

UNIVERSITY OF GHANA BUSINESS SCHOOL (UGBS)

**LEADERSHIP AND ORGANIZATIONAL PERFORMANCE AT KONNECTED
LIMITED.**

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**A PROJECT WORK SUBMITTED TO THE DEPARTMENT OF ORGANISATION
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AND ADMINISTRATION.**

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DECLARATION

I do hereby declare that this work is the result of my own research and has not been presented for any academic award in this or any other university. All references used in the work has been fully acknowledged. I bear sole responsibility for any shortcomings.

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CERTIFICATION

I hereby certify that this project work was supervised in accordance with procedures laid down by the university.

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DR. KWASI DARTEY-BAAH

DATE

(SUPERVISOR)

DEDICATION

This project work is dedicated to my family, Harrison Yeboah and my bosses (Toufic Haroun & Zeinab Abou Khalil).

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My gratitude goes to God who has seen me through this course successfully. My sincere gratitude also to my supervisor Dr. Kwasi Dartey-Baah for his guidance, support and patience throughout the writing of this project. Lastly to the entire staff and management of Konnected Limited. My biggest cheerleaders who were there every step of this journey.

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ABSTRACT

The purpose of the study was to examine if leadership does play a role in the performance of an organization. This was examined at Konected Ltd- a multinational engineering firm in Ghana. The study employed the qualitative approach to gather data from employees. A sample size of eleven (11) mid to top level management employees were sampled using convenience and purposive sampling method to share their insight about leadership and performance at Konected Ltd. From the findings of the study, it was deduced that the predominant leadership style is the democratic style followed by transformational and the least was transactional style of leadership. Also, it was found that leadership had an influence on performance at Konected Ltd. The study further indicated that, leadership at Konected have brought tangible changes to the organization which include employee development and business development. Furthermore, through good communication, sharing minds and experience, among others, leadership of the organization has gained loyalty of employees. Further, through teamwork, training, flexibility and friendly relationships, leadership has been able to ensure that programs in the organization are properly implemented and executed. The study recommend that managers should strive to become role models for their subordinates; inspire subordinates by providing meaning to the work they do; stimulate subordinate efforts to become innovative and creative; and pay attention to their need for achievement and growth.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The main aim of any organization is to sustain competitive advantage and to be considered as effective in meeting the demands of the various stakeholders (Robbins & Judge, 2014). It is considered that a company's success is due to organizational performance, employee job satisfaction and employee effective commitment (Drucker, 2007; Robbins & Coulter, 2013).

Researchers such as Peterson, Smith, Martorana and Owens (2003) emphasized that the role of leadership is very important for achieving the performance of organizations. The role of leaders in ensuring excellent organizational performance cannot be over emphasized. Adequate motivation, suitable work environment, compensation, efficient communication between managers and subordinates play an important role in promoting this goal.

Iyang (2006) explain that leadership styles and other processes of the organization must be such that it can ensure maximum probability within all interactions and relationships with the Organizations. A few studies on leadership styles suggest the practices of the transformational leadership (Yukl, 2009) have a positive impact on organizational performance. Leadership styles and traits that have been considered important to success in unstable environments include being participative (Politis, 2003), supportive to members (Senge, Roberts, Ross, Smith, & Kleiner, 1994), and transformational (Moreno et al., 2005; Senge et al., 1994).The transformational behavior of leaders influences employee' motivation to make them more aware of their duties,

outcomes and develop their self-interest for the organization's performance (Mitra et al). Transformational leaders change the organization's culture by inspiring a sense of mission and purpose about the importance of the group's work and stimulating new ways of thinking and problem solving. Bass and Riggio (2006) posited that transformational leadership involves the concept of motivation, mutually beneficial goals, emotional bond, common values and vision.

Research conducted by several researchers such as Schaufeli and Bakker (2004), Saks (2006), McBain (2007), Shuck (2010), Ram and Prabhakar (2011), found that there were a number of organizational factors and also work factors which became the driving factors in creation of employee engagement which is defined as a degree to which extent an employee would be emotionally and intellectually committed to an organization or group (Lockwood 2007). These organizational and work factors which were found to be positively related to employee engagement were perceived organizational support, procedural and distributive justice, reward and recognition (Ram & Prabhakar 2011; Saks 2006), job fit, affective commitment, and psychological climate (Shuck, 2010). Other researchers also found the importance of a leader's role to encourage employee engagement (Vazirani, 2005).

McBain (2007) stated that employee engagement is built through a process and need a long time and high-level commitment from the leaders. While according to Seijts (2006) if a leader can play his leadership role well, it can be expected that there will be a positive result since the employees will become more engaged to the organization where they work. Besides that, Lockwood (2007) also said that good communication between the employees and their leader may affect employee

engagement. In this case, a leader who can deliver orders to his subordinates can encourage employee engagement on the employees themselves. Watson (2009) in his article highlighted that the roles of a leader is to increase employee engagement. Several previous researchers found that social supports such as organizational support and support from the leader have positive relationship with employee engagement (Maslach et al., 2001; Sachs 2006). Furthermore, Vazirani (2005) said that employee engagement is a level of commitment and involvement of the employees toward the company and values held in the company are affected by several factors, one of them being the leadership style. There are researchers that argue that top managers have sufficient discretion to influence performance (Ireland & Hitt, 1999; Robbins & Coulter, 2013). That is, they have strategic choice (Child, 1972). These scholars argue that by shaping the organization's strategy, structure, and culture (Wasserman et al., 2001) through sharing insights, knowledge, and responsibilities (Ireland & Hitt, 1999), leaders can have a significant impact on performance.

1.2 Problem Statement

To survive in a fierce global competition, companies need to be high performers., Having a high-performance organization is reliant upon some basic prerequisites which include the employees working there and their managers and leaders. The phenomenon of globalization has made the concept of leadership in organizations become a very vital issue especially in developing countries; since a great amount of daily competition pressures small companies to compete not only locally, but also with adjacent market competitors. There are many elements a leader must deal with in attaining that goal. These include organizational culture, employee empowerment, leaders' charisma, and employee motivation and so on which have direct impact on employee satisfaction, effectiveness, and extra effort which are key elements of organizational performance.

To maintain a competitive edge, an organization must be able to adapt and change in order to improve processes—leadership is a key component to achieving these outcomes (Chien, 2004). According to Keith (2009), such organizations must be able to serve customers well, which entails meeting their needs. To increase organizational performance, a leader must have the ability to promote creativity and innovation, stimulate the subordinates to challenge their own value systems and improve their individual performance. Managers must realize, that people are the critical elements in organizations and that they should be recognized as being synonymous with the organization. But the problem is, to what extent do managers recognize this fact that employees are synonymous with Organizations and that they should be adequately motivated so that they can give their best to ensure high performance? This behaviour/style of leadership has an impact on reforming and/or creating organizational culture which in turn affects organizational performance and commitment. So given this situation, how effective can a leader be to elicit the best response from subordinates and make for the highest or best performance (Usono, 2000).

1.3 Objectives of the Study

The general objective of the study is to examine the effect of leadership on organizational performance at Konnected Limited. Specifically, the study seeks;

- i. To examine the dominant leadership style at Konnected Limited.
- ii. To examine how leadership styles of managers influence organizational performance at Konnected Limited.

1.4 Research Questions

The research questions were drawn from the research objectives and are enumerated below;

- i. What are the dominant leadership styles at Konnected Limited?
- ii. How does leadership influence organizational performance at Konnected Limited?

1.5 Relevance of the Study

This study will be of immense importance because the empirical finding will reveal how effective leadership impacts on organizational performance. Also, this work will stimulate further interests in future researches which will be geared toward finding the impact of leadership on organizational performance. In addition to the above, it will add to already existing literatures on effective leadership and organizational performance which will serve as reference materials to scholars and researchers who may be interested in embarking on a research of this nature.

It is believed that the study among others, seek to identify the weaknesses or inadequacies of various variables of effective leadership. Another theoretical significance of this study is that when organizations seek efficient ways to enable them out-perform others, a long-standing approach is to focus on the effects of leadership.

1.6 Scope of the study

The focus of this study is about leadership and firm performance. The scope of the study was limited to staff of Konnected limited at the Accra office and did cover all its unit in other parts of Ghana such as the Kumasi and Tamale offices. The study used only eleven employees for the qualitative enquiry of leadership and performance.

1.7 Organisation of the study

The study is organized into five (5) Chapters. Chapter One concentrates on the background of the study, problem statement, research objectives and research questions. Also, it identifies the significance of the study as well. Chapter Two gives insights on review of related literature and the theoretical underpinning of the study. This is followed by Chapter Three which discuss the methodological approach of the study encompassing the research design, population, sampling, data source, analysis and ethical considerations. Also, Chapter Four presents the data analysis of the study and Section Five discuss the summary, recommendations and suggestions for future studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter examines the existing research and literary works that have been conducted on the extent to which leadership style influences organizational performance. In doing so, it will cover the concept of leadership; the leadership approaches; styles of leadership; the effects of leadership style on organizational performance; and a conclusion for this chapter.

2.2 The Concept of Leadership

According to Bass (2000), Leadership can be seen as a group process, an attribute of personality, the art of inducing complaisance, an exercise of influence, a particular type of action or behaviour, a form of persuasion, a power relationship, an instrument to achieve goals, the result of an interaction, a differentiated role or initiation of a structure. Dugan (2017, p. 8) defined leadership as “the ability of an individual or a group of individuals to influence and guide followers or other members of an organization.” Another definition for leadership was provided by Kanodia and Sacher (2016, p. 145) as “the art of motivating a group of people to act towards achieving a common goal.”

Furthermore, Mcshane (2003) suggests that leadership is the process of influencing people and providing an environment for them to achieve team or organizational objectives. He states further that effective leadership help groups of people define their goals and find ways to achieve them. In his view they use power and persuasion to ensure that followers have the motivation and role clarity to achieve specified goals. Senge (1990), states that leadership is associated with stimulants

and incentives that motivate people to reach common objectives. The common elements in these definitions imply that leadership involves a social influence process in which a person steers member of the group towards a goal. It is also evident and can be inferred from the above definitions that without leadership, the tendency of errors occurring increases and the opportunities for success become more and more reduced, leadership allows cooperation, diminishes conflicts, contributes to creativity and has an integrating role, as it keeps people united.

2.3 Leadership Approaches

2.3.1 Great-Man Theory

The effort toward explorations for common traits of leadership is protracted over centuries as most cultures need heroes to define their successes and to justify their failures. In 1847, Thomas Carlyle stated in the best interests of the heroes that “universal history, the history of what man has accomplished in this world, is at the bottom of the history of the great men who have worked here”. Carlyle claimed in his “great man theory” that leaders are born and that only those men who are endowed with heroic potentials could ever become the leaders. He opined that great men were born, not made. An American philosopher, Sidney Hook, further expanded Carlyle perspective highlighting the impact which could be made by the eventful man vs. the event-making man (Dobbins & Platz, 1986).

He proposed that the eventful man remained complex in a historic situation but did not really determine its course. On the other hand, he maintained that the actions of the event-making man influenced the course of events, which could have been much different, had he not been involved

in the process. The event making man's role based on "the consequences of outstanding capacities of intelligence, will and character rather than the actions of distinction". However, subsequent events unfolded that this concept of leadership was morally flawed, as was the case with Hitler, Napoleon, and the like, thereby challenging the credibility of the Great Man theory. These great men became irrelevant and consequently growth of the organizations, stifled (MacGregor, 2003). "The passing years have given the coup de grace to another force the great man who with brilliance and farsightedness could preside with dictatorial powers as the head of a growing organization but in the process retarded democratization". Leadership theory then progressed from dogma that leaders are born or are destined by nature to be in their role at a time to a reflection of certain traits that envisage a potential for leadership.

2.3.2 Trait Theory

The early theorists opined that born leaders were endowed with certain physical traits and personality characteristics which distinguished them from non-leaders. Trait theories ignored the assumptions about whether leadership traits were genetic or acquired. Jenkins identified two traits; emergent traits (those which are heavily dependent upon heredity) as height, intelligence, attractiveness, and self-confidence and effectiveness traits (based on experience or learning), including charisma, as fundamental component of leadership (King, 2011).

2.3.3 Contingency Theories (Situational)

According to the Contingency theory, there is no single right way to lead because the internal and external dimensions of the environment require the leader to adapt to that particular situation". In

most cases, leaders do not change only the dynamics and environment, employees within the organization change. In a common sense, the theories of contingency are a category of behavioral theory that challenges that there is no one finest way of leading/organizing and that the style of leadership that is operative in some circumstances may not be effective in others (Greenleaf, 1977).

Contingency theorists assumed that the leader was the focus of leader-subordinate relationship; situational theorists opined that the subordinates played a pivotal role in defining the relationship. Though, the situational leadership stays to emphasis mostly upon the leader, it creates the significance of the focus into group dynamic. These studies of the relationships between groups and their leaders have led to some of our modern theories of group dynamics and leadership”. The theory of situational leadership proposes that style of leadership should be accorded with the maturity of the subordinates (Bass, 1997). The situational leadership model, first introduced in 1969, theorized that there was no unsurpassed way to lead and those leaders, to be effective, must be able to adapt to the situation and transform their leadership style between task-oriented and relationship oriented”.

2.3.4 Style and Behavior Theory

The style theory acknowledges the significance that one style does not fit all heads, similarly one style cannot be effective in all situations. Yukl (1989) introduced three different leadership styles. The employees serving with democratic leaders displayed high degree of satisfaction, creativity, and motivation; working with great enthusiasm and energy irrespective of the presence or absence of the leader; maintaining better connections with the leader, in terms of productivity whereas, autocratic leaders mainly focused on greater quantity of output. Laissez faire leadership was only considered relevant while leading a team of highly skilled and motivated people who excellent

track-record, in the past. Feidler and House (1994) identified two additional leadership styles focusing effectiveness of the leadership. These researchers opined that consideration (concern for people and relationship behaviors) and commencing structure (concern for production and task behaviors) were very vital variables. Whereas, initiating structure, on the other hand, reflects the extent, to which the leader structures, directs and defines his/her own and the subordinates' roles as they have the participatory role toward organizational performance, profit and accomplishment of the mission. Different researchers proposed that three types of leaders, they were; autocratic, democratic and laissez-faire. Without involving subordinates, the autocratic leader makes decisions, laissez-faire leader lets subordinates make the decision and hence takes no real leadership role other than assuming the position and the democratic leader accesses his subordinates then takes his decision.

2.4 Styles of Leadership

Concerning styles of leadership, there were a number of styles that were found in the literature; namely, the autocratic, democratic, strategic, transformational, team, cross-cultural, facilitative, laissez-faire, transactional, coaching, charismatic, visionary and servant leadership styles. Some will be discussed in the subsequent sub-sections.

Autocratic Leadership Style

Autocratic leaders ensure decisions are communicated to subordinates for them to promptly implement them. This common leadership style is mostly useful in organizations that demand error-free outcomes (i.e. manufacturing, construction, the military) (Northouse, 2016). Other advantages are that it is easy to learn and good for inexperienced or unmotivated workers

(Sandling, 2015). Conversely, the autocratic leadership style usually reduces morale, creativity and productivity when used with skilled and motivated workers (Achua & Lussier, 2015).

Democratic Leadership Style

The democratic leader facilitates contribution of subordinates, even though the democratic leadership holds final responsibility. Nevertheless, the leader often delegates authority to other people who determine work projects (Northouse, 2016).

Transformational Leadership Style

The transformational leadership style focuses on initiating change in organizations by motivating employees to do more than they would ordinarily do, and even more than they thought they could have done through inspiration (Bolman & Deal, 2013; Northouse, 2015).

Transformational leadership links with positive outcomes on individual as well as organizational levels. Transformational leaders embolden followers to attain higher-order needs like self-actualization, self-esteem and are influential in surging followers' motivation in the direction of “self-sacrifice and achievement of organizational goals over personal interests (Bass & Avolio, 2004). Transformational leaders demonstrate characters such as idealized influence, inspirational motivation and intellectual stimulation. Leaders with Idealized Influence demonstrate heightened concerns and cognizance of followers' needs and generate a sense of shared risk-taking (Jung et al., 2008). Inspirational Motivation affords a cradle of encouragement and challenges followers to achieve the set goals, whereas, Intellectual Stimulation inspires followers to be more creative and innovative in their problem-solving skills.

Idealized Influence. It is the attribute of a leader which inspires followers to take their leader as a role model. Idealized influence creates values that inspire, establish sense, and engender a sense of purpose amongst people. Idealized influence is inspirational in nature. It builds attitudes about what is significant in life. It is their demonstration of confidence in a follower's preparedness to make self-sacrifices and an aptitude to undertake exceptional goals which is an influential rousing force of idealized influence and role-modeling behavior (Martin, 2015). Leaders with confidence in their employees can secure great accomplishments. Leaders with idealized influence are endowed with a constructive sense of self-determination. Stempel, Rigotti and Mohr (2015) showed that maintaining self-esteem is a powerful and pervasive social need. These leaders are high in the conviction, transform their followers through regular communication, presenting themselves as role model, and encouraging them toward "achieving the mission and goals of the company". They have requisite degree of emotional stability and control. "These leaders go beyond inner conflicts and direct their capacities to be masters of their own fate". As per Martin (2015), transformational leaders' role of mentoring followers and learning about key responsibilities of leaders in the context of idealized behavior. Such leaders are learning leaders. In short, fundamental pointers of idealized influence are role-modeling, articulation and values-creation, providing sense of purpose, meaning, self-esteem, self-determination, emotional control and confidence in followers.

Inspirational Motivation. Developing the consciousness of followers, aligning them towards the organizational mission and vision, and motivating others in understanding and pledging to the vision is a key dimension of the transformational leadership style of inspirational motivation. "Inspirational motivation targets at the principle of organizational existence, instead of personality

of the leader” (Avolio & Bass, 2004). Instead of suffocating employees, a leader with this style, encourages the employees in the organizational pursuit drawing best out of them. The prevention of “experimentation and hampering creativity only frustrate employees who want to positively and productively contribute to the organization”. Leaders equipped with this style encourage the employees rendering them more autonomy to make decisions without supervision and providing them the tools to make these decisions. The leaders using this behavior set high standard for followers besides communicating their vision in unambiguous ways and encouraging them to develop beyond the normal situations for their own and organizational growth (Stempel et al., 2015). The successful executives are always active with their people by inspiring, rewarding and correcting them and by replacing them, if they fail, thereby, creating opportunities for others. In short, leaders with inspirational motivation behavior create vision, establish communication and manage challenging workers by encouraging, working with them and giving them autonomy.

Intellectual Stimulation. Leaders with characteristics of intellectual stimulation are those who intellectually stimulate followers, engender creativity and accept challenges as part of their job. They maintain their emotional balance, and rationally deal with complex problems. They cultivate the similar skills in their workers as well. They develop problem solving techniques in the followers for making complex decisions, reflecting a mutual consensus between leaders and employees. “The intellectual stimulation leadership approach projects in large measure the mentoring, coaching, morale-building strengths of individualized consideration”. Both leadership approaches build organizational skills as well as character, similar to caring leadership behaviors that coach and challenge (Stempel et al., 2015). In nutshell, the key indicators of the intellectual

stimulation are rationality, creativity, consensus decision-making, coaching, supporting, challenging, and involvement”.

Individualized Consideration. Individualized consideration is concerned with the basic transformational leadership behaviors of regarding individuals as fundamental contributors to the workplace. Such leaders display concern for their workers needs and are equipped to boost and coach the development of desired workplace behavior. Their role alternates from participatory to autocratic style. In short, fundamental elements of individualized consideration consist of reassurance, caring for and coaching of individuals and an open and consultative approach.

As per Cummings, Midodzi, Wong and Estabrooks (2010), leadership style alone could not be linked to their study outcome which was patient mortality in a large hospital examined. Instead, the researchers examined that when the organization had associated and consistent organizational culture, patient mortality was on downward trajectory. Cummings et al. (2010) observed that regardless of style, leaders who practiced relational and transformational styles had better quality outcomes than those who demonstrated autocracy.

Laissez-Faire Leadership Style

Rather than only allowing employees to participate in the decision-making process, the laissez-faire leadership style gives authority to employees, thereby allowing them to work as they desire with minimal or no interference. This leadership style has been found to be least satisfying and least effective style in terms of productivity (Hughes et al., 2014; Robbins & Judge, 2014).

Transactional Leadership Style

The transactional leadership style is a style in which leaders gain the compliance of their followers and maintain a normal flow of operations through both reward and punishment (Northouse, 2016).

Transactional leadership has been found to employ rewards, punishments and chain of command; and it is effective in terms of increasing production and cutting down costs (Northouse, 2016).

Transactional leadership style comprises three components; contingent reward, management-by-exception (active) and management-by-exception (passive). A transactional leader follows the scheme of contingent rewards to explain performance expectation to the followers and appreciates good performance. Transactional leaders believe in contractual agreements as principal motivators (Bass, 1985) and use extrinsic rewards toward enhancing followers' motivation. The literature revealed that the “transactional style retards creativity and can adversely influence employees job satisfaction. Management-by-exception explains leaders' behavior with regards apt detection of deviations from expected followers' behavior.

The application of both styles varies from situation to situation and context to context. The situations entailing high degree of precision, technical expertise, time-constraints, particularly in technological intensive environment, we shall prefer transactional leadership whereas, in human-intensive environment, where focus is on influencing the followers through motivation and respecting their emotions based on common goals, beliefs and values, preferable option is transformational leadership style (MacGregor Burns, 2003).

Contingent Reward. Contingent reward leadership focuses on achieving results. As humans appreciate concrete, tangible, material rewards in exchange of their efforts, thus, this behavior surfaced. “Where transformational leadership acknowledges individual talents and builds enthusiasm through emotional appeals, values, and belief systems, transactional leadership engenders compliance by appealing to the wants and needs of individuals (Bass & Avolio, 2004). Manager leaders who use contingent reward are expected to show direction to the employees, so the job gets done. In nutshell, key indicators of contingent reward encompass performance-based material rewards, direction- setting, reciprocity, and confidence-building in the team.

Management by Exception (Active). Management by exception (active) is not the relinquishment of leadership, characterized by a laissez-faire leadership. Leaders who follow management by exception (active) have an inherent trust in their workers to end the job to a satisfactory standard and avoid rocking the boat. “This type of leadership does not inspire workers to achieve beyond expected outcomes, however, if target is achieved, that means the system has worked, everyone is satisfied, and the business continues as usual (Bass & Avolio, 2004). There is a little sense of adventure or risk-taking, new perspectives, or white-water strategies in case of management by exception leaders. It corresponds need-driven change culture. To sum it up, management by exception (active) includes trust in workers, poor communication, maintenance of the status quo, and lack of confidence.

Management by Exception (Passive). It is the style of transactional Leadership in which the leaders avoid specifying agreement and fail to provide goals and standards to be achieved by staff. Sometimes, a leader waits for things to go wrong before taking action (Bass & Avolio, 2004).

Charismatic Leadership Style

The charismatic leadership style relies on the charm and persuasiveness of the leader who is driven by his or her convictions and commitment to his / her cause. The main advantages of the charismatic leadership style are that: it inspires employees to work together for a common cause; charismatic-led companies have a tendency to be cohesive; and charismatic leaders create visions that their supporters can readily see. As far as disadvantages are concerned, some charismatic leaders have a tendency for tunnel vision or arrogance; organizations can become dependent on charismatic leaders and suffer when they are gone (Hughes et al., 2014).

Servant Leadership Style

This is a leadership style in which the leaders place the needs and interests of their followers ahead of their own (Robbins & Judge, 2014). This style of leadership involves sharing power, behaving authentically and building communities (Sandling, 2015).

2.5 Organizational Performance

Like leadership, performance is also a broad concept. Performance can manifest itself on different levels and in different forms (Yammarino et al., 2005). Performance in general can be described

as how well a person, a group of persons or an object does a piece of work or activity (Cambridge Dictionary Online, 2015). In organizational research, performance can be conceptualized on various levels of analysis. However, when discussing organizational performance, Kirby (2005) succinctly stated that figuring out who stands tallest is far from straightforward; it depends upon which yardstick you use. For business firms, profit, sales, and market growth can be used as performance criteria, but also employment in a region.

For schools, test scores of students can be used, but also the employment rate (and salary) of former students. Richard et al. (2009) reviewed the literature on organizational performance and found that across 213 articles published in the top management journals, 207 different measures of performance were used. Furthermore, Richard et al. (2009) developed a multidimensional conceptualization of organizational performance, consisting of three specific areas: financial performance (profits, return on assets), product market performance (sales, sales growth, market share) and shareholder return (total shareholder return, economic value added, and dividends. This conceptualization is useful, although it is very much focused on private organizations, and less suitable for political, administrative or civic organizations.

As with organizational performance, team performance is a broad construct. A team can be defined as two or more persons who interact interdependently and adaptively toward a common goal or objective (Robbins & Judge, 2014). In a meta-analysis on the associations between relationship conflict, task conflict, team performance, and team member satisfaction, De Dreu and Weingart (2003) note that team performance measures in the literature have included product quality,

production quality, decision quality, and team effectiveness. In addition, some scholars use various team outcomes and team behaviors and combine them into one team performance measure. For instance, Stewart and Barrick (2000) measured team performance using the following dimensions: knowledge of tasks, quality of work, quantity of work, interpersonal skills, commitment to the team, and overall performance. These were then summed up to tap the construct of team performance.

Somech (2006) makes a clear distinction between in-role team performance (the extent to which a team accomplishes its goal) and team innovation (introduction or use of new and useful ideas in a team). Regarding individual performance, it also becomes clear that various authors define this quite differently. For instance, Welbourne et al. (1996) developed the 'role-based performance scale'. Based on role and identity theory, they identify five key roles when tapping individual performance: job performance (doing things according to the job description, aligned with 'in-role' performance), career performance (obtaining necessary skills to progress), innovator performance (coming up with new ideas and implementing them), team performance (working well with co-workers), and organization performance (going beyond the call of duty in your organization). In a similar vein, Wang et al. (2011) differentiate between task performance and contextual performance, creative performance (similar to innovator performance), and general performance (an overall performance measure).

2.6 Leadership and Organizational Performance

According to the contingency theory there is no single comprehensive universal leadership theory appropriate for all employees in all organizations. In considering the theory, there are various methods that can be used in different situations by effective leaders. As every organization is based on a unique core, leaders and managers face diverse cases in dealing with organizations and employees. Therefore, they need to consider many different approaches to be able to handle situations which arise with a high level of productivity. Therefore, having an effective leadership style may lead an organization to success.

Strang (2005) believes that outcomes of leadership which are production and stakeholder's satisfaction can be modified by the behavior of a leader. Based on a study conducted in the manufacturing industry by Strang (2005) there is a close association between transformational leadership and employee satisfaction, leader effectiveness, and organizational productivity. Moreover, transformational leaders empower followers to perform effectively in an independent manner by inspiring and motivating them through coaching and mentoring. Due to the very competitive global environment, companies need to reconsider the role of leadership to avoid wasting their resources which help them to stay competitive (Behery 2008).

Leadership plays a very important role in organizations since it is responsible for defining strategies and designs the organization's path to be more effective and efficient in performance (Noe et al., 2017). Most parameters such as financial reports, bottom lines, market shares, companies' revenues etc. are used for evaluating effectiveness of leadership and organizational performance. One of the ways to reach that point is by having a sustainable relationship between organizational leadership and organizational performance (Svensson & Wood, 2005).

Many management theoreticians tend to consider leadership as a key contributor or a most important cause of organizational performance in the marketplace and society (Svensson & Wood, 2005). In reference to Shao, Feng and Hu (2017), leadership (management) has a major impact on organizational effectiveness. Therefore, their assumption is based on the belief that leadership is the cause of the effectiveness of organizations. A wide range of management professionals believe in the major impact of management and leadership on organizational effectiveness (Bass & Bass, 2009). Thus, we can predict organizational performance by closely observing and studying the scope of leadership effectiveness.

Hughes, Ginnett and President (2014) state that leadership and organizational performance are linked together and cannot be considered separately. Based on studies from Jung et al. (2003), and Haakonsson et al. (2007), there is a direct relation between organizational leadership role and organizational productivity and innovation. In reference to Haakonsson et al. (2007), organizational leadership has a direct influence on both organizational outcomes such as productivity and creativity. Church (2012) discovered a positive and significant relationship between leader-member exchange and support for innovation which helps to increase the sense of innovative behavior within employees.

CHAPTER THREE

METHODOLOGY

3.1 Research Design

The qualitative design was used, the researcher sought to describe the characteristics of the phenomenon under study. According to Holloway and Wheeler (2002), qualitative research is “a form of social enquiry that focuses on the way people interpret and make sense of their experience and the world in which they live”. The descriptive qualitative design however, enabled the researcher to gain an in-depth understanding of the effect of leadership on organizational performance hence made meaningful deductions. According to Silverman (2016), the qualitative approach is best suited for researchers who want to find from respondents, their in-depth understanding and opinion about a practice. Again, the qualitative approach is adopted to discover the feelings, behaviour, perspectives and experiences of people while highlighting on the thoughtfulness of these features (Frey, 2018).

3.2 Population of the Study

Saunders and Lewis (2012) define population of a study as the total number of people within a targeted research setting. The study population was drawn from the total number of staff of the Konnect Limited in the Greater Accra region. The total population of Konnect Ltd. employees located at the headquarters in Accra total about 40. This include management and employees of the company. This served as the population for the study. This population reflect the composition, relationship and identities of people who have and can provide accurate information on the study’s variables (Cresswell & Cresswell, 2017).

3.3 Sample Size of the Study

The sample size for the study consisted of eleven (11) staff of the Konnected Limited. Holloway and Wheeler (2002) assert that sample size does not influence the importance or quality of the study and noted that there are no guidelines in determining sample size in qualitative research. Qualitative researchers do not normally know the number of people in the research beforehand; the sample may change in size and type during research. Sampling goes on until saturation has been achieved and the researcher observed saturation by the 8th respondents. Thereby, the sampled number of 11 is adequate and meet the minimum number ranging from 6-20 proposed by researchers such as Mason (2010) and Guetterman (2015).

3.4 Sampling Technique

The non-probability sampling techniques known as purposive and convenience sampling techniques were utilized in the study (Bell, Bryman, & Harley, 2018). The purposive sampling was justified on the premise that, the respondents of the study had to meet the criteria established by the researcher. Thus, only staffs present that met the criteria stipulated by the researcher and chosen for the study. Convenience sampling was also important in the sense that, the data gathering process was such that the researcher could grant interviews only when respondents were available and willing to participate in the study (Creswell & Poth, 2017).

3.5 Instrumentation

Semi-Structured interview guide was the appropriate instrument used for data collection as the study investigated the experiences of respondents relating to the phenomenon under study. The

interview allowed the researcher to probe further on issues that require further clarification. This is justified claiming interviews yield rich data, new insights and details as it allows respondents to describe what is significant or important to them using their own words (Creswell & Poth, 2017). Interviews are however considered as appropriate qualitative research instrument for data collection (Mann 2011; Myers & Newman 2007; Talmy 2010).

The interview guide was divided into two sections namely Section A and B. Section A comprised of the Biographical data which included the following: age of respondent, educational level of respondent, gender and marital status. The section B of the interview guide comprised of questions regarding leadership and performance. Responses from the interviews were recorded using a tape recorder. The interview section was conducted by the researcher on a face to face interaction.

3.6 Data Analysis

Data collected were first transcribed and coded. The coded information was keyed and analyzed using the Statistical Product and Service Solutions (SPSS) for the Biographical data. Descriptive statistics such as frequencies and percentages were therefore utilized to present the characteristics of respondents. For the Section B that obtained the qualitative data, the thematic analysis was employed. Thus, various themes were therefore identified by the researcher who identified themes and reported accordingly using by Braun and Clarke (2006). Thematic analysis is a common technique in qualitative research (Bazeley, 2013; Guest, MacQueen, & Namey, 2011) and was found to be appropriate for this study.

3.7 Ethical Consideration

Research within the qualitative sphere is guided by ethical principles and protocols (Connelly, 2014). These protocols and guidelines were ensured in this study as posited by the research manual by the American Psychological Association (2009). The study ensured that the research ethics in using human participants in studies were strictly followed. For instance, in recording the interview sessions, respondents were prompted for their informed consent. Voluntary participation where withdrawal within the phase of data collection or after data collection was honoured in the spirit to have ethical research that represent the sampled respondents (Punch & Oancea, 2014). Issues on confidentiality was also upheld where data obtained were kept under lock and key with data only available to the researcher who have been groomed through reading and class research project on ethical guides according to the APA standards (Shaw, 2010). Beneficence of the study was also considered where issues related to knowledge addition and usefulness of the study to Konnected Ltd. management was achieved by having a presentation to management on the outcome of the study. The study also achieve beneficence by making the project report available to any other stakeholder who intends to use any part of the study for public good (Bell et al., 2018).

3.8 Profile of the Organization

Konnected Limited started operating in Ghana in 2015 and has grown to become a force in the power generating industries as a result of its highly skilled staff of engineers and technicians. The company provides power solutions to many industries including manufacturing, ports and harbours, the national airport and a large percentage of the commercial centres throughout Ghana.

Konnected Limited operates within three main areas namely: Maintenance services, the company provides maintenance services to the power Industries, Elevator Services and Escalator Providers.

Secondly, the company is known for provision of cost-effective standby power solutions to newly built commercial, manufacturing and industrial buildings. Konnected is also into manufacturing of air filters for industrial generators, heavy duty construction machinery, air-conditioning systems etc. Apart from being a distributor for Schindler Elevators and Escalators in Ghana, the company also supports major international brands e.g. Cummins, ABB and CoMap controllers.

Among its notable clients are GCAL, MPS, the various shopping malls- Accra, Kumasi, Takoradi, Achimota, Westhills, Junction. Konnected Limited is expanding its operations to other African Countries such as Sierra Leone, Guinea and Burkina Faso with a constant growth record of 40%. Konnected Limited currently has staff strength of forty (40) workers of which the top leadership is made up of five (5) people.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION OF FINDINGS

4.1 Introduction

The analysis will cover the demographic characteristics, examine the impact of effective leadership on organizational performance at Konnected Limited, study the effect of leadership behaviour on the execution/implementation of the program of the Konnected Limited, find out the extent to which the management structure of Konnected Limited influences its performance and suggest recommendations aimed at engendering effective leadership of organizations.

4.2 Demographic Characteristics of Respondents

Variable	Categories	Frequency (n)	Percentage (%)
Age	15-20	0	0
	21-25	1	9.09
	26-30	0	0
	31-35	2	18.18
	36 and Above	8	72.73
Education	Diploma/HND	3	27.27
	First Degree	1	9.09
	Others	7	63.64
Gender	Male	9	81.82
	Female	2	18.18
Marital Status	Single	3	27.27
	Married	5	45.45
	Divorced	3	27.27
	Separated	0	0

Field Data, 2019

From Table 4.1 above, it reveals that out of the 11 participants who were interviewed, 9.09% had their ages ranging from 21 to 25 years, 18.18% had their ages ranging from 31 to 35 years, 72.73% had their ages ranging from 36 and above. None had their ages between 15 to 30 years and 26 to 30 years. With regards to their educational background, 27.27% had Diploma or Higher National Diploma, 9.09% had First Degree and 63.64% had other qualifications. 81.82% were males whereas 18.18% were females. When it comes to their marital status, 27.27% were single, 45.45% were married, and 27.27% were divorced but there was none separated.

4.3 Presentation of findings

The findings from the present study are presented based on the objectives of the study. The findings from the study cohered around the following organizing objectives: the impact of effective leadership' on organizational performance at Konnected Limited, effect of leadership behaviour on the execution/implementation of the program of the Konnected Limited and suggest recommendations aimed at engendering effective leadership of organizations.

RQ 1: Examine the dominant leadership style at Konnected Limited

Respondents interviewed are all occupying various leadership positions in Konnected Limited. They were asked the kind of leadership style they use, why they use such style, the elements of such leadership style and the benefits of such leadership style to the organization. Respondents responded positively by saying that they use the *democratic, transformational and transactional style* of leadership. Thus, respondents use eclectic forms of leadership style based on the situation and task at hand to accomplish. The following expatiate on the varied leadership styles as professed

by the respondents interviewed. Despite this variation, the most dominant leadership style was democratic, followed by transformational and least was servant leadership forms. This frequency table 4.3 was generated based on the traits of respondents as well as their explicit comments in using a particular leadership style against the other.

Table 4.3 Dominant Leadership style

Leadership Style	Quotations	Frequency
Democratic	<p><i>“...I make sure decisions are made by all and do not take it alone, we are team” R2</i></p> <p><i>“....I use democratic style in my supervisory work so that everybody feels being a part” R3</i></p> <p><i>“...you know we are in a democratic society, we have been practicing democracy at home and I equally use it here at Konnected” R8</i></p> <p><i>“we make collective decisions which help the organization to improve” R11</i></p> <p><i>“I adopt the democratic style of leadership in dealing with members of the organization” R4</i></p> <p><i>“I engage everybody to contribute” R9</i></p>	6
Transformational	<p><i>“I love to change how things are and not hold to stiff ways of doing things” R10</i></p>	3

	<i>“There has been transformation in my team since I was asked to be their team leader” R1</i>	
	<i>“I inspire my team to offer their best in work performance” R7</i>	
Transactional	<i>“... if people do not see what they will gain, they might not give out their best. So, I let them know what is in for them” R5</i>	2
	<i>“...I reward and punish employees very well” R6</i>	

From Table 4.2, it could be observed that respondents’ leadership description fit in well with the broad dimensions of leadership stated-democratic, transformational and transactional style of leadership. This is so because the characteristics quoted are equally described in the literature to be the traits by the leadership style. For instance, democratic leadership style according to Bass and Bass (2009), the democratic style of leadership encourage consensus in decision making, engagement and the emphasis of consulting members of a team. Most respondents (55%) agree to use that leadership form and was reported to be the most dominant leadership style used by management and supervisors at Konnected Ltd. This is followed by some respondents alluding to the use of transformational style of leadership which is contemporary style (King, 2011). Respondents agree to using traits in their leadership roles that conforms to transformational leadership which is stated in Table 4.2. The narrative about transformational leadership is the leader believe in doing the right thing, inspire others to do their best, intellectually stimulating their employees, and sincere concern for follower’s well-being (King, 2011). The least employed leadership style is Transactional. This leadership is one in which the relationship between leader and follower is based on exchanges and not much more (Bass,1985). Such leaders tell their subordinates what is expected of them and what they will get if they meet these expectations. In

short, they operate based on contingent reinforcement by rewarding subordinates for specific behaviours (Noe et al., 2017). This is what was captured when 18% of the respondents stated using reward and punishment to get their work task executed.

RQ 2: To examine the influence of leadership on organizational performance at Konected Limited.

With regards to this objective, respondents revealed the significant changes they have brought into the organization, how well they ensure that programs are successfully implemented and ways they use to ensure commitment from their staff. The significant changes respondents revealed can be categorized around two organizing themes which are employee development and business development.

Employee development

Employee development is one of the cardinal indicators of good and an effective leader (Stewart & Brown, 2019). The ability of a leader to influence others to execute a task and build employee development is very vital reason for leadership. This was observed in the current study where the leaders interviewed reported providing avenues to develop employees at employee development through coaching, mentoring engagement and formal trainings and workshops. Other respondents revealed that they have developed employees in the organization through ways such as inspiring them towards their goal, developing them into leaders, empowering them to take on projects among others. Some of the excerpts are

“I guess focus on employee development. I believe the employees are our assets and every investment I make in their development will be reciprocated in ten folds to the organization” R2

This assertion was also buttressed by another respondents who ensures that employees wellbeing and development to deliver at the zenith is harnessed. It can be deduced that this act of employee development will unearth the potentials of employees to perform beyond their imagination when leaders and supervisors are providing the drive. A respondent had this to say;

“...Inspiring the workforce, challenging staff to deliver high performance, and building trust within the team. I am making everybody in my team a leader so that each can lead in project execution either within this organization or elsewhere” P7

From the quotation above, it would be deduced that the respondents who happen to be at the management level of the firm are not only developing the employees for only task roles within the firm but are being provided general knowledge and skills development that can make them competitive and productive employees. This finding of employee development as a consequence of leadership is in line with what Dunne (2016) and Khan and Nawaz (2016) found about the impact of organizational leadership and employee development.

Business Development

Another theme that was obtained from respondent transcripts on the influence of leadership on organizational performance was on business development at Konected Ltd. Konected Ltd is a private firm which among other objectives is profit maximization through the introduction to clients its services for purchase or contracting. A respondent stated;

“...I have been with this firm for 4years and I am proud as the project lead. I have secured a number of project and contracts for this organization. I am really proud of my achievement over this relatively short time here at Konnected Ltd.” R9

Other respondents revealed that they have brought significant changes in the organization by developing the business systems of the organization. An example of excerpt is below;

“For me, the biggest change I brought was implementing the CRM system, so we now have an online customer relations management system where you can log on where the client, transactions and information are all logged in one place” R2

Summary discussion on the effect of leadership influence on the execution/implementation of program at Konnected Ltd.

The current study has depicted that, leadership at Konnected have brought significant changes to the Organization which include employee development and business development. With this, leadership have been able to inspire employees towards their goals. Also, through good communication, sharing minds and experience, among others, leadership of the organization has been developing employees. Also, through teamwork, training, flexibility and friendly relationships, leadership has been able to ensure that programs in the organization are properly implemented and executed.

According to Keith (2009), to increase organizational performance, a leader must have the ability to promote creativity and innovation, stimulate the subordinates to challenge their own value systems and improve their individual performance and this is exactly what the leadership of Konnected does to its employees. The extent (degree) to which all members of an organization use their abilities and influences in the effective utilization of resources depends upon how well the

leaders of the organisation understand and perform their jobs (Iyang, 2006). This finding was also observed in this current study. It has also been realized from this study that because of the enabling environment that leadership creates for employees of the organization, the employees are committed to the course of the organization.

Suggestions aimed at engendering effective leadership of organizations.

Respondents suggested that moving forward in the organization, there are some elements that needs to be looked at or improved in order for the organization to fully realize its mission and vision. Some of the ways they suggested are outlined below;

Stocktaking

Some suggested that, there is the need for the organization to know what it has done previously, what it is currently doing and measure it against what it seeks to do to know whether they are on the right path to their vision. An excerpt is below;

“What I can suggest is that, organizations evolve so at every point in time, leadership must take stock of what was, what is and what it wants to get to so there should be stock taking of current events, past events and planning for the future and that is how the organization can be improved. If there is no stocktaking, then leadership might not know whether it is performing or not” R4

Improved Communication

Some respondents also suggested that, when communication is improved in Konected limited, when ideas are shared between leadership and subordinates, it will improve leadership performance. Below is an example of the excerpts;

“I think sharing more ideas improve good communication between team leader and workers” R3

Periodic Meetings

Some respondents responded that, when there are periodic meetings between management and staff members, it will create opportunity for their grievances to be addressed and this in the long run will improve leadership performance in the organization. An excerpt is below;

“By organizing general meetings to give all workers sense of belonging and to check and balance issues among workers. Constant meetings make the workers believe that the company values and recognizes their efforts and not just salaries. Coming together and seeing their big boss address them is one of their inspirations” R7

Motivation

When co-workers or employees' loose motivation, an ambitious leader can energize and motivate them to do what they need and what they want. This is particularly true as there are many studies that have showed the significant relationship between motivation and performance (Dessler, 2017; Hassan & Owuor, 2016). Both extrinsic in terms of tangibles and intrinsic motivators should be provided. The motivation can be opportunity for continuous learning. A respondent suggested that when members are given the opportunity to improve themselves through learning, leadership performance will be improved. Below is the excerpt;

“It can be improved intrinsically by continuing to learn and improving upon each individual's goals” R5

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section provides a summary of findings from the research conducted. It draws conclusion based on the findings presented, conclude and finally makes recommendations in relation to the objectives, research purpose and research findings obtained. The recommendations were categorized into practical recommendation to management of Konnectd Ltd and recommendation for future studies.

5.2 Summary

Leadership is one of the vital factors for improving firm performance. Leaders, as the key decision makers, determine the acquisition, development, and deployment of organizational resources, the conversion of these resources into valuable products and services, and the delivery of value to organizational stakeholders. Thus, they are strong sources of managerial and sustained competitive advantage (Rowe, 2001).

Intended for the development of effective organizations, understanding the connection between leadership and the organizational performance is an important factor. On the other hand, finding the approaches and methods to develop the performance of the employees is an important duty for today's leaders. In order to ascertain whether Konnectd Limited is living up to its expectations, this research was carried out by interviewing eleven (11) respondents who occupy leadership positions in the Organization with the following objectives;

The study found out that the leadership at Konnected Limited employs the use of Democratic, Strategic, Transactional, and Transformational leadership style in the organization and this has helped the organization to achieve so many successes. It has helped employees to get involved in everything that happens in the organization, it has increased operational efficiency, enhanced customer satisfaction, and increased market shares. It has also improved the overall growth of the Organization.

The current study has indicated that, leadership at Konnected have brought significant changes to the Organization which include employee development and business development. With this, leadership has been able to inspire employees towards their goals. Also, through good communication, sharing minds and experience, among others, leadership of the organization has gained commitment from employees. Also, through teamwork, training, flexibility and friendly relationships, leadership has been able to ensure that programs in the organization are properly implemented and executed.

The current study revealed that the strengths of the organization include teamwork, friendly working environment and improved work. These notwithstanding, the study revealed that some weaknesses of the organization are that there is insufficient decision makers and wrong channeling of concerns. These weaknesses are very vital and therefore, management needs to look at it to sustain the growth and the successes that Konnected is currently enjoying.

5.3 Conclusion

Leadership in organizations have greater merit to the survival of the organization into the foreseeable future time. The essence of leadership has motivated studies over decades on leadership effect on many outcomes including performance, profitability, satisfaction, commitment, engagement in workplace deviance or organizational citizenship behaviours among others. The current study aimed to examine the effect of leadership on performance using narrative subjectively reported by employees within management position in one of the multinational firms in Ghana, Konnectd Ltd. The findings from the study indicate that the most domicile leadership style employed is democratic leadership. It was also unveiled that leadership have positive influence in performance including employee development and business development.

5.4 Recommendations

5.4.1 Practice

The following highlights some recommendations that should be taken into account by Konnectd Ltd management.

1. All elements of the leadership styles used by the current leadership have a strong positive relationship with organizational performance. It is therefore recommended that managers should strive to become role models for their subordinates; inspire subordinates by providing meaning and challenge to work; stimulate subordinate efforts to become innovative and creative; and pay attention to everyone's need for achievement and growth.
2. Moving forward, for leadership performance to be improved, the following must be ensured; stocktaking, improved communication, periodic meetings, employee motivation, discipline, continuous learning among others.

5.4.2 Future Research.

1. First, the study focused on only one organization, Konnected Ltd. To provide a more robust data to make a case for increased consideration by management of various organization on leadership and effectiveness, further research should consider using more than one organization and using large sample respondents to ensure external validity of findings. Thus, in future studies, several organizations can be looked at to know whether the same style of leadership adopted by different organizations yield the same results or not.
2. Also, future studies can consider studying predictors of organizational performance by considering other variables that has been reported in other studies to contribute to the variance in performance. Other variables that can be considered in addition to leadership includes motivation, engagement in organizational citizenship behaviours, effective customer service, training and development programmes among others. This will unearth the significant factor among these found variables predicting performance so that greater attention is given to such identified factors for higher performance of businesses in Ghana.
3. Furthermore, future studies could adopt other research design such as the quantitative design to obtain numerical data from large sample respondents, use robust statistical techniques to draw casual relations between the leadership and the outcome of interest that will be investigated. For instances the use of advanced statistical tools known as structural equation modeling.

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APPENDIX

UNIVERSITY OF GHANA GRADUATE SCHOOL

INTERVIEW GUIDE

INTRODUCTION

The researcher is a postgraduate student from the University of Ghana Graduate School pursuing MA Management and Administration. This research topic is: “the effect of leadership on organizational performance: a case of Konnected limited”. This interview guide seeks for your candid opinions and you are assured that, your responses to items on this interview guide are for research purposes only. Thank you.

SECTION A: BIO DATA

1. Age: 15-20 [] 21-25 [] 26-30 [] 31-35 [] 36 and above

2. Education: BECE [] SSSCE/WASSCE []

Diploma/HND [] First Degree [] Others []

3. Gender: Male [] Female []

4. Marital status: Single [] Married [] Divorced [] Separated []

5. Position at Konnected Limited.....

SECTION B

6. In your view, what type of leadership style do you adopt and why?
7. What are some of the elements of the leadership style?
8. What was the most significant change you brought about in Konnected Ltd?
9. How have you influenced employees in ensuring that programs at Konnected Limited are successfully implemented?
10. Do you think the current management structure at Konnected Limited enhances the performance of the company?
11. How can leadership performance be improved at Konnected Limited.