

LEADERSHIP STYLES AND EMPLOYEE PERFORMANCE IN THE GHANAIS PUBLIC SECTOR: THE MODERATING ROLES OF ORGANIZATIONAL STRUCTURE AND PSYCHOLOGICAL EMPOWERMENT.

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Abstract

Leadership over the years has been largely touted as a predictor of the performance of most organizations. However, it has been argued that certain types of leadership styles yield more favourable outcomes in some organizations than in other organizations. In line with this assertion, it is argued that certain leadership styles are more effective in leading in public organizations than in private organizations.

Thus, the purpose of this study is to investigate the effect of leadership on the work performance of employees within the Ghana Civil Service. The study investigated the direct effect of transactional, transformational, autocratic and bureaucratic leadership styles on employees' performance. Moreover, the study examined the moderated effect of these leadership styles on employee performance with organizational structure and psychological empowerment.

A sample of 296 respondents made up of various Civil Service officials in Accra was used. The study revealed that transactional, autocratic and bureaucratic leadership styles have a significant effect on employee performance within the Ghanaian Civil Service set up. However, transformational leadership did not have any significant effect on employee performance. Considering the moderating effect of organizational structure and psychological empowerment, it was found that only organizational structure significantly moderated the relationship between bureaucratic leadership and employee performance. Additionally, psychological empowerment only significantly, moderated the relationship between autocratic leadership and employee performance.

This study is quite novel, in the sense that the study considered the effect of the four leadership styles investigated in this study on the performance of employees within the Ghanaian Civil Service and moderated by organizational structure and psychological empowerment. The findings of the study imply that, to get the best out of Ghanaian Civil Servants, the transformational leadership style is not the appropriate way to lead, but rather applying a mix of the transactional, autocratic and bureaucratic leadership styles would be more suitable.

Keywords: Leadership, autocratic leadership, bureaucratic leadership, transactional leadership, transformational leadership, employee empowerment, organizational structure, Civil Service, Ghana.