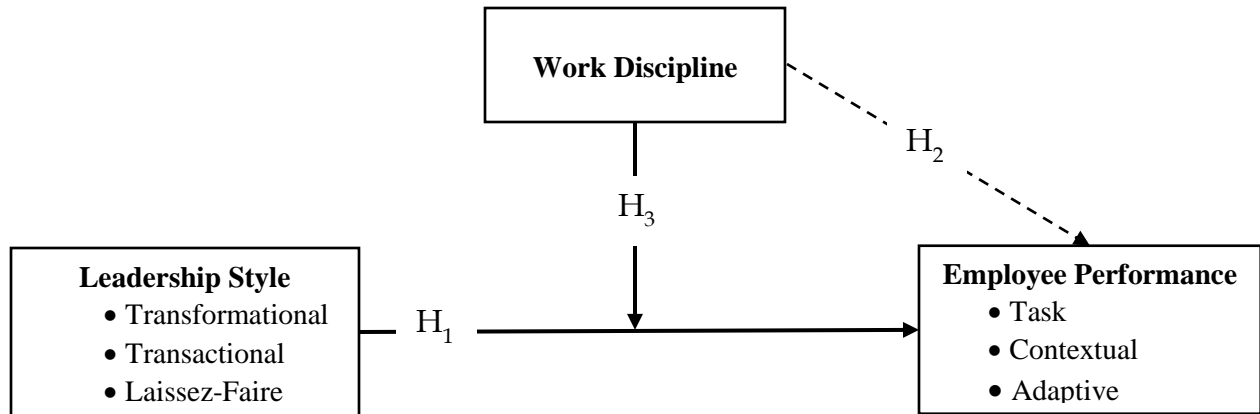


Figure 2.1: Conceptual Framework of the Study

Based on the general trends of results in the extant literature and developed conceptual framework, this seeks to test the following hypotheses:

*H<sub>1</sub>: Leadership style positively and significantly influence employee performance*

*H<sub>1a</sub>: Transformational leadership positively and significantly influence employee performance*

*H<sub>1b</sub>: Transactional leadership negatively and significantly influence employee performance*

*H<sub>1c</sub>: Laissez-faire leadership negatively and significantly influence employee performance*

*H<sub>2</sub>: Work discipline positively and significantly influences employee performance*

*H<sub>3</sub>: Work discipline moderates the effect of leadership style on employee performance*

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

This chapter discusses the methodology of the research. The discussed sections included the research design, research philosophy and approach, research population, sample size and sampling method, data collection and analysis. Ethical issues and the profile of the Bekwai Municipal Assembly have also been discussed in this chapter.

#### **3.1 Research Design**

Research design describes the integration of the various components of a research study coherently and logically in order to effectively address a research problem through a defined strategy (Sileyew, 2020). It is a devised strategic plan for answering research questions (McCombes, 2019). Research can be defined based on the purpose of the study and timeframe or time scope (Abutabenjeh & Jaradat, 2018). Based on research purpose, research design is classified as exploratory, descriptive, and explanatory (GradesFixer, 2019). Exploratory research is seen as an initial investigation into a theoretical or hypothetical idea, and largely lays the groundwork for future research (Bordens & Abbott, 2018). With the establishment of the groundwork through exploration, the subsequent stage involves a detailed description of the phenomenon using descriptive design (GradesFixer, 2019). Established trends or theories through descriptions are also tested through explanatory research design (Bordens & Abbott, 2018). In the context of this study, the primary purpose of investigating the causal relationship between leadership styles, work discipline and employee performance can effectively be studied using an explanatory design. The explanatory design provides avenue for the study to examine

the hypothesized intervening or mediating role of work discipline in the relationship between leadership styles and employee performance.

Based on timeframe or scope, research design is categorized into cross-sectional or longitudinal design. Whereas in cross-sectional design data is collected from population at a specific point in time; longitudinal design involves the collection of data repeatedly from the same sample over an extended period of time (Thomas, 2022). With the aim of collecting data in a single time period for this study, the cross-sectional design is more suited for this study in terms of time-scope. Thus, overall, this study is deemed to be within the confines of explanatory cross-sectional design.

### 3.2 Population of the Study

The target population of this study constitute all employees of the Bekwai Municipal Assembly in the Ashanti Region. Based on the 2022 annual report of the Bekwai Municipal Assembly, and information from the human resource unit, there are 166 staff working with the Assembly. The distribution of the staff of the Assembly by department is shown in Table 3.1.

Table 3.1: Staff Size of Each Department of the Assembly

<b>Departments</b>	<b>Staff Size</b>
Planning & Budget	13
Procurement	4
Radio Room	4
Office of the Secretary	7
Social Welfare & Community Dev't.	14
Human Resource	4
Internal Audit	6
Administration	11
Revenue and Accounts	16
Environmental Unit	32

Security	11
Drivers	3
Physical Planning	7
Works Department	9
Agriculture Department	15
IT/MIS	2
Library	2
Cleaners	6
<b>Total</b>	<b>166</b>

Source: Annual Report of the Bekwai Municipal Assembly (2022)

### 3.3 Sample and Sampling Technique

In this section, the minimum efficient sample utilized for the study, and the approach employed in the sampling of the sample units have been discussed. The sample size of 117 was calculated through the Yamane Taro formula, and the sample units selected through a multistage stratified sampling method. The processes involved have been comprehensively discussed in the subsequent subsections.

#### 3.3.1 Sample Size Calculation

With the target population of 166 employees, the minimum efficient sample size calculated using the Yamane Taro formula was 117 employees (Yamane, 1967). This formula is utilised for the calculation of sample size for research population with a defined size at error margin of 5 percent or confidence interval of 95 percent. The formula and the sample size calculation approach are shown in equation (I).

$$n = \frac{N}{1 + N(e)^2} = \frac{166}{1 + 166(0.05)^2} = \frac{166}{1.415} = 117 \text{ Employees (I)}$$

n = Sample Size

N = Target population

e = Margin of error or precision

The calculated sample size of 117 of the general population of the Assembly was further divided among the departments using the Krecjie and Morgan formula (Krejcie & Morgan, 1970). Based on this formula, the sub-sample sizes of the departments are dependent on their strength or proportion in the total population of the study. The Krecjie and Morgan formula is shown as equation (II) and the calculation process, and the sub-sample sizes of each department are shown in Table 3.2.

$$s = \frac{XS}{P} \dots\dots\dots \text{Stage (II)}$$

s = Sub-sample size for each Department

X = Sub-population of each Department

S = Total sample size for the Study

P = Total population of the study

Table 3.2: Sample Sizes of Each Department of the Assembly

<b>Departments</b>	<b>Staff Size</b>	<b>XS/P</b>	<b>s</b>
Planning & Budget	13	13(117)/166	9
Procurement	4	4(117)/166	3
Radio Room	4	4(117)/166	3
Office of the Secretary	7	7(117)/166	5
Social Welfare & Comm. Dev't.	14	14(117)/166	10
Human Resource	4	4(117)/166	3
Internal Audit	6	6(117)/166	4
Administration	11	11(117)/166	8
Revenue and Accounts	16	16(117)/166	11

Environmental Unit	32	32(117)/166	23
Security	11	11(117)/166	8
Drivers	3	3(117)/166	2
Physical Planning	7	7(117)/166	5
Works Department	9	9(117)/166	6
Agriculture Department	15	15(117)/166	11
IT/MIS	2	2(117)/166	1
Library	2	2(117)/166	1
Cleaners	6	6(117)/166	4
<b>Total</b>	<b>166</b>	<b>166(117)/166</b>	<b>117</b>

### 3.3.2 Sampling Technique/Method

In this study, the sampling units were sampled for the study through a multistage stratified sampling method. This sampling method was employed due to the heterogeneity of the research population in terms of department of work. In order to limit the influence of the department of work in the selection process, the sample units were initially stratified based on department of work through a stratified sampling technique. This technique subsequently led to the production of strata or layers. Within each stratum, the sample units were deemed homogeneous, and hence a simple random by balloting procedure was utilised to select the required sample size. In the balloting procedure, within each department, the names of staff (i.e. sample units) were written on pieces of paper, and the required number selected randomly without replacement.

### 3.4 Data Collection Instrument

This study designed a structured questionnaire in the measurement of the main constructs of the study. The designed questionnaire was in four parts. The first part (Section A) measured leadership style. The sub-dimensions of leadership measured were transformational, transactional and laissez-faire. Transformational leadership was measured using 12-items. These items measured idealized influence, inspirational motivation, intellectual stimulation and

individual consideration. Transactional leadership was also measured using 6-items that emphasized on contingency reward and management by exception. Laissez-faire leadership was measured six items. The second part (Section B) of the questionnaire measured work discipline. Work discipline was measured using 5-items that emphasized on timeliness of duty, completion of task, adherence to procedures, compliance with rules and understanding of regulations.

The third part (Section C) of the questionnaire measured the performance of employees using 25-items to measure sub-constructs of performances in the form of task, context and adaptive. Task performance was measured with 6-items, contextual performance with 12-items and adaptive performance with 7-items. In the last of the questionnaire (Section D), the personal information of the respondent related to education level, gender, age group, years of work in the assembly, position in the assembly, and years in the position.

### **3.5 Data Collection Procedure**

The data collection process started with the seeking of ethical clearance from the administrative head of the district assembly. After the authorization, the researcher further sought the authorization of the individual employees for their inclusion in the survey process. The research employed one month in the data collection. Thus, the total 117 questionnaires targeted during the administration process were divided into four, with each quarter administered in 7 days. The first quarter was administered to the selected employees of the Planning and Budget, Procurement, Radio Room, Office of the Secretary, Social Welfare and Communication Development, Human Resource and Internal Audit Departments of the Assembly. The second quarter of the questionnaire was administered to the employees of the Administrative Unit, Revenue and

Accounts, and the Environmental Unit. The third quarter of the questionnaire was administered to the employees of the Security Unit, Transportation, and Physical Planning. The last quarter of the questionnaire was also administered to the employees of the Works Department, Agriculture Department, IT/MIS, Library and Cleaning Units. The questionnaire was administered to the employees using both self-administration and face-to-face approaches.

### **3.6 Measurement of Constructs**

In this study, three main constructs were measured – leadership styles, work discipline and employee performance. Leadership style as the independent variable was measured using the Multifactor Leadership Questionnaire (MLQ) short version of Bass and Avolio (1995) with 24-items measuring sub-scales like transformational, transactional and laissez-faire leadership styles. Work discipline as a construct was measured using a scale developed and validated by Harahap(2011). The items or observed variables of Harahap emphasized on timeliness in the implementation and completion of work and organization of procedures involved in doing a task, obedience and compliance to rules, understanding of regulations. Employee performance was measured using the 26 employee performance scale of Marques-Quinteiro et al. (2015). The sub-constructs of employee performance measured were contextual performance, task performance and adaptive performance. Work discipline and employee performance measurement items or observed variables were measured using 7-pointer Likert-Scale, ranging between strongly disagree (1) and strongly agree (7). Leadership styles were also measured using 7-pointer Likert-Scale, ranging between ‘Never’ (1) and ‘Every time’ (7).

### **3.7 Validity and Reliability**

The emphasis of both validity and reliability is about the accuracy of the method in measuring constructs (Middleton, 2023). Whilst reliability largely focuses on the consistency of observed variables in the measurement of constructs (Heale & Twycross, 2015), validity emphasizes on accuracy of the observed variables in the measurement of the constructs or latent variables (Ahmed & Ishtiaq, 2021). In this study, the researcher ensured high level of validity by employing existing validated measurement scales. For instance, leadership style was measured using the Multifactor Leadership Questionnaire (MLQ) short version of Bass and Avolio (1995). In addition, convergence validity of the measurement items was also measured through exploratory and confirmatory factor analysis, and discriminant validity also tested through Fornell-Lacker method. The internal reliability of the measurement items was also ensured through the measurement of composite reliability and Cronbach Alpha.

### **3.8 Data Analysis**

Data was prepared by checking for errors or inconsistencies in the responses. Thus, any form of redundant, incomplete and incorrect data was removed or excluded. The cleaned data was inputted in Microsoft Excel Version 16. Data in Microsoft format was exported to IBM SPSS version 20. Data in the SPSS format was validated through exploratory factors (EFA) analysis. The SPSS format data was further exported to the LISREL version 8.50 for confirmatory factor analysis (CFA). Confirmed observed variables were transformed into constructs and sub-constructs for the appropriate statistical analysis. The developed hypotheses were tested using multiple regression analysis. The moderation concept was evaluated using hierarchical regression modelling method. Inter-correlation between the constructs were also presented

through Spearman's correlation. Descriptive statistics of the transformed variables were presented through measures of central tendencies in the form of mean and standard deviation.

### **3.9 Ethical Consideration**

The researcher initially sought the approval of the institutional review board (IRB). Subsequent to the IRB approval, a formal written consent was sent to the authorities of the Bekwai Municipal Assembly for the authorization to use their institution for the research. The consent of selected employees was also sought for their inclusion in the survey process. The individual respondent was assured of confidentiality, anonymity and protection against any potential harm from the survey.

### **3.10 Profile of Bekwai Municipal Assembly**

Bekwai Municipal Assembly is one of the 43 districts in Ashanti Region, Ghana. Originally created as an ordinary district assembly in 1988 when it was known as Amansie East District, which it was created from the former Amansie District Council. Later, the western part of the district was split off by a decree of president John Agyekum Kufuor on 12 November 2003 (effectively 18 February 2004) to create Amansie Central District; thus the remaining part has retained as Amansie East District. Then the eastern part of the district was later split off to create BosomeFreho District on 29 February 2008; while the remaining part was elevated to municipal district assembly status on the same year to become and has since been renamed as Bekwai Municipal District. The municipality is located in the southern part of Ashanti Region and has Bekwai as its capital town.

The Municipal Assembly is the highest political and administrative body of the Municipal and exercises deliberative, legislative and executive functions. The Municipality was established under Legislative Instrument (L.I. 1906, 2007). Politically and administratively, the municipality covered the entire Bekwai constituency. Some of the major settlements are Bekwai, Kokofu, Esumeja, Anwiankwanta, Dominase, Poano, Ofoase- Kokoben, Bogyawe, Senfi, Huntado, Abodom, Amoaful, Dadease, Kensere, Akyeremade, Dotom, Konyaw and Kokotro.

## **CHAPTER FOUR**

### **RESULTS OF THE STUDY**

This chapter presented the results of the study, and discussed the findings in line with the predefined objectives of the study. The results emphasized on both descriptive and inferential statistics. The descriptive part of the chapter emphasized on the respondent's socio-demographic characteristics, the leadership style, work discipline and performance of employees. The inferential analysis emphasized on correlational and multivariate regression. The inferential statistics largely tested the developed hypotheses. The chapter also presented all the processes employed in the validation of the measured items.

#### **4.1 Socio-Demographic Characteristics of Respondent**

The socio-demographic characteristics of the respondent are discussed in this section of the study. The socio-demographic variables discussed included the educational level of respondent, gender, age group, their current position, years in the current position and the years worked in the District Assembly. The results of the distribution of these socio-demographic variables of the respondent are presented in Table 4.1.

Table 4.1: Respondent’s Socio-Demographic Characteristics

Variables	Category	Frequency	Percent		
<b>Education</b>	Up to SHS/A ‘level/O’ level	1	.9		
	Up to Diploma/HND	37	31.6		
	Up to 1st Degree	57	48.7		
	Up to 2 <sup>nd</sup> Degree	22	18.8		
	Total	117	100.0		
<b>Gender</b>	Male	63	53.8		
	Female	54	46.2		
	Total	117	100.0		
<b>Age Group</b>	20 to 29	25	21.4		
	30 to 39	76	65.0		
	40 to 49	16	13.7		
	Total	117	100.0		
<b>Position</b>	Senior – Staff	72	61.5		
	Junior-Staff	45	38.5		
	Total	117	100.0		
		<i>Min</i>	<i>Max</i>	<i>Mean</i>	<i>Std. Dev.</i>
Years worked in the Assembly		1	14	5.51	2.42
Years in the Current Position		1	14	3.53	2.67

Source: Field Survey (2023)

Table 4.1 shows that the majority (57.5%) of the respondent have up to first degree (48.7%) and second degree (18.8%) qualifications. Notwithstanding, 31.6% of the respondent also have up to diploma or Higher National Diploma (HND) certificate. It is therefore evident that majority of the respondent have higher formal educational qualifications and hence, competent enough to provide reliable information on the study. The majority (61.5%) of the respondent were also senior staff, and hence, well-equipped with knowledge on the leadership strategies of the District Assembly. The average respondent has also worked with the District Assembly for about 5.51 years, and have been their current positions for about 3.53 years. The majority (53.8%) of the respondent were also males whilst 46.2% were females. There is therefore fair gender

representation in this study. Majority (65.0%) of the respondent were between the ages of 30 to 39 years, which is within the active and economic working population of Ghana.

#### 4.2 Descriptive Statistics of Study

In this section of the study, a description of the main constructs of the study is provided and discussed. The descriptive analysis emphasized on the leadership styles employed in the Assembly, the level of work discipline and employee performance. The descriptive statistics or results are presented in Table 4.2.

Table 4.2: Descriptive Statistics

<b>Constructs</b>	<b>N</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std. Dev.</b>
Transformational	117	1.21	5.00	4.13	.61
Transactional	117	.67	5.00	4.06	.81
Laissez-Faire	117	.40	5.00	4.11	.92
Work Discipline	117	3.00	5.00	4.35	.57
Performance	117	3.29	5.00	4.27	.42

Note: Leadership Style Scale: [0 = Never, 1= Rarely, 2= Occasionally, 3= Frequently, 4= Usually, 5= Every Time]; Employee Performance and Work Discipline Scale: [1=Strongly Disagree, 2=Disagree, 3=Neither Agree or Disagree, 4=Agree, 5=Strongly Agree]; Source: Field Survey (2023)

Table 4.2 shows that the District Assembly employs a mixture of leadership styles at various departments and functional units of the Assembly. The respondent agreed that the District Assembly usually employ transformational (4.13±.61), transactional (4.06±.81) and laissez-faire (4.11±.92) leadership styles. It is evident that there is fairly and equal usage of these leadership styles in the institution.

Table 4.2 also showed that there is high level of work discipline in the working environment of the institution (4.35±.57). The respondent agreed to workers of the institution adhere to the time schedule for allotted task, make sure their tasks are completed, and also adhere to procedures

required in doing their tasks. Based on the leadership style and the exhibited work discipline, the respondent agreed ( $4.27 \pm .42$ ) that the workers of the Assembly are high performers. The workers of the Assembly were perceived to effectively perform their allotted tasks, particularly in the area of optimally planning their work to be executed within time schedules, keeping in mind the results that required, and separating main issues from side issues at work. Contextually, the workers of the institution are also perceived to do more than expectations, participate actively in meetings, and actively look for ways to improve their performance at work.

### **4.3 Measurement of Constructs**

The construct measurement process began with exploratory factor analysis (EFA) to identify observed variables that are incapable of measuring their associated latent variables. The EFA results produced through IBM SPSS 25 showed yielded satisfactory results from the Kaiser-Meyer-Olkin (KMO) and Bartlett's test. The KMO result was 0.778, which is greater than the threshold of 0.6. This therefore suggests that the data sample utilized for the analysis was adequate and satisfactory for the factor analysis, and hence, capability of measuring the degree of coherency between the variables. It is generally considered that KMO test values of greater than 0.6 are deemed acceptable, greater than 0.7 as good, greater than 0.8 as very good, and greater than 0.9 as excellent for factor analysis (Kaiser, 1970). The homogeneity of the correlation matrix was measured and tested through the Bartlett's test. The significance of the Bartlett's test of sphericity ( $\chi^2=3792.647$ ,  $P<.01$ ), which suggests the rejection of the homogeneity hypothesis implies that correlation between variables are large or adequate to proceed with exploratory factor analysis. The communality values of all observed variables were greater than the threshold of 0.4, which suggests sufficient relationship between the observed variables and all other

variables. The total or accumulate variance of the extracted 10 factors of 76.752% was greater than the threshold of 60%. Thus, before rotation, the 10 extracted factors accounted for about 77 percent of the variance, which remained the same even after rotation. The contributions of the various extracted factors in the total or accumulated variance are shown in Table...and the rotated component matrix in Table... in the Appendix. From the total observed variables explored through the EFA, 34 items were retained and further utilized for confirmatory factor analysis (CFA).

Table 4.3: Good-Fit Indices of Purification Models

<b>Constructs</b>	<b>Chi2</b>	<b>df</b>	<b>df/2</b>	<b>p-value</b>	<b>RMSEA</b>	<b>NNFI</b>	<b>CFI</b>	<b>GFI</b>	<b>SRMR</b>
Transformational	25.24	21	1.20	0.237	0.034	0.99	0.99	0.97	0.023
Transactional	9.51	4	2.38	0.049	0.090	0.96	0.98	0.98	0.047
Laissez-Faire	11.15	5	2.23	0.048	0.085	0.98	0.99	0.97	0.022
Performance	13.20	13	1.02	0.432	0.010	0.99	0.99	0.98	0.035

Note: Root Mean Square Error of Approximation (RMSEA), (Non) Normed Fit Index (NNFI), Comparative Fit Index (CFI), (Standardized) Root Mean Square Residual (SRMR), Goodness of Fit (GFI)

Source: Field Survey (2023)

The multi-dimensional constructs of this study, including transformational, transactional, laissez-faire, and employee performance were initially purified in a preliminary CFA process with the model structures presented in the Appendix. The recorded indices are reported in Table 4.3. From the total 34 observed variables utilized at the preliminary CFA process, 24 were retained excluding the observed variables of work discipline, which constituted 9 items measuring transformational leadership, 5 items measuring transactional leadership, 5 items measuring laissez-faire leadership, and 7 items measuring performance. The retained 24 items were further confirmed with work discipline in the final model, and the resultant structure is shown in the Appendix. The 26 retained items of the final CFA model structure, loadings, t-values, the

generated composite reliability, average variance extracted and Cronbach alpha values are presented in Table 4.4.

Table 4.4: Validity and Reliability of Measurement Items

	Measurement Items	Loadings (t-values)
	<b>Idealized Influence (CR =.866, AVE =.763, CA =.850)</b>	
II2	I have complete faith in my supervisor	0.91(12.70)
II3	I am proud to be associated with my supervisor	0.83(Fixed)
	<b>Inspirational Motivation (CR =.914, AVE =.780, CA =.913)</b>	
IM1	My supervisor expresses in a few simple words what we could and should do	0.88(16.79)
IM2	My supervisor provides appealing images about what we can do	0.92(14.81)
IM3	My supervisor helps me find meaning in my work	0.85(Fixed)
	<b>Intellectual Simulation (CR =.871, AVE =.771, CA =.866)</b>	
IS1	My supervisor enables others to think about old problems in new ways	0.92(11.71)
IS2	My supervisor provides others with new ways of looking at puzzling things	0.82(Fixed)
	<b>Individual Consideration (CR =.866, AVE =.766, CA =.848)</b>	
IC2	My supervisor lets others know how he /she thinks we are doing	0.76(Fixed)
IC3	My supervisor gives personal attention to others who seem rejected	0.98(7.71)
	<b>Transactional (CR =.856, AVE =.667, CA =.853)</b>	
ME1	My supervisor is always satisfied when others meet agreed-upon standards	0.74(Fixed)
ME2	As long as things are working, my supervisor do not try to change anything	0.93(10.92)
ME3	My supervisor tells us the standards we have to know to carry out our work	0.77(9.95)
	<b>Laissez-Faire (CR =.895, AVE =.682, CA =.893)</b>	
LF2	My supervisor stays out of the way as I do my work	0.84(Fixed)
LF3	As a rule, my supervisor allows me to appraise my own work.	0.90(14.64)
LF4	My supervisor gives me complete freedom to solve problems on my own	0.81(12.68)
LF5	In most situations I prefer little input from my supervisor	0.74(11.03)
	<b>Work Discipline (CR =.807, AVE =.590, CA =.796)</b>	
WD1	I adhere to the time schedule for my allotted task	0.79(Fixed)
WD2	I make sure that my tasks are completed	0.90(8.56)
WD3	I adhere to procedures required in doing my task	0.59(7.39)
	<b>Task Performance (CR =.827, AVE =.551, CA =.823)</b>	
TP1	I manage to plan my work so that it is done on time	0.64(Fixed)
TP2	My planning is always optimal	0.87(8.65)
TP3	I keep in mind the results that I have to achieve in my work	0.84(8.58)
TP4	I am able to separate main issues from side issues at work	0.58(6.54)
	<b>Contextual (CR =.798, AVE =.576, CA =.767)</b>	
CP8	I do more than what is expected of me	0.52(Fixed)
CP9	I actively participate in work meetings	0.79(4.71)
CP10	I actively look for ways to improve my performance at work	0.64(5.09)
	Chi-Square = 335.47, df = 263, df/2 = 1.28; RMSEA =0.040; NNFI = 0.95; CFI =0.96; SRMR = 0.054	

Note: CR – Composite Reliability, AVE – Average variance extracted, CA – Cronbach Alpha, RMSEA - Root Mean Square Error of Approximation, NNFI – Non-Normal Fit Index, CFI - Comparative Fit Index, SRMR - (Standardized) Root Mean Square Residual

The indices of the final CFA model were good-fit. The chi-square to degree of freedom was below the required threshold of 2, the RMSEA and SRMR were also below the threshold of 0.07. The NNFI and CFI were also all higher than the satisfactory threshold of 95. Convergent validity of the measures was confirmed due to the significant and positive factor loadings (Boso, Story, & Cadogan, 2013). The composite reliability of the constructs measured were all above the required threshold of 0.60. With the average variance extracted values of the constructs all above the threshold of 0.50 (Bagozzi & Yi, 2012), there was acceptability of discriminant validity. The items utilized in the measurement of all the constructs were also deemed reliability, since the alpha reliability of the associated constructs were all above the threshold of 0.7 (Bagozzi & Yi, 2012). Discriminant validity was assured since the shared variances between constructs were lesser than the average variances extracted (Fornell & Larcker, 1981).

#### 4.4 Correlation Analysis

This section of the study provides and discusses the inter correlation between the main constructs of the study. The variables or constructs considered in this section included transformational leadership, transactional leadership, laissez-faire leadership, education, years worked with the Assembly, gender, age group, position in the Assembly and years in the current position. The inter-correlational results are presented in Table 4.5.

Table 4.5: Inter-Construct Correlation

Constructs	1	2	3	4	5	6	7	8	9	10
1 Performance	1									
2 Transformational	.220**	1								
3 Transactional	-.212**	.300**	1							
4 Laissez-Faire	.039	.396**	.105	1						
5 Education	.062	.016	.009	-.090	1					
6 Experience	.042	-.045	-.138*	-.077	.196**	1				
7 Gender	-.097	-.050	.139*	-.107	-.028	-.032	1			
8 Age Group	-.196**	-.202**	-.088	-.244**	.195**	.353**	-.045	1		
9 Position	-.242**	.032	-.032	.197**	-.211**	-.237**	.055	-.114	1	
10 Years in Position	-.115	-.265**	-.056	-.167**	.048	.043	.125*	.304**	.049	1

Note: \*\* & \* Correlation is significant at the 0.01 and 0.05 levels

Source: Field Survey (2023)

Table 4.5 shows that the age of the respondent negatively and significantly correlated with the performance ( $r=-.196$ ,  $P<.01$ ). This suggests that the younger employees or the less aged employees were higher performers relative to the aged employees. The position of the employees in the Assembly negatively and significantly affected their performance ( $r=-.242$ ,  $P<.01$ ). This result therefore suggests that the senior staff are relatively higher performers compared to the junior staff members of the Assembly. This finding is not surprising since senior staff often have higher working experience and qualification, and hence, the associated higher performance.

Table 4.5 also shows that the transformational leadership styles positively and significantly correlated with the performance of the employees ( $r=.220$ ,  $P<.01$ ). This result suggests that increasing usage of transformational leadership style is associated with increasing employee performance. This finding is supported by several studies in the extant literature that also reported positive and significant effect of transformational leadership style on employee performance (Paracha et al., 2012; Teshome, 2013; Hijazi et al., 2017; Hakim et al., 2019; Beauty & Aigbogun, 2022). The positive effect of transformational leadership on employee performance is explained by the fact that transformational leadership style motivates employees, influence behaviour and enhance job satisfaction and commitment (Teshome, 2013). Transformational leadership is further reported to promote creativity, and initiative taking by employees (Sinaga, Asmawi, Madhakomala, & Suratman, 2018). However, transactional leadership style negatively and significantly affected employee performance ( $r=-.212$ ,  $P<.01$ ). This results therefore suggest that increasing usage of transactional leadership style is associated with decreasing performance of employees. This finding is supported by several studies in the

extant literature that reported negative influence of transactional leadership on employee performance (Shafie et al., 2013; Sougui et al., 2016; Odunlami, Awosusi & Dele, 2017; Beauty & Aigbogun, 2022). This finding is not surprising since transactional leadership style is reported to demotivate employees, lower commitment and job satisfaction (Beauty & Aigbogun, 2022).

#### **4.5 Leadership Style, Work Discipline and Employee Performance**

This section of the study tested the developed hypotheses using ordinary least square (OLS) multivariate regression. With this study testing a moderation concept, a hierarchical modeling approach was employed. Four models were tested in hierarchical regression. The first model tested the effect of the personal characteristics of the respondent on employee performance. The R-squared value of model 1 of 0.111 indicates that the control variables explained about 11 percent of the changes in the performance of the employees. The model 2 emphasized on the effect of the control variables and the independent variables on employee performance. The change in R-squared value of 0.031 indicates that the independent variables alone contributed to about 3 percent of the variations in the performance of the employees. The model 3 assessed the effect of the control variables, independent variables and the moderating variable on employee performance. The change in R-squared value of 0.006 of model 3 implies that work discipline only explained about 0.6 percent of the changes in the performance of employees. The model 4 emphasized on the effect of the control variables, the independent variables, moderating variable and the interactive variables on employee performance. The change in R-squared value of 0.012 of model 4 indicates that about 1.2 percent of the changes in the performance of the employees is explained by the interactive variables. Diagnostically, there were no collinearity challenges since the variance inflation factors of the predictors were all below the threshold of 10. There was also

no challenge of autocorrelation since the Durbin-Watson values of all the tested models were approximately 2.0. The results of the four main models are presented in Table 4.6.

Table 4.6: OLS Hierarchical Regression Results

Constructs	Model 1	Model 2	Model 3	Model 4	VIF
Constant	4.928(24.517)***	4.668(14.819)***	4.300(10.361)***	4.278(1.452)***	
<b>Controls</b>					
Education	.081(1.929)	.064(1.524)	.062(1.476)	.061(.353)	1.077
Experience	.011(.688)	.007(.438)	.003(.176)	.006(-1.319)	1.439
Gender	-.109(-1.627)	-.096(-1.433)	-.081(-1.191)	-.091(.069)	1.157
Age	-.242(-4.102)***	-.224(-3.797)***	-.217(-3.617)***	-.204(-3.400)***	1.341
Position	-.216(-4.000)***	-.216(-4.000)***	-.222(-4.111)***	-.206(-3.745)***	1.210
Years in Position	.006(0.462)	.009(.692)	.011(.846)	.009(.643)	1.434
<b>Independent</b>					
Transformational		.208(3.104)***	.209(3.167)***	.201(2.956)***	1.750
Transactional		-.104(-2.261)**	-.092(-2.320)**	-.093(-2.022)**	1.442
Laissez-Faire		-.057(-1.462)	-.048(-2.200)**	-.040(-.976)	1.451
<b>Moderator</b>					
Work Discipline			.078(1.368)	.065(1.121)	1.120
<b>Interactions</b>					
TR×DI				-.137(-1.191)	1.471
TC×DI				.128(2.723)***	1.277
LA×DI				-.017(-.246)	1.271
R <sup>2</sup>	.111	.142	.148	.160	
ΔR <sup>2</sup>		.031	.006	.012	
F-Statistics	5.867(6)***	5.150(9)***	4.833(10)***	6.038(13)***	
ΔF-Statistics		3.416(3)**	1.840(1)	7.110(3)***	
Durbin-Watson	2.001	1.989	1.976	1.556	

TR = Transformation, TC = Transactional, LA = Laissez-Faire, DI = Work Discipline, Note: In the parentheses are t-values, outside the parentheses are coefficients, \*\*\*&\*\* signifies statistical significant level at 1%(0.01) and 5%(0.05) respectively

Source: Field Survey (2023)

#### 4.5.1 Control Variables and Employee Performance

Model 1 of Table 4.6 shows that the age of the respondent was negatively and significantly associated with employee performance ( $\beta=-.242$ ,  $P<.01$ ). This result implies that increasing age of employees in the Assembly is associated with decreasing performance of employees. The position of the employees in the Assembly is negatively and significantly associated with employee performance ( $\beta=-.216$ ,  $P<.01$ ). With senior staff coded as 0 and junior staff coded as 2, this result suggests that senior staff were higher performers relative to junior staff.

#### 4.5.2 Leadership Style and Employee performance

Model 2 of Table 4.6 shows that transformational leadership style positively and significantly influenced the performance of employees in the Assembly ( $\beta=.208$ ,  $P<.01$ ). This result implies that a significant unit increase in the usage of transformational leadership style in the Assembly is associated with 0.208-unit improvement in employee performance. The model 2 also showed that transformational leadership style positively and significantly influenced the performance of employees in the Assembly ( $\beta=.209$ ,  $P<.01$ ). This result also suggests that in the presence of work discipline and employee specific variables, a significant unit increase in the usage of transformational leadership style in the Assembly is associated with 0.209-unit improvement in employee performance. This result therefore supported the hypothesized ( $H_{1a}$ ) positive and significant influence of transformational leadership style on employee performance. This finding is consistent with several studies in the extant literature that also reported positive and significant influence of transformational leadership on employee performance (Paracha et al., 2012; Teshome, 2013; Hijazi et al., 2017; Hakim et al., 2019; Beauty & Aigbogun, 2022). The positive effect emanates from the report that transformational leadership increase job commitment (Teshome, 2013), increase communication and collaboration between team members, increase team morale, improve creativity and innovation (Beauty & Aigbogun, 2022).

However, Model 2 of Table 4.6 shows that transactional leadership style negatively and significantly influenced the performance of employees in the Assembly ( $\beta=-.104$ ,  $P<.05$ ). This result implies that a significant unit increase in the usage of the transformational leadership style in the Assembly is associated with 0.104-unit decrease in employee performance. The model 2 also showed that transactional leadership style negatively and significantly influenced the performance of employees in the Assembly ( $\beta=-.092$ ,  $P<.05$ ). This result also suggests that in the

presence of work discipline and employee specific variables, a significant unit increase in the usage of transactional leadership style in the Assembly is associated with 0.092-unit decrease in employee performance. This result therefore supported the hypothesized ( $H_{1b}$ ) negative and significant influence of transactional leadership style on employee performance. This finding is supported by several studies in the extant literature that reported negative influence of transactional leadership style on employee performance (Shafie et al., 2013; Sougui et al., 2016; Odunlami, Awosusi & Dele, 2017; Beauty & Aigbogun, 2022). Transactional leadership involves an exchange process that results in follower compliance with leader request but not likely to generate enthusiasm, commitment to a task objective and creativity due to strict adherence to the status quo (Muliati & Nusantara, 2022). It is also reported to lack focus on the building of relationship that could enhance engagement and satisfaction (Saputra, 2023). More so, there is always the difficulty in finding rewards that motivate all employees, since individual employees have varying motivating rewards (Anyaegbunam & Anekwe, 2021).

The model 2 of Table 4.6 also shows that laissez-faire leadership style had no significant effect on employee performance. This implies that the significant unit increase in the laissez-faire leadership style associated with 0.057-unit decrease in performance of employees was not statistically significant. However, in the model 3 of Table 4.6, laissez-faire leadership style negatively and significantly affected the performance of the employees ( $\beta = -.048$ ,  $P < .05$ ). This result implies that with work discipline and specific personal level variables, a significant unit increase in the usage of laissez-faire leadership style is associated with 0.048 units decrease in the performance of employees. This finding therefore failed to provide support for the hypothesized ( $H_{1c}$ ) negative and significant effect of laissez-faire leadership on employee

performance. This finding is therefore contrary to the many studies in the extant literature that reported negative influence of laissez-faire on employee performance (Odunlami, Awosusi & Dele, 2017; Beauty & Aigbogun, 2022). Laissez-faire leadership might not significantly influence employee performance since it is perceived to poor communication, coordination and collaboration. With laissez-faire leadership some employees sometime feel neglected, isolated and unsupported, and hence, diminishes trust and commitment (Beauty & Aigbogun, 2022). More so, the laissez-faire leadership style is reported to largely depend on the abilities of employees, and hence, could be ineffective if employees have limited experience and lack the requisite knowledge (Khudhair, Rahman, Adnan, & Khudhair, 2022). In many public institutions in Ghana, where appointments or recruitments are based on political affiliations and many other factors outside qualification and experience, the level of knowledge and experience of employees peculiar to their roles is insufficient, and hence, could explain the unimportance of laissez-faire leadership style to employee performance.

#### **4.5.3 Work Discipline and Employee Performance**

Model 3 of Table 4.6 shows that although work discipline was positively related to employee performance, the relationship was not statistically significant ( $\beta=.078$ ,  $P>.05$ ). This result therefore implies that work discipline was not statistically significantly associated with employee performance in the public institution. This finding therefore did not support the hypothesis ( $H_2$ ) that work discipline positively and significantly influences employee performance. Nonetheless, this finding is supported by few studies in the extant literature that reported no significant effect of work discipline on employee performance (Angriani & Eliyana, 2020; Monteiro, Sularso, & susanto, 2021). For instance, the study of Angriani and Eliyana(2020) that involved 173

bureaucrats of Government Offices in Indonesia reported no significant association between work discipline and employee performance. With many public institutions in Ghana employed based on political affiliations and other non-merit factors, the capability of leadership to discipline employees is often limited (Trianaa & Suratman, 2022), which could explain the insignificant effect of work discipline on employee performance.

#### 4.5.4 Work Discipline as a Moderator

Model 4 of Table 4.6 shows that the assumed moderating variable, work discipline was statistically significantly associated with the outcome variable, employee performance. However, the moderating variable statistically significantly interacted with the predicting variable, transactional leadership style ( $\beta=.128$ ,  $P<.01$ ). On the basis of the moderating variables classification of Sharma, Durand, and Gur-Arie (1981), the emphasized conditions in the current study indicates that work discipline is a pure moderator in the relationship between transactional leadership style and employee performance. This conclusion drawn from the study of Table 4.7.

Table 4.7: Moderating Effect of Work Discipline

<b>Level of the Moderator</b>	<b>Moderator</b>	<b>IV</b>	<b>DV</b>
Low Work Discipline	Low	Low Transactional	5.794
Low Work Discipline	Low	High Transactional	6.427
High Work Discipline	High	Low	6.342
High Work Discipline	High	High	7.212

At lower level of work discipline, low transactional leadership style yields an average employee performance of 5.794, and a high transactional leadership style also yields employee performance of 6.427. On the other hand, at high level of work discipline, low transactional leadership style would yield an employee performance of 6.342, and high transactional

leadership would also yield employee performance of 7.212. It is therefore evident that the employee performance change due to transactional leadership associated with low work discipline of 0.633 is comparatively lower than the elasticity of the effect of transactional leadership of 0.870 associated with high work discipline. Further supported by the graphical representation of the moderating effect of work discipline in the relationship between transactional leadership style and employee performance, Figure 4.1 shows that the elasticity of the effect of transactional leadership style on employee performance due to work discipline was comparatively higher at high work discipline. The reported moderating role of work discipline in the effect of transactional leadership on employee performance provides adequate support for the hypothesis (H<sub>3</sub>) that work discipline moderates the effect of leadership style on employee performance. This finding is supported by a recent study of Handayani and Hakim (2022) that in Indonesia that reported that work discipline moderates the effect of leadership style on employee performance. This finding is explained by the leader-member exchange theory that emphasizes that leaders and followers develop unique relationships based on their social exchanges, and the quality of these exchanges within an organization can influence employee performance (Graen&Uhl-Bien, 1995; Liden et al., 1997).

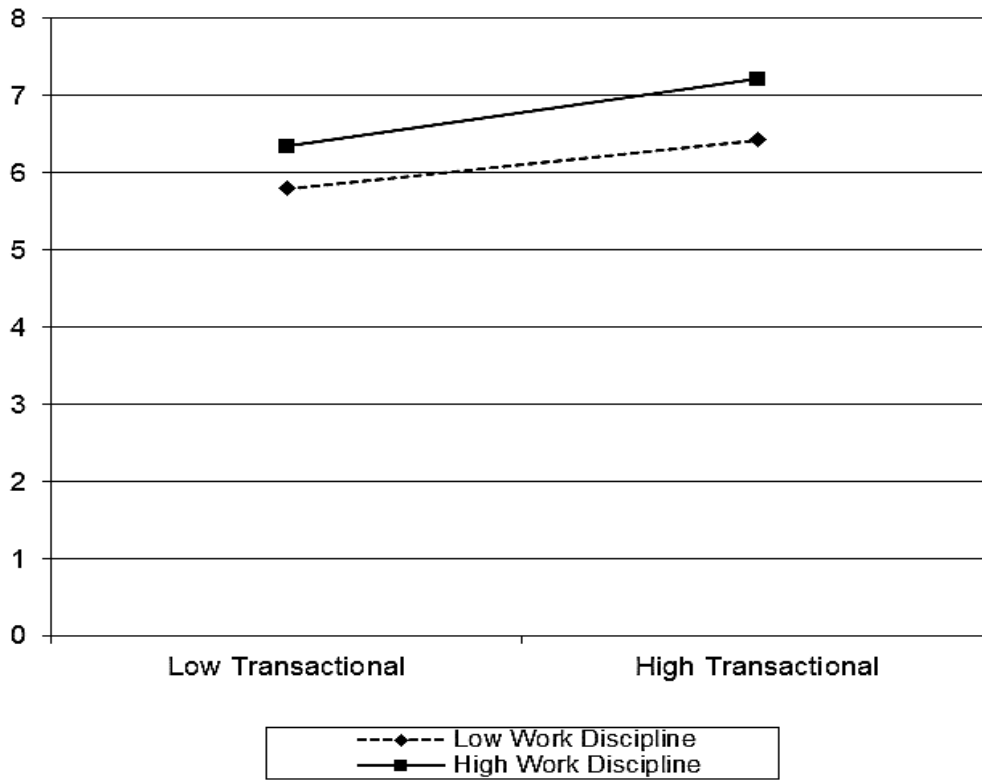


Figure 4.1: Graphing of the Moderation Effect of Work Discipline

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

This chapter touches on the summary of the key findings of the study, the conclusion, the implications of the findings to policy and theory, recommendations and suggested areas further studies.

#### **5.1 Summary of Findings**

In line with the predefined objectives of this study, the key findings have been summarized in sub-sections.

##### **5.1.1 Effect of Leadership Style On the Performance of Employees**

The evidence from the study shows that the Assembly is currently employing mixture of leadership styles, including transformational, transactional and laissez-faire leadership styles. The transformational leadership style positively and significantly influenced the performance of employees. The transformational leadership style had the highest effect on the performance of employees, since any significant unit usage of this style was associated with 0.208 units increase in employee performance. Contrary to the transformational leadership style, the transactional leadership style had negative and significant influence on employee performance. The existing evidence therefore indicate that increasing usage of transactional leadership style is associated with decreasing employee performance in the Assembly. However, the laissez-faire leadership style utilized in the Assembly had no significant effect on employee performance. Employee performance change is therefore not dependent on the application of laissez-faire leadership style in the Assembly.

### **5.1.2 Effect of Work Discipline On the Performance of Employees**

Notwithstanding the evidence of positive effect of work discipline on employee performance, the relationship was not statistically significant. This therefore indicates that the performance of employees in the Assembly is not dependent on employees' willingness to adhere to the existing rules and regulations of the Assembly.

### **5.1.3 Moderating Role of Work Discipline**

The evidence from the study shows that the effect of transactional leadership style on employee performance was positively moderated by work discipline. Work discipline was therefore identified as a pure moderator in the relationship between transactional leadership and the performance of employees. The moderating effect of work discipline was highest at high work discipline, which was more elastic compared with low work discipline. However, work discipline was not a moderator in the effect of both transformational and laissez-faire leadership styles on the performance of employees in the Assembly.

## **5.2 Conclusion**

It is evidently that the District Assembly is not identifiable with one particular leadership style, but utilizes mixture of transformational, transactional and laissez-faire leadership styles. With different units and departments within the institution headed by different people, there is higher likelihood of leaders employing styles deemed appropriate to yield the required employee performance, and hence, existence of multiple leadership styles in the institution. However, not all these leadership styles produced positive and significant effect on employee performance. Whiles transformational leadership style produced positive and significant effect on the

performance of employees, transactional leadership style produced negative effect on employee performance. Laissez-faire leadership style also had no significant effect on employee performance.

Although work discipline was not significantly related to employee performance, the evidence shows that high work discipline working environment produces high performance when the prevailing leadership style is transactional relative low work discipline environment. This implies that work discipline moderated the effect of transactional leadership style on the performance of employees. In cases of transformational and laissez-faire leadership styles, work discipline was not a significant underpinning factor to enhance or reduce employee performance. In conclusion, while effect of transformational leadership on employee performance is not dependent on existing work discipline, the effect of transactional leadership on employee performance is high in high work discipline environment.

### **5.3 Implications to Policy and Theory**

The evidence from this study shows that transformational leadership style is the most important leadership style for District Assemblies seeking to enhance the performance of employees. With District Assemblies in Ghana reported to have similar characteristics, the findings of this study possibly could be reflective of the current situation in the other District Assemblies in Ghana. Thus, the ministry in Ghana in charge of the District Assemblies develop an internal recruitment policy that identifies transformational leaders. However, it should be emphasized that this suggestion is based on the current situation, which could change over time. Also, with transactional leadership characterizing the leadership style of the District Assemblies, and the

study identifying that transactional leadership can potentially achieve better performance outcomes in high work disciplined environment, it is important for the Assemblies to develop effective policies to yield high work discipline. The work discipline policy should be reinforced with more effective reward and punishment measures.

In terms of theory, the findings of this study that transactional leadership yields relatively better employee performance in high work disciplined environment affirms the assertion of the Leader-Member Exchange Theory that leaders and followers develop unique relationships based on their social exchanges, and the quality of these exchanges within an organization can influence employee performance (Graen&Uhl-Bien, 1995; Liden et al., 1997). Thus, the evidence that the quality or effectiveness of work discipline plays moderating role in effect of transactional leadership on employee performance supports the underpinning theory of this study.

## **5.4 Recommendations**

Based on the deduced summary of findings and drawn conclusions, three main recommendations have been suggested.

### **5.4.1 Recruitment Policy Geared Towards Transformational Leaders' Employment**

The evidence from the study shows that transformational leadership styles stimulates the highest positive influence on employee performance in the District Assembly. Based on this finding, it is suggested that the Ministry of Local Government and other agencies in Ghana in charge of the District Assemblies recruitment review the existing recruitment policies and strategies by inculcating requirements geared towards the identification and recruitment of transformational

leaders. Nonetheless, this suggestion is based on the current situation, which could change over time, and hence, necessitate different policy measures and review.

#### **5.4.2 Workshop and Training on Transformational Leadership Style**

With transformational leaderships style shown to be the most effective style to achieve higher employee performance in the District Assemblies in Ghana, it is recommended that the Ministry of Local Government and other institutions overseeing the work of the District Assemblies in Ghana periodically organize workshops and training on transformational leadership practice for the leadership of the District Assemblies in Ghana.

#### **5.4.3 Effective Work Discipline Environment**

Although work discipline was not found to significantly influence employee performance, high work discipline environment was important for transactional leadership style to yield relatively better employee performance. It is therefore recommended that the leadership of the District Assemblies in Ghana promote work discipline through the institution and strengthen of the reward and punishment measures associated with work discipline.

#### **5.5 Suggested Areas for Further Studies**

This study focused only on the case of the Bekwai Municipal Assembly, which could potentially limit the generalizability of the findings to all the District Assemblies in Ghana. It is therefore suggested that future studies expand the scope to include District Assemblies from the various regions in Ghana. Also, this study contextually limited the leadership styles to transformational, transactional and laissez-faire due to their predominance in Ghana. However, future studies can

also look at the situation regarding other leadership styles like democratic, autocratic and charismatic. This study mainly focused on work discipline as a potential moderating variable. However, there are several variables that could play either moderating or mediating role in the context of this study, and hence, future studies can also look at the role of other factors.

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## APPENDIX A

### QUESTIONNAIRE

#### CONSENT

The current research seeks to investigate the *Influence of Leadership Style On the Performance of Employees of Bekwai Municipal Assembly: The Mediating or Moderating Role of Work Discipline*. Your participation in the study is voluntary, and can be withdrawn at any point in time. All your responses will be treated with utmost confidentiality; thus do not indicate anything on the questionnaire (e.g., name or address) that might disclose your identity. There are no right or wrong answers. The study's results are primarily for academic purpose.

*I have read and understood the survey purpose and desire on my own free will to participate in this study. Please tick either yes or no.* Yes  No

#### SECTION A: LEADERSHIP STYLES

Please indicate the level at which you agree with the under-listed statements by choosing from the 6-point Likert Scale ranging between 0 (Never) and 5 (Every Time). The Full Scale: [0 = Never, 1= Rarely, 2= Occasionally, 3= Frequently, 4= Usually, 5= Every Time]

	<b>Measurement Items</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<b>TRANSFORMATIONAL LEADERSHIP</b>						
	<b>Idealized Influence (II)</b>						
II1	My supervisor makes others feel good to be around him / her	0	1	2	3	4	5
II2	I have complete faith in my supervisor	0	1	2	3	4	5
II3	I am proud to be associated with my supervisor	0	1	2	3	4	5
	<b>Inspirational Motivation (IM)</b>						
IM1	My supervisor expresses in a few simple words what we could and should do	0	1	2	3	4	5
IM2	My supervisor provides appealing images about what we can do	0	1	2	3	4	5
IM3	My supervisor helps me find meaning in my work	0	1	2	3	4	5
	<b>Intellectual Simulation (IS)</b>						
IS1	My supervisor enables others to think about old problems in new ways	0	1	2	3	4	5
IS2	My supervisor provides others with new ways of looking at puzzling things	0	1	2	3	4	5
IS3	My supervisor gets others to rethink ideas that they had never questioned before.	0	1	2	3	4	5
	<b>Individual Consideration (IC)</b>						
IC1	My supervisor helps others develop themselves	0	1	2	3	4	5
IC2	My supervisor lets others know how he /she thinks we are doing	0	1	2	3	4	5
IC3	My supervisor gives personal attention to others who seem rejected	0	1	2	3	4	5
	<b>TRANSACTIONAL LEADERSHIP</b>						
	<b>Contingent Reward (CR)</b>						
CR1	My supervisor tells others what to do if they want to be rewarded for their work	0	1	2	3	4	5
CR2	My supervisor provides recognition/rewards when others reach their goals.	0	1	2	3	4	5
CR3	My supervisor calls attention to what others can get for what they accomplish	0	1	2	3	4	5
	<b>Management by exception (ME)</b>						
ME1	My supervisor is always satisfied when others meet agreed-upon standards	0	1	2	3	4	5
ME2	As long as things are working, my supervisor do not try to change anything	0	1	2	3	4	5
ME3	My supervisor tells us the standards we have to know to carry out our work	0	1	2	3	4	5
	<b>LAISSEZ FAIRE LEADERSHIP (LF)</b>						
LF1	In complex situations my supervisor allows me to work my problems out on my own way	0	1	2	3	4	5
LF2	My supervisor stays out of the way as I do my work	0	1	2	3	4	5
LF3	As a rule, my supervisor allows me to appraise my own work.	0	1	2	3	4	5
LF4	My supervisor gives me complete freedom to solve problems on my own	0	1	2	3	4	5

LF5	In most situations I prefer little input from my supervisor	0	1	2	3	4	5
LF6	In general, my supervisor feels it's best to leave subordinates alone	0	1	2	3	4	5

### SECTION B: WORK DISCIPLINE

Please indicate the level at which you agree with the under-listed statements by choosing from the 5-point Likert Scale ranging between 1 (Strongly Disagree) and 5 (Strongly Agree). The Full Scale: [1=Strongly Disagree, 2=Disagree, 3=Neither Agree or Disagree, 4=Agree, 5=Strongly Agree]

	Measurement Items	1	2	3	4	5
WD1	I adhere to the time schedule for my allotted task	1	2	3	4	5
WD2	I make sure that my tasks are completed	1	2	3	4	5
WD3	I adhere to procedures required in doing my task	1	2	3	4	5
WD4	I obey and comply with rules of this institution	1	2	3	4	5
WD5	I comprehensively understand the regulations of this institution	1	2	3	4	5

### SECTION C: EMPLOYEE PERFORMANCE

Please indicate the level at which you agree with the under-listed statements by choosing from the 5-point Likert Scale ranging between 1 (Strongly Disagree) and 5 (Strongly Agree). The Full Scale: [1=Strongly Disagree, 2=Disagree, 3=Neither Agree or Disagree, 4=Agree, 5=Strongly Agree]

	Measurement Items	1	2	3	4	5
	<b>Task Performance (TP)</b>					
TP1	I manage to plan my work so that it is done on time	1	2	3	4	5
TP2	My planning is always optimal	1	2	3	4	5
TP3	I keep in mind the results that I have to achieve in my work	1	2	3	4	5
TP4	I am able to separate main issues from side issues at work	1	2	3	4	5
TP5	I know how to set the right priorities	1	2	3	4	5
TP6	I am able to perform my work well with minimal time and effort	1	2	3	4	5
	<b>Contextual Performance (CP)</b>					
CP1	I often take on extra responsibilities	1	2	3	4	5
CP2	I start a new task myself when my old ones are finished	1	2	3	4	5
CP3	I take on a challenging work task, when available	1	2	3	4	5
CP4	I work at keeping my job knowledge up-to-date	1	2	3	4	5
CP5	I work at keeping my job skills up-to-date	1	2	3	4	5
CP6	I come up with creative solutions to new problems	1	2	3	4	5
CP7	I keep looking for new challenges in my job	1	2	3	4	5
CP8	I do more than what is expected of me	1	2	3	4	5
CP9	I actively participate in work meetings	1	2	3	4	5
CP10	I actively look for ways to improve my performance at work	1	2	3	4	5
CP11	I grasp opportunities when they present themselves	1	2	3	4	5
CP12	I know how to solve difficult situations and setbacks quickly	1	2	3	4	5
	<b>Adaptive Performance (AP)</b>					
AP1	I find innovative ways to deal with unexpected events.	1	2	3	4	5
AP2	I use creative ideas to manage incoming events.	1	2	3	4	5
AP3	I devise alternative plans in very short time, as a way to cope with new task demands.	1	2	3	4	5
AP4	Periodically, I update technical and interpersonal competences as a way to better perform the tasks in which I am enrolled.	1	2	3	4	5
AP5	I search and develop new competences to deal with difficult situations.	1	2	3	4	5
AP6	I remain calm and behave positively under highly stressful events.	1	2	3	4	5
AP7	I maintain focus when dealing with multiple situations and responsibilities.	1	2	3	4	5

**SECTION D: PERSONAL DATA**

>> Please, what is your education level?

- Up to SHS/A 'level/O' level
- Up to Diploma/HND
- Up to 1<sup>st</sup> Degree
- Up to 2<sup>nd</sup> Degree
- Up to PhD

>>How long have you worked in this Assembly? About \_\_\_\_\_years

>>What is your gender?

- Male
- Female

>>What is your age group?

- 20 to 29
- 30 to 39
- 40 to 49
- 50 or more

>>What is your position in your Assembly?

- Senior - Staff
- Junior-Staff
- Others

>>How long (in years) have you held this current position? About \_\_\_\_\_years

To what extent do you disagree or agree with the following statements? SCALE: [1=Strongly Disagree, 2=Disagree, 3=Moderately Disagree, 4=Neither Agree or Disagree, 5=Moderately Agree, 6=Agree, 7=Strongly Agree]

The questionnaire deals with issues I am very knowledgeable about	1	2	3	4	5	6	7
I am completely confident about my answers to the questions	1	2	3	4	5	6	7
I am confident that my answers reflect the Municipal Assembly's situation	1	2	3	4	5	6	7