Master's Thesis of Public Administration

Leadership and Productivity:
Examining the relationship between leadership styles and employee productivity – A Ministry of Works and Housing, Ghana, Case-Study

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Abstract

The leadership style or behaviour of a manager accounts, to a large extent, for the level of productivity of those under his leadership, and with the introduction of the New Public Management theories in recent years, emphasis has largely been placed on innovation and productivity of staff, and not on the kind of leadership under which staff perform their duties. Little is however known about which leadership style best suits all situations if the aim is to improve staff productivity.

Although there are many factors which could contribute to a decline or increase in staff productivity, the focus of this research will be on the leadership style of the Directors and Heads of Unit in the Ministry of Works and Housing, Ghana, as perceived by staff and the Chief Director, who is the bureaucratic head of the Ministry.

This paper reviewed some of the current challenges at the Ministry with regard to employee productivity. Leadership style, which was the independent variable, was measured using the Multifactor Leadership Questionnaire (MLQ), also known as the MLQ-6s, based on Bass and Avolio's (2002) four-dimensional measurement of leadership namely idealised leadership, inspirational, intellectual, and individualised leadership. On the other hand, the dependent variable, employee productivity, was measured using the 360-degree feedback strategy, determining staffs' own perception of their productivity guided by output, goal attainment, meeting deadlines, their use of office supplies and time management. Additionally, job satisfaction served as the mediating variable which is relevant to the study because it has been suggested that a positive attitude towards work contributes greatly to increased job satisfaction and consequently increases productivity (Linz, 2002). Inadvertently, the control variables were age, gender, education, and job position.

It is noteworthy that the main method of gathering data was in the use of questionnaires and only interviews were conducted via zoom with some directors of the Ministry due to their busy schedule.

Out of the eighty (80) staff contacted to participate in the survey, sixty-one (61) responded. It was discovered that the dominant leadership style at the Ministry of Works and Housing was transformational leadership, and it has a highly positive relationship with employee productivity. However, the introduction of the mediating variable, job satisfaction, increased the level of productivity among staff at the Ministry of Works and Housing, indicating that, the more satisfied staff are at their job, the higher their levels of productivity, which is in agreement with other existing research (Spector, 1997; Linz, 2002; Azeez *et al*., 2016).

The outcome of this study proved that the generally accepted notion that leadership style alone impacts employee productivity (McNeese-Smith, 1997; Singh, 2015), is not the case at the Ministry of Works and Housing because job satisfaction had a greater impact on employee productivity as compared with leadership and this is supported by research conducted by Taunton *et al.,* 1989, and Smith *et al.,* 2009. Additionally, the statistical results of the study showed that the productivity levels of staff had reduced due to dissatisfaction with their job based on responses given about their ability to do interesting work in their role, application of their skillset, current workload, relationship with their manager, their physical working environment, and how happy or unhappy they are with their current employer.

Finally, the results of this study guided the provision of recommendations relevant for maximum staff productivity at the Ministry of Works and Housing.

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Chapter 1: Introduction

1.1 Background

Following her independence from the British in 1957, the Government of Ghana was created as parliamentary democracy, distributing power among the president, parliament, cabinet, council of state and an independent judiciary, and to achieve the mandate of the government in power, there are civil and public service institutions and agencies known as Ministries and Departments which have oversight responsibility of various sectors of the country.

In Ghana today, there are about twenty-eight (28) Ministries which develop and implement and implement policies of the government in power. Among these twenty-eight (28) Ministries is the Ministry of Works and Housing which is the Ministry in charge of initiating and formulating government policies and programmes for the housing and works sectors of Ghana. The Ministry has seven (7) Directorates namely General Administration, Policy Planning Budget Monitoring and Evaluation, Research Statistics and Information Management, Human Resource Management and Development, Works, Housing, and Finance. Aside these seven (7) main Directorates, there are also five (5) specialised units namely Internal Audit, Public Affairs, Legal, Project Coordinating and Client Service. These Directorates and Units work together to help achieve organisational goals. Please find below the organogram of the Ministry of Works and Housing.

The Ministry of Works and Housing has in employment about one-hundred and twenty (120) personnel who carry out various tasks under the various Directorates and Units, and the operational effectiveness of the Ministry depends to a large extent on the availability of adequate professional and administrative personnel with the requisite skills mix to handle its broad and diverse functions. As a result of this, there is the need for strong Human Resource Management practices to maximise the capabilities of personnel in the Ministry, and the leadership style or behaviour to be employed in this regard cannot be overemphasised because

humans are the most important and most valued assets of any organisation, accounting for either the success of failure of the organisation.

1.2 Problem Statement

The Ministry of Works and Housing has tried to employ several staff development and productivity measures including trainings, compensations among others. This notwithstanding, there still seems to be a keen decline in employee motivation and productivity.

Although there are many factors which could contribute to this decline, the focus of this case study is on the leadership style of the Directors and Heads of Unit in the Ministry as perceived by the staff and the Chief Director, who is the bureaucratic head of the Ministry.

It is also important to note that productivity levels can be measured using parameters such as number of tasks completed, and the number of hours used in completing tasks.

1.3 Research Objective

This research paper seeks to examine the relationship between the different leadership styles employed by Directors and Heads of Directorate in the Ministry of Works and Housing and determine how their leadership styles affect the productivity of staff under their jurisdiction Furthermore, findings from this paper will be published to contribute to the existing research for academic purposes.

Finally, this research aims to share leadership perspectives from the Ghanaian point of view and how it differs or shares similarities with globally accepted standards of leadership.

1.4 Research Questions

This research will be conducted to find answers to the following questions:

a. What leadership style exist in the different Directorates and Units at the Ministry of Works and Housing?

b. What is the relationship between leadership style at the Ministry of Works and Housing and employee productivity?

c. Does job satisfaction affect employee productivity?

1.5 Research Methods

This is a survey study, best suited for examining conditions prevailing during a particular timeline in a specific social setting. The descriptive aspect of this research method will be useful in obtaining accurate and trustworthy data from participants, vis-à-vis eighty (80) out of the one-hundred and twenty (120) staff of the Ministry of Works and Housing between the ages of eighteen (18) and sixty (60) who have been in employment at the Ministry since January 2018. The researcher obtained this population sample by using the stratified sampling method of segregating employees into a homogenous group, that is, department by department, and participants were randomly picked thereof.

The nature of this research method requires the use of quantitative methods of data collection. Staff of the Ministry will respond to a **Multifactor Leadership Questionnaire (MLQ)**, which determines leadership style and distinguishes same from individual to individual. Furthermore, it helps leaders and subordinates assess themselves and discover how they measure up in their roles as followers or leaders (Bass and Avolio, 1995).

Each officer of the Ministry has their roles clearly defined in the Organisational Manual of the Ministry and the level of implementation of their duties is recorded quarterly in the Performance Management form. Furthermore, the responses provided by both subordinates and supervisors will be compared with what is contained in their job descriptions and their performance scores.

In measuring the productivity of staff, **the 360-degree feedback strategy** will be employed, where feedback is generated from co-workers to measure the productivity of their co-workers. Each employee would have their productivity evaluated by their peers including those both

above and below them in the chain of command, in terms of how well they have fulfilled their duties and contributed towards the wider organisational goals. For the sake of objectivity, everyone in the Directorate or Unit will be apprised of his or her colleague's roles and functions, as well as the expected level of their outputs. The use of just one source of evidence would encourage bias and possible inaccuracies. As a result, multiple sources of evidence will be used, which is why the 360-degree feedback strategy is a good choice and appropriate for this research.

Following the responses provided, online interviews will be conducted with officers whose responses require further clarity, as some of the questions in the questionnaire will be open-ended questions. Open-ended questions discourage mechanical answers and help view issues from the respondent's perspective.

After the responses have been collected, they will be downloaded into a google excel sheet document and further imported into SAS software, a statistical software, for analysis. Following on from this, a correlation and regression analysis will be run to obtain the results of the research.

Chapter 2: Theoretical Background and Literature Review

Over the years, countless research establishing the relationship between leadership and employee productivity have been conducted, some of which agree that they have a positive correlation (Bain, 1982; Bass, 1997; and Namjundeswaraswamy and Swamy 2014) and others such as Sharma and Singh, 2013 disagree. For the sake of this research, leadership and employee productivity will be looked at, first as separate entities and then together to determine their causal relationship or otherwise.

2.1 Concept of Leadership

It is no myth that every organisation needs leaders to drive it to attain its goals. These goals must be at the core of each employee in an organisation if they are to be attained to the desired level. As a result of this, the leaders have the sole responsibility of influencing employees to strive to attain organisational goals. Arguable though, is the fact that leadership cannot be standardised to fit all situations. It varies from one organisation to the other and from one leader to the other.

In the light of the foregoing, leadership is vaguely defined by the Merriam Webster dictionary as the power or the ability to lead other people. In his book, Tough-Minded Leadership published in 1989 Joe D. Batten defined leadership as "a development of a clear and complete system of expectations in order to identify evoke and use the strengths of all resources in the organization the most important of which is people." (Batten, 1989). Another definition of leadership is given by John Scully, a prominent American Businessman, who said that "leadership revolves around vision, ideas, direction, and has more to do with inspiring people as to direction and goals than with day-to-day implementation. A leader must be able to leverage more than his own capabilities. He must be capable of inspiring other people to do things without 'micromanaging' them with a checklist."

Leadership is primarily identified as the maker or breaker of an organisation. In other words,

the success or failure of an organisation largely depends on those taking the lead. In line with this notion, Day and Lord (1988) concluded that the organisations usually thrive or collapse depending on the quality of leadership employed by those in charge. Complimenting the aforementioned, Yukl, 1981, proposed that a good leader is one who mobilises whatever resource necessary to motivate his followers to achieve organisational goals. This leader should have a profound, substantial influence on the manner in which daily business is conducted in the organisation and how employees discharge their duties, be it effectively or lackadaisically. Fundamentally, leadership can be understood in two different contexts: (1) a means of providing direction to or mobilising people to achieve a common goal, and (2) a group of people who are expected to provide leadership as presented in (1). The latter definition of leadership, according to (Kotter 1990), presupposes that it is the same as management, and (Kotterman 2006) agrees with him. Kotterman argued that leadership and management usually had intersecting characteristics but were in no way the same things.

In conjunction with the above, people often confuse leadership with management, emphasising that setting a course for direction in leadership is an entirely different thing from planning, which is one of the steps in managerial processes. Kotter asserted that while leadership focused on alignment, that is, directing the people whom one leads to "understand, accept, and line up in the chosen direction", management was more fixated on ensuring orderliness and stability in the daily affairs of the organisation. Going further, not everyone in a leadership position provides leadership, which is why there is poor or good leadership, or no leadership all together. Kotter, mentioned earlier, further explained that as important as leadership is in organisations, its level of importance could not be fathomed if it were not compared with management, which is apparently a better understood phenomenon compared with the former (Kotter, 1990).

To clarify the misconception between leadership and management therefore, this research compares leadership with management under four main criteria: (1) creating an agenda, (2)

developing a human network for achieving the set agenda, (3) execution, and (4) outcome.

2.1.1 Creating an agenda

In his paper, "A 1976 theory of Charismatic leadership" published in 1977, Robert House wrote that a manager is responsible for ensuring that daily problems are promptly taken care of and is also the one who implements a leader's vision (House, 1977). In addition to this, (Bennis, 1989) asserts that while a leader develops, a manager is more focused on maintaining. Furthermore, (Zaleznik, 1977) maintains that management prioritises control and rationality.

It is not difficult to conclude based on the foregoing that while a leader is a creative, the manager is conservative, usually opposed to changes in an organisation, most likely because they are going to have to ensure the implementation of such changes.

Kotterman, in his comparison of managers and leaders, suggested that a manager plans, budgets, and often does not embody the vision and goals. A leader on the other hand fully immerses himself in the development of the goal and sets clear directions to achieve the goal (Kotterman, 2006).

2.1.2 Developing a human network for achieving the agenda

Both leadership and management involve working closely with the most important resource in an organisation, people. However, Katz contended that leadership required having influence on several fronts with the people one leads, while management required influence on a unidirectional level (Katz, 1955). In essence, the nature of a leader's duties requires them to spend more time with their followers and are intricately aware of their team's strengths and weaknesses, giving them sufficient information on how to approach and work with them (Hull and Ozeroff, 2004). A manager on the other hand is more interested in results, systems and structure, rather than developing personal relationships with his subordinates to know how they are faring or why they are not pulling their weights.

2.1.3 Execution

It has previously been stated in this paper that leaders create agendas while managers implement them. A follow up on that is when it comes to putting plans into action. On this front, managers are analytical while leaders tend to be innovative (Certo, 1997). This is not to say that a manager is not capable of creating an agenda, because according to Bass, some responsibilities of management consequentially provide leadership (Bass, 1990). Furthermore, managers are more likely to control the process, and usually avoids taking high risks in solving any problems that may arise. Leaders use a different approach. They motivate and inspire their followers, giving them ample reasons to follow through on their tasks in reaching the goal. Leaders are also conversely prone to taking high risks in solving problems (Kotterman, 2006). In addition to the above, research has shown that managers usually require three (3) special skill sets in order to be classified as effective managers: (1) technical skills, (2) human skills, and (3) conceptual skills (Ricketts, 2009). Technical skills equip the manager with the competency needed for a particular field of work, say structural engineering or cardiothoracic surgery. Human skills arm the manager with the ability to work with people in achieving organisational goals. Finally, conceptual skills as the name suggests, help the manager to work with ideas and concepts (Katz 1955). Leaders on the other hand require a lot more than just these three skills.

2.1.4 Outcome

Managers and leaders alike work in order to achieve organisational goals, or is it? Kotter's view of management suggests though that its goal is to bring consistency, security and order to efficiently run an organisation. In contrast, the goal of leadership is to bring about beneficial change in organisations, for the better (Kotter, 1990). Agreeing with Kotter's views, Kotterman purported that managers strive to attain organisational goals maintaining or improving efficiency (Kotterman, 2006).

It is no surprise therefore, in light of the above discussions, that, researchers between 1970s and 1990s introduced new ideas of leadership to make its definition and understanding a bit less complicated, categorising them into transformational, transactional, or laissez-faire (Burns 1978; Bass, 1998), although, other leadership styles have been identified and named since then.

Transformational leadership

As the name suggests, transformational leadership aims at altering or transforming people mentally and emotionally to align them with organisational goals. The leader is largely involved in the personal development of his followers and encourages them to work or go beyond their own self-interest, iterating that putting in their best efforts works out well for not themselves alone, but for the good of the entire group (Namjundeswaraswamy and Swamy 2014).

According to Vinkenburg *et al*. 2011, transformational leaders encourage their employees or followers to go beyond what is expected of them. They are actually more like career mentors than bosses to their employees. In a transformational leadership, leaders usually seek to inspire their employees by taking personal interest in their development and tapping into their individual personalities to bring out the best in them, motivating them to achieve organisational goals or the leader's vision for the company (Vikenburg *et al*. 2011).

Furthermore, the results of a factor studies conducted by Bass (1985), suggested that the transformational leadership style could be segregated into a four-part integrant namely idealised influence or charisma, inspirational motivation, intellectual stimulation, and individualised consideration (Bass, 1999).

Idealised and inspirational leadership have similar characteristics where a leader sets a clear vision for employees and provides them with concise ways of achieving it. He aims at encouraging them to perform their assignments with high standards, devoid of

mediocrity. Here, the leader further sets the pace with his own words and actions, and employees naturally follow his lead.

Intellectual stimulation encourages creativity, innovation, and new methods of problem-solving. Here, the leader ensures that his employees do not feel stifled, hence are able to freely communicate their ideas.

Individualised consideration, as the name suggests, is displayed by a leader when he assigns tasks to employees according to their individual capacities. This he does with the aim of nurturing and training them, providing them with the platform for personal development and growth. He further pays attention to their individual needs and provides the needed support for the progress.

Transactional leadership

A transaction is generally an exchange or interaction between people, and from this common knowledge was the term transactional leadership coined. It is suggestive of a leader relying on rewards and corrective discipline to enforce rules and generally accepted behaviour in an organisation (Namjundeswaraswamy and Swamy 2014). In essence, leaders encourage productivity among their employees by rewarding them for their good works, and on the other hand, met out punishments when a job is not done properly or is not done at all.

Just like transformational leadership, the transactional leadership style has its components according to Bass 1997. They comprise of (1) contingent reward, (2) active management by exception, and (3) passive management by exception (Bass, 1997).

Contingent reward opines that a leader clearly lays out what is expected of his employees and provides rewards for deserving employees who reach their goals.

Active management by exception constitutes a leader basically micromanaging his

employees, making sure they tow the lines and avoid errors at all costs. If an error occurs however, the perpetrator is identified, and corrective discipline is meted out accordingly.

Passive management by exception is where leaders stay out of the way until a problem arises. They allow their employees to run the daily affairs of the organisation and only intervene when serious issues occur, and their attention is drawn to them.

Laissez-faire

Laissez-faire is a French phrase which when translated to English literally means, 'let it be'. It comes at no surprise then that as a leadership style, it provides limited direction to employees or followers, affording them freedom to determine goals, make decisions and manoeuvre or meander their way through problems or situations which may arise (Sharma and Singh, 2013). In this style of leadership, the leader, after providing the necessary resources, completely relinquishes power to his followers, permitting them to take matters into their own hands and complete their tasks at their own discretion (Lewin et al., 1939). Furthermore, leaders who employ this leadership style are often seen as passive and avoid confrontation by ignoring their employees (Yukl, 2010). In addition to this, this type of leadership style has been identified to promote destructive work behaviour such as role conflict, role ambiguity, and subsequently, conflict with co-workers, and it was therefore concluded that laissez-faire leadership is a destructive leadership behaviour (Skogstad *et al.,* 2007), although Yang, 2015 suggests that laissez-faire has always been regarded in a negative light but has the potential to elicit innovation and creativity among employees.

It is neither here nor there as to which leadership style should be employed in what organisation, but according to Judge and Piccolo (2004), generally, the transformational leadership style and the rewards aspect of the transactional leadership style, have been speculated and observed to

be the most effective across organisations regardless of existing conditions.

The above notwithstanding, history has proven that leadership is directly linked with the personality of the leader and the given circumstances under which they are to lead. This principle is what has led to the development of the vast variety of leadership styles today. Graen and Uhl-Bien, 1995, however admit that the emergence of new leadership theories is complicating attempts to classify the facets or styles of leadership. They add that these classifications which are traditionally made based on trait, behavioural, and situational approaches, with reference to Yukl's ideas (Yukl, 1989), have generally focused on the personal traits and behaviour of the leader. This either makes him effective or otherwise. Graen and Uhl-Bien, 1995, further asserted that while many scholars and researchers over the years have tried to explain leadership and how it can be achieved, there still seems to be an understanding gap regardless of their arduous efforts. To be more specific, there exists several theories of leadership which shed light on the different styles of leadership and how effective or ineffective they are. There is however very little material on how all these leadership styles relate to one another.

As mentioned earlier, the Ministry of Works and Housing has seven (7) Directorates and five (5) Specialised Units, all which are headed by different individuals with different personalities and so this gives way to a high possibility of differences in the productivity levels among the staff under their jurisdictions.

It is imperative to understand, however, that a leader may not necessarily be equipped with the necessary attributes to lead, and so in essence, one's ability to lead is dependent on both his personality and the prevailing circumstance.

Research has further shown a corelation between successful leadership and emotional intelligence. Emotional intelligence is needed to understand not only what needs to be done or what targets must be achieved, but also to discern the needs of the people over whom one is

presiding. A lack of this quality or an overdose of it defines leadership style, which either breaks or makes an organisation.

2.2 Concept of Employee Productivity

The Collins dictionary defines productivity this way, 'someone or something that is productive produces or does a lot for the number of resources used'. McNeese-Smith (1997) provided a similar definition of productivity as the inputs of an employee made towards the achievement of organisational goals in relation to the number of resources used. In addition to this, Hoffman (1999) defined productivity in two ways. She said that "productivity can be (1) high output using fewer resources, and (2) completing work faster than the required time." Furthermore, according to Simanjuntak, productivity is the relationship between achieved results and the number of resources used (Simanjuntak, 1998), which makes it a matter of effectiveness and efficiency. Simply put, productivity is output ÷ input. Employee productivity then, can be defined as an employee's contribution to the success or achievement of organisational goals relative to the number of resources used in the process (Bain, 1982).

Fundamentally, though, the output of organisations in general is largely dependent on the organisational structure and the relationships therein, between the leader and his employees, and the relationship among the employees. The level of productivity of employees in turn depends on how their duties contribute to the achievement of organisation mandates, and the quality of the relationship they have with the employer and fellow colleagues because this allows for tangible knowledge sharing. Knowledge, according to Drucker (2001), is transferred, refined and either used or misused by persons, persons here being employees of the organisation. After obtaining this knowledge, if it is put to good use by developing ideas from it, this would in turn stimulate creativity and productivity in employees. An unhappy employee, however, will find ways of letting out their dissatisfaction by speaking to other employees, which has a negative impact on the overall success of the organisation (Singh *et al.*, 2014).

2.2.1 Job Satisfaction and Productivity

Under the same umbrella of employee productivity is found job satisfaction. Job satisfaction, although has no standard or agreed definition, has been defined by Hoppock as the prevailing psychological, physiological, and environmental conditions which make an employee feel content with their job, (Hoppock, 1935). This definition implies that baring external factors, internal factors play a significant role regarding job satisfaction. Other researchers such as (Mullins, 2005) and (Armstrong, 2006) agree with Hoppock. They assert that job satisfaction is usually the feeling someone has about his or her job and it is usually shaped by both intrinsic and extrinsic factors. In his book 'Job Satisfaction: Application, assessment, causes, and consequences', Paul E. Spector defined job satisfaction as "the degree to which people like their jobs" and is closely related to individual temperaments and general work conditions which could have a direct impact on the organisation or the individual (Spector, 1997).

Spector, 1997 basically stated that job satisfaction was one of the many factors which directly contribute to low employee turnout. He further opined that job satisfaction showed the level of good treatment an employee gets at his workplace, and that the extent to which people are content with their job is an indication of psychological and emotional happiness and can strongly impact the performance of an organisation.

In the same vein, Locke, 1969 made it known that the most fundamental emotions of humans are of "pleasure and displeasure". A pleasurable emotion results from some form of achievement and displeasure stems from a subtraction of one's values. In the light of the foregoing, it was safe for Azeez *et al*, 2016 to conclude that some people experience job satisfaction when all aspects of their needs are met. This satisfaction has a ripple effect, beginning from the satisfaction to higher commitment to the organisational goals, higher performance or productivity and ultimately organisational

success (Azeez *et al*, 2016).

In addition to the forgoing, there is growing proof that terms and conditions of employment could have either positive or negative impact on job satisfaction. Conditions which induce pleasure and eagerness to complete tasks are positive whereas the opposite of these is negative (Judge and Larsen, 2001).

According to Hoboubi et al., 2017, the years between early 1920's and 1950's saw the rise of theories which buttressed the notion that the satisfaction of an employee at their job is directly impacted their productivity. In other words, there was a strong causal relationship between job satisfaction and employee productivity, and therefore it is paramount for leaders to ensure that their followers or employees are content with their jobs.

Going further, Saleem makes a connection between the nature of the relationship between employers and employees, and the satisfaction or happiness of the latter at their job (Saleem, 2015). The provision of performance-based rewards, fair treatment, and respect for personal rights of employees, has in so many cases contributed to employee satisfaction and consequent high levels of productivity (Cuellar, 2018).

By now, it should be obvious that in order to get employees thinking creatively and feeling competent enough to handle tasks, a leader must have ample influence. Feeling competent to perform a task contributes to personal satisfaction and happiness. The influence of a leader affects employees' willingness to take part in the change process of an organisation as visualised by the leader. Employees must be willing to do things differently in order to achieve this vision and the leader is responsible for building the capacity of his followers if this is to be achieved. This is known as transformational leadership, and according to Spanzo-Szekely *et al,* that type of leadership and transactional leadership are the most prevailing leadership types in modern organisations (Spanzo-Szekely *et al*., 2016).

The concept of employee productivity cannot however be discussed without the mention of motivation, because one secret for success in organisations is motivated and enthusiastic employees, and employee motivation affects productivity.

Motivation is generally defined as the reason people do what they do. In line with the research objective, we will take a look at how motivation is defined by Chukwuma and Okafor (2014), "…motivation is the process of arousing behaviour, sustaining behaviour progress, and channelling behaviour into a specific course of action. Thus, motives (needs, desire) induce employees to act. Motivation therefore is the inner state that energises people, channels and sustains human behaviour."

Part of a leader's job is to channel motivation towards the attainment of organisational goals, and motivational incentives may come from either extrinsic reward such as money, or intrinsic rewards such as self-efficacy and pride. An amalgam of an employee's individual and social factors fosters productivity, and the manager of the organisation needs to lead his team in such a way that all these factors come into play to attain the highest productivity from his subordinates.

Leaders of large cooperations have an especially daunting task of keeping employees motivated in order to get them to attain their highest level of productivity, especially in this era of heightened competition and dwindling resources.

Researchers such as Cohen (1980) and Likert and Katz (1979) have proven that happy employees are more likely to be productive and tend to remain at their jobs for longer periods. On the other hand, dissatisfied employees resort to absenting themselves from work frequently and eventually quit their jobs, which turnover is devastatingly costly for organisations (Tett and Meyer 1993).

As mentioned earlier, a compelling leader seeks to bring positive change in an organisation, which includes getting directly involved in working with followers to achieve shared goals. As

a result of this, mutual vision is built, and others are empowered to accomplish tasks which they originally would not have been able to accomplish on their own (Cuellar, 2018).

In the light of the foregoing, the manager must strategize and identify what motivates his people.

2.2.2 Maslow's Theory of Needs and Productivity

Lessons can be drawn however, from Maslow's theory of needs and McGregor's theory x and theory y module of management, which was mentioned in earlier paragraphs.

Maslow's theory is rounded up into the following:

1. Biological and Physiological needs - air, food, drink, shelter, warmth, sex,

2. Safety needs - protection from elements, security, order, law, limits, stability, etc

3. Belongingness and Love needs - work group, family, affection, relationships, etc.

4. Esteem needs - self-esteem, achievement, mastery, independence, status, dominance, prestige, managerial responsibility, etc.

5. Self- Actualization needs - realizing personal potential, self-fulfilment, seeking personal growth and peak experiences.

According to Maslow, true satisfaction in life will be achieved provided the above are present in a person's life. It is clear then, that in order to breed productive employees, satisfaction and motivation cannot be fully ignored. Measuring productivity then, would depend on more than just the final output of the organisation in general. The individual output of the employees also matters.

There is not one exact or standardised way of measuring productivity. It is usually determined according to how much work is accomplished within a given time frame and not how much time an employee spends in the office, otherwise, employees who come in to work early in

order to fraternise with their office sweethearts before anyone else shows up would be considered to be extremely hard workers, which would be absurd. So, in the case of staff of the Ministry of Works and Housing, for example, their level of productivity would have to be measured according to the amount of work done withing their designated working shift, which is from 9:00am to 5:00pm daily, among other things. In addition to this, Sharma and Sharma (2014) expressed the need to observe employees' mental presence at their job during their labour hours if high productivity is to be expected of them.

Furthermore, if the goals of the organisation are properly aligned with the productivity of employees, the achievement of such goals would only be the steppingstone to the success of the organisation (Obdulio, 2014).

2.3 Leadership Style and Employee Productivity

The above preambles provided regarding leadership and productivity give evidence of a positive relationship between the two variables, although Smith et al (2004) purported that the significance of leadership on organisational performance has always been doubted by scholars. According to them, in several studies including Lieberson and O'Connor (1972), and Salancik and Pfeffer (1977), the authors concluded that leadership had little significance on institutional performance.

Subsequently however, as new information began to come to light, a review of the studies revealed that there were other factors to consider in determining the effects of leadership on employee productivity and organisational performance, such as organisational size. Other factors such as geographical area, workplace ethics, size of staff, market environment, incentive systems and even political influences could influence employee productivity and eventually, the overall organisational performance.

Nevertheless, countless studies including a descriptive study by McNeese-Smith 1997 have shown that a manager's disposition or leadership strongly affected productivity and

commitment levels of staff, be it positively or negatively. Leadership style therefore had the ability to make staff feel valued or undervalued, involved or uninvolved, among other things. The basic needs of staff could also be either refused or attended to by the leader. It was discovered in the study referred to above that, when leaders created an atmosphere of positivity, encouragement, and support, employees proved to be more productive.

In a more recent study (Tewari *et al*. 2019) where the leadership styles of some managers were juxtaposed with employee productivity, it was clearly noted that managers who employed a coaching leadership style, which involved a lot of communication between the manager and the employee, reported higher levels of productivity in their staff, as compared with those who employed a facilitative leadership style.

It is also worthy to note that there are different and distinct outcomes to the style of leadership employed in every situation, for better or for worse.

For instance, while there is no confusion as to what the set goals are in the organisation which makes it easy to achieve them, micromanagement may result from authoritative and transactional leadership styles. This prevents employees from feeling at liberty to apply their own methods of problem-solving which stunts their development as individuals, leaving them feeling stifled. Creativity and innovation, two key qualities of successful workers, are also not encouraged in such an environment and this affects productivity.

Comparatively, followers under the leadership of a transformational leader always feel challenged to take risks which stimulate their ability to be creative and innovative. This improves their lives, giving them a sense of fulfilment both in their personal and work lives. As a result of this, they are always inspired to give off their best when tasked to perform any duty.

In another development, Schyns and Schilling (2003) have opined that there is an increasing prevalence of destructive leadership behaviour which is promoting burnout among staff,

causing their levels of productivity to dwindle. This leadership behaviour then alludes to the existence of its opposite, a constructive behavioural leadership, which would rather uplift staff and improve their productivity levels.

Chapter 3: Research Design

This chapter discussed the intricacies of the research design, covering the analytical framework of the research, hypothesis, conceptualisation and operationalisation, methodology, discussion of the population sample, among others, as used in the execution of this research. The use of primary data served to elicit specific responses relevant to the study, which data was obtained through carefully developed questionnaires. This notwithstanding, other data sources to support this study was used, from books, scholarly journals, and articles.

3.1 Analytical Framework

Figure 1: Analytical Framework
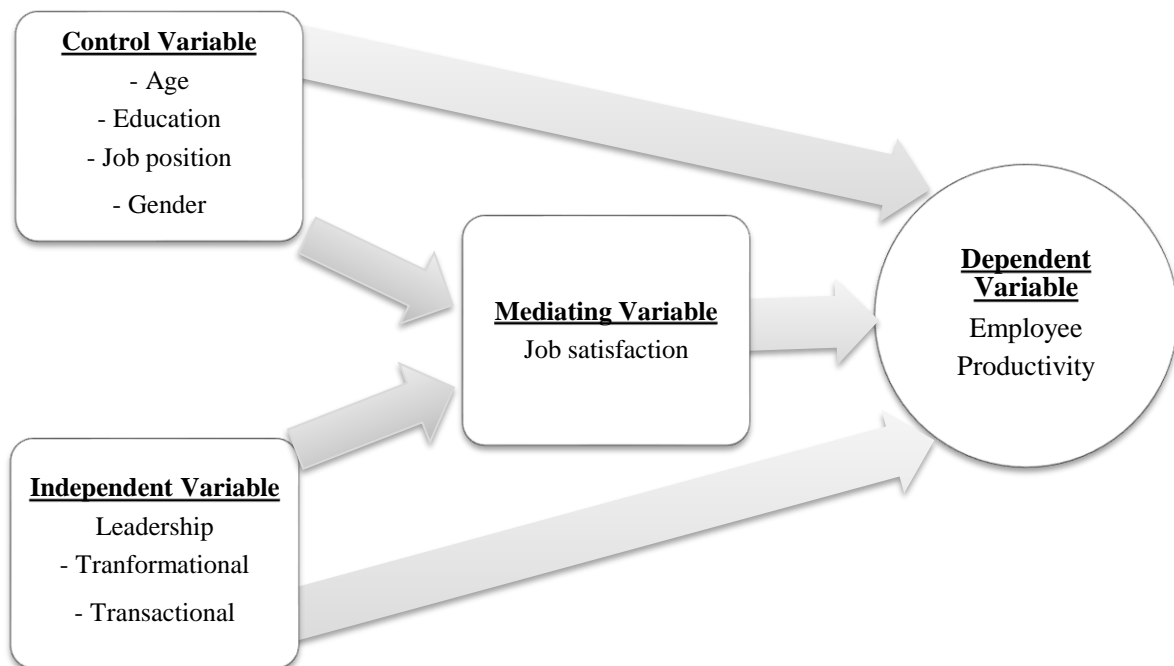
Figure 1 above is the analytical framework showing the relationship between leadership (transformational and transactional) as an independent variable and employee productivity as a dependent variable. Furthermore, it shows that demographics such as age, education, job position and sex, have an impact on how employees are affected by leadership. As a result, these will serve as the control variable of the research. The importance of job satisfaction as a

mediating variable cannot be underestimated because according to Taunton *et al* 1989, there is a positive correlation between job satisfaction and the productivity of employees, as it affects their willingness to remain at their job (Taunton *et al,* 1989).

3.2 Hypothesis

Countless studies have shown that there is a direct relationship between leadership styles and employee productivity. Singh (2015) particularly concluded that leaders played a profound role in contributing to the motivation and subsequent productivity levels of employees in an organisation.

At the Ministry of Works and Housing, there seems to be a downward decline in employee productivity which is possibly due to the leadership styles employed by Heads of Directorate and Unit, not ruling out other factors such as job dissatisfaction, low salary levels, and general economic hardship. This research seeks to determine if indeed the leadership styles employed by leaders in the Ministry largely contributes to the decline in employee productivity. Several studies support the notion that leadership does have a profound impact on employee productivity (McNeese-Smith, 1996; Singh, 2015; Ghazzawi *et al*., 2017).

In addition to the above, McNeese-Smith, 1997 alluded to a strong positive relationship between job satisfaction and employee productivity. He concluded that employees who were satisfied with their job displayed high productivity levels. Following on from this then, the hypotheses for this study are therefore stated below as follows:

H_1: There is a positive relationship between leadership styles of the Heads of Directorate and Unit of the Ministry of Works and Housing and the productivity levels of staff of the Ministry.

This study examines the relationship between leadership and employee productivity, and there have been numerous prior studies on the subject under review, which support the notion there is a causal relationship between the two variables. One of such studies was conducted in India

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by Tewari *et al*. 2019 and it was discovered that an appropriate leadership results in the successful delivery of plans and goals, which makes it easier for employees to follow and achieve, and this contributed, to a large extent, to employee productivity. Ahmad et al., 2010, Smith et al., 2004, and McNeese-Smith, 1997 have all proven, through research that there is indeed a positive relationship between leadership and employee productivity.

> **H2:** Job satisfaction has a mediating effect on the relationship between leadership style and employee productivity.

Job satisfaction, as a mediating variable, shows the modus operandi of the causal relationship between leadership and employee productivity. Mentioned earlier was the fact that leadership style needs to be complemented with other components to achieve the highest level of productivity in employees. According to Taunton et al., 1989, there is a positive relationship between job satisfaction and employee productivity. McNeese-Smith, 1995 further supported the theory that job satisfaction has a mediating effect between employee productivity and leadership.

3.3 Conceptualisation and Operationalisation

3.3.1 Independent Variable

The independent variable, which can be referred to as the cause variable, in this research is leadership. Using the MLQ-6S, this will be measured based on Bass & Avolio's (2002) four-dimensional measurement of leadership namely, idealised leadership, inspirational, intellectual, and individualised leadership.

3.3.2 Dependent Variable

It comes as no surprise then that the dependent variable of this research is employee productivity. Although there is no standardised method used in measuring productivity, there have been many assertions of its highly positive relationship with leadership (Bain, 1982; Drucker, 2001). In this research, the productivity of employees is measured based on staff's

perception of their own productivity, guided by (1) output, (2) goal attainment, (3) meeting deadlines, (4) use of office supplies, and (5) time management.

3.3.3 Control Variable

This variable is necessary to avoid dogmatism in the research, because although leadership style plays a major role in employee productivity, it is not the only thing with could affect same. Demographics such as age, education, job position and sex could strongly influence productivity of an employee. As a result, they serve as the control variables of this research.

3.3.4 Mediating variable

Job satisfaction as the mediating variable for this research is appropriate, as there is a ripple effect from when an employee is generally satisfied with their job to putting in more effort to reach organisational goals. This variable is relevant to the study as Linz, 2002 purported that a positive attitude towards work contributes greatly to increased job satisfaction and consequently increases productivity. Job satisfaction of staff will be measured via responses to questions based on how happy they are with their ability to do interesting work in their role, ability to apply their skills, current workload, opportunities for career progression, physical work environment, relationship with their manager, and employer. A high score indicates job satisfaction.

3.4 Methodology

Descriptive and quantitative methods were used to collect data and gain more insight into the relationship between the variables mentioned above, and the design of the survey will place emphasis on on-the-job experience of respondents. This method according to Singarimbun (1995), involves taking a sample of the population and obtaining data using questionnaires.

The use of quantitative methods will provide the avenue to draw conclusions on the cause and effect or correlation between leadership and employee productivity. This method will furthermore make it possible to quantify the responses which will make it less cumbersome to

otherwise interpret. Supposing a qualitative method was used, the variables could not be statistically juxtaposed, as most of the questions would be open-ended (Creswell, 2014).

3.5 Population Sample

The target population for this research is the personnel in employment at the Ministry of Works and Housing, Ghana. As mentioned earlier, there are about one-hundred and twenty (120) employees working in different departments as shown in figure 2 below.

Figure 2. **Organogram of the Ministry of Works and Housing**
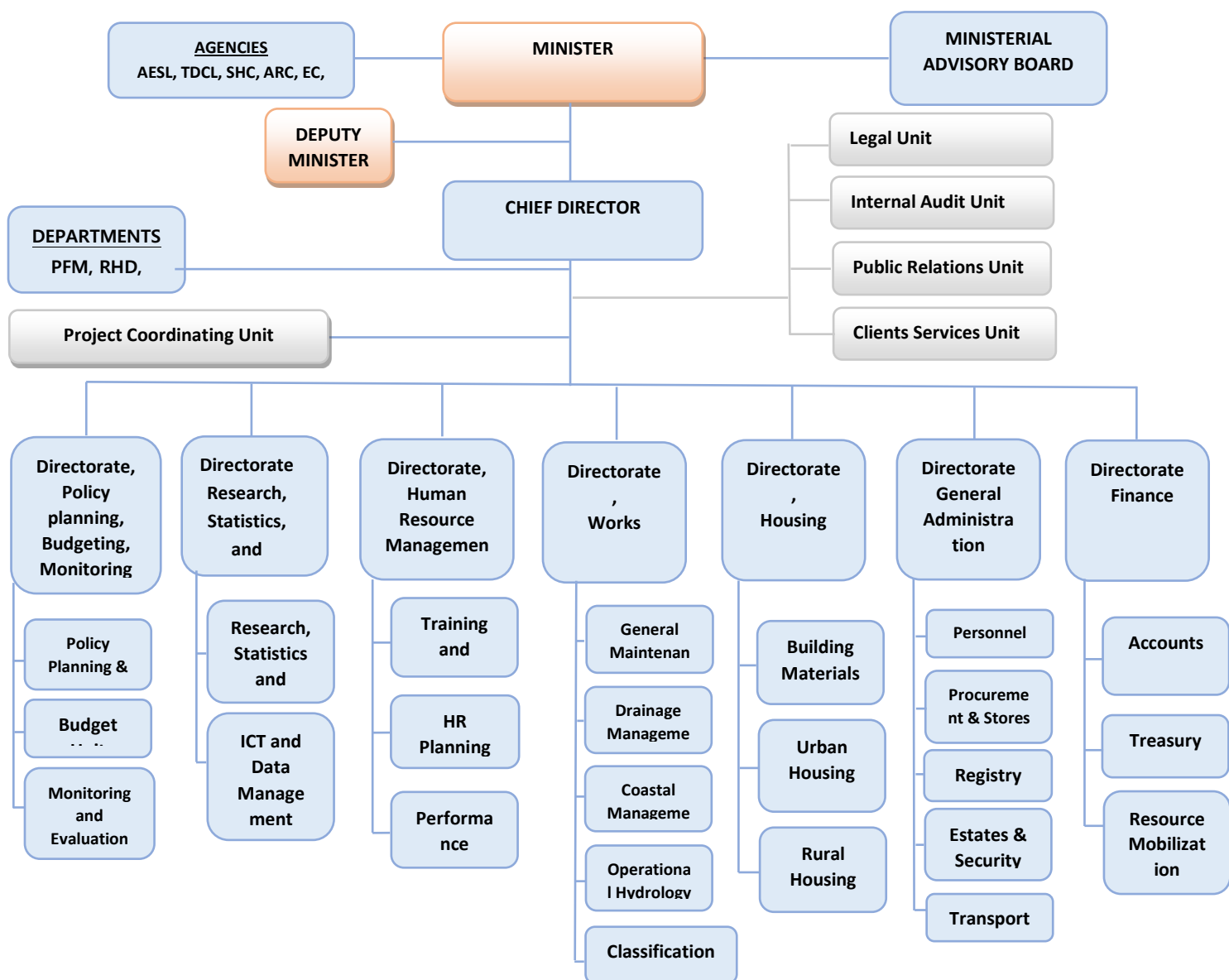
(Source: Ministry of Works and Housing Annual Report 2020)

However, the questionnaires will be distributed to eighty (80) staff members of the Ministry (stratified sampling), which will constitute the population sample of this research. This selected staff include Directors and Heads of Unit, Deputy Directors, Assistant Directors, and other staff working closely with the above class of employees. They will be reached through their official work emails and WhatsApp platforms.

3.6 Research instrumentation

Measurement of the research variables will be done in four parts namely, (1) measuring leadership – independent variable, (2) employee productivity – dependent variable, (3) job satisfaction – mediating variable, and (4) demographics – control variable.

As mentioned earlier, the Multifactor Leadership Questionnaire will be used to determine the leadership style of the Heads of Directorate and Heads of Unit of the Ministry of Works and Housing. This questionnaire was the most appropriate for this research as it encourages simple responses on a scale of 0 to 4, with 4 being the highest (Appendix A). On the other hand, the 360-degree feedback strategy (Lepsinger and Lucia, 2009) will be employed to measure staff productivity based on output, goal attainment, meeting deadlines, use of office supplies, and time management. Obtaining a high score in this questionnaire represents high productivity levels (Appendix B, parts B and C).

Additionally, in measuring job satisfaction, respondents will be made to indicate the extent to which they agree or disagree with some statements in the questionnaire ranging from extremely satisfied, to extremely dissatisfied. These questions were asked to determine their level of contentment with their ability to apply their skills, current workload, opportunities for career progression, physical work environment, relationship with their manager, among other things (Appendix B, Part D).

3.7 Data collection

A correlational study will be conducted from the results obtained through the MLQ-6S, 360-

degree feedback strategy and interviews, if any. Although data will be obtained primarily from questionnaires, interviews will be conducted where responses to the open-ended questions were not clear enough to be interpreted. Furthermore, a demographic aspect of the questionnaire will be included to ascertain the impact of age, gender, education, and job position on the productivity or job satisfaction of each employee. All questionnaires will be delivered in google document format.

3.8 Measurement Error

Measurement error or biases due to measurement errors are inevitable, in as much as questionnaires are designed to obtain substantial data. This error has been described as errors pertaining to wrongly recorded responses due to bad wording in a question, the effect an interviewer has on respondent (relationship between the two) or the general behaviour of the respondent (Levine et al, 2005). Respondents may also be worried about revealing their identity in their responses, which could lead to major measurement errors. Admittedly, as long as humans are in charge of designing and responding to the questionnaires, there will always be a high possibility of errors regardless of how diligently the questionnaire was designed or how carefully the responses were given.

In an attempt to minimise these errors, the researcher will assure all respondents that their responses will be computed anonymously and that they should be as honest as possible. In addition to this, to avoid having any direct effect on respondents, the researcher will not be present while responses are being given.

3.9 Analysis of Data

In analysing the data, SAS software, a statistical data analysis tool, was used. All responses were first downloaded from the google document into Microsoft Excel sheet, rearranged, and further imported to the SAS software for analysis.

It is generally believed that research conducted on leadership seems to minimise the importance

of the mediating variables, which in this research is job satisfaction. However, in research conducted by Villa *et al*. in 2003, it was discovered that questionable methodology practices contributed largely to creating doubts about validity in leadership studies, and this is because mediating variables seem to shake the very basis of the methods used in conducting such research. As a result of this, the authors encourage researchers to use correlation testing in their leadership studies.

In the light of the foregoing, Pearson's correlation coefficient was used to determine the extent to which leadership styles affect employee productivity as independent and dependent variables respectively. In addition to this, the researcher determined the Cronbach alpha to ensure the reliability of the research instruments used.

Furthermore, all demographics were taken into account and recorded using frequencies and percentages.

Chapter 4: Results and Findings

The objective of this study is to determine if there is a positive relationship between leadership style and employee productivity, and if there is, examine and understand this relationship taking into consideration other factors such as job satisfaction, job position, age, education, and sex. Two instruments, the multi-factor leadership questionnaire (MLQ) and the 360-degree feedback strategy, were used in measuring leadership and employee satisfaction respectively. This chapter is dedicated to addressing the relationship between leadership styles and employee productivity at the Ministry of Works and Housing based on the previously stated research questions and their correspondent hypotheses.

The answer to the research questions and a discussion of the hypothesis based on the results of the questionnaires, will provide meaningful insight on the bearing of leadership styles on employee productivity at the Ministry of Works and Housing. Knowing the dynamics of this relationship may assist the leaders of the Ministry to reassess the distribution of all staff in order to obtain maximum productivity and organisational development.

4.1 Participation and Response

Out of the one hundred and twenty (120) personnel in employment at the Ministry of Works and Housing, eighty (80) were contacted to participate in the survey. This represented a fair sample of the entire population because when working with random sample data, size matters. A big enough sample size assures a researcher that the results will provide a fairly accurate description of the general population.

Participants were informed three-weeks ahead of time about the research and were further apprised of its purpose. They were also assured of the confidentiality of their responses and were encouraged to be as honest as possible, since their responses were going to greatly impact the results of the survey. These were reiterated in the introductory part of the questionnaires.

Sixty-one (61) staff responded to and submitted their responses to the survey. Interviews were

conducted with the Directors and Heads of Unit to obtain responses for the MLQ administered to them. This was due to their busy schedule. It is noteworthy that all who took part in the survey are permanent staff of the Ministry of Works and Housing. Unfortunately, two (2) of the seven (7) Heads of Directorate and Unit were unable to submit responses for the MLQ.

4.2 Results of the survey

As stated previously, sixty-one (61) responses were received. Therefore, the response rate can be pegged at 76.3% which is good for the survey. The details of the demographic information of participants are broken down in table 1.

Additionally, the administered MLQ instrument (Appendix A) measured two different leadership styles, that is, transformational and transactional leadership styles, and the questionnaire contained twenty-one statements requiring the respondent to indicate how frequently the descriptive statements fit them on a scale of 0 to 4, 0 being 'not at all' and 4 being 'frequently, if not always'. There were no open-ended questions in this questionnaire.

On the other hand, the 360-degree feedback instrument (Appendix B), which measured the level of productivity of staff, contained four sections which provided an overview of the general staff demographic, self-assessment, assessment by their leader, assessment by their colleague, how they viewed the leadership of their supervisor, and the level of their job satisfaction. It turned out that transformational leadership style is the dominating leadership style at the Ministry of Works and Housing, which is in agreement with Spanzo-Szekely et al., 2016, who determined that transformational leadership style was the most common type of leadership style in modern organisations. Furthermore, this answers research question 1, "What leadership styles exist in the different Directorates and Units at the Ministry of Works and Housing?"

4.3 Descriptive Analysis

In the determination of the mean and standard deviation for each variable, descriptive statistics were conducted on all the variables namely, dependent (employee productivity) and

independent variable (leadership style), and mediating variable (job satisfaction). Following on from this, correlation and covariance analyses were conducted to test the feasibility of establishing a positive relationship between the variables. In addition, as mentioned earlier, Pearson's correlation was used to measure the extent to which the variables are related, and all tests were conducted using an alpha (*a*) or significance level of 0.05.

4.3.1 Demographics

Table 1. Demographics at the Ministry of Works and Housing.

Variable	Type	Number of Observations	Percentage (%)
Position	Senior	45	73.8
	Junior	16	26.2
Gender	Female	32	52.5
	Male	29	47.5
Education	Highs School	12	19.7
	Bachelor's Degree	28	45.9
	Master's Degree	20	32.8
	Ph.D. or higher	1	1.6
Age	18-25	1	1.6
	26-30	9	14.8
	31-45	39	63.9
	46-50	12	19.7

According to the results of the survey, the sixty-one (61) staff who responded to the questionnaire were evenly distributed among the Directorates and Units of the Ministry, which indicates that the sample population accurately represents the total population of one-hundred and twenty (120).

Furthermore, it is evident that females outnumber males by a 5% margin (females; n=32, 52.5% / males; n=29, 47.5%), admissibly a true reflection of the gender dynamics currently prevailing at the Ministry of Works and Housing. However, the general population of the Ghana Civil Service indicates that there are more men than women.

Additionally, the age of majority of participants falls between the range of 31-45 (n=39, 63.9%) which indicates that the Ministry has a young workforce, and this is also a true reflection of the

entire population.

Finally, the results show the educational qualification of respondents, and evidently, 45.9% have obtained a bachelor's degree. Adjunctly, only one (1) person has a PhD representing 1.6% of the sample population. In reality, only two (2) staff have obtained a PhD in the total population.

4.3.2 Independent Variable

1. Transformational Leadership

As explained in chapter 2 of this study, transformational leadership (TL) aims at changing or transforming people in all aspects possible in an attempt to align them with organisational goals. According to Bass (1985) this leadership style could be separated into four components namely idealised influence (II) or charisma, inspirational motivation (IM), intellectual stimulation (IS), and individualised consideration (IC). Using the MLQ-6x, these components were measured, and the results displayed in table 2 below.

Table 2: Measurement of Transformational Leadership

Variable	Frequency	Mean	Standard Deviation	Minimum	Maximum
II	61	3.74	0.81	1	5
IC	61	3.86	0.78	1	5
IM	61	3.70	0.86	1	5
IS	61	3.69	0.89	1	5
TL	61	3.75	0.76	1	5

According to the results displayed in table 2, it would seem that transformational leadership takes precedence at the Ministry of Works and Housing, since individual consideration (IC) has the highest mean score of 3.86 with a standard deviation of 0.78. following this closely is transformational leadership (TL) with a mean score of 3.75 and a standard deviation of 0.76. In descending order are, idealised influence (II), inspirational motivation (IM), and intellectual stimulation (IS) with their corresponding mean scores and standard deviations of 3.74 (SD =

0.81), 3.70 (SD = 0.86), and 3.69 (SD = 0.89).

In addition to measuring transformational leadership at the Ministry of Works and Housing, the demographics were also measured and juxtaposed with the former to ascertain the extent to which each demographic variable affected it. Table 3 below shows the results.

Table 3. A comparison of demographics with transformational leadership

Demographic Variable	Description	Frequency	Mean	Standard Deviation	Minimum	Maximum
Gender	Male	29	3.69	0.85	1.42	5.00
	Female	32	3.80	0.69	1.75	5.00
Age	18-25	1	4.17	-	4.12	5.00
	26-30	9	3.84	0.77	2.58	5.00
	31-45	39	3.83	0.65	1.75	5.00
	46-50	12	3.38	1.05	1.41	5.00
Education	High School	12	3.71	0.57	2.75	4.33
	Bachelor's Degree	28	3.60	0.83	1.42	5.00
	Master's Degree	20	3.91	0.73	2.08	5.00
	Ph.D. or higher	1	5.00	-	5.00	5.00
Job Position	Senior Staff	45	3.73	0.83	1.42	5.00
	Junior Staff	16	3.80	0.57	2.75	4.75

According to the results above, females at the Ministry of Works and Housing have a significantly higher regard for transformational leadership as compared with males with a mean value of 3.80 for females and 3.69 for males. With regard to age, employees between the ages of 18-25 had the highest regard for transformational leadership (m=4.17). The age range with the least regard for transformational leadership was between 46-50 (m=3.38). This could be because the older generation of civil servants is more inclined toward a top-down approach to leadership (Cox *et al.*, 2014). Additionally, staff with a Ph.D. or higher qualification were the most enchanted with transformational leadership with a mean of 5.00. Finally, between senior and junior staff, the former had a lesser regard for transformational leadership with a mean of 3.78 as compared with 3.80 for the latter.

2. Transactional Leadership

As with transformational leadership, transactional leadership has its components as well namely, (1) contingent reward (CR), (2) active management (AM), and (3) passive management (PM). Each of these components was measured in the study and the results recorded as follows:

Table 4. Measurement of Transactional Leadership

Variable	Frequency	Mean	Standard Deviation	Minimum	Maximum
CR	61	3.63	0.77	1.33	5
AM	61	3.93	0.63	2.67	5
PM	61	3.78	0.63	2.67	5

According to the results, active management turned out to be highest applied component of transactional leadership applied at the Ministry of Works and Housing with a mean value of 3.93, followed by passive management (m=3.78), and contingent reward (m=3.63).

Consequently, the demographics were also measured and compared with the transactional leadership at the Ministry of Works and Housing, to ascertain the extent to which each demographic variable affected it. Table 5 below shows the results.

Table 5. A comparison of demographics with transactional leadership

Demographic Variable	Description	Frequency	Mean	Standard Deviation	Minimum	Maximum
Gender	Male	29	3.77	0.62	2.67	5.00
	Female	32	3.80	0.64	2.67	5.00
Age	18-25	1	4.33	-	4.33	4.33
	26-30	9	3.74	0.68	2.83	5.00
	31-45	39	3.84	0.58	2.83	5.00
	46-50	12	3.58	0.76	2.67	5.00
Education	High School	12	3.65	0.49	3.00	4.50
	Bachelor's Degree	28	3.67	0.58	2.67	5.00
	Master's Degree	20	3.96	0.70	2.67	5.00
	Ph.D. or higher	1	5.00	-	5.00	5.00
Job Position	Senior Staff	45	3.76	0.66	2.67	5.00

	Junior Staff	16	3.84	0.56	3.00	4.83

According to the results showed in the matrix above, females at the Ministry of Works and Housing have a slightly higher regard for transactional leadership as compared with males with a mean value of 3.80 for females and 3.77 for males. About age, employees between the ages of 18-25 had the highest regard for transformational leadership (m=4.33). The age range with the least regard for transformational leadership was between 46-50 (m=3.58). Additionally, staff with a Ph.D. or higher qualification were had the highest regard for transactional leadership with a mean of 5.00. Finally, between senior and junior staff, the former had a lesser regard for transformational leadership with a mean of 3.76 as compared with 3.84 for the latter.

4.3.3 Dependent Variable

The dependent variable in this study is employee productivity (EP), which was measured using the 360-degree feedback strategy, based on job knowledge (JK) and level of output (LO), as perceived by oneself, one's supervisor and one's colleague. The results are displayed below in table 6.

Table 6. Measurement of Employee Productivity

Variable	Frequency	Mean	Standard Deviation	Minimum	Maximum
JK	61	4.35	0.48	3.00	5.00
LO	61	4.22	0.54	3.00	5.00
EP	61	4.29	0.49	3.00	5.00

The results above shows that employees at the Ministry of Works and Housing have high levels of job knowledge with a mean value of 4.35, as compared with their level of productivity (m=4.29). The level of output of staff, although high on its own, is relatively lower than both job knowledge and employee productivity, with a mean value of 4.22.

In addition to measuring employee productivity at the Ministry of Works and Housing, the demographics were also measured and juxtaposed with the former to ascertain the extent to

which each demographic variable is related to it. Table 7 below shows the results.

Table 7. A comparison of demographics with employee productivity

Demographic Variable	Description	Frequency	Mean	Standard Deviation	Minimum	Maximum
Gender	Male	29	4.32	0.52	3.00	5.00
	Female	32	4.26	0.46	3.50	5.00
Age	18-25	1	3.70	-	3.70	3.70
	26-30	9	4.31	0.58	3.60	5.00
	31-45	39	4.31	0.46	3.27	5.00
	46-50	12	4.23	0.511	3.00	5.00
Education	High School	12	3.95	0.49	3.27	5.00
	Bachelor's Degree	28	4.26	0.33	3.50	5.00
	Master's Degree	20	4.55	0.55	3.00	5.00
	Ph.D. or higher	1	4.00	-	4.00	4.00
Job Position	Senior Staff	45	4.37	0.47	3.00	5.00
	Junior Staff	16	4.05	0.47	3.27	5.00

As a preamble for clarity, the higher the mean score, the higher the expectation of employee productivity and vice versa. The results seen in table 7 indicates that men, although smaller in population at the Ministry of Works and Housing, are more productive than females, with a mean value of 4.32, as compared with females (m=4.26). Regarding age, staff within the age ranges of 26-30 and 31-45 are the most productive, with the same mean score of 4.31. On the other hand, the least productive age range is 18-25 with a mean score of 3.70, after staff aged between 46-50 (m=4.23). Additionally, it is clear from the results that the higher the education of staff, the more productive they are. Staff who had obtained their master's degree had the highest productivity level (m=4.55), followed by those who had obtained a bachelor's degree (m=4.26). However, staff with a Ph.D. had a mean score of 4.00 and the minimum and maximum scores were also 4.00. Additionally, senior staff seem to be more productive as compared with junior staff as seen in the mean values of each observation, m=4.37 for the former and m=4.04 for the latter.

4.3.4 Mediating Variable

The function of a mediating variable is to explain the direct effect of an independent variable on a dependent variable. It is usually caused by the independent variable, and it influences the dependent variable as well. In this study, the mediating variable is job satisfaction (JS) which was measured using seven (7) questions (Appendix B, part D). The results are displayed below in table 8.

Table 8. Measurement of Job Satisfaction

Variable	Frequency	Mean	Standard Deviation	Minimum	Maximum
JS	61	3.03	0.80	1.00	5.00

Inferring from the results above, the mean value for job satisfaction at the Ministry of Works and Housing is 3.03 and a standard deviation value of 0.80. This result indicates that the satisfaction of staff at the Ministry of Works and Housing is slightly above average.

Furtherance to this, the researcher sought to ascertain whether age, education, gender, and job position contributed to or otherwise job satisfaction of staff of the Ministry. The results are displayed in the matrix below.

Table 9. A comparison of demographics with job satisfaction

Demographic Variable	Description	Frequency	Mean	Standard Deviation	Minimum	Maximum
Gender	Male	29	3.08	0.93	1.00	5.00
	Female	32	2.98	0.68	2.00	5.00
Age	18-25	1	2.29	-	2.29	2.29
	26-30	9	3.41	1.02	2.14	5.00
	31-45	39	3.08	0.74	1.43	5.00
	46-50	12	2.63	0.73	1.00	3.57
Education	High School	12	2.58	0.73	1.49	4.00
	Bachelor's Degree	28	3.01	0.54	1.71	4.29
	Master's Degree	20	3.36	1.02	1.00	5.00
	Ph.D. or higher	1	2.29	-	2.29	2.29
Job Position	Senior Staff	45	3.13	0.80	1.00	5.00

	Junior Staff	16	2.72	0.77	1.43	4.00

The results above provide evidence that males are more satisfied at their job than females are at the Ministry of Works and Housing (males, m = 3.08; females, m = 2.98). Furthermore, age also plays a role in the level of job satisfaction. Although those within the age range of 18-25 seem to be neutral with their level of job satisfaction, staff within the ages of 26-30 were seen to be the most satisfied with their job (m=3.41), followed by age range 31-45 (m=3.08) and 46-50 (m=2.63). In addition to this, staff with a master's degree showed high levels of job satisfaction (m=3.36), followed by staff with bachelor's degree (m=3.01), then staff with high school degree, m=2.58. finally, staff with PhD showed the least level of satisfaction at their job most likely due to over-qualification for the job position. In conclusion, senior staff were more satisfied with the job with a mean value of 3.13 as compared with 2.71 for junior staff.

4.3.5 Reliability Test

One of the most integral parts of a research such as this one is its internal consistency and reliability, and thankfully, this can be tested using any statistical analytical software. In addition, the Cronbach's alpha test was done measure the average internal consistency and reliability of the variables used in this study. Although there are different proposals about the acceptable value of the Cronbach alpha, it has been suggested that values between 0.70 to 0.95 are acceptable, indicating that variables are reliable and valid (Bland and Altman, 1997; Nunnally and Bernstein, 1994).

Examining the results from table 10, it is apparent that all variables fall within the range of the suggested value of the Cronbach's Alpha, which is an indication that all variables are internally consistent and reliable.

Table 10. Cronbach's alpha values for the variables

Variable	Question	Cronbach's alpha
Transformational	1,2,3,4,8,9,10,11,15,16,17,18	0.95

Leadership		
Transactional Leadership	5,6,12,13,19,20	0.80
Employee Productivity	E1-E30	0.95
Job Satisfaction	J1-J7	0.89

4.3.6 Hypothesis Testing

This study has three research questions and hypothesis. To accept or reject the hypothesis and answer the questions, hypothesis testing was done using Pearson's correlation coefficient and the results are shown in table 11 below.

Table 11. Pearson's Correlation Coefficient

	TFL	TSL	EP	JS1	Gen.	Age	Edu.	Pos.
TFL	1.00	0.79*	0.88*	0.70*	0.70	-0.21	0.18	0.04
TSL	0.79*	1.00	0.68*	0.17**	0.01	-0.13	0.26	0.06
EP	0.88*	0.68*	1.00	0.61*	-0.06	0.01	0.39	-0.29
JS1	0.70*	0.17**	0.61*	1.00	-0.06	-0.22	0.27	-0.23
Gen.	0.70	0.01	-0.06	-0.06	1.00	0.07	0.03	-0.03
Age	-0.21	-0.13	0.01	-0.22	0.07	1.00	0.17	-0.19**
Edu.	0.18	0.26	0.39	0.27	0.03	0.17	1.00	-6.3
Pos.	0.04	0.06	-0.29	-0.23	-0.03	-0.19**	-0.63	1.00

Research Question 2: What is the relationship between leadership style at the Ministry of Works and Housing and employee productivity?

> **H₁:** There is a positive relationship between leadership styles of the Heads of Directorate and Unit of the Ministry of Works and Housing and the productivity levels of staff of the Ministry.

In testing this hypothesis in an attempt to answer the research question, a Pearson's correlation was run to determine the relationship between the two leadership styles and employee productivity. Table 11 above shows a highly positive relationship between transformational leadership and employee productivity (r=0.88), and a positive relationship between

transactional leadership and employee productivity (r=0.68). However, it indicates that transformational leadership has more influence on employee productivity as compared with transactional leadership. In the light of the foregoing, the null hypothesis, H_0 is rejected, and H_1 is accepted.

Research Question 3: Does job satisfaction affect employee productivity?

H_2: There is a positive relationship between employee productivity and job satisfaction

In testing this hypothesis in an attempt to answer the research question, a Pearson's correlation was run to determine if job satisfaction had a positive relationship with employee productivity. Table 11 further showed that there is a significantly positive relationship between the two variables (r=0.61). In addition to the results, and although this was not included in the research objective, it turned out that transformational leadership significantly affects staff job satisfaction (r=0.70) and exponentially outweighs the outcome of the relationship between job satisfaction and transactional leadership (r=0.17).

4.3.7 Discussion of Regression Analysis

Table 12 shows the results of the regression analysis conducted to establish the extent of causal relationship between the variables. This study used two models in the regression analysis because the causal variables were not included. Only the relationship between the independent, dependent, and mediating variables were measured.

Table 12. Results of Analysis of Causal Relationship between variables

Variable	Model 1 (Dependent Variable – EP)		Model 2 (Mediating Variable – JS)	
	Estimate	Std. Dev.	Estimate	Std. Dev.
Intercept	4.44	0.39	2.38	1.18
TFL	0.04	0.14	0.54	0.52
TSL	0.08	0.16	0.35	0.49
JS	-		0.79	0.39
TFL * JS	-		0.21	0.16
TSL * JS	-		0.10	0.16
Gender	-		-0.04	0.10
Age	-		0.07	0.08

Education	-	0.19	0.09
Job position	-	0.08	0.15
Number of Observations	61	61	
R^2	0.37	0.39	
P value of ANOVA	<0.001	<0.001	
F value	18.47	23.01	

The first model depicts the relationship between the leadership styles, that is, the independent variable, and employee productivity, which is the dependent variable. In the second model, the mediating variable, job satisfaction was introduced to examine its mediating effect between leadership styles and employee productivity.

Model one (1) revealed that there is a highly positive and significant relationship between leadership styles and employee productivity, taking into account the estimated values of 0.04 and 0.08, and standard deviations of 0.14 and 0.16 respectively. However, the R2 value of both leadership styles being 0.37 implies that these leadership styles account for 37% of the variance in employee productivity.

In model two (2), the mediating variable, job satisfaction, was introduced to identify its influence on the relationship between leadership and employee productivity at the Ministry of Works and Housing. Inferring from these results, job satisfaction, as a mediating variable, increased employee productivity by 21% under transformational leadership and by 10% under transactional leadership. Furthermore, the R^2 value of job satisfaction is 0.39, which implies that its role in mediating the relationship between leadership styles and employee productivity accounts for 39% of the variance among the two variables.

Additionally, the ANOVA values indicates whether the model is fit or not. In other words, it tests the quality of the regression analysis done. The simple linear regression between leadership and employee productivity in the ANOVA table is <0.001, which is smaller than the alpha 0.05, confidence level of 95%. This implies that the model is fit.

4.4 Summary

The purpose of this quantitative study was to examine the relationship between leadership styles of the Heads of Directorate and Unit and employee productivity at the Ministry of Works and Housing in Ghana. This chapter further explains the process of collating and analysing data obtained from sixty-one (61) employees.

With leadership style as the independent variable, employee productivity the dependent variable, job satisfaction was appropriately established as a mediating variable.

Participants of the survey voluntarily participated and submitted their responses via a questionnaire developed using Google documents.

The results of the experiment showed that the dominant leadership style employed at the Ministry of Works and Housing is transformational leadership, and although this leadership has a positive impact on employee productivity, job satisfaction made this impact stronger on this relationship. This finding is adequately supported by various previous studies (McNeese-Smith, 1997; Linz, 2002; Saleem, 2015; Cuellar, 2018). The next and final chapter will discuss the implications of the study, its conclusions and recommendations going forward.

Chapter 5: Implications, Recommendations and Conclusions

Employee productivity is considered as one of the main factors which contribute to organisational success. This research has explored the meaning of leadership, the types of leadership styles, with focus on transformational and transactional leadership styles, and has tried to establish the role of job satisfaction in employee productivity. In addition, this research has tried to determine the relationship between leadership style and employee productivity, including the effect of job satisfaction on employee productivity.

In the light of the foregoing, this chapter discusses the implications, recommendations, and conclusions of the study.

5.1 Implications

The results of this study as outlined in Chapter 4, implies that at the Ministry of Works and Housing, the most dominant leadership style is transformational leadership, which connotes that leaders are committed to helping their subordinates in various ways to reach their full potential and to achieve organisational goals. Furthermore, according to Rehman *et al.*, 2018 transformational leaders also try to promote a comfortable working atmosphere for their subordinates to thrive, along with forming strong emotional bonds with them.

Furthermore, while it is generally accepted that leadership style greatly impacts employee productivity (Singh, 2015; McNeese-Smith, 1997), this study proved that that was not the case at the Ministry of Works and Housing. The results showed that job satisfaction had a greater impact on employee productivity as compared with leadership. This outcome is supported by studies conducted by Smith *et al.,* 2004 and Taunton *et al.,* 1989. The authors suggested, according to their research, there was a strong positive relationship between job satisfaction and productivity, and that leadership had little effect on employee productivity.

This recalls to mind Maslow's hierarchy / theory of needs, which was outlined in Chapter 2 of this research paper. This theory suggests that humans have a five-tier model of needs, and the

most basic human need is physiological (food and clothing), leaving self-actualisation as the outcome of all needs fulfilled (Maslow, 1943). This self-actualisation refers to an individual's desire or need for personal development and it happens at every stage in one's life, hence is a continuous process. It is evident from the study though that at the Ministry of Works and Housing, employees seem not to be productive, but this has nothing to do with leadership. It rather has everything to do with job satisfaction. The statistical results further implied that the productivity levels of staff had greatly declined due to their job dissatisfaction, based on responses provided in the questionnaire about their ability to do interesting work in their role, application of their skillset at their job, current workload, opportunities for career progression, their physical working environment, the relationship with their managers, and how happy or unhappy they are with their current employer.

Aside the forgoing, this study adds a different perspective of leadership style and employee productivity as perceived from a different country and setting. It further adds clarity to existing knowledge relating to leadership and employee productivity, using job satisfaction as a mediating variable.

5.2 Recommendations

The purpose of this study was to examine the effects of leadership styles on employee productivity at the Ministry of Works and Housing, Ghana. The results of this study have shown that although transformational leadership is adopted by leaders at the Ministry of Works and Housing, job dissatisfaction is the reason for the downward spiral of staff productivity. This finding permits the provision of recommendations for management of the Ministry of Works and Housing, and like-organisations.

In the light of the above, the first recommendation is from the Journal of Economic Development, Management, IT, Finance and Marketing (2012) which suggests the following:

1. Team-building activities: the ultimate goal of this is to get co-workers to bond and build

trust among each other. This is necessary especially when employees come from a cocktail of different backgrounds and have different personalities and outlooks on life. These activities will break barriers and encourage teamwork. Knowing that you can trust your co-worker and depend on them for help when the need arises can contribute to an individual's need for acceptance, belonging, one of human's needs according to Maslow.

2. Communication activities: there is no problem which can be solved without proper dialogue or communication. As such, communication at the workplace is very important, especially between leaders and subordinates, since what is expected of the latter needs to be clearly stated to avoid miscommunications which may cause conflicts to arise.

3. Establishment of rewards schemes: This may sound like a cliché, but it is a strategy which has proven to work from time immemorial. If staff are appreciated and rewarded for their hard work, it will boost their motivation levels which has been known to have a positive relationship with employee productivity (Cohen, 1980; Likert and Katz 1979) and subsequently, job satisfaction. Those same authors contend that happy employees are more likely to be productive.

A second recommendation would be that since leaders have the ability to influence the atmosphere at work, job conditions, and to some extent, relationship between subordinates and co-workers, management of the Ministry of Works and Housing must be actively committed to improving the physical working conditions at the workplace, and the Human Resources can be the championing element of such efforts.

Finally, in a study conducted by Ahmad et al, 2010, it was noted that boosting organisational commitment had significant impacts on job satisfaction of employees. Organisational commitment must therefore not be taken lightly since it has a bearing on employee productivity.

5.3 Limitations of research

Although the research fulfilled its purpose or objectives, no human design is flawless. As such, the limitations of the research cannot be overlooked.

The first limitation of the research was time constraint in that, the researcher gathered data from Accra, Ghana while living in Seoul, South Korea. The time difference between the two countries is +9 (GMT) which made it extremely challenging to collect data. In addition to this, the Heads of Directorate and Units were mostly very busy with meetings, business trips, and annual leaves and as such, the researcher had to schedule and reschedule interview times constantly.

Another limitation had to do with the number of respondents for the questionnaire. The initial participatory figure was eighty (80) out of one-hundred and twenty (120). However, the final number of respondents was nineteen (19) people short of the desired number. This issue can be attributed to the time factor and the workload of respondents.

Ghana, much like South Korea gives reverence to hierarchy and this was another perceived source of limitation to the research. The researcher engaged some respondents in conversation, and it was clear that although anonymity was assured, some employees were still very sceptical about being upfront with the attitudes of their supervisors, as they feared getting reprimanded either by their own peers or by their supervisors. Taking this into consideration, some responses may not have been accurate.

Finally, the Ghana Civil Service is a huge enterprise consisting of over fifty (50) Ministries, Departments and Agencies (MDAs), of which the Ministry of Works and Housing is part. This study considered the responses of sixty-one (61) civil servants from the Ministry of Works and Housing and the results thereof are incapable of reflecting how leadership affects employee productivity in other MDAs across the country.

Inasmuch as the study encountered the above limitations, it provided valuable information on

the relationship between leadership style and employee productivity at the Ministry of Works and Housing in Ghana, and how job satisfaction as a mediating variable affects the relationship between the aforementioned variables.

5.4 Conclusions

Chapter 5 presented the implications of the study as well the recommendations for management of the Ministry of Works and Housing and other organisations like it.

This study was intended to examine the relationship between leadership and employee productivity at the Ministry of Works and Housing. Furthermore, this study was intended to contribute to existing knowledge on leadership, employee productivity, and job satisfaction.

Although an ideal leadership style does not exist, this study revealed that a leader's style of leadership had little influence on the productivity of his employees and this is in line with the results of a study conducted by Smith *et al.,* 2004. This conclusion goes contrary to a number of other studies which strongly propose that leadership has a strong baring on employee productivity (Taunton *et al*, 1989; Singh, 2015; McNeese-Smith, 1997). However, organisations differ when it comes to goals, size, demographics among other things, hence the same outcome is not expected across them all.

The above notwithstanding, the results of this study showed that at the Ministry of Works and Housing, if staff became satisfied with their jobs, employee productivity will tremendously improve.

Appendix A

Multi-Factor Leadership Questionnaire

Hello, I'm Yaa Attakumah and for my final research paper, I'm determining the relationship between leadership and employee productivity.

I would be grateful if you could take a few minutes to respond to this questionnaire as part of my data collection method.

Thank you for your kind assistance.

The Multi-factor Leadership Questionnaire measures your leadership on seven factors related to transformational leadership. The following factors are the determining indicators being looked at:

Idealized Influence indicates whether you hold subordinates' trust, maintain their faith and respect, show dedication to them, appeal to their hopes and dreams, and act as their role model.

Inspirational motivation measures the degree to which you provide a vision, use appropriate symbols and images to help others focus on their work, and try to make others feel their work is significant.

Intellectual stimulation shows the degree to which you encourage others to be creative in looking at old problems in new ways, create an environment that is tolerant of seemingly extreme positions, and nurture people to question their own values and beliefs and those of the organization.

Individualized consideration indicates the degree to which you show interest in others' well-being, assign projects individually, and pay attention to those who seem less involved in the group.

Contingent reward shows the degree to which you tell others what to do in order to be rewarded, emphasize what you expect from them, and recognize their accomplishments.

Management-by-exception assesses whether you tell others the job requirements, are content with standard performance, and are a believer in "if it ain't broke, don't fix it."

Laissez-faire measures whether you require little of others, are content to let things ride, and let others do their own thing.

Instructions: This questionnaire provides a description of your leadership style. Twenty-one descriptive statements are listed below. Judge how frequently each statement fits you. The word "others" may mean your followers, clients, or group members.

KEY: 0 = Not at all
      1 = Once in a while
      2 = Sometimes

3 = Fairly often
4 = Frequently, if not always

1. I make others feel good to be around me.   0 1 2 3 4

2. I express with a few simple words what we could and should do.   0 1 2 3 4

3. I enable others to think about old problems in new ways.   0 1 2 3 4

4. I help others develop themselves.   0 1 2 3 4

5. I tell others what to do if they want to be rewarded for their work.   0 1 2 3 4

6. I am satisfied when others meet agreed-upon standards.   0 1 2 3 4

7. I am content to let others continue working in the same way as always.   0 1 2 3 4

8. Others have complete faith in me.   0 1 2 3 4

9. I provide appealing images about what we can do.   0 1 2 3 4

10. I provide others with new ways of looking at puzzling things.   0 1 2 3 4

11. I let others know how I think they are doing.   0 1 2 3 4

12. I provide recognition/rewards when others reach their goals.   0 1 2 3 4

13. As long as things are working, I do not try to change anything.   0 1 2 3 4

14. Whatever others want to do is O.K. with me.   0 1 2 3 4

15. Others are proud to be associated with me.   0 1 2 3 4

16. I help others find meaning in their work.   0 1 2 3 4

17. I get others to rethink ideas that they had never questioned before.   0 1 2 3 4

18. I give personal attention to others who seem rejected.   0 1 2 3 4

19. I call attention to what others can get for what they accomplish.   0 1 2 3 4

20. I tell others the standards they have to know to carry out their work.   0 1 2 3 4

21. I ask no more of others than what is absolutely essential.   0 1 2 3 4

Appendix B

360-Degree Feedback and Job Satisfaction Questionnaire

Dear respondent, my name is Marian Yaa Attakumah and I would like to take a few minutes of your time to respond to the survey below.

The purpose of this survey is to obtain feedback from you with regard to the leadership style of your Director or Head of Unit and how it relates to your job satisfaction and productivity.

Before you start however, a few quick guidelines. This survey should take you no more than 5-10 minutes to complete, and I encourage you to try and complete it in one sitting. There are four parts of this questionnaire which include both open- and close-ended questions.

In order for this feedback to be useful it has to be **honest**. I am bound by the ethics of academia to collect all responses **anonymously** and I hereby assure you that this will be strictly **confidential.**

Thank you in advance for your feedback.

Part A. Personal Information
1. What is your job position at the Ministry of Works and Housing?

2. What is your Directorate or Unit?

3. What is your gender?
   a. Male
   b. Female
4. What is your age?
   a. 18 – 25
   b. 26-30
   c. 31-45
   d. 46-50
   e. 50 and above

5. What is your highest education level?
   a. High School
   b. Bachelor's Degree
   c. Master's Degree
   d. Ph. D. or higher
   e. Other: _____

Part B. 360-Degree Feedback

Instruction: The 360-Degree Feedback is an appraisal system where your performance is determined using your opinions and that of those with whom you work daily.

Kindly fill your portion and pass it on to your Director / Head of Unit and your immediate colleague to fill in their part.

Assessment guide

5 - Exceeds expectations – The performance demonstrated is beyond the standard expectation.

4 - Meets expectations – The performance meets the standard expectation from the employee.

3 - Meets most expectations – Average performance with some improvement required.

2 - Needs improvement – Some responsibilities are effectively performed but serious improvement is required in certain areas.

1 - Unsatisfactory – Performance below standard

Job knowledge and skills	Self	Director/Head of Unit	Colleague	Total Average
1. Understands job requirements and responsibilities				
2. Possesses required skills and knowledge for the job				
3. Keeps abreast of current				

developments pertaining to the job				
4. Despite obstacles achieves the task, in a timely manner.				
5. Follows up and monitors the pending projects.				

Output	Self	Director/Head of Unit	Colleague	Total Average
1. Achieves established goals				
2. Can multi-task between several projects				
3. Meets deadlines				
4. Uses office supplies and resources appropriately				
5. Good time management				

Part C. Director / Head of Unit Feedback
1. How well does the following statement describe your manager?

Is a good mentor
a. Extremely well
b. Very well
c. Moderately well
d. Slightly well
e. Does not describe my manager

Please write any further comments here:

2. How well does the following statement describe your manager?

Helps me advance my career
a. Extremely well
b. Very well
c. Moderately well
d. Slightly well
e. Does not describe my manager

Please write any further comments here:

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3. How well does the following statement describe your manager?

Has clear expectations of me
a. Extremely well
b. Very well
c. Moderately well
d. Slightly well
e. Does not describe my manager

Please write any further comments here:

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4. How well does the following statement describe your manager?

Provides good feedback
a. Extremely well
b. Very well
c. Moderately well
d. Slightly well
e. Does not describe my manager

Please write any further comments here:

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5. My manager is an outstanding leader
a. Strongly agree
b. Agree
c. Somewhat agree
d. Neutral
e. Somewhat disagree
f. Disagree

g. Strongly disagree

6. What does your manager do well?

7. What, if anything, do you wish your manager did differently?

Part D. Job Satisfaction

1. How satisfied or dissatisfied are you with your ability to do interesting work in your role?
a. Extremely satisfied
b. Moderately satisfied
c. Slightly satisfied
d. Neutral
e. Slightly satisfied
f. Moderately satisfied
g. Extremely satisfied

2. How satisfied or dissatisfied are you with your ability to apply your skills in this role?
a. Extremely satisfied
b. Moderately satisfied
c. Slightly satisfied
d. Neutral
e. Slightly satisfied
f. Moderately satisfied
g. Extremely satisfied

3. How satisfied or dissatisfied are you with your current workload?
a. Extremely satisfied
b. Moderately satisfied
c. Slightly satisfied
d. Neutral
e. Slightly satisfied
f. Moderately satisfied
g. Extremely satisfied

4. How satisfied or dissatisfied are you with your opportunities for career progression?
a. Extremely satisfied

b. Moderately satisfied
c. Slightly satisfied
d. Neutral
e. Slightly satisfied
f. Moderately satisfied
g. Extremely satisfied

5. How satisfied or dissatisfied are you with the physical environment at your workplace?
a. Extremely satisfied
b. Moderately satisfied
c. Slightly satisfied
d. Neutral
e. Slightly satisfied
f. Moderately satisfied
g. Extremely satisfied

6. How satisfied or dissatisfied are you with your relationship with your manager?
a. Extremely satisfied
b. Moderately satisfied
c. Slightly satisfied
d. Neutral
e. Slightly satisfied
f. Moderately satisfied
g. Extremely satisfied

7. Overall, how satisfied or dissatisfied are you with your current employer?
a. Extremely satisfied
b. Moderately satisfied
c. Slightly satisfied
d. Neutral
e. Slightly satisfied
f. Moderately satisfied
g. Extremely satisfied

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국문초록

리더십과 생산성: 리더십 스타일과 직원 생산성 간의 관계 조사 – 가나, 노동주택부, 사례 연구

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관리자의 리더십 스타일이나 행동은 그의 리더십 하에 있는 사람들의 생산성 수준을 광범위하게 설명하며, 최근 몇 년간 새로운 공공 관리 이론의 도입과 함께, 직원들이 직원들이 수행하는 임무 하의 리더십의 종류가 아니라 직원들의 혁신과 생산성에 주로 중점을 두고 있다.

그러나 직원 생산성 향상이 목적이라면 어떤 리더십 스타일이 모든 상황에 가장 적합한지에 대해서는 거의 알려져 있지 않다.

직원의 생산성 저하 또는 증가에 기여할 수 있는 많은 요인들이 있지만, 본 연구의 초점은 직원들과 관료적인 부서장인 가나 노동주택부의 책임자 및 부서장의 리더십 스타일에 맞춰질 것이다. 이 논문은 직원 생산성과 관련하여 부처의 현재 과제 중 일부를 검토했다. 독립변수인 리더십 스타일은 이상화된 리더십, 영감적 리더십, 지적 리더십 및 개인화된 리더십에 대한 Bass and Avolio(2002)의 4차원 측정을 기반으로 MLQ-6s로도 알려진 멀티팩터 리더십 설문지(MLQ)를 사용하여 측정되었다.

또한, 직무만족도를 높이는 데 긍정적인 태도가 크게 기여하고 결과적으로 생산성 증대가 제시되었기 때문에 본 연구와 관련된 매개변수로 작용하였다(Linz, 2002). 통제 변수는 나이, 성별, 교육, 직업이었다.

주목할 점은 주요 자료 수집 방식이 설문지 활용이었고, 바쁜 일정으로 일부 부처 국장들과 줌(Zoom)방식으로 인터뷰만 진행했다는 점이다.

설문에 참여하기 위해 연락한 직원 80명 중 61명이 응답했다. 노동주택부의 지배적 리더십 스타일은 변혁적 리더십으로 나타났으며, 직원 생산성과 매우 긍정적인 관계를 갖는 것으로 나타났다. 그러나 매개변수인 직무만족도의 도입은 노동주택부 직원들의 생산성 수준을 증가시켰으며, 이는 직원들이 직무에 만족할수록 생산성 수준이 높아진다는 것을 의미하며, 이는 기존의 다른 연구와 일치한다(Spector, 1997; Linz, 2002; Azeez et al., 2016).

리더십 스타일만이 직원 생산성에 영향을 미친다는 일반적으로 인정되는 개념(McNeees-Smith, 1997; Singh, 2015)이 노동주택부에서는 그렇지 않다는 것을 증명한 본 연구의 결과는 직무만족이 리더십에 비해 직원 생산성에 더 큰 영향을 미쳤기 때문이며, 이는 1989년 Taunton과 2009년 Smith가 수행한 연구에 의해 뒷받침된다.

또한, 연구의 통계적 결과는 흥미로운 일을 할 수 있는 능력, 종합적 기술의 적용, 현재의 업무량 관리자와의 관계, 신체적 작업환경 및 그들이 현재 고용주에게 얼마나 행복한지 혹은 불행한지 등의 반응에 기반하여 직무에 대한 불만족으로 인해 직원들의 생산성 수준이 감소한 것으로 나타났다.

마지막으로, 본 연구의 결과는 노동주택부의 직원 생산성 극대화와 관련된 권고 사항을 제언하였다.

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