

THE EFFECT OF LEADER-FOLLOWER POWER-SHARING ON EMPLOYEE PERFORMANCE IN THE CIVIL SERVICE OF GHANA.(DBL)

NAME: Joseph Tackie.

Abstract

Power-sharing is a means through which leaders empower their followers to resolve organizational issues in line with the firm's overall objectives. This research examines the impact of leader-follower power sharing on employee performance and the contingent influence of leader behavior, perceived trust and management control on these relationship in the Civil Service of Ghana. Base on the mixed-method research design, a cross-sectional survey was used to obtain 260 responses from respondents who are Directors and Deputy Directors of the Civil Service of Ghana. Face to face interview was used in sourcing for information from four Directors and Deputy Directors using a semi-structured interview guide. The SPSS version 25 was used in analyzing the data.

A major finding of the study established a positive and significant effect of leader-follower power sharing on employee performance. Base on the findings, a number of recommendations can be made. First, in the promotion of leader-follower power sharing, leaders must decentralize power, share organizational knowledge, encourage transparency, provide a safe work environment and ensure that decision-making is based on consensus-building. Second, to enhance leader competence, leaders should demonstrate high emotional intelligence on the job, build healthy working relationships and be open minded. Third, to be role models of integrity, Leaders should demonstrate good ethical behavior on the job and promote fair judgement within the Civil Service of Ghana.

Keyword: Leader-follower power-sharing, Employee performance, Transaction Cost Analysis Exchange Theory, Civil Service.