

**ENHANCING PRODUCTIVITY THROUGH THE USE OF LEADERSHIP  
STYLES IN VOLUNTARY SECTOR ORGANIZATIONS. A CASE STUDY OF  
THE DORMAA PRESBYTERIAN HOSPITAL**

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**A THESIS SUBMITTED TO THE INSTITUTE OF DISTANCE LEARNING,  
KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY IN  
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF  
COMMONWEALTH EXECUTIVE MASTERS IN PUBLIC ADMINISTRATION**

**JUNE, 2011.**

## CERTIFICATION

I hereby declare that this submission is my own work towards the MPA and that to the best of my knowledge it contains no materials previously published by another person nor material which has been accepted for the award of any degree of the University, except where due acknowledgement has been made in the text.

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Head of Dept. Name

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Date

## **DEDICATION**

This work is dedicated to my sons Jeff and Mike and my daughter Esther.

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## **ABSTRACT**

There have been growing concerns on achieving higher productivity in organizations and businesses throughout the world. Leadership is crucial to the attainment of organizational goals and targets. This study examines the leadership styles in the Dormaa Presbyterian Hospital. The aim of the study is to examine the leadership practices and how they impact on employee performance and productivity in a voluntary sector organization. The target population was the employees of the Dormaa Presbyterian Hospital and the health centres under its supervision. In total, one hundred and twenty employees were involved in the study. Interviews, an employee questionnaire and review of relevant literature were the methods used for data collection. Data was analyzed through the Statistical Package for the Social Sciences (SPSS). It was found that leadership played a vital role in the attainment of higher productivity in voluntary sector organizations through the projection of vision and setting of targets. That, adequate training, setting of annual performance standards and the provision of the necessary tools and materials by management helped to enhance productivity. Concerning leadership practices it came out that there was an effective working relationship between management and staff at all levels of the organization. There was also harmony at the workplace since effective mechanisms existed to resolve conflicts quickly and employees were allowed to discuss issues freely during meetings. Findings from the study revealed the drawbacks of the leadership in the Dormaa Presbyterian Hospital which included unequal distribution of opportunities and incentives, outmoded laboratory equipment and ineffective mechanisms of assessing and reporting employee performance. The study therefore recommends that the leadership

should involve employees in the day to day administration of the organization and also provide up-to-date information about essential drugs and ensure the modernization of the laboratory and finally streamline the methods and procedures of assessing and reporting employee performance. This study has implications for health policy and practice as well as further studies in leadership and employees' development in the voluntary sector.

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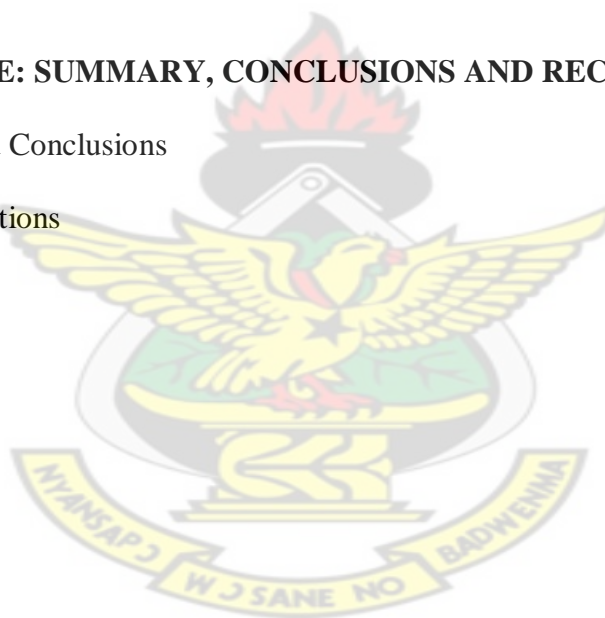
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## ACKNOWLEDGEMENTS

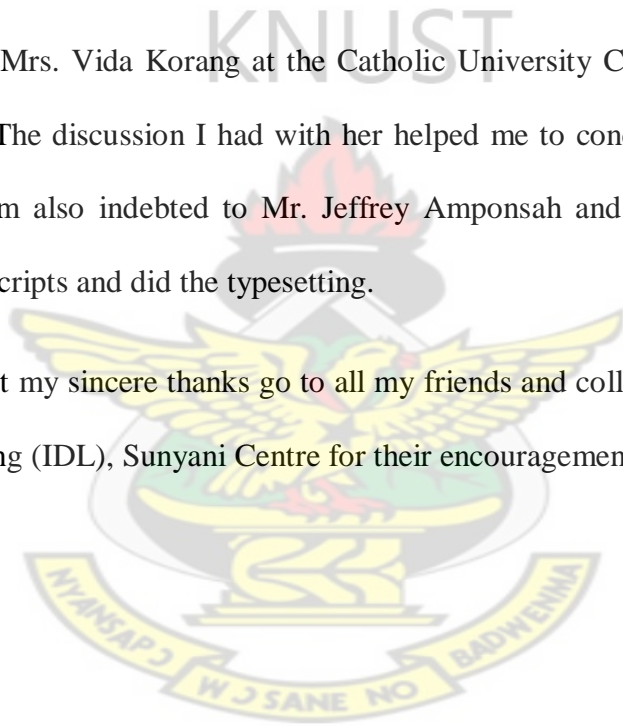
This study was made possible with the strong support and cooperation of several people.

To them, I would like to express my warm thanks and gratitude.

First of all, I am very grateful to God, the Almighty for the strength and good health I have received throughout the period of my study.

I wish to thank Mrs. Vida Korang at the Catholic University College, Fiapre, who was my supervisor. The discussion I had with her helped me to concretize my concerns and perceptions. I am also indebted to Mr. Jeffrey Amponsah and Mr. Bright Paddy who typed the manuscripts and did the typesetting.

Last but not least my sincere thanks go to all my friends and colleagues at the Institute of Distance Learning (IDL), Sunyani Centre for their encouragement and support.



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## CHAPTER ONE

### INTRODUCTION

#### 1.1. General Background

Leadership, according to Rowden (2000) has been of interest to society for thousands of years. According to Vugt (2006) some forms of leadership have been known to exist in all human societies. As pointed out by Clavell (1983) the issue of how to master leadership has occupied all philosophers, great thinkers, tribes and societies. As Bass (1990) has disclosed, the popularity of leadership has immensely increased in the past decade with about twenty seven thousand, two hundred and forty eight (27,248) books and more than seven thousand, five hundred (7,500) articles being published about the topic.

The recent global crisis has only amplified the importance of leadership and how it impacts personal, societal and business life. Despite its growing popularity and the proliferation of the literature on the subject, there is little agreement on the definitions of leadership. According to Stogdill (1948) leaders are considered the backbone of

organizations. They develop strategic initiatives to grow and preserve the businesses. Prime Minister Lee Hsien Loong of Singapore, in his keynote address at the Singapore National Energy Federation's (SNEF) 30th Anniversary Chief Executive Officers and Employers Summit in July 2010, stated that, "a huge part of the responsibility for improving productivity falls on employers and business leaders since leadership is critical in upgrading productivity for businesses". In recent years, many well-known companies such as Chrysler, Lehman Brothers and Merrill Lynch have either disappeared or taken over due to leadership challenge.

Leadership is a critical element in an organization. Leadership impacts the organizational culture, and plays a part in the productivity of the organization. According to McKena (1994) a leader is one who heads an organization or a department or a group of people to carry out certain tasks assigned to them as a single entity to the satisfaction of one and all. This empowers them to have the ability to manage or lead the group of people effectively to carry out the task. It is therefore imperative for a leader to have a sense of purpose and vision.

According to Bono (2004) the psychological literature on leadership is quite extensive and contains some useful generalizations about the links between personality, cognitive ability, leadership style and evaluations of leadership potential and performance. As Judge and Piccolo (2004) have cited it is known by psychologists that certain styles are associated with certain effects; considerate leaders enhance the job satisfaction of subordinates; structured leaders have higher performing teams and transformational leaders inspire greater commitment. For instance, a task-oriented approach is better when leaders have a high degree of control over the situation, whereas a people-oriented

approach is better when control is moderate. It is evident that leaders affect the performance of organizations, for better or for worse. Based on this, it is imperative to measure how these qualities of leadership affect the general performances of companies irrespective of whether it is distance leadership in virtual workplace or in a rigid company. The study focuses on the major influences in determining the leadership style to be used and its influence on productivity. In order to choose the right style, it is important for the leader to know the overall organizational setting, environment, and structure for project members who work in the firm or industry and their impact on management performance. A good and efficient performance is always desirable but this does not always happen. Certain groups of people respond well to certain types of leadership style while others do not

### **1.2 Statement of Problem**

The research problem (its nature and scope,) are very important. Related to this, are the expected outcomes or goals of the research. Dane (1990) explains that there are five potential goals of research: exploration, description, prediction, explanation and action. Exploration involves attempting to determine whether or not a particular phenomenon exists. Description involves attempting to more carefully define a phenomenon, including distinguishing between it and other phenomena. Prediction involves examining the relationship between two things so that educated guesses can be made about one by knowing something about the other. Explanation also involves examining the relationship between two things, but it specifically attempts to determine whether or not one cause the other. Action involves using research to attempt to solve a social problem. Action

research may involve any of the other goals of research but includes a specific application. There is growing understanding that modern society and organizations need more than just technical and academic competencies. Additional social skills are not only conditions for employment but also vital tools to improve performance in both the service and production sectors of the economy.

Ghana's status as a middle income country raises the question of leadership. This calls for improvements in service delivery. There is the urgent need for leaders who will have the vision and passion for the new Ghana in order to bring about the responsive change and sustainable development initiated from the organizational level.

Another issue bothers on the need for leaders who must think strategically about their organizations- that is, they must plan effectively to mobilize and allocate resources to achieve the vision they have for their organizations. Leaders who will be able to marshal resources and become the main motivating factor for growth are therefore needed in this century.

The question is what leadership style is required to improve performance or productivity in service delivery and managerial performance? Also, is there a relationship between leadership style and productivity in a private sector organization? These are the problems the study seeks to investigate and address by using the Dormaa Presbyterian Hospital as a case study.

### **1.3. Objectives of the Study**

The general objective of the study is to examine how leadership styles can be used to improve the delivery of services in voluntary sector organizations. These are:

1. To examine the leadership styles of the management of the Dormaa Presbyterian Hospital.
2. To examine the impact that their leadership has on enhancing productivity in the organization.
3. To examine how leadership styles can be used to influence productivity in a voluntary sector organization.
4. To present the types of leadership styles needed to improve upon production

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#### **1.4 Research questions.**

1. What leadership styles are used by the management of Dormaa Presbyterian Hospital?
2. In what ways do leaders motivate and influence employees to attain higher productivity in the Dormaa Presbyterian Hospital?
3. What is the impact of the leadership styles on the behavior and attitudes of the employees in Dormaa Presbyterian Hospital?
4. Which leadership styles can be used to enhance the performance of the employees in the hospital?

#### **1.5 Methodology.**

##### **1.5.1 Research Design.**

The study involved the management (leaders), the middle level employees and the subordinate staff of the Dormaa Presbyterian Hospital. The management team included the General Manager, The Senior Medical Officer, Principal Nursing Officer, The Accountant, The Pharmacist and the Primary Health Care Coordinator. The middle level



employees constitute the junior medical officers. They include the nurses, laboratory technicians, store keepers maintenance officers, and members of the records department. To avoid bias these subordinate team members were also included in the study. Both qualitative and quantitative methods were employed. Qualitative methods were used to provide in depth analysis of the leadership behaviors that emerged and their impact. The qualitative method provided a description of the analysis. Quantitative methods were also used to find the study of relationships and to analyze the data.

### **1.5.2 Method of Data Collection**

Data for the study were collected from both primary and secondary sources. The primary data was obtained from questionnaires and personal contact with the respondents. It also involved in depth interviews and personal observations.

Secondary data sources included textbooks, journals, magazines, websites and brochures.

### **1.5.3 Data Analysis**

Data collected was analyzed by using Statistical Package for Social Sciences (SPSS). The results were presented in frequency distributions, tables and graphs.

## **1.6 Justification of the Study**

The study designed to examine the leadership styles of the Dormaa Presbyterian Hospital is significant for the following reasons: It takes the national development objectives into consideration. The country intends to make health care and delivery accessible to the citizenry. There is the need for the private sector which is often referred to as the “engine

of growth” of the economy to partner with the public sector for solutions to the economic development challenge confronting the nation. This has called for effective leadership in the health delivery sector.

1. The study will help identify the problems of leadership or challenges to leadership in the health delivery sector.
2. It will help address the pertinent national issues confronting the health delivery system.
3. It will serve as a basis for further research on the leadership styles and productivity in voluntary organizations in Ghana.
4. It may influence health workers and administrators in the discharge of their duties.

#### **1.7 Limitations of the Data Collection**

The researcher encountered some problems in the course of the data collection exercise. These include:

- (a) Unwillingness of some respondents to complete the forms because they did not have enough time to spend with the researcher.
- (c) Some of the hand writings of the respondents were difficult to read.
- (c) The researcher had to explain some of the questions that needed personal answers to some of the respondents for better understanding and appropriate response. This consumed some time.
- (d) Again the staff of the Hospital was always busy going about their daily duties which made it very difficult to complete the questionnaires on time. In order to retrieve the

questionnaires, the researcher had to go to the hospital and the health centres on a number of occasions notwithstanding the transportation cost.

### **1.8. Organization of the Study**

The Study has been presented in five chapters. Chapter One is devoted to the introduction which consists of the background of the study, the research problem, objectives, research questions, methodology, the significance of the study, the organization of the study and its limitations

Chapter Two provides the review of the relevant literature including definitions of the study.

Chapter Three presents the methods and procedures used in data collection, sampling techniques and methods of data analysis.

Chapter Four provides the presentation and analysis of data and discussion of findings from the respondents.

Chapter Five gives the conclusions, summaries of major findings and recommendations based on the findings of the study.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter is devoted to discuss the literature work associated with the various definitions of leadership by researchers and will also go through some previous work in the field of leadership studies.

#### **2.1.0 Leadership**

#### **2.1.1 Definitions and Theoretical Framework**

Leadership seems to be a rather sophisticated concept. Words like “king” and “chief” appear in many languages to distinguish the ruler from other members of the society. There are almost as many definitions of leadership as there are sufficient similarities between these definitions to permit a rough scheme of classification. Therefore some aspects of the definitions in the various literatures which have tried to give a meaning to the term “leadership” will be discussed here.

Fielder (1967) sees leadership as part of an extremely complex relationship. Without a follower there is no leader. Members of a group let one person, the leader; makes certain decisions and judgments in order to carry out the group’s tasks. However, Katz and Kahn (1960) are convinced that leadership is the influential increment over and above

mechanical compliance with routine directives of the organization. According to Lewis (1983) leadership is the centralization of effort in one person; and an expression of the power of all. Whetten and Cameron (1998) see leadership as a point of polarization for group cooperation. According to Saal and Knight (1995) Leadership is a social influence in organizational settings, the effects of which are relevant to, or have impact upon, the achievement of organizational goals.

Based on these definitions, there have still been a growing number of interests in relation to the subject.

Jago (1982) has suggested that a leadership act is one which results in others acting or responding in shared direction. Furthermore, Fiedler and Chemers (1984) proposes a somewhat similar definition as follows: by leadership behavior we generally mean the particular acts in which a leader engages in the course of directing and coordinating the working relations, praising or criticizing group members and showing consideration for their welfare and feelings. Haggai (1986) defines leadership as the discipline of deliberately exerting special influence within a group to move it towards goals of beneficial permanence that fulfils the group's real needs.

Nevertheless, Szilagyi (1984) has stated that leadership is a process in which one person attempts to influence another to accomplish stated goal or goals.

According to Adei (2002) leadership has to do with providing vision, strategies for their achievement, and the empowerment of the followers. He continued further that it involves the creation of culture, systems and structures that allow the realization of the vision.

According to Nahavandi (1997) the various definitions of leadership have the following in common: First, leadership is a group phenomenon; there are no leaders without followers as such leadership always involves interpersonal influence or persuasion. Second, leaders use their influence to guide through a certain course of action or toward the achievement of certain goals. Therefore, leadership is a goal directed and plays an active role in groups and organizations. Third, the presence of leaders often assumes some form of hierarchy within a group. The definitions of leadership often address the nature of influence and the role of individuals who are defined as leaders (Berson and Nemanich, 2006).

Researchers of late define leadership in terms of group process, traits, behavior, or as an instrument of goal achievement. According to Daft (1999) leadership studies are an emerging discipline and the concept of leadership will continue to evolve.

Leadership is an influence. It is the relationship between leaders and followers who intend real changes and outcomes that reflect their shared purposes. Krech and Crutchfield (1948) observe that by virtue of the leader's special position in the group, he serves as a primary agent for the determination of group structure, group atmosphere, group goals, and group ideology and group activities. "Influence" means that the relationship among the people is not passive. It is easy to think of leadership as something a leader does to a follower. The people involved in the relationship want substantive change and leadership involves creating change, not maintaining the status quo. Furthermore, leadership is a people activity and is distinct from administrative paperwork or planning activities. Leadership occurs among people; it is not something done to people. Since leadership involves people' there must be followers. The issue of

intention or will means that leaders and followers are actively involved in the pursuit of change towards a desired future. Each person takes personal responsibility to achieve the desired future.

Rajan (2002), Leadership in modern business climate is about making sense in an atmosphere of exceptional ambiguity. In practical terms, it is about turning business into world-class organizations and doubling economic profits every five years.

The meaning one gets from the above definitions according to Saal and Knight (1995) is that Leadership is the ability to inspire confidence and support among the people who are needed to achieve organizational goals.

The numerous writings and definitions of leadership as pointed out by Haggai (1986) show that it is an interpersonal influence directed through communication toward goal attainment. It is also the influential increment over and above mechanical compliance with directions and others. Again it may be seen as an art that causes others to act or respond in a shared direction, thus, influencing people by persuasion or example to follow a line or action and finally, the principle of dynamic force that motivates and coordinates an organization in the accomplishment of its objectives.

### **2.1.3. What makes up Leadership?**

Leadership for a new era is in a unique position among personnel in firms. It has evolved into a multidisciplinary, technologically advanced and geographically wide-ranging firm. The presence of the company's founders and the culture they established remains very much alive, both physically and metaphorically, through the act and the responsibility of a leader. The leader is seen as the embodiment of continuity. He is regarded as the person



who is able to translate the vision and ideas of the founders of the organization into reality.

In his view Atwater (2006) expresses that leadership is a point of polarization for group cooperation. According to Day and Lord (1998) leadership is the discipline of deliberately exerting special influence within a group to move it towards goals of beneficial permanence that fulfils the group's real needs.

Farr, Walesh, and Forsythe (1997), have indicated that team-building is required to maximize people's potential, productivity, morale and creativity. Leaders must communicate effectively because their mission grows from what and how they communicate.

Chrislip and Larson (1994) describe leadership as those who articulate a vision, inspire people to act, and focus on concrete problems and results.

#### **2.1.4 Leadership and Management**

To understand leadership, it is important to grasp the difference between leadership and management. Leadership is seen as innovative. It has a long- range perspective. Brody (1993) points out that the leader is one that challenges the status quo and does the right things and also inspires others to do better. According to Whetten and Cameron (1998) a leader focuses on setting the direction, articulating a vision and directs change. This stands in contrast with management which is traditionally linked with maintaining the status quo, doing things right and operating under conditions of stability. Management is therefore more pre-occupied with planning, coordinating, staffing, supervising, controlling and problem solving.



Kotter (1990) states that the point is not that leadership is good and management bad, they are simply different and serve different purposes.

### **2.1.5 Sources of Leadership**

Leaders can emerge or develop. Leadership emergence refers to the situation where the individual's leadership potentials are identified. First of all this potential can be unearthed through conversation or group discussions. In a group a person's contributions to discussions, his ideas and prompt responses can identify him as a leader. Also, one's experience can play him or her out as a potential leader. Finally, Adei (2005) has pointed out that one can become a leader because of demonstrated competence in a task. Thus, when an individual is able to accomplish an assigned task to perfection it marks him or her out as one who may be able to lead.

According to Adei (2005) Leadership is no longer seen as the exclusive preserve of the chief executive officers. This notion has focused attention on developing leadership abilities among employees at all levels of the organization or society, .An executive officer, a manager, a supervisor or an hourly worker can all learn to develop a vision for the future. All can learn to accept new responsibilities, take risks build consensus and trust among subordinates and peers

Certainly not everyone has the potential to lead but everyone possesses the innate abilities to some degree and those abilities can be improved. This lends credence to the fact that one can develop as a leader. Leadership development is where an individual is trained to become a leader. According to Greenberg (2010) the systematic process of training people to expand their capacity to function effectively in leadership role is called leadership development. Several ways can be used to train a person to become a leader.

First, leaders can develop leaders. This is where a leader recognizes the potential of an individual in the organization and trains him or her to become a leader. By enrolling in leadership development programs one can also train to be a leader. While, through reading journals, magazines, that discusses leadership issues a person's potentials to be a leader can be sharpened.

## **2.2. Theories of Leadership**

The importance of Leadership in all kinds of group action has led to considerable volumes of theory and research concerning it. It is difficult to summarize the form which is relevant to management recently. However, some of the major theories are outlined below.

### **2.2.1 Trait Theory of Leadership**

One of the earliest approaches for the study of leadership was the trait approach. Underlying this approach was the assumption that some persons are natural leaders. To Adei (2002) some leaders like Winston Churchill, Nelson Mandela and Martin Luther King Jr. are very fascinating and that these types of people were "natural leaders". They were endowed with certain traits not possessed by others. Trait research was facilitated by the rapid development of psychological testing between 1920 and 1950. Yukl (1981) has observed that the kinds of traits studied most frequently in the early leadership research included physical characteristics(height, appearance, energy level), personality(self-esteem, dominance, emotional stability) and ability (general intelligence, verbal fluency, originality, social insight). However it was observed that there were some

very effective leaders who do not possess all of these qualities while some ineffective leaders possess these traits. It came out that traits may give one a head's start but by themselves inadequate for effective leadership. The conclusion drawn was that there was no specific set of traits that always make effective leadership. That trait could not be used exclusively as a basis for selecting leaders.

### **2.2.2 Behavioral Theories of Leadership**

This is the most modern of the theories. It combines elements of both the traits and situational. These researchers said that leaders can be made or molded through behavior shaping and model based training programs. Hellriegel and Slocum (1992) were of the view that there is no one best style of leadership. This theory has two dimensions. First is the structure within which a person finds himself or the conditions in the group. This will determine the effectiveness of a particular style to use. The second is the consideration dimension of the individual like persuasiveness, friendliness, rapport with others, warmth and so on.

With all these there is no one best approach to leading employees. This conclusion led researchers to consider the situational or contingency factors of leadership.

### **2.2.3 Situational or Contingency Theories of Leadership**

This theory holds the view that the problem which brings a person into leadership position may be different from those that make him effective on the job. Bittel (1985) holds the view that different persons could emerge as leaders given different time, place

and circumstances at a particular time. As a result the role of a leader is a function of the situation in which the person finds himself.

It is believed that the environment in which leaders perform also has influence on their behavior and effectiveness. According to Adei (2002) the headmaster of a leading public school might not perform well in a manufacturing industry. Also, in the course of performing their duties leaders are faced with pressures from various levels within the organization which may require different style of leadership. He may use one of the following ways: force, inspiration or hope to group willingness, bargain, by creating favorable conditions for the leader and members. A common view is that the best style of leadership depends on the circumstances.

#### **2.2.4 Fiedler's Leadership Contingency Theory**

Among the first researchers to develop such a theory called a 'contingency theory' was Fred Fielder. According to Certo (2000), Fiedler came out that each leader has a preferred leadership style, which maybe people oriented or task oriented. It continues that whether people-oriented or task-oriented leaders perform better depends on three characteristics of the situation: leader-member relations, task structure, and the position power of the leader. The extent to which the leader has the support and loyalty of group members is what is called Leader-member relations. Task structure refers to any specified procedures that employees should follow in carrying out the task. Position power also refers to the formal authority granted to the leader by the organization.

According to Fiedler a leader must determine whether his or her leadership style fits the situation and if this style fails to match the situation the characteristics of the situation

should be changed. Fiedler's arguments were not without criticisms particularly the premise that leaders cannot adjust their style. This led to other contingency theories.

### **2.2.5 Hersey and Blanchard's Situational Theory**

Paul Hersey and Ken Blanchard developed the Situational Leadership Theory. Like Fiedler's, this model also discusses the degrees to which leaders focus on relationships and tasks. Hersey and Blanchard were however of the view that the leader's behavior should adapt to the situation. The leader-follower relationship was compared to that of a parent and a child and that the leadership style should reflect the maturity of the employees as measured by traits such as one's ability to work independently. According to Hersey and Blanchard, leaders should adjust the degree of task and relationship behavior to respond to the maturity levels of their followers. The theory maintains that in a situation where an employee is not able to perform a task the leader has to provide specific instructions.

### **2.2.6. Transactional Leadership**

This style of leadership is based on the idea that team members agree to obey their leader totally when they take on a job. The "transaction" is (usually) that the organization pays the team members in return for their effort and compliance. The leader has the right to punish team members if their work doesn't meet the pre-determined standard. According to Daft (1983) leadership is a series of economic and social transactions to achieve specific goals. The exchanges involve goods that are specific, tangible, and calculable.

The primary objective is to ensure that subordinate behavior is consistent with overall organizational goals.

Under transactional leadership, team members can do little to improve their job satisfaction. By using incentives the leader could give team members some control over their income that would encourage higher standards or greater productivity. Alternatively, a transactional leader could practice “management by exception” whereby, rather than rewarding better work, the leader would take corrective action if the required standards were not met.

Transactional leadership is really just a way of managing short-term tasks. It has serious limitations for knowledge-based or creative work, but remains a common style in many organizations.

### **2.2.7 Transformational Leadership**

A person with this leadership style is one who inspires his or her team members with a shared vision of the future. They are able to alter the beliefs and attitudes of their followers and inspire them to subordinate their own interests for the good of the organization. Transformational leaders are highly visible and spend a lot of time communicating. Again, these leaders are able to facilitate new understandings by inspiring or altering awareness of issues which easily translate into excited and inspired followers who are willing to put forth exceptional efforts to achieve specific goals.

Transformational leaders, according to Bass, (1990) have four dimensions. These are:

(a)Charisma: They are able to provide clear vision and articulate mission, instill pride and also gain respect and trust among their followers

(b)Communication: They communicate high expectations using symbols to direct efforts and they express important purposes in simple ways.

(c) Intellectual stimulation: They are able to promote intelligence, rationality, and careful problem solving.

(d) Individualized consideration: Transformational Leaders coach and advice each employee based on his or her individual needs.

However Transformational Leaders do not necessarily lead from the front as they tend to delegate responsibility amongst their team.

### **2.3 Leadership Styles**

This refers to the degree of authority the leader retains. According to Gharehbaghi and McManus (2003) each leadership has a style which he/she feels comfortable with. Different people require different styles of leadership. From Mahatma Gandhi to Jack Welch; Martin Luther King Jnr. to Kwame Nkrumah, there are as many styles as there are leaders. There are different styles of leadership required for different situations and different people. Therefore leaders may have to switch to a different style of leadership to get a project accomplished. Some of these factors include; organizational structure, project type, objectives and goals. Others are; time availability, team and individual knowledge, skill and motivating level of the team.



At the workplace do the employees make choices and control their own work? Or are all decisions made by the leader? To answer these questions management theorists have developed useful ways of describing the main leadership styles. Leadership styles at any given time fall under three basic categories. These are: autocratic, democratic, and laissez-faire leadership.

### **2.3.1 Autocratic Leadership**

In autocratic leadership the leader retains a great deal of authority, making decisions and dictating instructions to employees. As Certo (2000) has noted, like a military commander, this leadership expects unquestioning authority. The most important thing is usually getting a task completed. The leader spends less time focusing on explanations and discussions. Sometimes a leader will use an autocratic style to ensure that the employees will realize his or her authority. As observed by Bittel(1985) employees and team members have little opportunity to make suggestions, even if these would be in the team or organization's interest. Under autocratic leadership things get done quickly. Again, it can stop a group from making decisions that always affect a minority adversely. Also, it ensures that a leader gets listened to (at first), and it can let team members know when their behavior is unacceptable. Most people tend to resent under this style of leadership. It does not allow team members to develop by thinking for themselves. Also high levels of absenteeism and staff turnover are some of its attributes.

### **2.3.2 Democratic Leadership**



With democratic leadership, the leader allows employees to participate in decision making and problem solving. It involves working with a group to make sure members make decisions fairly and sensibly. Democratic leadership is exhibited where the focus of power is more towards the group as a whole, and where there is greater interaction within the group (Mullins, 2002). The leader shares the leadership functions with members of the group where he or she takes part as a team member. The typical image of democratic leadership involves a group sitting in a circle, having a discussion and a vote. Democratic leadership ensures that everybody gets a say in decision-making. It transfers power from the leader to the employees. Employees and team members feel being in control of their own destiny, and so are motivated to work hard. Even though it is considered as the best the concern by Dubrin (1998) is that the participative style of leadership wastes time due to endless meetings and may lead to confusion and lack of direction. Seeking advice from an uninformed or incompetent group of subordinates may lead to disaster. However, Goleman, Boyatzis and McKee (2002) agree that a democratic leader keeps staff morale high and therefore positive climate prevails in the organization. Participation takes time and change happens more slowly the end result is better as quality is more important than speed.

### **2.3.3. Laissez-faire Leadership**

This French phrase is used to describe a leader who leaves his or her colleagues to get on with their work. The leader is uninvolved and lets employees to do what they want. Also, the leader hopes that employees will realize that they are doing the wrong thing without telling them. It can also refer to a situation where leaders are not exerting sufficient

control. As pointed out by Adei(2005) Leaving team members to make their own decisions can be very successful if they work together in terms of the ownership and responsibility it gives to team members. Also, it can be effective if the leader monitors what is being achieved and communicates this back to the team regularly. In the opinion of Bittel(1985) Laissez-faire leadership most often works for teams in which the individuals are very experienced and skilled self-starters. However the problem is that this style of leadership leaves team members doing the wrong thing without realizing it. Again, some individual members can dominate others within the group.

## **2.4 New Trends in Leadership**

In recent times, Leadership has been shaped by the effects of globalization, telecommuting, home-offices, and multi-culturalism. Certain areas need to be mentioned in this study. To Bradshaw, White and Dymond(2004) globalization are the interconnections of the world's people, and integration of economies, technologies and some aspects of cultures.

### **2.4.1 Emotional Intelligence and Leadership.**

Globalization requires new leadership skills. Leaders must have enough knowledge and basic intelligence to perform their duties. To Heifitz (1996), emotional intelligence is more important than any other single factor, and is the best predictor of who will become a leader. Emotional Intelligence refers to capability, non-cognitive skills and

competencies that determine one's ability to manage environmental demands and pressures. These five dimensions as discussed by Howell and Hall-Merenda (1998) are:

(a) Awareness: One exhibits awareness through self-confidence, realistic self-assessment, and a self deprecating sense of humor.

(b) Management: This refers to the ability to manage one's emotions and impulses. This is exhibited by trustworthiness and integrity, a tolerance for ambiguity and willingness to change.

(c) Self-motivation: The ability to persevere through setbacks and barriers. It is exhibited by a strong ambition, optimism and high organizational commitment.

(d) Empathy: This is also the ability to sense the feelings of people. It is exhibited by expertise in building and retaining talent, cross-cultural sensitivity and service to clients and customers.

(e) Social skills: It is interpreted to mean the ability to handle the emotions of others. It is exhibited by persuasiveness and expertise in building and leading groups and teams.

According to researchers emotional intelligence is positively linked to job performance at multiple levels of the organization. Also it is required in workplaces where there is a great deal of social interaction.

#### **2.4.2 Leading from a Distance**

The trend now is what is termed 'long-distance' Leading. This is due to globalization, virtual organization, mergers, and telecommuting. As a result there is no more the need for personal interaction. To some extent effective long-distance leaders exhibit many of the dimensions of charismatic leadership: They articulate a compelling vision, and communicate in a way that resonates with followers.

## **2.5 What is Productivity?**

Productivity is important to us as people and as organizations. Productivity is not a straightforward one. Corvellec (1995) has pointed out that the word "Productivity" is utilized extensively in all fields of management. Its precise meaning is rarely explicitly defined by authors even when the main focus of the article or book is on productivity. To Neely, Gregory and Platts (1995). Productivity is important and must never be misread in the context of its use. Often productivity is identified or equated with effectiveness and efficiency

Temple (2002) has noted that productivity is a relative concept defined in terms of some reference to employing a complex set of time-based measurement of generating future results. As Corvellec, (1995) has indicated Productivity is an integral part of effective human resource management and development strategy.. It is an ongoing and joint process where the employee, with the assistance of employer, strives to improve the employee's individual performance and his contribution to the organization's wider objectives". According to Noe (1996) the means through which managers ensure that employee's activities and output are congruent with the organization's goals are referred

to as performance management. Performance management can also be seen to incorporate all of those aspects of human resources management that are designed to progress and develop the effectiveness and efficiency of both the individual and the organization.

To elevate and sustain the level of work performance, managers must look at past individual or team productivity to a larger arena of play; the success of a leadership management system relies on the commitment and support of an organization's management.

Armstrong and Baron (1998) have disclosed that a well-executed productivity management system is a medium for managers and employees to develop an understanding of what work the mission of the organization requires, the manner in which this work should be accomplished, and to what extent it has been achieved. Employees should be empowered to receive support from their manager without removing any of the employee's responsibility.

### **2.5.1 Productivity of Organizations**

An organization is judged by its output. For more than a decade, organizational environments have experienced radical changes. According to Collis and Montgomery (1995) as a result of greater competition in the global marketplace, the majority of organizations have greatly streamlined their operations. Every moment presents a diverse set of challenges and obstacles; laws and regulations are evolving, the economy is altering and most importantly, no one is aware of what problem or obstacle will arise.

Furthermore, organizations can also perform well or poorly due to external forces such as interest rates and taxation. To remain competitive in such an environment, an organization needs to get the most out of its assets, especially the human assets.

Many organizations feel that their people can provide a competitive advantage, and therefore their people contribute to the organization's productivity. Employees play a pivotal role in organizational success. Employee productivity has been shown to have a significant positive effect on organizational productivity. As noted by Foot and Hook (1999) one of the major pitfalls in an organization occurs when managers believe their organizations are constantly operating at the highest level of efficiency or that they do not require inputs from their employees.

Brewster, Carey, Dowlin, Grobler, Holland and Warnich (2003) have noted that the principal influence on the organization's productivity is the quality of the workforce at all levels of the organization. The function that human resource can play in gaining a competitive advantage for an organization is empirically well documented.

For organizations to accomplish their goals, according to Brewster et al (2003) they must continually look for better ways to organize and manage their work. There is a growing recognition that the primary source of competitive advantage is derived from an organization's human resources. This was not always the case, as human resources were traditionally seen as a cost. Barlett and Ghoshal (1995) agree that the realization that people are the most valuable assets in an organization, the importance of productivity management has been pushed to the fore. The complexity of managing organizations today requires managers to view productivity in several areas simultaneously. The

productivity measurement system employed in an organization must therefore measure the productivity of all assets including the human ones. The Balanced Score Card of Kaplan and Norton (1996) is a mechanism, which provides a holistic measure of organizational productivity. It is a set of measure that provides managers a fast but comprehensive view.

To Kaplan and Norton (1996) the Balanced Score Card is not only a measurement system but also a management system, which enables organizations to clarify their vision and strategy and translate them into action. It provides feedback around both the internal business processes and external outcomes in order to continuously improve strategic productivity and result. When fully deployed, the Balanced Score Card transforms strategic planning from an academic exercise into the nerve center of an enterprise. The Balanced Score Card includes both financial measures that tell the results of action already taken and operational measures that are the drivers of financial productivity.

### **2.5.2 Productivity in the Private Sector**

Pianim (1996) has indicated that Private Sector-led development is envisaged as the mechanism for expanding the ranks of the middle class against government attempts to subvert fundamental freedoms. In the area of public sector services, private sector involvement and government withdrawal therefore will be dictated by the ability of Ghanaian private sector to manage the activities in terms of investments involved and management capability. As a result of inadequate financial and human resources available to the public sector and the development aspirations of the citizens and the



communities in the Third World countries it is therefore necessary for the private sector to undertake development programmes. The Private Sector in this sense according to Pianim (1996) refers to the private actor or entity which is involved in the provision of infrastructure or services. It is that part of the economy which is both run for profit and not controlled by the state.

### **2.5.3 Private Sector Employee Productivity Indicators and Measurement Techniques.**

Many things could be measured to determine the extent to which leadership behaviors impact on employee productivity. Milkorwhich and Bondream (1997) identify them under the broad headings of abilities, skills, trait behaviors and business results. Providing long-term customer satisfaction, attaining higher quality production levels, achieving adequate job and business knowledge, leading effectively, being dependable and reliable, among others, are specific attributions, which are measured to determine employee productivity, which is relevant to the organization's survival and success.

A number of the approaches are employed to measure employee productivity. As stated by Noe (1996) these include the comparative approach, which uses ranking, forced distribution and paired comparison techniques. The attribute approach also employs critical incidents, behavioral observation scale and organizational behavioral modification techniques to measure employee productivity.

The approaches adopted use a number of sources to acquire productivity information to aid the measurement process. Some of these sources, as Noe, (1996) has indicated, include supervisors, subordinates, peers, self and customers. Deciding which source of



productivity information are the best depends on the job and organization in question. Effective managers need to be aware of the issues involved in determining the best method for the particular situation.

Productivity appraisal has become a continuous process by which an employee's understanding of a company's goals and his or her progress toward contribution to them are measured. Productivity measurement is an ongoing activity for all managers and their subordinates.

According to Halaka (2008), there are sixteen ways to measure employee productivity and that the measurement uses indicators of productivity, as well as assessment of those indicators. Example of this measurement and its indicators are as follows.

- (1) Quantity: The number of units produced, processed or sold is a good objective indicator of productivity. It is indicated that in assessing productivity there should not be too much emphasis on quantity so as to compromise quality.
- (2) Quality: The quality of work performed can be measured by several means. The percentage of work output that must be redone or is rejected is one such indicator. In sales environment, the percentage of this as converted to sales is an indicator of salesmanship quality.
- (3) Timeliness: How fast work is performed is another productivity indicator that should be used with caution. In field service, the average customer's downtime is a goal indicator of timeliness. In manufacturing, it might be the number of units produced per hour.

- (4) Cost-Effectiveness: The cost of work performed should be used as a measure of productivity only if the employee has some degree of control over costs. For example, a customer service representative's productivity is indicated by the percentage of calls that he or she must escalate to more experienced and expensive representatives.

Productivity indicators must be assessed by some means in order to measure productivity itself. These may be accessed through:

- (1) Manager's Appraisal: A manager appraises the employee's productivity and delivers the appraisal to the employee. Manager's appraisal by nature is top-down and does not encourage the employee's active participation. It is often met with resistance, because the employee has no investment in its development.
- (2) Peer Appraisal: Employees in similar positions appraise an employee's productivity. This method is based on the assumption that co-workers are very familiar with an employee's productivity. Peer appraisal has long been used successfully in the manufacturing environment, where objective criteria such as units produced prevail. Peer appraisals are often effective at focusing an employee's attention on undesirable behaviors and motivating change.
- (3) Management by Objectives (MBO): The employee's achievement of objectives or goals set in concert with his or her manager is assessed. The MBO process begins with action statement such as "reduce rejected parts to five percent". Ongoing monitoring and review of objective is assessed, and new goals are set.

Successful business management requires the ongoing monitoring of productivity in order to generate data by which to judge the success or otherwise of specific strategies. Improvement in productivity can only be realistically achieved when management is properly informed about current productivity. To this end it is important to identify key productivity indicators (KPIs) that will enable management to monitor progress.

#### **2.5.4. Productivity in the Service Sector**

The Service Sector embraces groups involved in trade, finance, insurance, communication, public utilities, transportation, education, health law, and government. It also involves business and personal services. The Service Sector employs about three-quarters of the workforce.

According to Certo (2000), Productivity at Service organizations is very difficult to measure. Keat and Young (2009) have noted that output intangibility, customization and other sources of output heterogeneity, accounting for the customer's inputs and difficulty in adjusting output measures to include quality factors all contribute to the difficulties in measuring service productivity.

Certo (2000) refers to productivity as the amount of output produced with the inputs used. Outputs are the amount of work done or goods and services produced, assuming that they are of acceptable quality. In other words inputs refer to labor or machinery used for production.

### **2.5.5 Leadership and Productivity**

In the foregoing discussions attention has centered on some of the definitions and theories of leadership. The chapter also highlighted issues about productivity and the new trends in leadership. This section will seek to explain the necessity of enhancing productivity with leadership styles in a voluntary sector organization specifically a hospital. The primary concern of leadership in every organization is productivity improvement. Stiff competition from around the world is forcing every organization to pay attention to productivity (Certo, 2000). In order to improve productivity, it is important for leadership to know why it is important and what limits the organization's productivity. When an organization's productivity improves, it benefits the people since goods and services are provided at lower prices, and employers tend to pay higher wages and salaries to workers. The overall benefit is that more and better goods are produced at affordable costs.

Slow growth in productivity as Certo (2004) points out doesn't necessarily mean that employees are not prepared to work better and faster. Rather, organizations sometimes are hesitant to invest in the necessary equipment and training. When investment in technology and good leadership practices are combined in an organization, the greatest improvement in productivity is achieved. (Miskell and Miskell, (1994).

Leadership in a hospital set up requires competent skills. According to Pianim, (1996) good health affects productivity and freedom from the debilitating communicable diseases must be considered a right of each citizen. Leadership in a hospital must understand the fundamental rights of the citizens when it comes to the delivery of

services. In the hospital environment, there are four main identifiable groups. These are the patients, the medical staff, the para-medical staff and the non-medical or the supporting staff.

The clients are the patients who are accessing the services of the organization. They have the right to health care. Next is the medical staff. This group is made up of the doctors, nurses, pharmacists and the clinical laboratory scientists. They are directly involved with the patients. The para-medical staff assists the medical staff in the course of their duties at the hospital; however, they don't deal directly with the patients. They are the orderlies, health assistants, and the dispensing technicians. The final group is the non-medical group or the supporting staff which comprises the administrative staff laborers, drivers record keepers and caterers.

In a hospital, according to Certo (2000), the inputs may include equipment like ambulances hospital rooms, beds, and wheelchairs. Others are receptionists, administrators, nurses, doctors, medicines, splints, bandages, food, and supplies like medical charts, funds and data .The Outputs may be taken as Health care services to patients. This productivity equation can compare the output and input for an individual, a department, an organization, or even an entire country's paid workforce.

In the hospital, leadership is required to provide equipments that will improve methods and enhance the output of the employees. The complex and scientific nature of the organization require of leadership to expose the employees to training programmes and workshops that will expose the employees to new trends in technology. Also the leadership needs good human relations skills and keep employees highly motivated

## **CHAPTER THREE**

### **METHODOLOGY FOR THE STUDY**

#### **3.1 Introduction**

This chapter outlines the methods of data collection and procedure for the study. Specifically, it gives the general information about the Study Area which is the Dormaa Presbyterian Hospital. The Instruments and Data Analysis methods are also considered.

Research methodology refers to a process where a problem or question is identified to which some aspect of an answer is either unknown or incomplete; a plan is devised to search for the answer; the plan is executed by systematically collecting information relevant to the question; the information is analyzed and its meaning determined so as to assess whether or not it answers reasonably the original question (Namuddu 1996).

#### **3.2 Description of Study Area**

The study area is Dormaa Ahenkro, in the Dormaa Municipality of Brong Ahafo Region, Ghana. The choice of the Dormaa Presbyterian Hospital can be justified because the hospital is run by a mission. It is one of the few hospitals managed by the Presbyterian Church of Ghana. In terms of infrastructure and staff profile, it is worth studying. The hospital is sited in a farming community whose inhabitants mainly cultivate cassava, plantain, and cocoa with some engaged in petty trading. There is also a growing poultry industry in the community. The hospital is cosmopolitan in nature as it serves other districts in the region like Dormaa East, Jaman North and South, and also Bia in the Western Region. It also plays host to patients from other parts of the region and La Cote d'Ivoire.

### **3.2.1 Background of Dormaa Presbyterian Hospital**

The Dormaa Presbyterian Hospital was built in 1955 by the Basel Missionaries from Switzerland. It has a capacity of one hundred and fifty beds and serves as a district hospital whose catchment area has a population of one hundred and fifty five thousand (155,000) inhabitants. It is among the four top hospitals under the Presbyterian Health Services. Also, it forms the nucleus of the Brong Ahafo Presbytery Area Health Service which falls within two regions (Brong Ahafo and the Western Region). It operates in five districts, namely, Dormaa Municipality, Dormaa East, Jaman South, Jaman North (all in the Brong Ahafo Region) and Bia (Western Region). The Dormaa Presbyterian Hospital is a member of the Christian Health Association of Ghana (CHAG) which is a voluntary



organization of the mission hospitals in the country involved in health delivery administration.

In order to serve its purpose in the community, the hospital oversees the activities of nine health centres established within its catchment area. It has a workforce of one hundred and seventy four. It also supervises the operations of a Primary Health Care Centre at Dormaa Ahenkro, The health centres are located at Aboabo, Kyeremasu, Kwameasua, Kwadwokumikrom, Jejemireja, Suma Ahenkro, Kwadwokumikrom, Kwamebikrom and Yaakrom. Its eye clinic is a referral centre.

The daily management of the hospital is run by the following officers: The General Manager, The Administrator, The Matron, The Principal Nursing Officer, Accountant, The Pharmacist and the Primary Health Care Coordinator. The Hospital is faced with numerous challenges, notable among them are: accommodation for key professional staff, congestion at the records office, lack of commitment on the part of sponsored nurses to return to work at the hospital, dilapidated laboratory block, inadequate nurses for clinical and other interventions and overaged vehicles. Also, apart from the Dormaa Presbyterian Hospital and the Primary Health Care offices which are located at Dormaa Ahenkro, all the other Health Centres are in villages which are served by deplorable roads. Again, three of the centres do not have access to electricity from the national grid.

Its mission statement as displayed at the office of the General Manager is:” To reach out to all manner of people with quality, easily accessible, affordable and comprehensive health services delivered in a humane manner, with highly skilled and motivated staff in response to the mandate of Christ...and to heal the sick that are therein and say unto them



the kingdom of God has come near to you, Luke 10:9”. The hospital has a vision ”to become the preferred choice for health seekers in the Brong Ahafo Region and its immediate environs and a respected key health delivery and development partner, contributing at every stage to shaping healthcare outcomes”.

### **3.3 Research Design**

This is a case study. According to Santrock (2003) a case study is an in-depth look at an organization. The task is to investigate the use of leadership styles for effective organizational performance. It is intended to study the relationship between the variables of leadership styles and performance. According to Santrock (2003) the case study is particularly suitable for an individual researcher or a small research group. Since the research involved a single organization the researcher used the case study design. Again Santrock continues that the case study provides an in depth study of an aspect of a problem within a limited time.

In conducting this case study, both Qualitative and Quantitative methods were used. There are inherent advantages to both qualitative and quantitative research methods. (Miron, 1996) has stated that qualitative studies typically include small groups or small samples of individuals. These allow researchers to develop inside knowledge, and also to establish the trust and rapport with the informants that is necessary to uncover the usually complex explanations of human behavior. To Denzin and Lincoln (1994), qualitative methods allow research to be conducted in their natural settings and attempt to make sense of, or interpret phenomena in terms of the meanings people bring to them.

The Quantitative method used in this research work is the survey in which data was collected at one point in time. This survey involved self-completing questionnaires. To Miron (1996) Survey research can provide information that is generalisable to larger groups, although the information that can be collected is typically limited to information that the informants are willing and able to report. Exploratory research methods were also employed in the conduct of this case study. Literature review of relevant books and brochure was made and questionnaires were developed for the staff and management, so also were interviews conducted.

### **3.3.1 Population and Sample**

The population for the study was drawn from the management and staff of the Dormaa Presbyterian Hospital. As a district hospital, all the catchment areas (nine health centres) within which it operates were also covered for the study. The population is the aggregate or the totality of all members under study. In data collection, it is necessary to consider the entire population within which the research was conducted. The estimated management and staff population base within these centers were about one hundred and seventy four. It is out of these numbers that some were sampled for the study since the researcher was investigating leadership and performance. To conduct the research, respondents who were working at the Hospital and had a sufficient qualification and experience were selected. Therefore Convenience Sampling technique was used in the study. Convenience Sampling refers to the situation where the samples are selected at the convenience of the researcher or investigator. Another reason of this sampling technique was time constraint. Since the study was carried out only in the towns where the Hospital has its operation, this type of sampling technique was preferred in order to save time. The

data was gathered from the top, middle and lower level employees. However new entrants or in other words employees with less than a year's experience at the hospital were not considered for the study as they had insufficient work experience and had not been long on the field to assess the management of the organization.

### **3.3.2 Sample and Sampling Technique**

The study could not conveniently cover the entire population so a representative sample of one hundred and fifty (150) was chosen.

Sampling refers to the process of choosing some units from the entire population with the view of obtaining information about the population. It is interesting to note that out of this number, one hundred and twenty (120) questionnaires were retrieved and analyzed thus, indicating a response rate of eighty percent (80%) which is quite encouraging. Against this background, it was a study on a dispersed location. The researcher used the Purposive Sampling technique to limit the study to those who matter in the management function of the Hospital. Nachmias and Nachmias (1987) define purposive sampling as the subjective selection of sampling units by the researcher who attempts to obtain a sample that appears to him or her to be representative of the population. The researcher again used the Simple Random Sampling technique to select the respondents the purpose of which was to give every unit equal opportunity of being selected for the study.

### **3.4 Instrumentation**

The researcher used the method of Survey, in which data was collected at one point in time for the study. The data collection technique involved semi-structured interviews and self-completion questionnaires. The reason behind this was to ascertain first hand information on the leadership style function of the organization from the respondents. The main instrument for data collection was the use of questionnaires. This was because all the prospective respondents were literate and could conveniently provide answers to the questions. The other reason behind this choice was to avoid the possibility of adulteration of the views of respondents. Also the researcher conducted fieldwork in the study area. The fieldwork included visits to the towns where the main hospital and the health centres were situated. Again some key staff members were interviewed. Through the interview a deeper understanding of some particular features of the Hospital were obtained and some relevant document materials were collected.

### **3.5 Validation**

A pre-test of the questionnaires was conducted to help among other things identify ambiguous questions which could not be understood by the respondents. A pilot study was again conducted to determine the clarity and reliability of the questionnaires and to discover any discrepancies relating to the wording and administration of the instrument.

Respondents were also asked to express their views regarding leadership style in their departments. Twenty five (25) respondents of the Dormaa Presbyterian Hospital were selected among the staff for the pre-test of the questionnaires. The pre-test exercise took a period of three days. It was very helpful in re-designing the final questionnaires for the main field work. As a result of this the researcher decided to increase the number of items or questions on the questionnaire from twenty-five to thirty.

### **3.6 Data Analysis**

There are two types of analyses. The analysis can be quantitative or qualitative. Qualitative analysis deals with words or pictures while quantitative analysis involves statistics and calculations.

The data collected were analyzed using the Statistical Package for Social Sciences (SPSS). This is a software package used to do the quantitative analyses. The results were presented in frequency distributions and graphs.

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## **CHAPTER FOUR**

### **DATA ANALYSIS, PRESENTATION AND DISCUSSIONS**

#### **4.0 Introduction**

This section presents and analyses the data collected.

#### **4.1 Demography of Respondents**

The demography deals with the entire background of the respondents for this study which tackles the sex, age range and marital status. This gives the researcher and the reader a fair view of the data gathered and its relevance to the study in general.

The total number of respondents was one hundred and twenty (120).

#### **Sex of Respondents**

Out of the number sampled, sixty five (65) were male while fifty five (55) were female. This is depicted in table 4.1.

**Table 4.1: Sex of Respondents**

Sex	Number of Respondents	Percentage
Male	65	54.17
Female	55	45.83
<b>Total</b>	<b>120</b>	<b>100.00</b>

**Source: Author's Field Work June, 2011**

**Table 4.2: Age Group of Respondents**

Age Group	Number of Respondents	Percentage
18-23 Years	17	14.17
24-29 Years	24	20.00
30-34 Years	19	15.83
35-39 Years	38	31.67
Over 40 Years	22	18.33
<b>Total</b>	<b>120</b>	<b>100.00</b>

**Source: Author's Field Work, June, 2011**

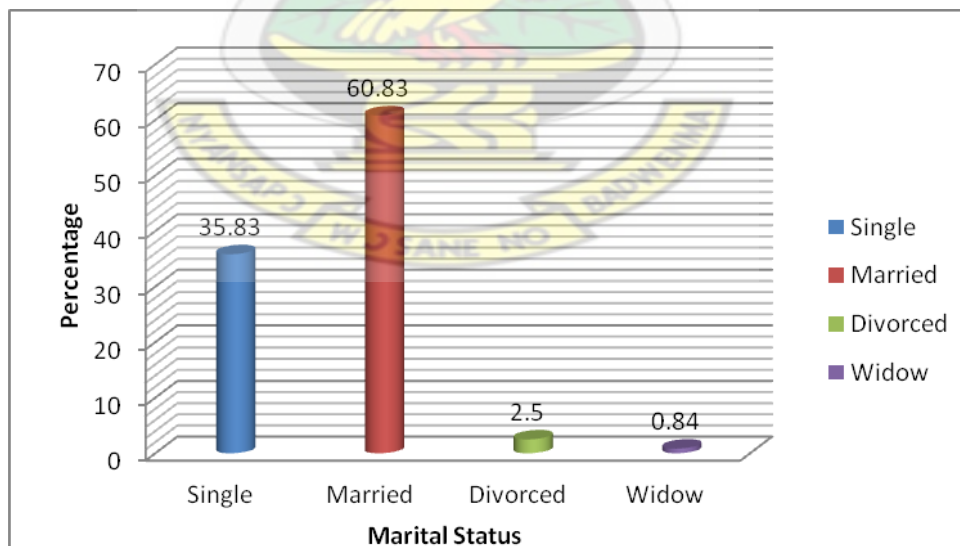
On respondents' age distribution, sixty had their ages ranging between eighteen and thirty four years; thirty eight were between the ages of thirty five and thirty nine years which is the highest age group, whilst twenty two of the respondents were over forty years of age.

## Marital Status of Respondents

In addition to the above, respondents were asked whether they were married, single or divorced. The researcher wanted to find out also the marital status of the general respondents as some of the above variables used under marital status have an impact on leadership style. Refer to figure 4.1

**Figure 4.1: Marital Status**

Sixty one percent responded that they were married; thirty six percent were single with three percent either divorced or widowed as depicted in Fig 4.1



below.

Source

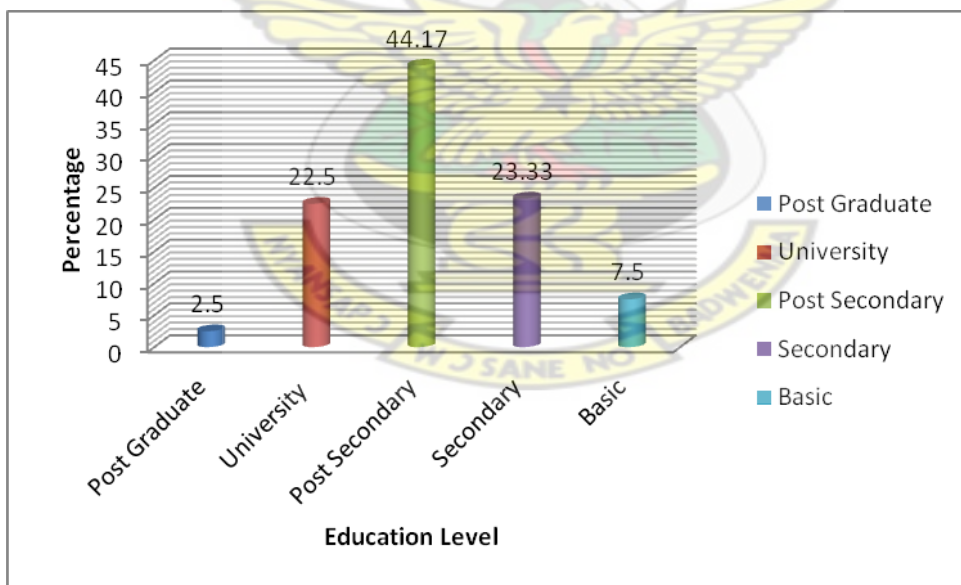
: Author's Field Work, June, 2011.



### Level of Education of Respondents

The level of education was crucial to the study; the researcher has to find whether the respondents possess the requisite qualifications for the profession in which they are and to ascertain whether they are the right people sampled for the study. Refer to figure 4.2

**Figure 4.2: Level of Education**



**Source: Author's Field Work, June, 2011**

In terms of qualification, it was found that the respondents possess the needed academic background the basic school certificate holders, it been shown that the respondents posses

the needed for the task they perform. The majority had qualifications which range from the secondary to the post graduate level indicating that they are academically competent to undertake the task they perform at the hospital. It can be noted that the researcher actually used qualified personnel for the study.

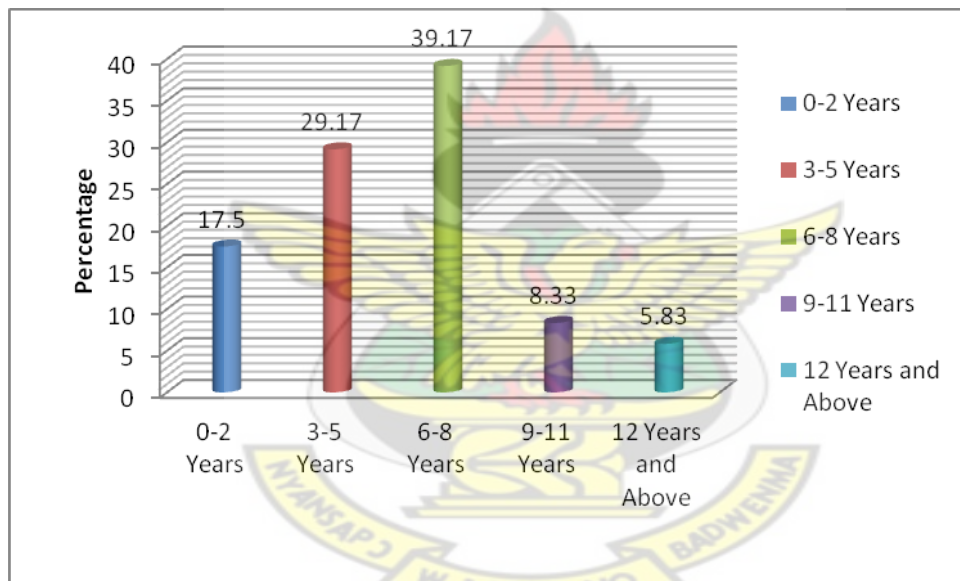
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### Working experience of respondents

In terms of the working experience of the respondents in the hospital, it came out that thirty nine percent had worked between six and eight years; twenty nine percent falls between three to five years; eighteen percent up to two years and finally fourteen percent have served for over nine years. This is shown in the figure 4.3

**Figure 4.3: Number of Years in the hospital**

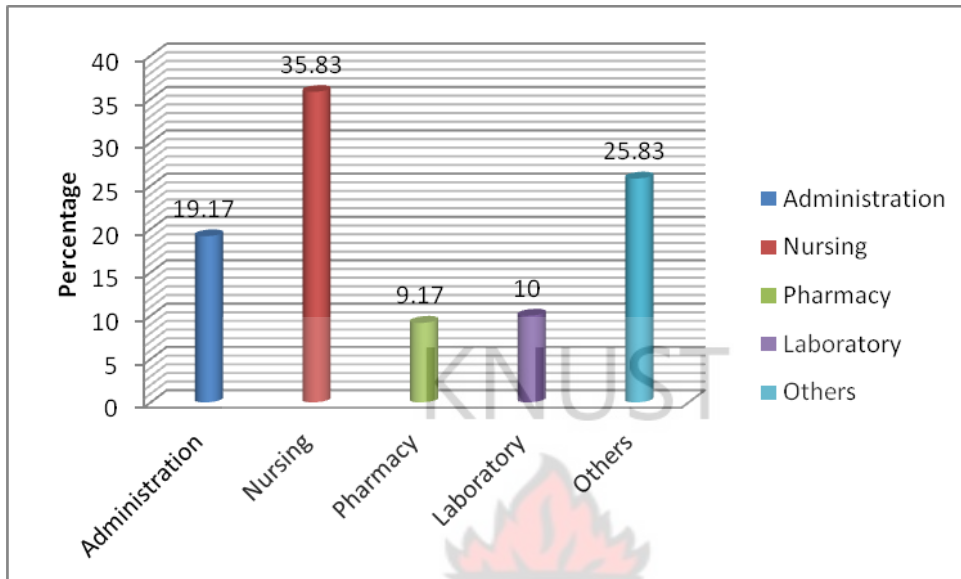


**Source: Author's Field Work, June, 2011**

**Figure 4.4: Departments in which respondent's work**

The respondents were sampled from the various departments within the hospital. They include the administration, nursing, pharmacy, laboratory, stores, records, transport, and

the workshop. The total number of respondents from the various departments is presented below in fig 4.4.



**Source: Author's Field Work, June, 2011**

In another development, sixteen percent of the respondents were managers while eighty four percent were non management staff reflecting the actual population of the hospital as a greater percentage is non managers and a few managers.

## **4.2: Leadership practices**

In assessing the management in the Dormaa Presbyterian Hospital, respondents were asked to show the extent to which they agree or disagree with the following statements on leadership.

### **4.2.1: Projecting the Vision of the Hospital**

Projecting the vision of the hospital seeks to know the ability of the leadership to plan for the future. Various questions were asked for the respondents to assess whether leadership is focused on achieving results by setting annual performance targets for the organization and also ensuring that management adequately prepares employees for the task ahead.



**Table 4.3: Projecting the Vision of the Hospital**

	Mean	Standard Deviation
People in my team focus on achieving results for the organization.	3.22	0.124
My leader ensures adequate training to handle any new work demand	4.74	0.017
The organization has an annual set of performance standards.	4.13	0.015
The leader provides a good attendance record	2.47	0.231
In the organization, the necessary tools and material are provided for prompt service delivery.	4.31	0.074
The organization ensures maximum job satisfaction for the employees.	2.31	0.025
<b>Mean</b>	<b>3.53</b>	

**Source: Author's Field Work, June, 2011**

From table 4.3, it shows that projecting the vision of the hospital was a concern to management and leaders in the hospital as some of the variables used under this discussion had a high value. 'My leader ensures adequate training to handle any new work demand' and "In the organization, the necessary tools and materials are provided for prompt service delivery" had the highest ranking of 4.74 and 4.31 respectively The earlier variable was done so consistently with a standard deviation of 0.017 which means

that most of the respondents were strongly in agreement to the assertion, whereas the same can be said about the latter, which also was done so consistently with a standard deviation of 0.074, which indicates that, with a value of 4.31 it shows that most of the respondents were in agreement to the assertion and was done with a negligible deviation of 0.074. Again, “The organization had an annual set of performance standards” was not also left out from having a higher grade recording an agreement for the variable which had a value of 4.13 with a standard deviation of 0.015.

On other hand, under the same discussion there was a lower value for grading indicating that management are not doing their best with regard to those variables as clearly shown in table 4.4. Generally, the projection of the vision of the hospital was recorded to have a mean of 3.53 showing that respondents are in agreement with the leadership style of achieving the vision of the hospital, however, since its value is not that strong, it indicates that projection of the vision of the hospital is not the main goal of leadership style in the hospital.

#### **4.2.2: Leadership and productivity**

This centres on the leadership practices which enhance productivity in the organization.



**Table 4.4: Leadership and productivity**

	Mean	Standard Deviation
Our Leader makes sure that employees understand what is expected of them.	3.92	0.435
There is effective working relationship between Management and Staff at all levels of the organization.	4.57	0.321
My leader gives me regular feed-back on my performance.	3.42	0.179
Leadership resolve issues very quickly	4.47	0.026
In this organization, the Leader inspires me to give my best	4.97	0.075
People in my team can challenge existing ways of doing things	2.71	0.002
<b>Mean</b>	<b>4.01</b>	

**Source: Author's Field Work, June, 2011**

The variable “In this organization, the Leader inspires me to give my best” had a high support of the respondents in terms of leadership in the hospital inspiring them to perform with a value of 4.97 and a standard deviation of 0.075 which shows that inspiration from leaders actually inspires their employees to give their best, It has a small standard deviation, it confirms that almost every respondent strongly agrees with leadership’s

inspiration to employees, that accounts for a strong agreement with the variable. Moreover, leadership resolving issues very quickly and effective working relationship between management and staff at all levels of the organization also had favorable responses from respondents as depicted in the table above. Clearly, leadership and productivity recorded a mean of 4.01 which can be explained that, the hospital actually applies the above leadership style in dealing with its employees. This assertion is been confirmed with the general mean value of 4.01 which indicates that respondents are in agreement with the leadership- thus management of the Dormaa Presbyterian Hospital applies the leadership skills which ensures that employees come out with the best to ensure increase in productivity.

#### **4.2.3: Effective Leadership Style**

This relates to how leadership styles are used to get results. It deals with the degree of authority of the leadership in the organization and management's attitude to the employees.

**Table 4.5: Effective Leadership Styles**

	Mean	Standard Deviation
Decision making process in the organization involves only the Management.	4.58	0.027
In the place where I work, the team leader does not discriminate on religious, ethnic or gender grounds.	4.71	0.076
Management regularly keeps employees informed about work processes.	4.12	0.065
As a Health Institution Leadership treats everyone as professionals	4.63	0.076
There is an effective mechanism to respond in a timely manner to worker's needs.	3.67	0.087
My Leader inspires me to do my best.	4.31	0.045
<b>Mean</b>	<b>4.34</b>	

**Source: Author's Field Work, June, 2011**

From table 4.6, it is been noted that, almost all the respondents agreed with all the variables used. This shows that leadership is up to the in the organization. As shown throughout the table, discrimination by team leaders on ethnicity or religious grounds had a mean value of 4.71 indicating that almost all the respondents were in agreement. Additionally, this is a plus since employees work in freedom without any form of victimization and are also accorded the necessary respect. In addition to the above, the second highly graded point was “leadership treatment to employees as professionals” with a mean value of 4.63 and a standard deviation of 0.076, it shows that respondents were consistent with the grading and generally agree. However the variable, Decision making process in the organization involves only the management recorded a mean of 4.58 showing that when it comes to decision making the employees are not considered. Based on the outcome in the variables in table 4.6, it can be summarized that leadership is effective in the organization and is evident in all the departments and branches of the Presbyterian hospital as the above table 4.7 shows.

#### **4.2.4: Individual Support**

This is to assess the mechanisms put in place to address employees’ concerns and conflicts which may affect output.

**Table 4.6: Individual Support**

	<b>Mean</b>	<b>Standard Deviation</b>
In this Institution the Leader ensures that career counseling programs are made available to employees	2.18	0.073
I have opportunities to advance in my line of function.	3.78	0.286
The Manager speaks with Staff members individually to hear the other side of the story.	3.92	0.451
The Leader takes time to visit employees in their offices and units.	3.45	0.620
There is an effective mechanism in place whereby employee's problems are attended to promptly.	4.17	0.544
<b>Mean</b>	3.50	

**Source: Author's Field Work, June, 2011**

Individual support was noted to be not encouraging among the leaders and their subordinates, as indicated in table 4.7. Almost all the respondents were neutral to the various questions asked. Only the variable, "There is an effective mechanism in place

whereby employee's problems are attended to promptly" showed an agreement, however, a standard deviation of 0.544 indicates that respondents did so not consistently as there was a varied opinion with regards to the above question; whilst others such as "In this Institution the Leader ensures that career counseling programmes are made available to employees" and "The Leader takes time to visit employees in their offices and units" actually were noted to be ignored by the leadership in the organization. Consistently these questions were rated very low with means of 2.18 and 3.45 respectively indicating that respondents disagree with the former and are found to be neutral with the latter. Conclusively, it can be said that, individual support is not a priority of the leaders of the organization.

#### **4.3: Enhancing Productivity**

Output increment is one of the vital results every organization is striving to achieve. Throughout the analysis, it was found that almost every respondent agrees that "The type of leadership practiced in this organization enables me to increase my output", this assertion recorded a percentage of 94.17 which amount to 113 respondents. This high percentage indicates that leadership style in the organization has a great influence on the productivity of the respondents. In line with productivity, the result is a high productivity level of employees. Communication is a vital tool in every organization, however, the question, "Our leaders communicate achievements to the workers regularly" was greeted with mixed responses from the respondents, and 52.50 percent of the respondents which represents sixty three of the respondents marked this to be false whereas 47.5 percent

marked it to be true. This small difference shows that there is a communication gap in some departments that has resulted in the mixed responses among the respondents. Moreover, “I think there is fairness in the way my performance is assessed” was also greeted with no difference as compared to the preceding one, it also recorded another mixed reaction among the respondents with 57.5 percent asserting that it was true whiles the rest said it was false. On the issue of conformability, it came out that 60.83 percent disagreed with the assertion that “I am uncomfortable in the company of my co-workers” whiles on the other hand “I feel I am highly motivated to work in the Organization” which recorded a whopping percentage of 97.5 in agreement with the assertion.

#### **4.4: Challenges and the way forward**

Every organization in its operations always has its own challenges and setbacks. This is not different from that of leadership practices in the hospital. Various challenges which affect the performance and are drawbacks to productivity were tabled down by respondents which include the following:

- Constraints on logistics for performing tasks;
- Outdated laboratory equipment;
- Lack of information on modern drugs to be administered to patients;
- Lack of logistics such as vehicles for some units to enable them deliver effectively;



- Disproportionate distribution of available opportunities and incentives for staff;
- Lack of motivation on the part of some of the staff and
- Language barrier for foreign volunteer staff and medical practitioners at the hospital.

However, on the way forward, it was found that most of the respondents were of the view that there should be laid down plans to arrest their challenges by putting in place an office or officer in charge of employee's welfare, specifically, a human resource office.

In addition to the above, it was also noted from the respondents that various needs and measures should be put in place to help improve the performance of the respondents and the employees in general by the leaders, these include:

- An effective mechanism to ensure a clear communication channel within the organization;
- Constant motivation of employers;
- Reporting performance of employees regularly;
- Involving workers in general policies and targets set for the organization and their implementation;
- To provide better accommodation to employees;
- Equipping the laboratory for an effective discharge of duties and
- Provision of logistics to the various departments to improve performance.

#### **4.5 Discussion of Results**

This section deals with the discussion of the results of the study. The study seeks to establish whether productivity could be enhanced through the use of leadership styles in a voluntary sector organization. The objectives of the study are (a) to examine the leadership styles of the management of the Dormaa Presbyterian Hospital (b) to examine the impact that their leadership has on enhancing productivity at the organization and (c) to examine how leadership styles can be used to influence productivity in voluntary sector organizations and (d) to present the types of leadership style needed to improve upon production.

To make the study very representative of the respondents at the Dormaa Presbyterian Hospital, the researcher selected one hundred and twenty (120) respondents, sixty five (65) of whom were males and fifty five (55) being females. This was to ensure a fair representation for both sexes. Similarly, provision was made for respondents of various age groups ranging from eighteen to forty years and those above forty years. The researcher again considered the marital status, the educational levels, number of years served at the hospital as well as the departments where the respondent's work.

It must be noted that the level of education of the respondents was quite high since only 7.5% had basic education, while the rest representing 92.5% had education ranging from secondary, post secondary and university to the graduate level.

The high level of education of the respondents offers the respondents the opportunity to understand the leadership styles by management. This makes their responses to the leadership styles used in the hospital credible.

On the leadership styles of the management of the Dormaa Presbyterian Hospital respondents were asked to assess how the management is able to project the vision of the organization. This is to allow the researcher to investigate whether the management is focused on achieving results for the organization with clear cut objectives and setting of targets. This is to examine the leadership styles practiced in the organization. As Chrislip and Larson (1994) have pointed, leaders are those who articulate vision, inspire people to act and focus on concrete problems and results. The data for the study revealed that the management of the hospital are focused with regards to the projection of the vision of the hospital. Management has an annual set of performance standards and also ensures adequate training to handle any new work demand. These were recorded high which shows how visionary management is towards achieving goals for the organization.

On the issue of leadership and productivity, the study aims at examining the leadership practices at the institution and how they enhance productivity. It examined how the mechanisms put in place were able to enhance productivity. This seeks to address the second objective of the study which is to examine the impact that the leadership styles have on productivity. Corvellec (1995) maintains that productivity is an integral part of effective human resource management and development strategy. Respondents agreed that there is effective working relationship between management and staff at all levels of the organization and that leadership provides regular feedback on performance. Continuous feedback enables employees to improve on their performance, hence, increase in productivity.

Also on the resolution of conflicts, respondents were of the view that there is an effective conflict resolution management in the organization. This means that there is industrial

peace and thereby productivity is enhanced. As stated effective conflict resolution strategies within an organization contributes towards a healthy and peaceful working environment, thus, increasing employees' performance.

The issue of challenging existing ways of doing things received poor response. It means that in the hospital set up, management takes the decision and workers complaints about these decisions do not receive the necessary attention. The decisions taken by management may receive limited support from employees which may negatively affect productivity. Foot and Hook (1999) maintain that one of the major pitfalls in an organization occurs when managers believe their organizations are constantly operating at the highest level of efficiency, or that they do not require inputs from their employees.

Continuing with the impact of leadership styles, the degree of authority of the management of the hospital was also examined. On the issue of decision making process in the organization where employees were of the opinion that only management takes decisions this shows a leaning towards autocratic leadership. Other issues like workplace discrimination and respect for each other received very good responses. Workers needs are responded to timely and also leaders inspire workers to do their best thereby increasing output.

The data gathered shows that majority of the respondents agreed that the leadership style practiced here is very acceptable thereby their output is appreciable. According to Charehbagli and McManus (2003) there are different styles of leadership required for different situations and different people. In dealing with employees in a hospital with

different professional backgrounds it may be difficult at certain times for management to hold consultations with the employees and this may account for this type of leadership.

Individual support is also another area where management's relationship with the employees on one on one basis was examined. Motivation for the employees and career counseling programmes, were key areas examined. It was noted to be the area of little concern by the management. That shows that motivation level of the employees is low.

Daft (1997) writing under transactional leadership has, pointed that leadership is a series of economic and social transactions to achieve specific goals. The exchange involves goods that are specific, tangible and calculable. The objective of which is to ensure that subordinate behaviour is consistent with overall organizational goals.

However, output according to employees' response is good, neglecting support for the employees on one on one basis may lower morale and thereby decrease output in the long run for the organization.

Again, the issue of how leadership styles can be used to influence productivity in a voluntary sector organization was also examined. According to Noe (1996) the approaches adopted to acquire productivity information include sources from supervisor's, subordinates and peers. Communication, performance assessment, good interpersonal relationship, and high motivation were seen as ingredients for productivity enhancement which culminates into the leadership styles by the management of the organization. The data collected proved that the above issues have greatly improved their performance. This shows the effectiveness of the leadership styles leading to a high level of productivity.

Finally, employees were allowed to enumerate their challenges and their projections into the future. The aim is to allow the employees to criticize the existing managerial practices and also offer solutions to them. In this way the types of leadership styles needed to improve upon productivity would emerge. Transformational leaders according to Bass (1990) are able to promote intelligence, rationality, and careful problem solving. Employees' contribution is necessary here since as subordinates they have witnessed the various leadership styles first hand and their inputs are meant to question or otherwise the existing styles wherever they are found wanting. Brody (1993) points out that the leader is an innovator with a long range perspective and also one who challenges the status quo.

Issues that may affect the productivity of an organization include inadequate logistics, outdated equipment, lack of current information, low level of motivation, and ineffective communication channels. These can negatively affect productivity; hence as a way of improving productivity, there is the need to consider the following;

A clear and effective channel of communication within the workplace;

Constant motivation;

Performance reporting;

Supply of modern equipment and

An effective collaboration between management and employees.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Summary and Conclusions**

This chapter summarizes the major findings of this study, presents the conclusions and finally makes recommendations as to how leadership can enhance production in voluntary sector organizations.

Findings from the employees' demography point to the adherence of the use of the right personnel for the organization. By and large, it was found that the respondents sampled have had enough working experience within the organization which provides the assurance of the appropriateness of the data gathered from the field. In addition to the above, it was found that respondents were picked from all the departments within the hospital as well as the other health facilities supervised by the Dormaa Presbyterian Hospital

Throughout the study, it was discovered that, various styles of leadership are adopted by the administrators in the day to day management of the hospital. The study indicates leadership is up to the task by not discriminating against any of the workers on the grounds of ethnicity, political inclinations; social or religious association thereby creating a healthy work environment. Again, employees are well informed about the work processes, leadership treats all employees as professionals hence, promoting harmony and a sense of belongingness.



All the employees are focused towards the attainment of the organization's vision and goals. There is also cordial relationship between management and the entire workforce as leadership ensures that employees understand the task ahead of them by providing feedback on their performance.

Also, there is an effective means of resolving conflicts whenever they occur. The freedom of the individual is guaranteed as employees are allowed the freedom to discuss issues during meetings and challenge issues they do not understand. But the final decision does not reflect the inputs of the employees. There appears to be a democratic style of leadership at play but workers were quick to add that final decisions do not reflect their input.

From the analysis it was found that majority of the respondents agreed that the type of leadership in the organization enables them to increase their output. First management activities were seen to be influencing productivity as according to the employees the pervading atmosphere at the work place is good. There is cordial relationship hence increase in productivity. On the issue of leadership communicating achievement to the employees regularly most of the workers did not agree to this assertion.

However, on the issue of performance assessment it was seen that there is regular assessment and feedback given but it is not to the satisfaction of the employees. Also, there is a mechanism in place to assess employee's performance but they appear not to be satisfied with the way they are assessed, on the other hand this does not affect their performance.

The major challenges which were found with the leadership style are summarized below:

First of all is the situation where decision making is the preserve of the management. Employees are not happy with this trend of affairs as it creates the impression that they do not matter in the day-to-day administration of the organization.

Another issue is the inability of the management to provide adequate training and sponsorship for seminars. This situation turns to localize the employees and also inhibits their capabilities to perform to their satisfaction.

Leadership is also not able to provide the necessary equipment for the laboratory and vehicles to aid the movement of personnel. This is disincentive to the entire workforce as the obsolete equipment can slow down work.

Leadership's way of assessing and reporting performance of employees is not all that encouraging to the employees. Their apprehension can lead to a lukewarm attitude towards work within the organization. Employees do not receive up to date information about modern drugs.

## **5.2 Recommendations**

Based on the foregoing challenges the following recommendations are made in order to improve upon production:

- Management should consider acquiring the needed logistics like laboratory equipment and vehicles to ease the pressure on the already constrained ones.
- Information about modern drugs should be made available to the pharmacy department to help in the administration of such drugs to patients.

- Management should ensure equity and proportionate distribution of available opportunities like sponsorship for workshops, study leaves and increase in the local allowances, and provide loans for the purchase of vehicles.
- Leadership should adopt the practice of inspiring subordinates by appreciating their contributions to the success of any task performed by instituting annual awards programmes.
- Management should ensure the provision of translators to take foreign volunteers and medical practitioners through the rudiments of the local language of the community to facilitate the work of foreign volunteers or employees.
- Management should make it a policy of reporting performance of employees to them and also explain the procedure of assessment to ensure transparency as this will be a source of inspiration to improve communication and productivity.
- There should be the involvement of workers in the formulation of general policies and the setting of targets for the organization. This will ensure the smooth implementation of programmes.

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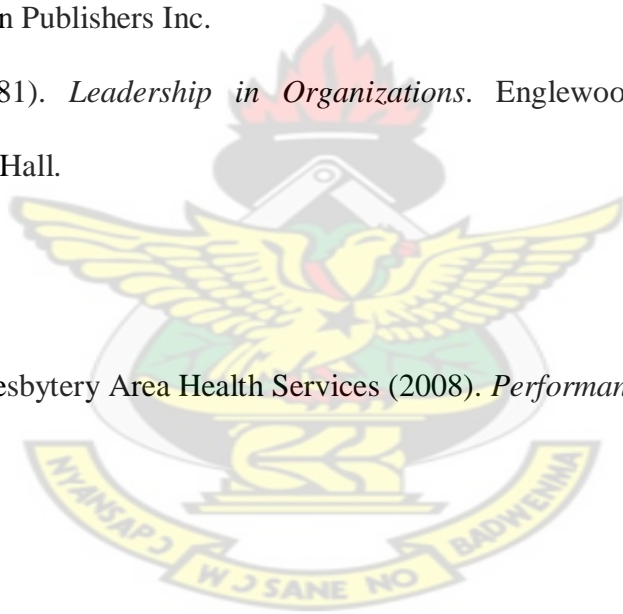
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## QUESTIONNAIRE DESIGNED FOR EMPLOYEES

Dear Respondent,

I am undertaking a research on the above topic and your institution has been chosen as the study area. I believe that you have experiences that would be of much value in collating views for the research.

This questionnaire is designed to assist the researcher to make objective assessment of the impact that leadership style has on performance. The exercise is basically for academic purpose and your answers would be treated with the utmost confidentiality they deserve.

I need your maximum cooperation in this exercise.

**Yours sincerely,**

**ATA AMPONSAH-FRIMPONG**



## QUESTIONNAIRE

### ENHANCING PRODUCTIVITY THROUGH THE USE OF LEADERSHIP STYLES IN VOLUNTARY SECTOR ORGANIZATIONS – A CASE STUDY OF DORMAA PRESBYTERIAN HOSPITAL

#### SECTION A

##### PERSONAL DATA OF RESPONDENTS

Please tick the appropriate box [✓]

1. What is your age group?

A. 18-23 yrs [ ] B. 24-29yrs [ ] C. 30-34yrs [ ] D. 35-39yrs [ ] E. Over  
40yrs [ ]

2. Sex A. Male [ ] B. Female [ ]

3. Marital status:

A. Single [ ] B. Married [ ] C. Divorced [ ]

D. Widowed [ ]

4. What is your level of education? A. Basic [ ] B. Secondary [ ]

C. Post-Secondary [ ] D. University [ ] E. Post Graduate [ ]

5. In which location do you work?

A. Dormaa Presby Hospital [ ] B. Kyeremasu [ ] C. Aboabo [ ]

D. Yaakrom [ ] E. Kwameasua [ ]

6. How long have you been in this organization?

A. 0-2yrs [    ]    B. 3-5yrs [    ]    C. 6-8yrs [    ]

D. 9-11yrs [    ]    E. 12yrs and above [    ]

7. In which department do you work?

A. Administration [    ]    B. Nursing [    ]    C. Pharmacy [    ]

D. Laboratory [    ]

E. Others (please specify)

.....  
.....  
.....

8. Are you a Manager with subordinates?

A. Yes [    ]    B. No [    ]

### SECTION B

In this section, there are five responses to a question. The responses are rated on a scale, 1, 2, 3, 4, and 5. Five (5) is the highest value on the scale; while 1 represents the lowest

1. Strongly Disagree

2. Disagree

3. Neutral

4. Agree

5. Strongly Agree

**Please tick on the sheet designed for the responses.**

## **SECTION B**

### **PROJECTING THE VISION OF THE HOSPITAL**

1. People in my team focus on achieving results for the organization.
2. My leader ensures adequate training to handle any new work demand
3. The organization has an annual set of performance standards.
4. The leader provides a good attendance record
5. In the organization, the necessary tools and materials are provided for prompt service delivery.
6. The organization ensures maximum job satisfaction for the employees.

## **SECTION C**

### **MANAGING PEOPLE FOR SUCCESS**

7. Our Leader makes sure that employees understand what is expected of them.
8. There is effective working relationship between Management and Staff at all levels of the organization.
9. My leader gives me regular feed-back on my performance.
10. Leadership resolves issues very quickly
11. In this organization, the Leader encourages participation and discussion during meetings.
12. People in my team can challenge existing ways of doing things

## **SECTION D**

### **EFFECTIVE LEADERSHIP STYLES**

13. Decision making process in the organization involves only the Management.
14. In the place where I work, the team leader does not discriminate on religious, ethnic or gender grounds.
15. Management regularly keeps employees informed about work processes.
16. As a Health Institution Leadership treats everyone as professionals
17. There is an effective mechanism to respond in a timely manner to workers' needs.
18. My Leader inspires me to do my best.

## **SECTION E**

### **INDIVIDUAL SUPPORT**

19. In this Institution the Leader ensures that career counseling programs are made available to employees
20. I have opportunities to advance in my line of function.
21. The Manager speaks with Staff members individually to hear the other side of the story.
22. The Leader takes time to visit employees in their offices and units.
23. There is an effective mechanism in place whereby employees' problems are attended to promptly.



**ANSWER QUESTIONS 1 -23 IN THE SPACES PROVIDED BELOW; TICK [✓]**

**AS THE ANSWER**

QUESTI ON NO.	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
1					
2					
3					
4					
5					
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22					
23					

## SECTION F

### ENHANCING PRODUCTIVITY

In the following, answer by ticking true or false against each question. Answer in the spaces provided for Section F.

24. The type of leadership practiced in this organization enables me to increase my output.
25. Our leaders communicate achievements to the workers regularly.
26. I think there is fairness in the way my performance is assessed.
27. I am uncomfortable in the Company of my Co-workers
28. I feel I am highly motivated to work in the Organization.

Please answer questions 24-28 in the spaces provided below by ticking [✓] True or False against the number

QUESTION NO.	TRUE	FALSE
24		
25		
26		
27		
28		

## SECTION G

### CHALLENGES AND THE WAY FORWARD

29. What challenge(s) do you face in your desire to improve your performance? (Please specify)

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30. In what way(s) do you think your leader can do to improve your performance (Please specify)

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