

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY

**INSTITUTE OF DISTANCE LEARNING
DEPARTMENT OF HISTORY AND POLITICAL STUDIES**

**THE IMPACT OF LEADERSHIP STYLE ON PRODUCTIVITY IN
THE PUBLIC SECTOR OF GHANA A CASE STUDY OF
NARCOTICS CONTROL BOARD ACCRA**

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**A THESIS SUBMITTED TO THE INSTITUTE OF DISTANCE
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DECLARATION

I Winnifred Naa Adorkor Ogbamey Oblitey hereby declare that this dissertations is the product of an original research conducted by me under the supervision of Dr. Kwasi Amakye Boateng. I also declare that I have not submitted this work to any institution for assessment, publication, or any other purpose and that all references have been duly acknowledged.

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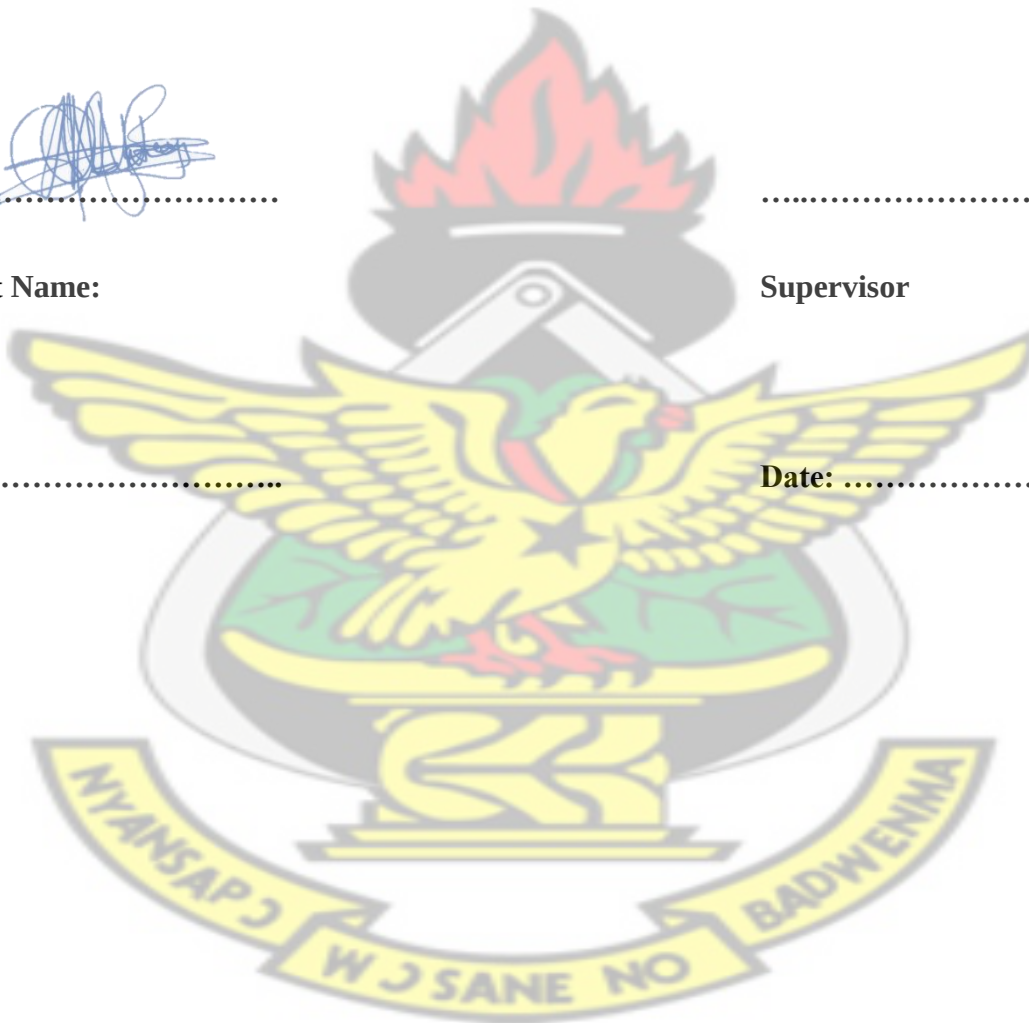
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Supervisor

Date:

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DEDICATION

Every challenging work needs self-efforts as well as guidance of an elders especially those who were very close to your heart

My humble effort I dedicated to the almighty God, family and friends for the affection, love, encouragement and prays of day and night making me able to get such success and honor.



ACKNOWLEDGEMENT

I would like to express my gratitude and thanks to the almighty God, and persons who have supported me not only during the course of the work but throughout my master's degree.

I will also like to thank my family and friends especially Nicholas Tetteh for the encouragement and inspiring me at all time.

Finally will also thank my colleagues at work for their help and support shown me in the time of my schooling.



LIST OF ABBREVIATIONS

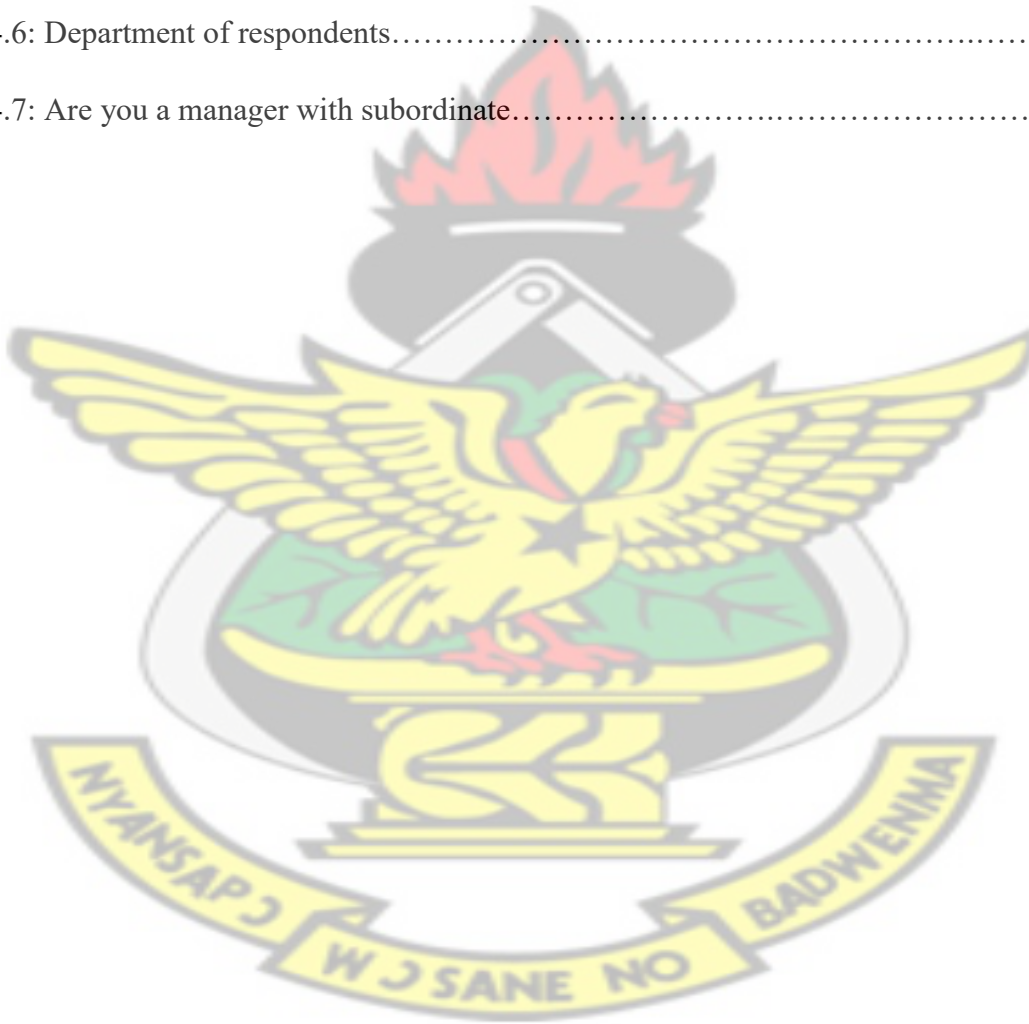
HR	-	Human Resources
NACOB	-	Narcotics Control Board

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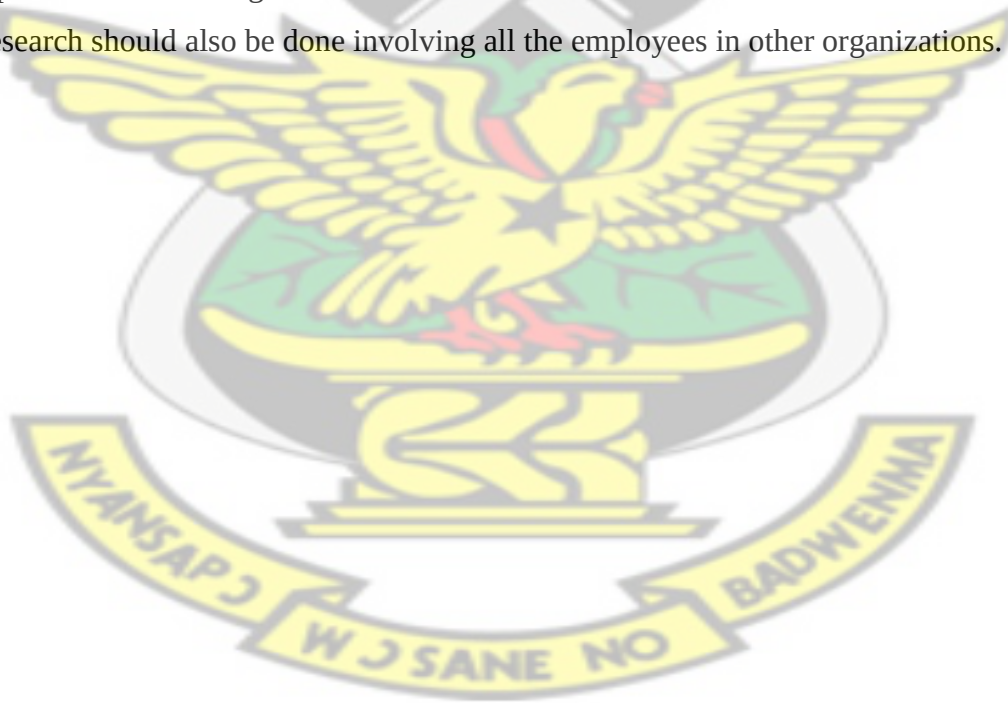
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ABSTRACT

This study was founded on the need to establish the impact of leadership practices on productivity at Narcotics Control Board, Accra. To achieve the objective of the study, the study used a descriptive survey research design determine the impact of leadership on productivity. The target population of the study included all the managers and employees of Narcotics Control Board, Accra. A sample size of 60 was selected from the population of managers and employees. The study used primary data which was collected by a semi-structured questionnaire. The data was collected from management and employees of Narcotics Control Board. Data was analyzed using descriptive statistics. The study found that the employees are satisfied with the leadership style of the leaders in the organization. It further established that the leadership style has contributed to the productivity of the organization. The found out that in spite of the findings, there are challenges the employees face in their endeavor to improve on their performance. The study therefore recommends that leaders should provide feedback to employees and the necessary logistics should be provided to the employees for prompt service delivery. The study suggests that a similar study can be replicated in other organizations in Ghana such as Ghana Ports and Harbours Authority. Further research should also be done involving all the employees in other organizations.



CHAPTER ONE

BACKGROUND OF THE STUDY

1.1 Introduction

Leadership is very significance to an establishment and its importance cannot be understated. It is very essential component that can contribute to the success or failure of both public and private organizations. Presently in Ghana, there is an ongoing scholarly and professional dialogue which concerns the participation and the role employees play with regards to productivity development. This has become of great interest to both government and individuals. Every institution operate not just with the intention to endure and subsist but to enhance and advance productivity for the sustainability of the organization. Grant, (2012) posited that competition which is on the increasing makes it all the more imperative to improve the performance of the establishment on a regular basis.

Whenever the topic of performance and productivity is raised, two focal players are easily recognized, that is **Labour** and the **Government**. Prior literatures focused on examining related issued that concern motivation of workers, commitment and satisfaction with employment remuneration in their distinct efforts to figure out how best to improve the efforts labour put into their job to ensure productivity. However, little or no consideration has been given to one of the most essential elements which is the role of management or leadership in an establishment, which is an important means of influence, and the forms of behavior that are most efficient in driving and directing others to achieve the public sector work institution's objectives. (Okoh, 1998; Okafor and Bode-Okunade, 2005)

History tells us that, all the major and significant developments and breakthroughs in science and technology, arts and industry were as a result of the presence of a leader (Shafie *et al*, 2013). According to Vigoda-Gadot (2006) leadership is what controls the level of successes and failures within an institution. Charlton (2000) also contended that the performance of

institutions and workers is predominantly due to the positive impact made by effective leadership. That is, effective leadership plays an instrumental role in ensuring that employees are attracted, maintained, trained and motivated to perform to accomplish the goals and objectives of the public sector work institution. The achievements and performance of the institution is eventually due to the collective performance of the employees.

Employees' behavior must be influenced positively so that it will lead to the establishment of a foundation for organizational harmony and joint inter-relationship amongst employees and employers to guarantee high productivity (Okoh, 1998; Okafor and Bode-Okunade, 2005).

Bass (1997) opined that, for any public sector work institution to survive in a strong and competitive business environment, it has to adopt the best leadership styles. The perception of employees with regards to the leadership style of their leaders can critically affects the performance and commitment of the employee to achieve goals of the institution (Jaskyte, 2004). Thus, the leadership styles of the leaders and managers can either motivate the employees to increase and improve his/her performance or discourage employees from putting in their best.

As a result to this, Turner & Muller (2005) stressed that for the purpose of effectiveness, more emphasis should be placed on an effective leadership styles that can affect the performance employees' positively in terms of effectiveness and productivity. It is against this background that this study will be conducted.

1.2. Problem Statement

In a general context, the poor leadership practices of politicians has been the misery of sub-Saharan countries of which Ghana is no exception. Most of these countries have throughout the years been bedeviled by a protracted unproductive or incompetent oppressive, self-seeking and corrupt political leadership (Okafor, 2005b; Keshi, 2008).

The economy of Ghana has been sinking into a situation of persisted deterioration all through the 1970s to the initial part of the 1980s. In order to change the negative trend, the government

of Ghana started an economic recovery programme in 1983. The initiative was supported financially and technically by the World Bank and the IMF. (Ghana Living Standard Survey (GLSS4)). However, there has not been any significant improvement. With this initiative in place, improvement in productivity has become the significant challenge confronting all organizations and the Ghanaian economy in general.

The various mismanagements continued at diverse times by incompetent and corrupt autocratic and democratic leadership have badly influenced productivity level in many of the public institutions in the country.

Consequently, it has become the burden of the government and all stakeholders to take adequate measures to work to strengthen performance and increase productivity in Ghana.

Leadership implies the process of inspiration between leaders and subordinates where the leader makes the efforts to influence the behaviour of followers to accomplish the goal of the organization. The success of the organizational in terms of the accomplishment of goal and objectives is largely dependent on the leaders of the establishment and the kind of leadership styles they exhibit. By embracing and employing the suitable leadership styles, leaders can influence their employees to obtain job satisfaction, commitment and productivity (Mosadegh *et al*, 2006)

The performance of the public sector institution is a major issue in the country. The rationale behind this situation is connected to the leadership style which also influence productivity in the sector. It is therefore essential to figure out the link between leadership and the performance of an organization and leadership styles can be used to improve productivity (Schein, 2010).

Some literature (Mosadegh *et al*, 2006) advocate that leadership role is significant. Others on the other hand suggest that leadership role is not that important. These assorted assertions require further studies to investigate this subject. Furthermore, most studies conducted in this subject area is connected with private sector business (whose main concern is to maximize

profit) thus yielding limited information in terms of the role of leadership plays in productivity as it relates to the public sector especially in Ghana. The burden of this study therefore is to examine how leadership style affect productivity in the public sector.

Problems arise when the leadership style by most public sector work institution managers become inflexibility. They do not adequately adjust their leadership style in order to suit the changing phases of the organization and the business environment. This failure is due to the lack of insight into the fact that no specific leadership style can fit all conditions and must be flexible so that it can allow for change easily. What are the likely effects of such inflexibilities on the worker's attitude towards work and productivity at the work place?

Another problem which relates closely to the earlier states problem is that leaders fail to take into account the predominant situation when directing their followers or subordinates. They are not able to let the circumstances suggest the exact style of leadership to implement.

In addition to this is the problem of lack of an operative line of communication existing between the leaders and their followers or workers. The communication gap sandwiched between managers and their workers poses an enormous challenge for public institutions as effective leadership is grounded on communication channels of both the leaders and their subordinates. A lot of times, leaders do not have managerial experience in safeguarding that employees have been well motivated. The lack of motivation result in the inefficiency and ineffectiveness of employees.

The validity stated issues on leadership style and its effects on productivity in the Ghanaian public sector is what this research seeks to achieve.

1.3 Research Objectives

The main objective of this research is to investigate impact the effects of leadership style on productivity in Nacotics Control Board Ghana.

The specific objectives of the research sought to;

1. To identify the different leadership styles and their relationship with employee productivity
2. To determine the relationship between leadership styles and employee motivation
3. To ascertain the effects of leadership styles on employee morale
4. To examine the significance of leadership styles on organization survival

1.4 Research Questions

- What are the different leadership style and their relationship with employee productivity?
- What are the relationship between leadership styles and employee motivation?
- What are the effects of leadership styles on employee morale?
- What are the significance of leadership styles on organization survival?

1.5 Significance of the Study

This study is intended to examine the productivity of employees. The researcher envisions that this study will help enhance the productivity of employees through the numerous leadership styles. The study is also expected to highlight the relationship that exists between leadership styles and employee productivity. The research also highlights the implication of leadership styles on organization survival. The study will become a reference document or students, government, other researchers and scholars, leaders and employee by contributing towards the advancement of knowledge in management and other field.

1.6 Scope and Limitation of the Study

The study was limited to Narcotics Control Board, Accra. The study focused on the impact of leadership on productivity. The scope of this study could have included other Ghanaian public

service institutions in order to widen the scope of the study and to generalize the finding of the study to a relatively larger population. Consequently, the findings of the study cannot be generalized to all public sector institution. However, the findings can be interpreted within the confines of the Narcotics Control Board, Accra. Again, even though quantitative analysis was employed in this research, it is supposed that qualitative research would have also been advantageous in helping to develop our understanding of how leadership practices can affect the productivity in the Public Sector of Ghana using Narcotics Control Board as a case study. Moreover, observing employee behaviour and interviewing managements enabled the researcher to obtain an understanding that naturally was tough to obtain using the quantitative analysis.

1.7 Organization of study

The study was prearranged into five chapters. Chapter one consisted of the background of the study, statement of the problem, research objectives, research question, significance of the study, scope of the study and organisation of the study. Chapter presents reviews literature on the theories and concepts associated with the study. Chapter three describes the methodology for the study. It comprises of the research design, study population, sampling and sampling procedure, method of data collection and data analysis. The chapter four presents the results and discussion of the study, and chapter five presents the summary of the study, conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.0. Introduction

This chapter presents a review of the related literature on the how leadership influence the productivity of employee as presented by various researchers, scholars, analysts and authors.

2.1. Evolution of Leadership

Many different assertions and propositions on leadership have been presented by various schools of thought. The topic of leadership has progressed throughout the years with numerous literatures attempting to discover the unsurpassed leadership style that yields the most effective and efficient exploitation of resources so that the performance of the employees would be properly improved in order to achieve organizational goals. From the great man theory, through the traits, style, contingency and situational leadership theories, scholars have tried to give a definite definition and meaning to the concept of Leadership.

According Keller (2006), leadership theories advanced in the late 20th century. In the 1900s, the first theory of leadership known as the “The Great Man” theories were propounded and became very popular. The theory states that leadership is an innate quality. In 1930, “The Group” theory developed and was associated with small groups and how they were governed. In the 1940s to 1950s “The Trait” theory also obtained significance and emphasized on universal traits of leaders. This was followed by “The Behaviour” theory in the 1950s to 1960s which dealt with the behavioral patterns of leadership. In 1960 to 70 “The Contingency” theory emanated into practice. It was associated with the fact that leadership varies with the particular situation in context. In 1980 the excellence theory of leadership arose which expounded on the combination of traits, behaviour, group facilitation and key situation to improve the organization’s excellence (Bolden, and Gosling, 2006).

From these diverse literature on the various leadership theories the conclusion could be made that that great leaders in every institution inspire the team by developing an environment to enhance performance.

2.2. Definition of Leadership

Chang, & Lee, (2007), postulated that leadership can be described in many different ways. It is not simply a distinct person or group of people in the top management. Leadership is an act whereby the leaders of an institution use strategic procedures to accomplish the institution's goals. It shows the attitude and behaviour of a leader in dealing with and inspiring employees of the institution. Accordingly, it can be specified that the success of the institution is directly associated with the effectiveness of the leader. On the other hand, the efficiency of the leader has direct correlation to the style of leadership.

According Jaques & Clement (1991), leadership as a process whereby the leader initiates and direct the way and carry the followers along with charisma, competence and productivity. Mcswain (2010) also defined leadership as a capacity, which means that the leader must have the capability to listen, observe and use his proficiency to motivate all the followers at the various levels of decision taking through constant dialogue, which will make the employees and followers feel valued and part of the system because their views, values, visions and opinions are factored into key decisions. In line with these definitions,

Tandoh (2011) discovered that, the focus of current leadership theories has shifted from individualities to the situations whereby the leadership recognizes the importance and need to relate to the followers based on a particular situation and context. Schermerhorn, Hunt and Osborn (2000) also described leadership to be an interactive inspiration that get followers and subordinates to achieve the objectives and targets of the leader or the organization.

From the characteristics of leadership articulated above, it is possible therefore to describe who a leader is. A leader is mostly an individual in a group who has influenced on the group's

activities and beliefs. The leader is the person who inducts an action, issues orders, makes decisions, settles disputes between members and makes judgments. The leader is also the person who gives approval and disapproval, offers inspiration, serves as an inspiration and is in the forefront of any of the group activities. These roles listed are simply illustrations of the overall impact or responsibility the leader wields over the group. Nevertheless, a specific leader may not achieve all these functions, but to be a leader, one must accomplish many of them.

2.3. Leadership and Management

In order to comprehend leadership, it is necessary to understand the variance between leadership and management. Leadership is often regarded as pioneering. It has a long-range outlook. Brody (1993) noted that the leader is one that contests the status quo and does the right things and also motivates his followers to do better. According to Whetten & Cameron (1998), a leader's concentration is mostly on discerning the direction, setting the vision clearly and driving and motivating change. This is opposed to management which is basically associated with sustaining the status quo, doing things right and functioning under circumstances of stability. Management, therefore is more concerned with planning, coordinating, staff supervising, and controlling and problem solving. Kotter (2007) also suggested that leadership should primarily be about managing change, whereas management is about dealing with or handling complications. Kotter (2007) further adds that the issue is not about whether is leadership good and management being bad, they simply differ and serve capacity and different purposes.

The original writer who took a hard time line on this issue was Zaleznik, when his innovative article was published in Harvard Business Review in 1977 (Shani & Lau, 2000). Zaleznik, as cited in Shani & Lau, (2000), argued that managers perform tasks, exercise authority, and are concerned about how things are done, whereas leaders are concerned about the comprehending the beliefs of people and obtaining their commitment. Zaleznik was quoted as saying that management differs from leadership in the sense of what they attend to and how they reason,

work, and interact. Shani & Lau (2000) citing Zaleznik, indicated that these differences stem from unequal developmental paths, from childhood to adulthood. Essentially, leaders have encountered major hardships or even in stark contrast to the orderly upbringing of a typical manager. Leaders have achieved separateness, which empowers them to have dreams about ideas and to inspire others to work forcefully to bring these dreams into reality. In contrast, managers are more inclined to process accomplishment and have the belief that good organizations and processes can lead to achieving good results. In a related argument, Bennis (2005) believed that the difference between leadership and management is their ability to master the context rather than yield to it. Bennis (2005) further argued that a manager endeavors to do things right while, the leader does the right thing.

2.4. Sources of Leadership

Leaders can emerge or develop. The emergence of leadership refers to the situation where the person's leadership ability are identified. First of all this abilities can be unearthed through discussion or group conversation. A person's contributions to discussions and conversation within a group, his opinion, contributions and prompt answers can categorize him as a leader. Also, a person's experience can make him or her stand out as a potential leader. Adei (2005) pointed out that an individual can become a leader as a result of how he or she demonstrates aptitude and effectiveness in a task. This implies that, when an individual is able to achieve a task that has been assigned to him with perfection it identifies him or her as one who may be able to lead.

According to Adei (2005) leadership is no more regarded as the exclusive right preserve for the chief executive officers. Such a concept was focused more on developing leadership aptitudes among workers at all levels of the establishment or within the society. Executive officers, managers, supervisors or hourly workers can all try to develop a vision for the future. They can all learn to accept new responsibilities, take risks build consensus and trust among subordinates and peers.

Undoubtedly, not everyone has the ability to lead but everyone has the inborn leadership capabilities to some level and those skills can be enhanced. This gives credibility to the fact that an individual can develop and built his or her skills to become a leader. Leadership development is where a person is prepared and equipped to rise to the position of a leader. According to Greenberg (2010) the systematic process of equipping individuals in order to increase their ability to function successfully in their leadership role is called leadership development. Several means can be used to equip the individual to become a leader.

First of all, leaders can train leaders. This is where a leader identifies the skilled and abilities of an individual in the organization and trains him or her to become a leader. By registering in leadership development programs, a person can also be equipped to become a leader. On the other hand, through reading journals, magazines that deals with issues of leadership, a person's potentials to be a leader can be improved.

2.5. Theoretical Foundation of Leadership

The current theory and study of the core notion in the area of leadership focused on transformational and transactional leadership. Burns in 1978 first presented this concept which was later developed by Bass & Avolio to include the “full range model of leadership” (Burns, 1985; Bass & Avolio, 1993). Burns (1978) asserted that the situation where by the leader creates a cost-benefit relation with his followers is referred to as the transactional leadership and the inspiration where the leader sustains an emotional enthusiasm with the followers is called the transformational leadership. The main conviction of the full range of leadership theory is that, for any institution to accomplish its objectives, goals and visions, there should be a positive and collectively acceptable relationship between leaders and their followers.

2.5.1. Transformational Leadership Style

Dvir *et al* (2002) made it clear that the transformational leader employs more inspirational tactics to influence their follower's goals and ambitions through providing them with self

believe. Yulk (2006) also stated that, transformational leadership makes sure the relationship between the leader and the follower is mutually beneficial. Transformational leaders lead by example through showing their charismatic behavior which inspires, motivates, stimulates the intellectual capability and arouse the admiration of their subordinates, as well as considering the needs of their followers individually. Transformational leaders stress on the employees' inherent motivation and personal development. They look for ways to line up employees' aspirations and needs with anticipated organizational results. In so doing, transformational leaders are able to align their employees' commitment to the organizations and motivate them to surpass their anticipated performance (Sivanathan & Fekken, 2002; Miia *et al*, 2006; Bass & Riggio, 2006; Bass, 1985, 1998).

According to Bass and Avolio (1993), the behavioral traits exhibited by the transformational leader are classified into four characteristics. These behaviors are idealized influence followers, inspirational motivation, intellectual stimulation and individualized consideration.

Idealized influence stress on the formulation and articulation of vision and difficult goals and inspiring employees to work outside their self-interest in order to accomplish the common goals of the organization (Dionne *et al*, 2004). In this dimension, leaders act in the capacity of role models who are well-regarded, appreciated and trusted by their subordinates (Bass & Riggio, 2006). According to Bass & Riggio (2006), leaders with excessive idealized influence are enthusiastic about taking risks and are constant rather than being random and undecisive by showing high standards of ethical and moral conduct and an example to employees.

Inspirational motivation describes to the way leaders stimulate and motivate their supporters to uphold the vision of the institution. Leaders with inspirational motivation uphold strong team spirit as a resource for directing team members' towards accomplishing anticipated goals (Antonakis *et al*, 2003; Bass & Riggio, 2006).

Intellectual stimulation is about the role of leaders in inspiring innovation and creativity in their groups by interrogating assumptions and approaching old circumstances in new ways (Bass & Riggio, 2006; Nicholason, 2007). They always inspire their followers' to attempt new methods or procedures to resolve the longstanding difficulties.

Individualized consideration signifies leaders paying distinct attention to each individual employee's requirement for the accomplishment and progress by acting as an instructor or mentor (Bass & Riggio, 2006; Nicholason, 2007).

2.5.2. Transactional Leadership style

Bass (1985) described the transactional approach as cost-benefit method between leaders and employees. Transactional leadership transpires when the leader depends on the appropriateness of the behavior or performance of the follower to either punish or reward him. The transactional leadership has three components, comprising of contingent reward, management by exception (active) and management by exception (passive).

Contingent reward denotes leaders who elucidate the work that has to be accomplished and use rewards to compensate for good performance.

Management by exception (passive) refers to leaders stepping in only when challenges arise whereas management by exception (active) refers to leaders who aggressively monitor the job being done by employees and ensures that standards are met (Antonakis et al., 2003).

2.6. Leadership Approaches

As a results of the extensive diversity of leadership theories several scholars have devised schemes for categorizing different leadership styles to assist leaders to comprehend and choose the right leadership style. Four of the most basic leadership styles are: Autocratic, Bureaucratic, Laissez-faire and Democratic. This research will briefly define each style and describe the situations in which each one might be used.

2.6.1. Autocratic Leadership Style

The autocratic leadership style was later referred to as classical leadership is the extremely strict attitude in which the leader upholds a master-servant relationship with followers of the group. The autocratic leader is mission oriented and his/her attention is to get a certain task done quickly. Autocratic leaders make all the decisions and assigns tasks to members of the group. In the business environment such leaders are generally authoritative CEOs who hold numerous titles (chairman, CEO, president), obtain high compensation, and often control large shareholdings to dominate companies (Muller, 2007). Such leaders' normally possess personalities of charisma and self-confident. They utilize their position for the pursuance of aggressive and visionary goals and their power through organizational culture, press and media to praise their own initial success (Men, 2013).

The major benefit of autocratic leadership style is that it is able to get work done speedily. Moreover, it ensures that the leader is heard and lets employees know when their conduct is intolerable. On the other hand, autocratic leadership style has several shortcomings which is regarded as a damaging leadership behavior (Sorenson, 2010). Fundamentally any institution that depends on the ability of a single person is living dangerously. Various scholars have suggested that the main cause of business deterioration is a top executive who has too much power and some of the main disadvantages of autocratic leaderships are that it does not allow employees to reason or choose for themselves and this limits innovation and employee participation. Furthermore, this leadership style can bring about detachment of team members from the leader which can result in low level of job satisfaction and trust in the organization.

2.6.2. Democratic Leadership Style

The democratic leadership style is also known as the participative style because it inspires workers to be part of the decision making (Gastil, 2012). The democratic leader ensures that his

or her workers informed about everything that confronts their work and shares decision making and problem solving responsibilities. This leadership style involves the leader being a mentor and having the ultimate say, but collects information from staff members' before making a decision. Democratic leadership can yield high quality and high quantity work for long periods of time. Many workers enjoy the trust they obtain and respond with cooperation, team spirit, and high morale. Naturally the democratic leader makes plans to help workers to assess their own performance, allows workers to formulate goals, inspires workers to grow on the job and be promoted, recognizes and inspires achievement.

Like the other leadership styles, the democratic style is not always suitable. It is most efficacious when employed with highly trained or experienced workers or when employing effective changes or resolving individual or group problems (Leban, 2014). This leadership style is most effective when the leader intends to ensure that workers are informed about issues that affect them, wants workers to share in decision-making and problem-solving duties, and when the leader desires to deliver prospects for workers to develop a high sense of personal growth and job satisfaction. It works better when there is a great or composite problem that necessitates lots of involvement to solve, changes must be made or problems solved that affect employees or groups of employee and when one wants to encourage team building and participation (Aronson, 2011).

Democratic leadership is not supposed to be used when there is no enough time to get everyone's input, it's easier and more cost-effective for the manager to make the decision, and the manager feels threatened by this type of leadership and when employee safety is a critical concern.

2.6.3. Laissez Faire Leadership Style

According to Mullins (2006), the laissez-faire style as a situation where the followers are left on their own to work. The leader does not interfere in the subordinates activities even though he makes himself available for consultation when the need be. According to Asare (2012) the

leader delegates his responsibility to take decisions to the subordinates and also gives them all the authority and control to go about their actions and accomplishments. Researchers have discovered that this is normally the leadership style that yields the least level of productivity among group members. The laissez-faire leadership is the extremely flexible principle which embraces non-interference policy that permits total freedom to all the subordinates and has no precise way of accomplishing goals (Cummings, 2010). The laissez-faire leadership style is people oriented and the leaders allows the members' to make their own decision without interfering or even setting a deadline for the decision.

This style of leadership anticipates that the team making the right decision is the main benefit of the group is that it permits the team members to bond and can lead to successful decisions if group members take ownership and responsibility of the task. On the contrary, the major demerit of this leadership style is that workers frequently think of the leader as unresponsive to the institution and they therefore make the wrong decision without even knowing it. Since there is actually no control or guidance in this style of leadership wrong decisions can bring about disturbing effects on the firm (Stafford, 2010). Laissez-faire can also be regarded as a disparaging leadership style since in the absence of the leader's ability to exert control in the organization some individuals dominate the team's decisions making and bully other team members in the group. The leadership style can nevertheless be very effective in circumstances where workers are extremely skilled, inspired and able to work on their own. Even though the conservative term for this style is 'laissez-faire' and suggests a hands-off approach, many leaders still remain open and available to group members for consultation and feedback. Laissez-faire leadership is not perfect in circumstances where employees do not have the knowledge or experience needed to complete tasks and make decisions (Egri, 2011). Some people are not good at setting their own targets, managing their own projects and dealing with challenges on their own. In such situations, programmes and activities can go off-track and deadlines can be missed because team members do not get adequate guidance or feedback from leaders.

2.6.4. Bureaucratic Leadership Style

Bureaucratic leadership is where the manager manages —by the book which implies that everything has to be done in accordance with laid down process or policy. If it is not in accordance with laid down procedures, the manager refers to the next level above him or her (Blanchard, 2008). Such a leader is actually more comparable to a police officer than a leader. He or she implements the rules. This leadership style follows a close set of standards. Everything done by such a leader is meticulously done in a specific way to guarantee safety and/or accuracy.

This style can be work better when workers are executing routine tasks over and over or when the workers need to understand some values or procedures or when workers are working with hazardous or delicate equipment that necessitate a precise set of procedures to operate or when safety or security training is being conducted and when employees are executing duties that involve handling cash. This leadership style fails when worker develop work habits that are hard to break or when managers in particular are no longer useful. It will also fail to work effectively when workers' interest in their jobs and in their fellow workers go down and when workers only perform tasks expected of them and do not go beyond the scope expected of them (Gastil, 2012).

In the organizational environment, bureaucratic leadership skills would be generally applied to jobs such as construction, chemistry-related activities that involve working with hazardous material, or jobs that encompass working with huge amounts of money. A natural bureaucratic leader is more inclined to formulate comprehensive instructions for all the members of a group. Such a leader would also be very successful working in student government roles (Sosik, 2009).

2.7. Job Satisfaction

According to Locke (1976) job satisfaction as a constructive or pleasing emotional state from the evaluation of one's job or experience. Such a definition advocates that worker formulate their behaviour towards their jobs by taking their feelings into account as well as their beliefs

and attitudes (Robbins, 2005; Akehurst, Comeche, & Galindo, 2009). Spector (1985) discovered that if the workers perceive that their jobs are satisfying and rewarding, they are inclined to become more satisfied in their jobs. Employees' satisfaction is normally considered an essential element for the success of the firm. According to Galup *et al* (2008), successful firms usually have satisfied employees. On the other hand, poor job satisfaction can collapse an institution. Occupational satisfaction involves the complete or general job satisfaction, along with a variability of satisfaction facets (Cranny et al., 1992; Friday & Friday, 2003). It is predisposed by many factors such as supervisors' exhibitions of nonverbal immediacy (Madlock, 2006b; Richmond & McCroskey, 2000), humour (Avtgis & Taber, 2006), communication satisfaction (Hilgerman, 1998), effects of gender (Madlock, 2006a), and supervisors' communication style (Richmond, McCroskey, Davis, & Koontz, 1980). Lee & Ahmad (2009) noted that job satisfaction affects levels of job displeasure, absenteeism, grievance expression, tardiness, low morale, high turnover, quality improvement and participation in decision-making. These consequently affect the overall performance of the organization (Klein Hesselink, Kooij-de Bode, & Koppenrade, 2008; Page & Vella-Brodrick, 2008; Pitts, 2009; Riketta, 2008; Scroggins, 2008).

2.7.1. Intrinsic and Extrinsic Job Satisfaction

According to Kalleberg (1977) job satisfaction involves of two aspects. These are intrinsic (denoting to the work itself) and extrinsic (representing facets of the job external to the task itself) job satisfaction. Hirschfield (2000) specified that intrinsic job satisfaction describes the feeling of people about the state of the job itself whereas extrinsic job satisfaction denotes how people feel about aspects of the work situation that are external to the job tasks or work itself (Shim *et al*, 2002). Two dimensions of job satisfaction are studied in this research. They are working condition (extrinsic) and working assignment (intrinsic).

Working condition is the work environment which encompasses the connection with management function, mentoring system, among other factors. Poor working conditions,

unproductive work organization, insufficient staffing, and managerial practices can affect staff turnover and perceptions of the organization and the job (Banaszak–Holl & Hines, 1996; Cohen–Mansfield, 1989; Eaton, 2000; Harrington, 1996). Hence, the good working condition as a major factor for workers to increase a value, enhance job performance and increase staff retention in organization. Work assignment refers to the duty or job that are given to employees in order that they can implement their job with a commitment and productive.

2.7.2. Leadership Style and Job Satisfaction

Lashbrook (1997) indicated that leadership style plays an essential role in motivating employees' job satisfaction. Some researchers found out that different styles of leadership can incite different working environment and directly disturb the job satisfaction of the workers (Bogler, 2001, 2002; Heller, 1993; McKee, 1991; Timothy & Ronald, 2004). Bass (1985) suggested that transformational leadership might inherently nurture additional job satisfaction, given its capability to impart a sense of mission and intellectual motivation. Transformational leaders have a tendency to inspire and motivate their subordinates' to take on more responsibility and autonomy (Emery & Barker, 2007) and by this means improving employees' feeling of achievement and satisfaction in their job.

Transactional and transformational leadership have been extensively connected to positive individual and organizational significances (Bass, 1990). These leadership styles are known to link positively with employee perceptions of job, leader and organizational satisfaction (Felfe & Schyns, 2006; Bycio *et al*, 1995; Niehoff *et al*, 1990). Castaneda and Nahavandi (1991) noted that employees are most pleased when they see that their supervisors as showing both relational and task oriented behaviours.

2.8. Productivity

Quite a number of scholars have suggested several definitions of productivity based on their own orientation. Inyaniwura & Osoba (1983), described productivity as the quantitative

relationship between input and output. Kull (1978) also noted that productivity is the effectiveness in manufacturing goods or services or the ratio between the units produced or services provided by an industrial unit and the resources consumed in production during a specific period of time. The Organization for Economic Co-operation and Development (OECD, 2001) defines productivity as a ratio of volume measure of output to a volume measure of input use. A thorough analysis of these definitions indicates that productivity can be comprehended by analyzing the quantity of inputs employed in the production of goods or services and the output or profit made. In this case, if the measurement of input is not proportionate to anticipated output, then productivity is said to truncate. If output measurement on the other hand is equal to input or exceeds it, then productivity is high or optimal.

Productivity is reaching the maximum level of performance with the least expenditure of resources. This definition recommends efficiency. Efficiency infers that the realization of a level or range of result that is acceptable, but not necessarily required. For Mali (1978), productivity is not production nor is it performance. He contended that production and performance are characteristics of productivity but they do not mean the same thing.

From the above explanations, it could be inferred that productivity is the amalgamation of effectiveness and efficiency. In this sense effectiveness is connected to the performance, while efficiency describes the utilization resources; that is, accomplishing the highest result possible while utilizing the least amount of resources. Normally, quality and quantity shows how well resources are brought together and utilized.

Productivity can be calculated in terms of an output per employee, per hour, quality under consideration. In other words, when some specific units of a product were produced by one person in one hour last month and similar identical units of a product were produced by the person using the same amount of resources and time in an hour today, one can claim that productivity has risen by 10%. On the other hand, if twenty units were produced last month and

twenty units of higher quality were produced using the same time and resources today, one can also argue that productivity has risen (Isamah, 1988).

It is appropriate to indicate however, that output per worker per hour depends not only from the effort of people, but cooperatively from all the factors of production used such as labour, management, capital, machines, raw materials, etc. Productivity can also be described in terms, for instance, output per Gh 100 invested. This can be illustrated as shown below;

$$\text{The total productivity} = \frac{\text{output quantity}}{\text{Input quantity}}$$

In Ghana, a greater portion of the tax collected are channeled as contribution to the operations of the public sector. It however shows that comparative output of many public sector organizations do not meet the resources used and returns are low. In these days of New Public Management, it is anticipated from State Owned Enterprises and businesses to produce with economy, efficiency and effectiveness. However, the performance of public banks are likened to private banks; public manufacturing corporations and private ones, the variance will be clear as the latter will appear to be doing relatively better.

Olaoye (1985) recognizes two aspects of productivity. They are total factor productivity and partial factor productivity. Stephenson (1999) and Vora (1992) also indicated the third factor of productivity as the multi-factor productivity. They clarify that the partial factor measure of productivity describes a single input in the ratio while the total factor measure syndicates the effects of all the resources employed in the production of goods and services. The multi-factor measure makes use of more than a single factor. These components seem to disclose that measuring productivity could be very complicated. This therefore implies the amalgamation of all the aspects of productivity in order to arrive at an all-inclusive measurement.

Putnam (1993) seems to support the assertion of the difficulty in computing productivity by refusing the idea of considering outcomes in productivity measurement. What possibly complements the challenge in determining productivity is that it is mingled with the notion of

performance (Stainer & Stainer, 2000; Jackson, 1999). An addition aspect contributing to the difficulty in the measurement of productivity relates to the insubstantial nature of services (Sherwood, 1994). It is clear from these concepts that though productivity is significant to the development of Ghana's economy, its measurement is complicated. Researchers have recognized that the concept of productivity and performance differs in many ways. They are the function of many factors-extending from top management support, committed personnel at all levels, a performance measurement system, employing training, reward structures, community involvement and feedback to correction of budget-management decisions (Hozler & Seok-Hwan, 2004).

2.8.1. Leadership and Employee Productivity

Hurduzeu (2015) studied the impact of leadership on organizational performance with the key objectives of finding out the perceptions and types of leadership behaviors and examine the impact of leadership behavior on organizational performance in the case company D&R Cambric Communication. Both the qualitative and quantitative research method were used in the research. 29 respondents were chosen out of a total 54 worker in the organisation. The findings derived from the study indicated that there was a strong relationship between leadership behaviors and organizational performance. The leadership behaviors were shown to be very significant factors to the development of the organisation in the service sectors.

Leng (2014) also studied on the impact of leadership styles on employee productivity in retail industry. He employed questionnaires as the research instrument. A sample size of 384 was used for the study. In all, 400 questionnaires were distributed to gather the opinion of the employees in the retail industry. The questionnaires were administered to the retail workers from three provinces of Malaysia, including Perak, Johor, and Penang. The findings of the study depicted that there was a substantial relationship that exists between the leadership styles and employee productivity, which implies that leadership styles have great impact on the employee productivity in the retail industry.

Kerario (2013) researched on the impact of transactional leadership on the performance of employees in Kenya using Mumias Sugar Company as a case study. The study focused on discovering the impacts that this form of leadership has on the workers of an organization with regards to their performance rate. This research was a representative study in design with a cross sectional element in which all related parties were involved. The population of this study was specific workers of Mumias Sugar Company chosen to partake in the survey. Questionnaires were used to gather the needed and important data. The study showed that there was a constructive relationship existing between transactional leadership and employee's job satisfaction which in turn lead to positive performance.

Bushra (2011) studied the various leadership styles on workers and its impact on performance in Pakistan. The primary emphasis of the research was to examine the impact of leadership style on employees' performance. The study used quantitative approach to assess the impacts of leadership on performance. Data was obtain through the use of structured questionnaire in which respondents were asked close-ended questionnaires. The study discovered that the relationship between employees' performance with democratic style was statistically significant. The study concluded that if the leader allows workers to take part in the decision making process, has friendly relationship with them and decreases their stress at work place, he can increase their productivity.

Mukui (2011) also conducted a research on the effect of transformational leadership on employee performance. The study was a survey of five selected faith-based nongovernmental organizations in the Nairobi County in Kenya. Stratified Random sampling method was used to draw the sample. A questionnaire and an interview guide were employed for data collection with closed ended questions designed for the employees while an open ended interview guide was designed for leaders. A descriptive survey design was used in which leaders practicing transformational leadership as well as their followers subjected to this type of leadership formed the population of the study. The findings of this research depicted that transformational

leadership in faith based non-governmental organizations resulted in employee performance to some degree.

Rita (2010) in her study measured the impact of leadership style and employee empowerment on perceived organizational reputation. She made use of quantitative survey technique since it offered a cost-effective and efficient way of collecting data from large populations (Stacks, 2010). An on-line questionnaire was used as the technique for data collection. The on-line survey was conducted with 700 employees selected randomly from various job units of a Fortune 500 Company in the United States. A total of 166 workers completed the on-line survey with a response rate of 23.7%. The results revealed that transformational leadership positively affect employees' perception of organizational reputation, not only directly but also indirectly, through employee's empowerment. Transactional leadership signified by contingent reward behavior has a significant negative direct effect on employees' perception of organizational reputation.

Politics in Ghana has the tendency to indicate persistent struggle for power not for service and productivity but for fundamental buildup of material things. Over the years, individuals who have found themselves in political leadership positions either as military administrators or civilians are mostly involved in a rat race to accumulate of material wealth in terms of big mansions, in and outside Ghana, choice parcels of land, porsh cars, business house and shares in blue chip companies (Okecha, 2010). Consequently, the case of Ghana is the case of failed political leadership, as many leaders in authority failed to use the power (either real or stolen) given to them by the electorate to change the country from a depraved country to a resilient countries in spite of the vigorous human and natural resource in the country (Ajanaku, 2008; Keshi, 2008).

This situation has sadly has resulted in paralysis in almost all the sectors of the Ghanaian economy. Nowhere is paralysis more obvious and more visible than in the manufacturing sector and in the provision of basic infrastructure that should facilitate productivity and by extension

national development (Akande, 2013). For example, many manufacturing companies in Ghana have been trudging and obviously many of them in this division have yielded to poor management that has led to their failure or being turned over to private individuals. In cases such as that of Electricity Company of Ghana, the government has resorted to partnership agreement in order to manage the power distribution situation of the country's obstinate energy problems.

2.9. Public Sector

Lienert (2009) posited that defining the public sector is to figure out the functions that the public sector is called to perform. McConnell *et al* (2009) asserted that the public sector encompasses everything that has to do with the government. Sapru (2004) also noted that the public sector encompasses the sphere of human activity which is considered as necessitating governmental involvement or common action. Based on these definitions, it could be noted that the public sector constitutes the area within which governmental action is done. It includes national governments, sub-national governments, local government units and regulatory bodies (International Public Sector Accounting Standards Board, IPSASB, 2010). Within the Ghanaian context, the public sector is described along the lines of four organizations which are the public services, regulatory agencies, public enterprises, and regional and local government units (Ayee, 2008).

The public sector has essential features that differentiates it from other sectors of the economy. Pratt *et al* (2007), recognizes four uniqueness of the public sector. These distinctiveness concerns the facts that the public sector has bureaucratic hierarchies, multiple hierarchies, renders services other than manufacturing products and serving the common good.

Ayee (2007) pointed out that the public sector has an massive influence on all citizens, because the public sector offers goods and services (sanitation, water and electricity) that are important for development; spearheads economic policy making and management; responsible for the

maintenance of law and order. Hence, the public sector, denotes those organisations charged with the responsibility of delivering services to the public, even though their roles are increasingly being altered from authentic production to provision by means of a variety of public and private entities (Ayee, 2007).

However, there have been indications of serious inconsistencies with regards to the performance of the state and subsequently attempts have been made to re-organize the structure of the state to ensure that there is space for other actors to take part in service delivery (Mather, 1989; Savas, 1998; Stoker, 1996; Batler, 1991). The public sector has been noted for low productivity which is the ratio of work output with regards to input invested; the productivity of an entity or organization is the ratio of work output with respect to resource input. For example, Stoker (1996) contended that dissatisfaction within the public bureaucracies' implementation of programmes and their delivery of services has been growing rapidly, as a result its relative advantage which becomes preferable to privatize (Batler, 1991).

2.9.1. Public Sector Leadership versus Private Sector Leadership

Ultimately, transformational leaders were anticipated to be less efficient and less common in public organizations when likened to private organizations. This is as a result of the fact that public organizations were believed to be relying more on bureaucratic control mechanisms than private organizations (Bass & Riggio 2006). Employee efficacy which is the worker's ability to affect the desired outcome) is also minimal in several public sector jobs, and this may deteriorate the relationship between leadership and organizational performance.

On the other hand, Dumdum et al. (2002) discovered that transformational leadership is at least as common and effective in public institutions as in private organizations. Wright & Pandey (2010) noted that bureaucratic characteristics in the public sector had little adverse effect on the occurrence or practice of transformational leadership. This is consistent with Grant's (2012) quasi-experimental study on the impact of transformational leadership on performance. He

discovers that transformational leadership is most operative when it comes to inspiring workers when they intermingle with the beneficiaries of their work. This is often the case in public organizations, but can also happen in the private sector (Andersen & Jakobsen 2011). We therefore do not expect substantial differences in leadership impact between public institutions and private organizations,

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CHAPTER THREE

Methodology

3.1 Description of Study Area

The area of the research is the Narcotics Control Board (NACOB), an organisation under the Ministry of interior, in the Accra Metropolis of the Greater Accra Region, Ghana. The choice of the Narcotics Control Board (NACOB) can be justified because it is a state run institution. It is one of the most essential public institutions in Ghana whose mandate is to ensure preventing the use, import and export of narcotic drugs. In terms of infrastructure and staff profile, it is worth studying. The institution is sited in a busy metropolis of Accra whose inhabitants are mainly in the service (public and private), manufacturing sector and some engaged in petty trading. Accra is a cosmopolitan in nature as it serves many other sub-metros.

3.2 Sources of Data

The sources of data for this study was from primary and secondary sources. Primary data was be obtained from employees of Narcotics Control Board through the administration of questionnaires on the issues of leadership style and how they influence employee productivity, the relationship between the various styles of leadership and employee motivation, the impact of leadership styles on employee morale and the significance of leadership styles on organization survival. Secondary data was obtained from: books that are linked to the topic under research, Journals, published and unpublished documents, the internet as well as other relevant sources.

3.3 Methods of Data Collection

To collect adequate data in order to make credible and meaningful interpretation concerning the research topic under study, the following technique will used;

3.3.1 Questionnaires

Questionnaires will be the additional technique to boost up data collection. The questions will be clear, easy to understand and devoid of any form of ambiguity in order to encourage higher returns from the questions. The questionnaires will contain both open-ended and close-ended questions on issues leadership style and productivity in the public sector.

3.4. Sampling Method

Since a Simple Random Sample may turn out to be unrepresentative of the population, Stratified Random and Convenience Sampling will be adopted for the research. This will ensure fair representation of all respondents.

3.5. Sample Size

The choice of 60 workers was aimed to conduct the survey questionnaire.

3.6. Population Study

The Regional Headquarters of Narcotics Control Board (NACOB) Department was used as the population study and was stratified in four (4) segments: (i) Enforcement (ii) Education (iii) Rehabilitation and Counselling (iv) Administration

3.7. Method of Data Analysis

The data which were collected were screened and edited. The complete data will then be analyzed using the descriptive statistics tool in the Statistical Package for Social Sciences (SPSS) version 20 and presented in the form of graphs, tables and charts. Microsoft Excel 2016 will be used.

3.8.1. Background of Narcotics Control Board

The Narcotics Control Board (NACOB) is an organization under the Ministry of Interior. The main concern of the agency is the formulation and enforcement of narcotics laws in Ghana. The board's main task is responsibility of preventing the use, import and export of narcotics.

The Government of Ghana passed the Narcotics Drugs (Control, Enforcement and Sanctions) Law, 1990/PNDC Act 236 in 1990 (PNDCL 236). Section 55 of PNDC L236 allows for the formation of the Narcotics Control Board (NACOB). NACOB was formed in November, 1990 as the fundamental coordinating body for handling the rising occurrence of drug exploitations in the country and the menacing dimensions that illicit drug trafficking had taken internationally, sub-regionally and nationally.

Per LI 1507 the Executive Secretary is charged with the responsibility of the day-to-day management of the Office of the Executive Secretary (OES) of the Board. The OES consequently administers and coordinates the daily activities of various Special Units and the Regional Commands

3.8.2 Policy Objectives

In line with the United Nations guidelines in dealing with the drug problems under the Comprehensive Multidisciplinary Outline (CMO), the Board's main functions are centered on;

3.8.3 Enforcement and Control

The organisation has the aim of plummeting narcotic drugs in the social order as a whole, by the apprehensions and prosecution of cultivators, traffickers, peddlers and users and accordingly controlling the distribution of narcotic drugs to the minimum.

3.8.4 Education and Prevention

The agency also bears the responsibility of teaching the general public and specifically focuses on groups like the youth, workers, parents, law enforcement personnel on the harmful effects of drug abuse and the dangers with regards to drug abuse so that those people who have not taken to drug abuse would be informed on the need to lead a drug-free life.

3.8.5 Treatment, Rehabilitation and Social Re-integration

The agency has the intention of inspiring those who have become addicted to drugs to seek treatment at suitable centres. These drug addicts after overcoming the drug addiction can go through the process of rehabilitation and social re-integration.

3.8.6 Coordination

The multi-disciplinary method to fighting the drug delinquency necessitates that the Narcotics Control Board coordinates with governmental and non-governmental establishments which have something to do with drug abuse in all aspects and direct all their efforts towards a common objective of fighting the drug war in line with the United Nations Comprehensive Multi-disciplinary Outline (CMO).

3.8.7 International Obligation

On the International scene, Ghana is a cosigner to the following United Nations Conventions and Protocols on drugs.

- The 1961 Single Convention on Narcotic Drugs
- The 1971 Convention on Psychotropic Substances
- The 1972 Protocol Amending The 1961 Single Convention
- The 1988 Convention against Illicit Trafficking of Narcotic Drugs and Psychotropic Substances.

These Conventions encourage co-operation among nations so that they are able to successfully address the various situations of illicit drug trafficking and psychotropic substances. Consequently, NACOB has the international responsibilities of being a lead agency in addressing the drug menace.

<https://www.mint.gov.gh/agencies/narcotics-control-board/>

3.8.8 International Cooperation

The Narcotics Control Board has gained several means of international co-operation aimed towards restricting the drug problem in the country. Some recognized international support include; Operation Westbridge with Her Majesty's Revenue and Customs of UK.

The Westbridge Team in partnership with NACOB Operatives take on passenger and baggage profiling at the Kotoka International Airport (K.I.A.) and other training programmes for their Ghanaian Counterparts.

The Board has bilateral partnership with EU, US, Germany, France, Spain and other countries as well as international alliances with the United Nations Office on Drugs and Crime (UNODC), the International Narcotics Control Board (INCB), the United Nations Development Programme (UNDP) and the World Customs Organization (WCO).

Narcotics Control Board also has local co-operation with other stakeholders through Inter Agency Committees to enable exchange of data and statistics, and to support intelligence collection among several interventions group around the country. Presently, there are two of these committees, one for Enforcement and Control and the other for Demand Reduction.

<https://www.mint.gov.gh/agencies/narcotics-control-board/>

3.8.9 Vision

To become a reference drug law enforcement agency of excellence in Africa.

3.8.10 Mission

NACOB is tasked with the aim of implement provisions of prevailing Legislation and International Conventions on narcotics, psychotropic substances and precursor chemicals, through enforcement and control, education and preventive measures, as well as treatment and rehabilitation of drug addicts. This is accomplished by means of a motivated team of employees and effective local and international partnership to combat the drug menace in Ghana efficiently.

<https://www.mint.gov.gh/agencies/narcotics-control-board/>

The board has inspectorates at numerous entry point of Ghana, particularly airports and seaports. Regular sweeps are done on marine vessels and on passengers at security check points. During their routine checks, if any suspected narcotic product(s) is found, the board seizes the product and run tests to determine the nature of substance. The perpetrators are then arraigned before the law court for trial. The confiscated drugs are burnt to avoid redistribution. One such burning

was done in June 2010 when the board destroyed 167 kilograms of seized cocaine at the Teshie Shooting Range in Accra.

“Narcotics control board burns 167 kilos of cocaine”.news.myjoyonline.com. Archived from the original on 30 June 2010. Retrieved 7 May 2011.

3.8.11 Activities

In 2009, the agency declared a one-year campaign to raise public knowledge on the harmful nature of illegal drugs on the economic, social, political and cultural aspects of Ghana and its security. The crusade with the slogan, “Do Drugs Control Your Life” featured on movie screens, TV and radio discussion and competitions for paintings and essays. The campaign was aimed at primarily at High Schools – juniors and seniors.

(“Ghana launches activities to mark International Day against Drug Abuse and illicit Trafficking”) United Nation Information Centres. 26 June 2009. Retrieved 8 May 2001.

3.8.12 Successes

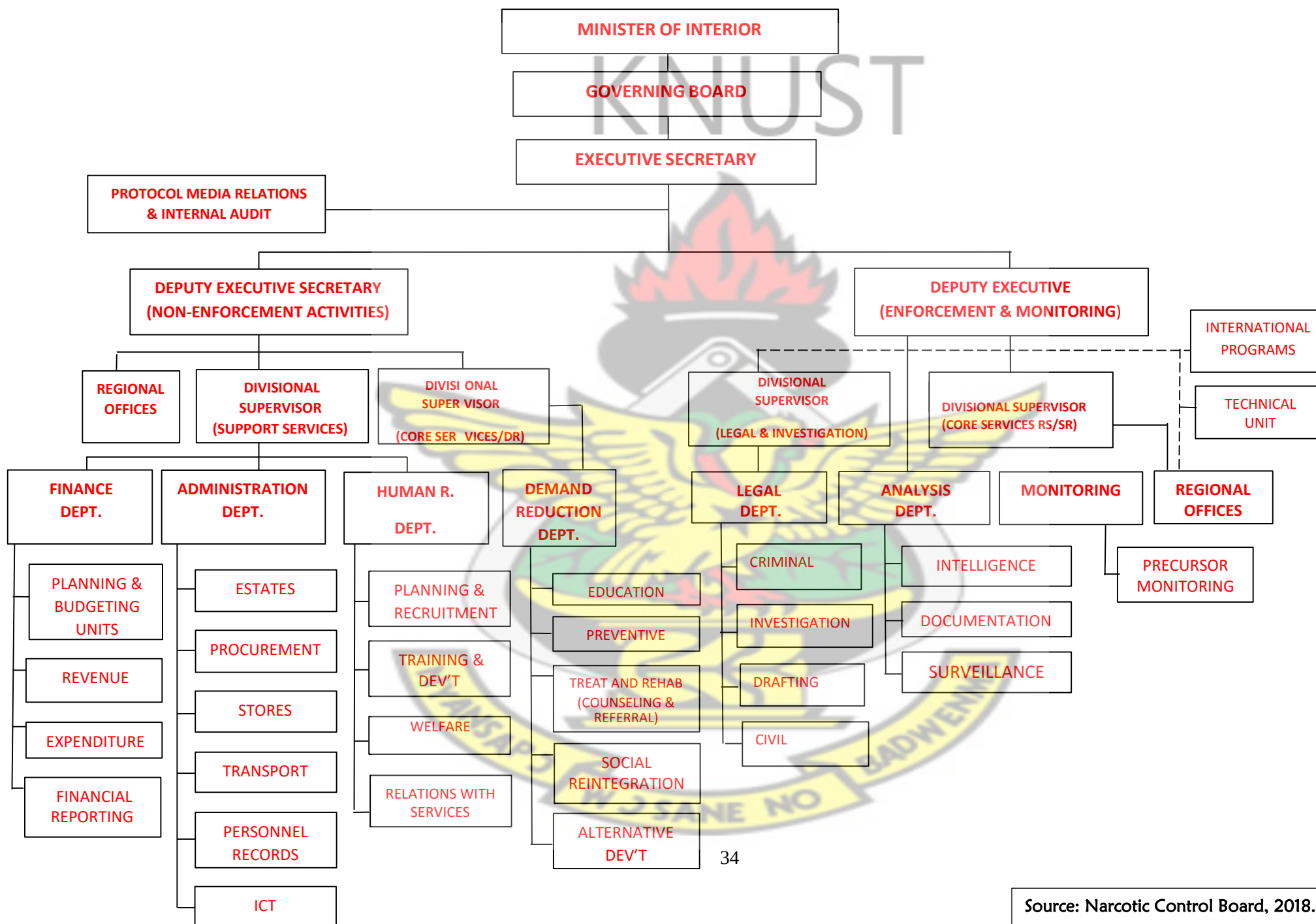
NACOB in battling narcotic drugs trading, putting together training programmes for the workers and gathering intelligence on the illicit drug trade. The consequences activities is the reduction of the illegal drug trade in Ghana. One of the successes the board has seen was in 2004 when the Customs office of the United Kingdom commended the agency for seizing 42 kilograms of cocaine concealed in sacks of rice imported from Guyana at Tema Port in two 20-foot containers.

3.8.13 Challenges

The challenges that the agency faces include the lack of sufficient resources as well as compensation for law enforcement personnel.

Figure 1: Organizational Structure:
Narcotic Control Board, Ghana.

AGREED NARCOTICS CONTROL BOARD ORGANOGRAM



The organizational structure of Narcotics Control Board in **fig. 1** illustrates the hierarchy of duties within the institution. As shown in the organizational chart, the chain of command is the top down approach. The Executive Secretary takes the ultimate institutional decisions. The deputy executive secretaries together with Divisional Supervisors are also in charge for the coordination of the efficiency of all other departments. All the departmental Managers, along with the Executive Secretary are responsible for the total operation of the Narcotics Control Board.



CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION OF RESULTS

4.0 Introduction

This chapter presents the analysis and discussion of data from the respondents of the questionnaires. The study made use of both primary and secondary data. The elementary data included the respondent's sex, age, educational level and the number of years spent with the Narcotics Control Board, Accra. The study employed quantitative and qualitative method in the analysis and it was grounded on the responses from the respondents in the form of figures and tables. The sample size was made up of sixty (60) employees of the Narcotics Control Board irrespective of their status. In accordance with the research objectives, this chapter is in one (1) major part, which is data analysis and discussion.

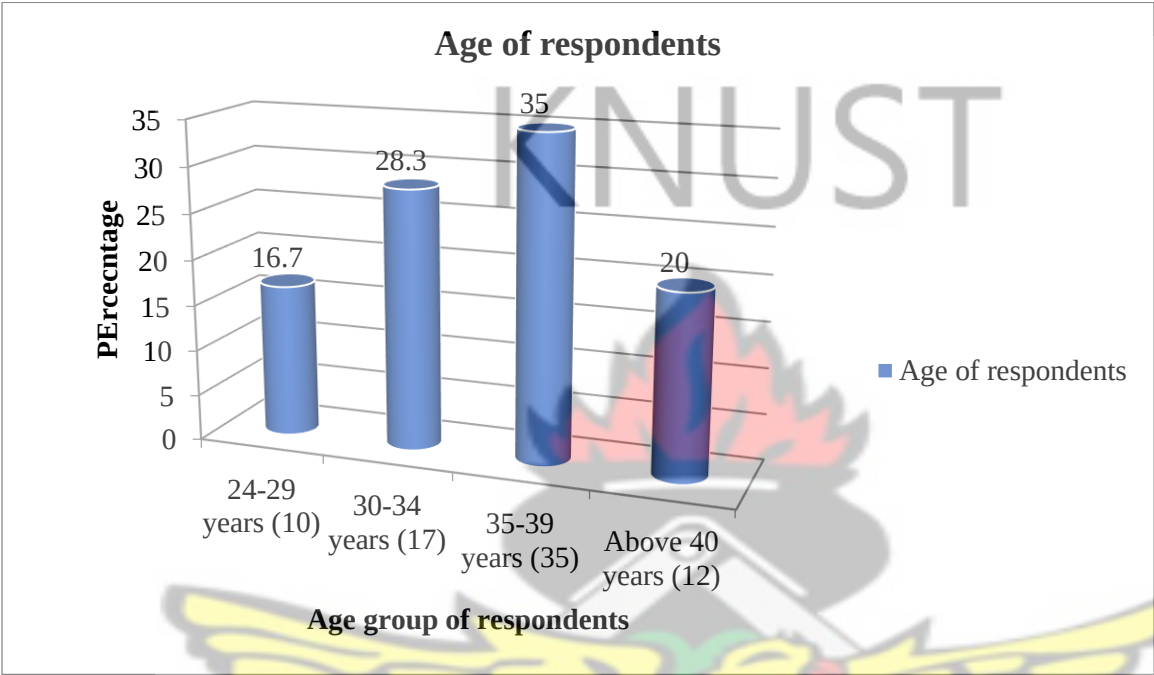
4.1 Demography of respondents

The gender and age of respondents were found to consist of all gender and the age categorized for the study. As shown in Table 4.1 below, the sample consisted of all age groups which were fairly represented, as well as the gender of respondents. This fair representation may be attributed to the Stratified Random Selection procedures adopted for the study.

The figure below shows the age groups of the respondents. The figure shows that the ages of the respondents ranged from 24 years to 40 and above. The data indicates that 10 of the respondents representing 16.7% were between 24 and 29 years. Seventeen of the respondents representing 28.3% were between 30 and 34 years. Twentyone of the respondents representing 35% were between 35 and 39 years and 12 of the respondents representing 20% were above 40 years. It can be observed from the survey that majority of the employees of Narcotic Control Board are in the age group of 35 to 39 years followed by 30 to 34 years. These age groups represent people in their quarter to middle ages. This implies that

Narcotics Control Board Accra, has more middle aged workforce who are vibrant and understand leadership practices and its impact on productivity. This is shown in the figure below.

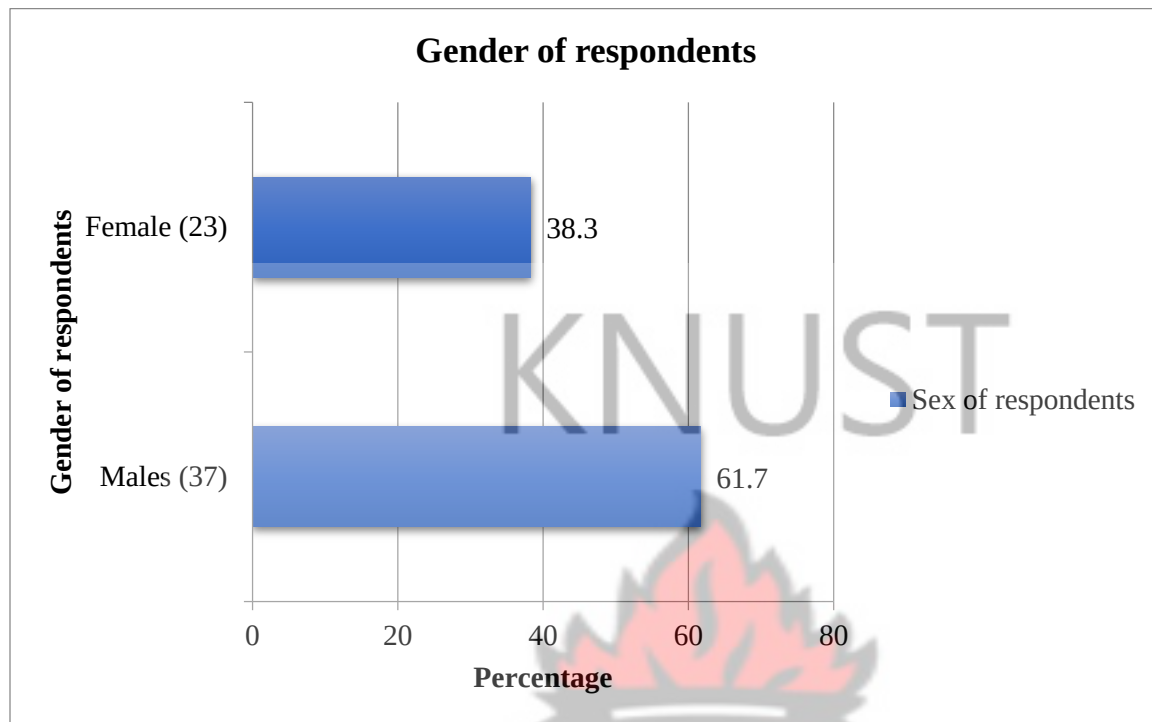
Figure 4.1: Age of respondents



Source: Field data, 2018

The gender of the respondents is presented in figure 1 below. The sample consisted of 37 males representing 61.7% and 27 females representing 38.3%. This shows that there are more male employees than females employees working in the various department of the Ministry of Interior. The study is not based on any one particular gender but it has been generalized to give more specific depiction on the impact of leadership on productivity in the public sector of Ghana. This is presented in the figure below.

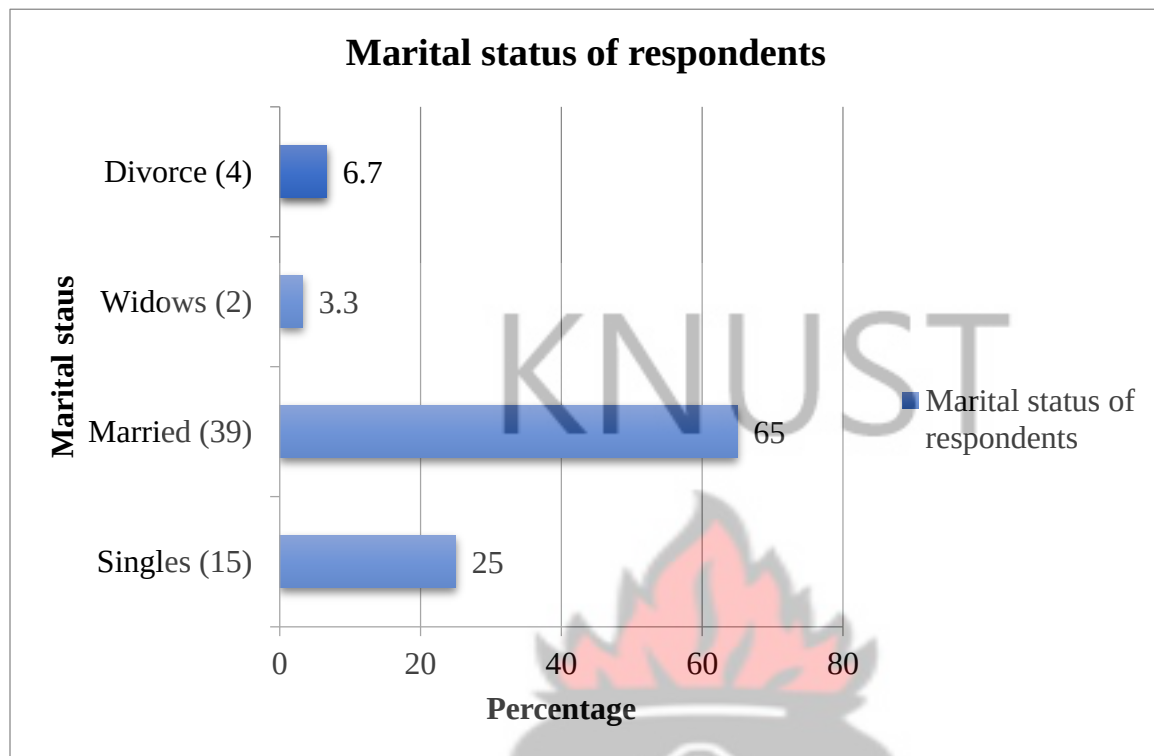
Figure 4.2: Gender of respondents



Source: Field data, 2018

The demographic data for the marital status of the respondents is shown in figure 4.3. From the data, 65% of the respondents which represented the highest group were married while 25% which represents the next highest group were singles. 3.3% of the respondents which is the least group were widows while 6.7% were divorced. This shows that majority of the respondents are married indicating that majority of employees of Narcotics Control Board are married. The implication is more married people are actively working in the Narcotics Control Board, Accra companies are married.

Figure 4.3: Marital status of respondents

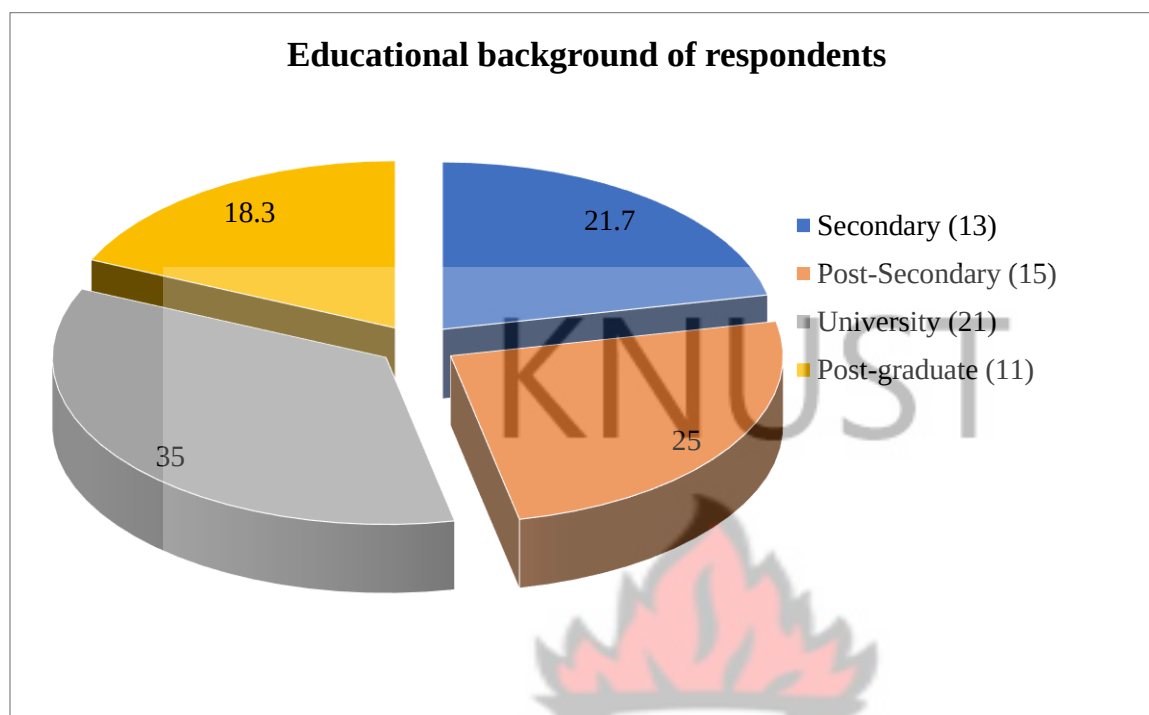


Source: Field data, 2018

Figure 4.4 below shows the educational background of the respondents. According to the figure, 13 of the respondents representing 21.7% had Secondary level education, 15 of the respondents representing 25% had Post-Secondary level education. 21 of the respondents representing 35% had University level education and 11 of the respondents representing 18.3% had post-graduate level education.

The survey shows that majority of the respondents had university level education followed by those with Secondary School level education. The implication of this is that all the employees Narcotic Control Board are educated and therefore know and understand leadership practices and its impact on productivity in the Narcotics Control Board, Accra. It could be inferred that the least educational qualification an individual should have in order to be employed by the Narcotics Control Board is the Secondary School level education. This is shown in the figure below.

Figure 4.4: Educational background of respondents



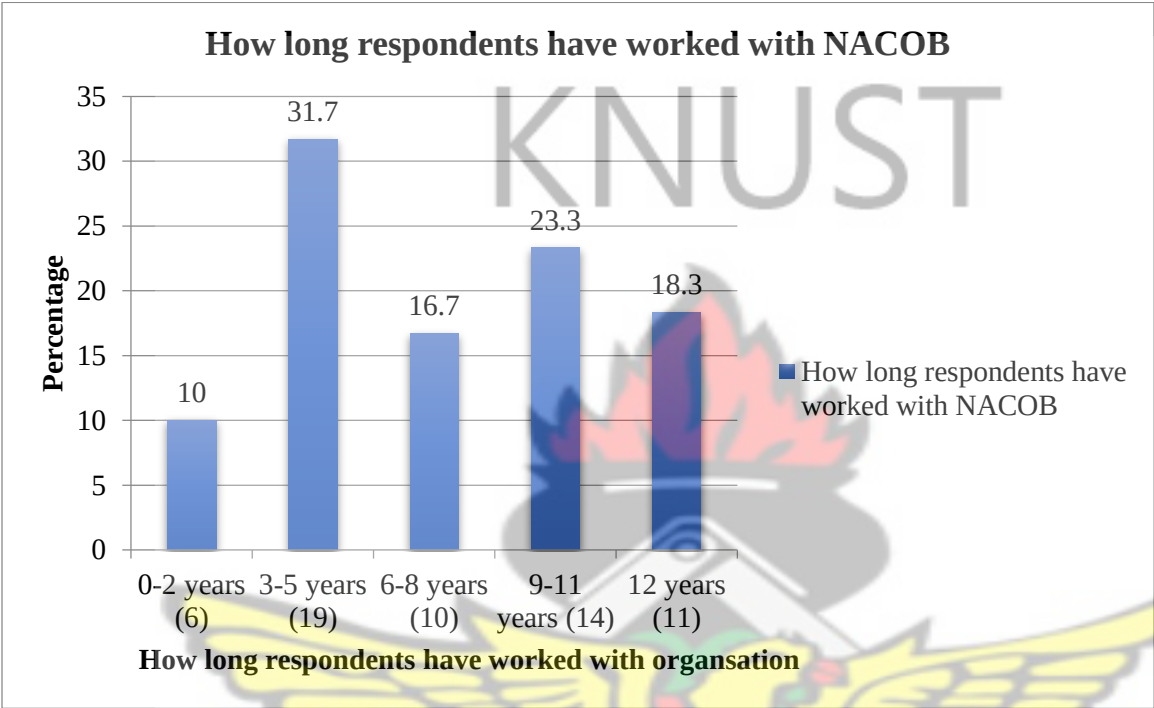
Source: Field data, 2018

Figure 4.5 below shows data on how long the respondents have worked with the Narcotics Control Board, Accra. From the figure, 7 of the respondents representing 10% have worked with the organisation up to two years. 19 of the respondents representing 31.7% have worked with the organisation between 3 to 5 years. 10 of the respondents representing 16.7% have worked with the organisation between 6 to 8 years. 14 of the respondents representing 23.3% have worked with the organisation between 9 and 11 years and 11 of the respondents representing 18.3% have worked with the Ministry above 12 years.

The survey shows that the study was greatly influenced by respondents who have worked with the company from 3 to 5 years which shows that majority of the respondents have worked with the Narcotics Control Board from 3 to 5 years. This is probably the reason why majority of the respondents were found to be with University level educational background degree implying that between the last 2 years, the organisation has not really employed too many people. Since 16.7% being the least age group were between 24 and 29 years, it could also be that the 10% who have worked with the organisation up to 2

years are National Service Personnel or students who are doing their internship with the organisation or are probably people who recently graduated from the university. This is shown in the figure below.

Figure 4.5: How long respondents have worked with NACOB

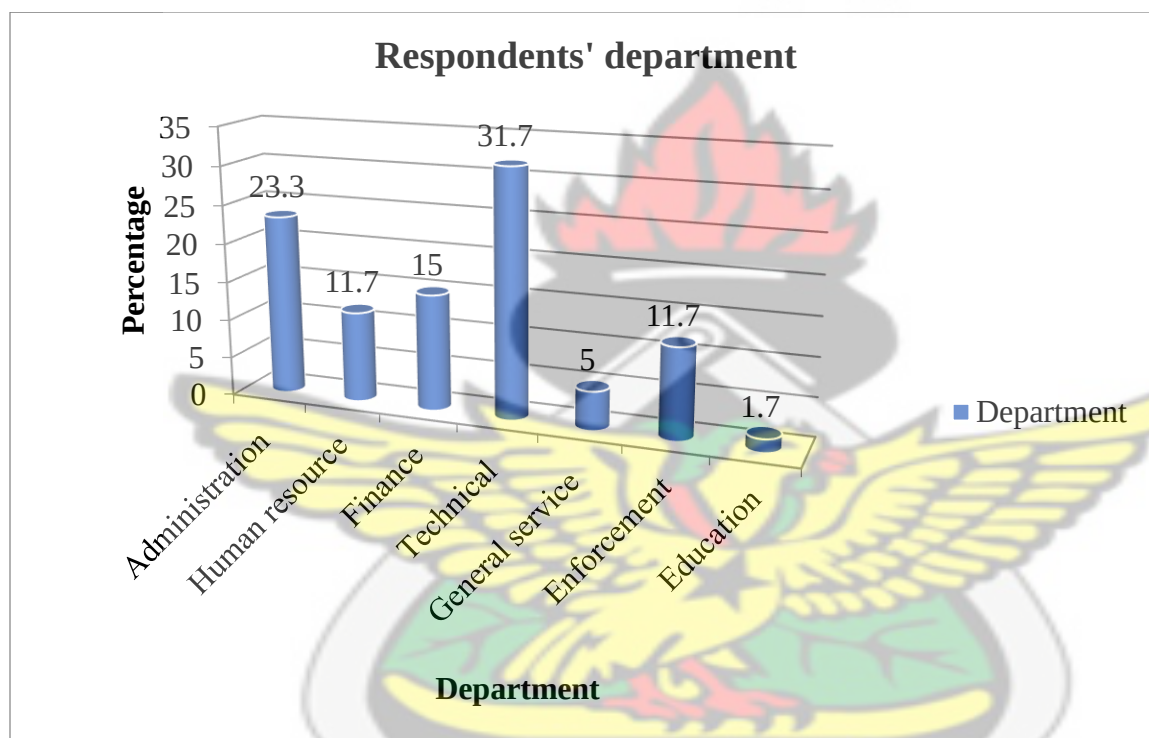


Source: Field data, 2018

The figure below shows the department in which the respondents are working within the organisation. The survey shows that 23.3% of the respondents were in the administration department. 11.7% of the respondents were in the human resource department. 15% of the respondents were in the finance department. 31.7% of the respondents were also in the technical department and 18.3% of the respondents mentioned other. Among Those who stated other, 5% were in to general service. 11.7% mentioned enforcement and 1.7% mentioned training/education. Since the enforcement team is considered part of the technical department, the total respondents who were in the technical department therefore was 33.4%.

The figure shows that majority of the respondents were in the technical department followed by respondents in the administration department (23.3%). This implies that aside Narcotics Control Board has more employees in its technical department. This is probably because the nature of work the Narcotics Control Board is does of reducing narcotic drugs in the society require more personnel in this department. This is indicated in the figure below.

Figure 4.6: Department of respondents

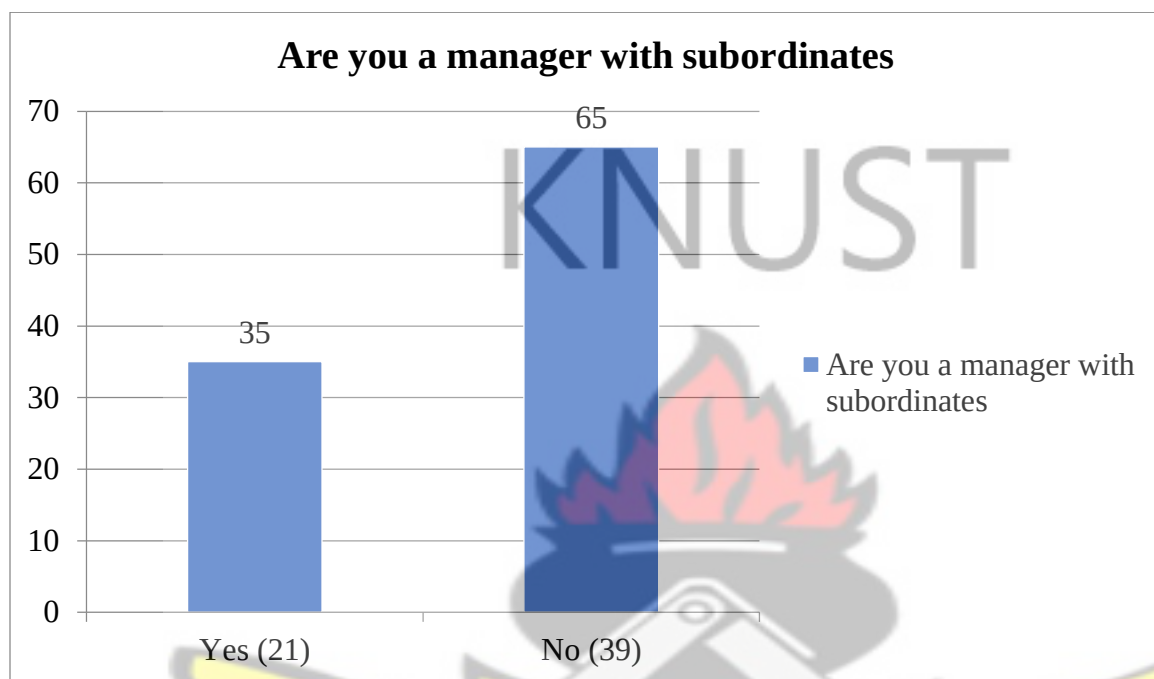


Source: Field data, 2018

The figure below shows that 21 of the respondents representing 35% were managers with subordinates while 39 of the respondents representing 65% were not manager with subordinates. This means that majority of the respondents were not in managerial positions. The survey shows that some of the employees with Secondary School level educational background were in also in managerial positions. These are probably people who have worked in the organisation above 12 years. Also, it is possible most

of those in managerial position are in the technical or administration department. This is because these departments had the most respondents as seen in figure 4.6.

Figure 4.7: Are you a manager with subordinates?



Source: Field data, 2018

4.2 Projecting the vision of NACOB

The vision of an organisation describes what the organisation hopes to become in the future. Many skills and abilities separate effective strategic leaders. The strategic leader has the ability to inspire employees to work hard to improve their organisation's performance.

A one-sample test was conducted on the six items. The six items were responded on five item scale with the least being strongly disagree and the highest being strongly agreed and undecided as the middle choice. The details of the response are shown for each of the items tested. They were to be rated on a scale of 1-5, (1 = strongly disagree, 2 = disagree, 3 = undecided, 4 = agree and 5 = strongly agree) with the latter being the highest. The table shows the frequency, the percent validity and the cumulative percentages of the responses.

Table 4.1: Table showing response on whether people focus on achieving results for the organisation

	Frequency	Percentage (%)	Valid Percent	Cumulative percent
Strongly disagree	0	0	0	0
Disagree	0	0	0	0
Neutral	17	28.3	28.3	23.3
Agree	32	53.4	53.4	-
Strongly agree	11	18.3	18.3	71.7
Total	60	100	100	100

Source: Field data, 2018

Table 4.1 above shows the responses on people in respondents' team focusing on the achievement of result for the institution. From the table above, none of the respondents strongly disagreed to the statement. None of the respondents also disagreed to the statement. 28.3% of the respondents either agreed or disagreed. 53.4% of the respondents agreed to the statement and 18.3% of the respondents strongly agreed to the statement. In all, 71.7% of the agreed to the statement while none of the respondent disagreed to the statement. This clearly shows that people belonging to the team of the respondents focus on achieving results for the institution which is an indication of employees projecting the vision of the organisation.

Table 4.2: Leader ensure adequate training to handle any new work demand

	Frequency	Percentage (%)	Valid Percent	Cumulative percent
Strongly disagree	0	0	0	-
Disagree	6	10	10	10
Neutral	13	21.7	21.7	21.7
Agree	27	45	45	-
Strongly agree	14	23.3	23.3	68.3
Total	60	100	100	100

Source: Field data, 2018

The table above shows the responses on whether the leaders ensure adequate training to handle any new work demand. From the table, 10% of the respondents disagreed. 21.7% of the respondents neither agreed nor disagreed. 45% of the respondents agreed to the statement and 23.3% of the respondents strongly disagreed. The table shows that in all, 10% of the respondents disagreed to the statement while 68.3% agreed to the statement. This shows that the leaders ensure adequate training to handle any new work demand.

Table 4.3: The institution has an annual set of performance standards

	Frequency	Percentage (%)	Valid Percent	Cumulative percent
Strongly disagree	0	0	0	0
Disagree	0	0	0	0
Neutral	21	35	35	35
Agree	27	45	45	-
Strongly agree	12	20	20	65
Total	60	100	100	100

Source: Field data, 2018

Table 4.3 shows responses on whether the institution has an annual set of performance standards. None of the respondents strongly disagreed or disagreed. 35% of the respondents neither agreed nor disagreed to the statement. 45% of the respondents agreed to the statement and 20% of the respondents strongly agreed to the statement. The cumulative percentage shows that in total, 65% of the respondents agreed to the statements while none agreed or disagreed to the statement. Even though majority of the respondents agreed to the statement, the percentage of respondents who neither agreed nor disagreed was quite high. The implication of this is that the institution has an annual set of performance standards.

Table 4.4: The leader provides a good attendance record

	Frequency	Percentage (%)	Valid Percent	Cumulative percent
Strongly disagree	0	0	0	0
Disagree	0	0	0	0
Neutral	19	31.7	31.7	31.7
Agree	12	20	20	-
Strongly agree	29	48.3	48.3	68.3
Total	60	100	100	100

Source: Field data, 2018

Table 4.4 shows the responses on the issue of the leader's providing a good attendance record. The table shows that 31.7% of the respondents neither agreed nor disagreed to the statement. 20% of the respondents agreed to the statement and 48.3% of the respondents strongly agreed to the statement. In total, 68.3% of the respondents agreed to the statement while none disagreed to the statement. This shows that apart from the employees who neither agreed nor disagreed to the statement, majority of the respondents agrees to the statement implying that the leaders indeed provide a good attendance record.

Table 4.5: The necessary logistics are provided for prompt service delivery

	Frequency	Percentage (%)	Valid Percent	Cumulative percent
Strongly disagree	8	13.3	13.3	
Disagree	16	26.7	26.7	40
Neutral	9	15	15	15
Agree	15	25	25	45
Strongly agree	12	20	20	
Total	10	100	100	100

Source: Field data, 2018

In the Narcotics Control Board, logistics are very essential for prompt service delivery and productivity. The study shows that on the issue of whether in the institution, the necessary logistics are provided for prompt service delivery, 13.3% of the respondents strongly disagreed to the statement. 26.7% of the respondents disagreed to the statement. 15% of the respondents neither agreed nor disagreed. 25% of the respondents agreed to the statement and 20% of the respondents strongly agreed to the statement. The table shows that the total percentage of respondents who disagreed was 40% and the total percentage of respondents who agreed to the statement was 45%. This shows that though majority of the respondents agree that the necessary logistics are provided for prompt service delivery, quite a significant number are also disagree that the institution provides them with the necessary logistics for prompt service delivery. The implication is that though majority of the employees are provided with the right logistics in the organisation, quite a good number probably in different department have not been provided with the necessary logistics to make them productive on them job. The inference could however be made that the necessary logistics are provided for prompt service delivery in the institution.

Table 4.6: The institution ensures maximum job satisfaction for the employees

	Frequency	Percentage (%)	Valid Percent	Cumulative percent
Strongly disagree	3	5	5	
Disagree	7	11.7	11.7	16.7
Neutral	18	30	30	30
Agree	14	23.3	23.3	53.3
Strongly agree	18	30	30	
Total	60	100	100	100

Source: Field data, 2018

Employee's satisfaction on the job is a key determinant of productivity. If employees are satisfied on the job, it will reflect in their output in the job. The respondents were asked to indicate whether the institution ensures maximum job satisfaction for the employees. 16.7% of the respondents disagreed. 30% of the respondents neither agreed nor disagreed. 53.3% of the respondents agreed to the statement. The figures shows that the respondents who neither agreed nor disagreed were more than the respondents who disagreed implying that more respondents prefer not to comment or are not sure whether the organisation ensures maximum job satisfaction for the employees than those disagreed. However, majority of the respondent agreed that the institution ensures maximum job satisfaction for the employees implying that the majority of the employees feel they are satisfied in the organisation.

The table shows that the measures were high on most of the dimensioned measured for projecting the vision of NACOB relating to responses between disagree and strongly agree. The inference could be made that the leadership style of leaders in the organisation help to project the vision of the organisation.

4.3 Managing people for success

Performance effectiveness derives from human aspirations and human values that are invisible roots of organizational values, they determine the rational for which organizations exist. The task of a leader in the organization in this case is to nurture the roots of organizational values, which consists of nothing but a basic human aspiration. The leader's ability to lead and motivate them to achieve success is contingent upon various situational factors, including the leader's preferred style. The respondents were asked to rate their leaders ability to manage employees for success. This was also measured with a one-sample test was conducted on six items. The six items were responded on five item scale with the least being strongly disagree and the highest being strongly agreed and undecided as the middle choice.

The details of the response are shown for each of the items tested. They were to be rated on a scale of 1-5, (1 = strongly disagree, 2 = disagree, 3 = undecided, 4 = agree and 5 = strongly agree) with the latter being the highest. The table shows the frequency, the percent validity and the cumulative percentages of the responses.

Table 4.7: Our leader makes sure that employees understand what is expected of them

	Frequency	Percentage (%)	Valid Percent	Cumulative percent
Strongly disagree	0	0	0	
Disagree	3	5	5	5
Neutral	17	28.3	28.3	28.3
Agree	33	55	55	66.7
Strongly agree	7	11.7	11.7	
Total	60	100	100	100

Source: Field data, 2018

The findings from this survey as it relates to table 4.7 showed that the leaders indeed make sure that employees understand what is expected of them. This is because from the data in table 4.7, none of the respondents strongly disagreed to the statement. 5% however disagreed to the statement. 28.3% of the respondents however neither agreed nor disagreed to the statement. On the other hand, 55% of the respondents agreed to the statement while 11.7% strongly agreed to the statement. In total, 5% of the respondents disagreed to the statement while 66.7% of the respondents agreed to the statement. This implies that in terms of motivating the employees for success, the leaders ensure maximum communication for the employees to know what is expected of them.

Table 4.8: There is effective working relationship between management and staff at all levels of the organisation

	Frequency	Percentage (%)	Valid Percent	Cumulative percent
Strongly disagree	0	0	0	0
Disagree	3	5	5	5
Neutral	21	35	35	35
Agree	16	26.7	26.7	60
Strongly agree	20	33.3	33.3	
Total	60	100	100	100

Source: Field data, 2018

The table above shows the responses on the statement, “there is effective working relationship between management and staff at all levels of the organisation”. The table shows that 5% of the respondents disagreed to the statement. None of the respondents strongly disagreed. 35% of the respondents neither agreed nor disagreed. 26.7% of the respondents agreed to the statement while 33.3% of the respondents strongly agreed to the statement. The table shows that altogether, 5% of the respondents disagreed to the

statement while 60% of the respondents agreed to the statement. The percentage of respondents who neither agreed nor disagreed were more than those who disagreed implying that there are more employees who have no idea or do not want to disclose their stand on the issue of whether there is an effective working relationship between management and staff at all levels of the organisation than the employees who disagree to the statement. On the other hand, 60% of the respondents which is more than half of the respondents agreed to the statement implying that majority of the employees are of the opinion that there is effective working relationship between management and staff at all levels of the organisation.

Table 4.9: My leader gives me regular feedback on my performance

	Frequency	Percentage (%)	Valid Percent	Cumulative percent
Strongly disagree	12	20	20	
Disagree	14	23.3	23.3	43.3
Neutral	7	11.7	11.7	11.7
Agree	16	26.7	26.7	45
Strongly agree	11	18.3	18.3	
Total	60	100	100	100

Source: Field data, 2018

The table above shows the response on the statement, “my leader gives me regular feedback on my performance”. The table shows that a total of 43% of the respondents disagreed to the statement. 11.7% of the respondents neither agreed nor disagreed. 45% of the respondents also agreed to the statement. It could be observed from the table that the difference between those who agreed and those who disagreed was very small. Even though majority of the respondents (45%) agreed to the statement, it is possible that a very high number of the employees, almost half of the respondents do not receive regular feedback from

their leaders on their performance which is an issue that would require attention. The inference could be made that even though there is an effective working relationship (table 4.8) there is however an issue of communication within the organisation since almost half of the respondents do not receive feedback from their leadership.

Table 4.10: Leadership resolve issues very quickly

	Frequency	Percentage (%)	Valid Percent	Cumulative percent
Strongly disagree	2	3.3	3.3	0
Disagree	7	11.7	11.7	15
Neutral	11	18.3	18.3	18.3
Agree	25	41.7	41.7	66.7
Strongly agree	15	25	25	
Total	60	100	100	100

Source: Field data, 2018

The findings of the study with regards to table 4.10 show that 15% of the respondents disagreed to the statement. 18.3% of the respondents neither agreed nor disagreed and 66.7% of the respondents agree to the statement. This shows that the leadership of the organisation resolves issues quickly. Since the institution has performance records (table 4.3) and ensures maximum job satisfaction for employees, it is therefore understandable that the leadership will put measure in place to resolve or address issues quickly to ensure that those performance standards have been satisfied.

Table 4.11: In this institution, the leadership encourages participation and discussion during meetings.

	Frequency	Percentage (%)	Valid Percent	Cumulative percent
Strongly disagree	0	0	0	
Disagree	0	0	0	0
Neutral	6	10	10	10
Agree	43	71.7	71.7	90
Strongly agree	11	18.3	18.3	
Total	60	100	100	100

Source: Field data, 2018

Management competence and quality of leadership arguably drive the favorable employee and stakeholder participation. The table above shows that 90% of the respondents agreed to the statement while 10% of the respondent neither agreed nor disagree. The data therefore shows that the respondents agree that the leadership encourage participation and discussion during meetings in the organisation. This also confirms that there is indeed a very good working relationship between management and staff of NACOB.

Table 4.12: People in the team can challenge existing way of doing things

	Frequency	Percentage (%)	Valid Percent	Cumulative percent
Strongly disagree	3	5	5	
Disagree	10	16.7	16.7	21.7
Neutral	19	31.7	31.7	31.7
Agree	15	25	25	46.7
Strongly agree	13	21.7	21.7	
Total	60	100	100	100

Source: Field data, 2018

The table above shows the response to the statement, “People in my team can challenge existing ways of doing things. The table shows that 5% of the respondents strongly disagreed. 16.7% of the respondents disagreed to the statement. 31.7% of the respondents neither agreed nor disagreed. 25% of the respondents agreed to statement and 21.7% of the respondents strongly agreed. Altogether, the 21.7% of the respondents disagreed to the statement. 31.7% of the respondents neither agreed nor disagree and 46.6% agreed to the statement. This indicates that the people in the respondents teams can challenged existing ways of doing things.

From the forgoing discussion it could be observed that the measure were high along most of the items corresponding to response between disagree and strongly agree. Apart from the leaders giving regular feedback which had close percentages of respondents who agreed and disagreed, all the other items had significant responses corresponding to agreement. The implication is that the managers of the organisation indeed manage the employees for success.

4.4 Effective Leadership Styles

Leadership as a key factor in determining organizational success has been studied extensively in the past (Bennis & Nanus, 2005; Bass & Riggio, 2006; Andersen & Jakobsen, 2011). Effective leadership style is essential to getting the best out of employees. It takes time and experience to achieve a leadership style that works. Leadership is mostly situational depending on the needs of the team. The researchers find out the types of leadership style leaders in the organization possess and its impact on productivity, the respondents were asked to rate the leadership style of the leadership in the organization.

This was also measured with a one-sample test conducted on eight items. The eight items were responded on an eight-item scale with the least being strongly disagree and the highest being strongly agreed and undecided as the middle choice.

The details of the response are shown for each of the items tested. They were to be rated on a scale of 1-5, (1 = strongly disagree, 2 = disagree, 3 = undecided, 4 = agree and 5 = strongly agree) with the latter being the highest. The table shows the frequency, the percent validity and the cumulative percentages of the responses.

Table 4.13: Decision making process in the organization involves only management

	Frequency	Percentage (%)	Valid Percent	Cumulative percent
Strongly disagree	8	13.3	13.3	
Disagree	16	26.7	26.7	40
Neutral	10	16.7	16.7	16.7
Agree	22	36.7	36.7	46.7
Strongly agree	6	10	10	
Total	60	100	100	100

Source: Field data, 2018

The findings in table 4.13 indicates that 8% of the respondents strongly disagreed to the statement. 26.7% of the respondents also disagreed to the statement. 16.7% of the respondent neither agreed nor disagreed. 36.7% of the respondents on the other hand agreed to the statement while 10% of the respondents strongly agreed. It could be seen from the table that altogether 40% of the respondents disagreed to the statement while 46.7% of the respondents agreed to the statement. The shows that the respondents were divided on the issue of decision making process in the organization involving only management. Even though majority of the respondents agreed to the statement, the difference between those who agreed and those who disagreed was not so significant which indicates that the respondents were divided on the issue. One group thinks the decision making processing the organization involves only the management while the other group thinks the decision process in the organization does not involve only management. The inference could be made that some employees are not included in the decision making process of the organization making them feel that the decision making process involves only the management. The other group is which the majority, are probably included in the decision making process and as a result they think the decision making is not just limited to management.

Table 4.14: In the place where I work, the team leader does not discriminate on religious, ethnic or gender grounds.

	Frequency	Percentage (%)	Valid Percent	Cumulative percent
Strongly disagree	0	0	0	
Disagree	0	0	0	0
Neutral	7	11.7	11.7	11.7
Agree	27	45	45	88.3
Strongly agree	26	43.3	43.3	
Total	60	100	100	100

Source: Field data, 2018

The findings of the study with regards to the issue of the team leader not discriminating on religious, ethnic or gender grounds reveals that 11.7% of the respondent neither agreed nor disagreed to the statement. 45% of the respondents agreed to the statement and 43.3% of the respondents strongly agreed to the statement. None of the respondents strongly disagreed nor disagreed to the statement. The table illustrates that apart from the 11.7% who neither agreed nor disagreed to the statement, the remaining 88.3% of the respondents agreed to the statement which implies a strong agreement with the statement that the team leader does not discriminate on religious, ethnic or gender grounds. This confirms that indeed there is effective working relationship between management and staff at all levels of the organization as depicting in table 4.8.

Table 4.15: Management regularly keeps employees informed about work process

	Frequency	Percentage (%)	Valid Percent	Cumulative percent
Strongly disagree	0	0	0	
Disagree	4	6.7	6.7	6.7
Neutral	11	18.3	18.3	18.3
Agree	31	51.7	51.7	75
Strongly agree	14	23.3	23.3	
Total	60	100	100	100

Source: Field data, 2018

The table above shows the response to the statement, “management regularly keeps employees informed about work processes”. The table shows that 6.7% of the respondents disagreed to the statement. 18.3% of the respondents neither agreed nor disagreed. 51.7% of the respondents agreed to the statement while 23.3% of the respondents strongly agreed to the statement. In total, 6.7% of the respondents disagreed to

the statement while 75% of the respondents agreed to the statement implying from the perspective of the respondents, management regularly keeps employees informed about work processes. Table 4.7 revealed that the leaders make sur that the employees know what is expected of them which agrees with the findings in table 4.15 implying that the leaders do not only make sure that the employees understand what is expected of them, but the management also regularly keeps the employees informed about work processes.

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Table 4.16: As a public institution, leadership treats everyone as a professional

	Frequency	Percentage (%)	Valid Percent	Cumulative percent
Strongly disagree	0	0	0	
Disagree	0	0	0	0
Neutral	20	33.3	33.3	33.3
Agree	27	45	45	66.7
Strongly agree	13	21.7	21.7	
Total	60	100	100	100

Source: Field data, 2018

The findings of the study pertaining to table 4.16 indicates that 33.3% of the respondents neither agreed nor disagreed. 45% of the respondents agreed to the statement and 21.75 of the respondents strongly agreed to the statement. None of the respondents agreed nor disagreed to the statement. The survey shows the percentage of the respondents who agreed was 66.7% which implies that the leadership of the organization treat s everyone as a professional. This data is consistent with the data findings in table 4.14 where it was discovered that in the place where the respondents work, the team leader does not

discriminate on religious, ethnic or gender grounds. The implication is that leadership treats everyone as a professional irrespective of their religion, ethnicity or gender.

Table 4.17: There is an effective mechanism to respond in a timely manner to workers' needs

	Frequency	Percentage (%)	Valid Percent	Cumulative percent
Strongly disagree	4	6.7	6.7	0
Disagree	8	13.3	13.3	20
Neutral	15	25	25	25
Agree	23	38.3	38.3	55
Strongly agree	10	16.7	16.7	
Total	60	100	100	100

Source: Field data, 2018

Table 4.17 presents data on the response of the respondents on the statement, “there is an effective mechanism to respond in a timely manner to workers' needs”. From the table above, 6.75 of the respondents strongly disagreed to the statement. 13.3% of the respondents disagreed to the statement. 25% of the respondents neither agreed nor disagreed. On the other hand, 23.3% of the respondents agreed to the statement while 16.7% of the respondents strongly agreed to the statement. A total of 20% of the respondents disagreed to the statement while 55% also agreed to the statement. The table show that there were more employees who either did not know what to say or did not want to disclose their opinion and so indicated neither agree nor disagree. However, majority (55%) of the respondents agreed to the statement implying that there is an effective mechanism to respond in a timely manner to workers' needs. This also agrees with the findings in figure 4.10 where the table revealed that leadership resolves issues

very quickly. This also implies that there is a there is an effective mechanism to respond in a timely manner to workers' needs and to resolves issues quickly in the organization.

Table 4.18: My leader inspires me to do my best

	Frequency	Percentage (%)	Valid Percent	Cumulative percent
Strongly disagree	5	8.3	8.3	0
Disagree	12	20	20	28.3
Neutral	11	18.3	18.3	18.3
Agree	20	33.4	33.4	53.4
Strongly agree	12	20	20	
Total	60	100	100	100

Source: Field data, 2018

The table above shows the response to the statement, “my leader inspires me to do my best”. The table shows that a total of 28.3% of the respondents disagreed to the statement while 53.4% of the respondents agreed to the statement. 18.3% of the respondents however neither agreed nor disagreed to the statement. Since majority (53.4%) agreed to the statement, it indicates that majority of the employees feel that their leaders have inspired them to do their best. Table 4.1 reveal that the people in the team of the respondents focus on achieving results for the institution. Table 4.2 two also showed that the leaders ensures that the employees have adequate training to handle any new work demand. Also, table 4.6 showed that the institution ensure maximum job satisfaction for the employees. These findings are consistent with the findings in table 4.18 where the data shows that the leader inspires the employees to do their best. This could be the reason why the respondents indicated that the organization ensures maximum employees satisfaction in the job for the employees.

Table 4.19: Employees are closely monitored for efficiency

	Frequency	Percentage (%)	Valid Percent	Cumulative percent
Strongly disagree	0	0	0	0
Disagree	18	30	30	30
Neutral	0	0	0	0
Agree	28	46.7	46.7	70
Strongly agree	14	23.3	23.3	
Total	60	100	100	100

Source: Field data, 2018

From the table above showing the response of the respondents concerning the statement, “employees are closely monitored for efficiency”, 30% of the respondents disagreed to the statement. 46.7% of the respondents agreed to the statement while 23.3% of the respondents strongly agreed to the statement. None of the respondents strongly disagreed and none of the respondents neither agreed nor disagreed. The total respondents who disagreed was 30% while the total respondents who agreed was 70%. This clearly shows that majority of the respondents agree that the employees are closely monitored for efficiency. Table 4.3 depicted that the organization has an annual set of performance standards which is closely related to the findings in table 4.19. The implication could be that the performance standard allows management to closely monitor the employees for efficiency.

Table 4.20: Employees are rewarded or punished when necessary to accomplish goals

	Frequency	Percentage (%)	Valid Percent	Cumulative percent
Strongly disagree	0	0	0	0
Disagree	0	0	0	0
Neutral	21	35	35	35
Agree	27	45	45	65
Strongly agree	12	20	20	
Total	60	100	100	100

Source: Field data, 2018

The table above shows responses given by the respondents to the statement, “employees are rewarded or punished when necessary to accomplish goals”. The table shows that 35% of the respondents neither agreed nor disagreed to the statement. 45% of the respondents agreed to the statement while 20% of the respondents strongly agreed to the statement. Altogether, the respondents who neither agreed nor disagreed were 35% and those who agreed were 65%. None of the respondents disagreed to the statement and none of the respondents strongly disagreed to the statement. Since majority of the respondents agreed to the statement, the indication is that the employees are rewarded or punished when necessary to accomplish goals.

The foregoing discussion shows that the leadership styles of leaders in the organization have been very effective in the organization. All the items measured received strong response corresponding to responses between neither agreed nor disagree and strongly agree. This shows that the item measured in this section were agreed on by the respondents indicating that the leadership styles of the respondents have been very effective.

4.5 Individual support

Employees' trust in their leadership is widely acknowledged as a critical determinant of organizational effectiveness (Bass & Riggio, 2006). The literature review shows that effective leadership style can lead towards desirable outcomes such as higher level of performance and greater exchange of ideas and knowledge. Successful leaders create and maintain employees' trust through their leadership styles which can result in individual support for the employees (Andersen & Jakobsen, 2011). The respondents were asked to indicate the level of individual support in the organization.

This was also measured with a one-sample test was conducted on five items. The five items were responded on five item likert scale with the least being strongly disagree and the highest being strongly agreed and undecided as the middle choice.

The details of the response are shown for each of the items tested. They were to be rated on a scale of 1-5, (1 = strongly disagree, 2 = disagree, 3 = undecided, 4 = agree and 5 = strongly agree) with the latter being the highest. The table shows the frequency, the percent validity and the cumulative percentages of the responses.

Table 4.21: The leader ensures that career counseling programs are made available to employees.

	Frequency	Percentage (%)	Valid Percent	Cumulative percent
Strongly disagree	12	20	20	0
Disagree	27	45	45	65
Neutral	10	16.7	16.7	16.7
Agree	11	18.3	18.3	18.3
Strongly agree	0	0	0	0
Total	60	100	100	100

Source: Field data, 2018

The table above shows responses given by the respondents on the statement, “the leader ensures that career counseling programs are made available to employees”. The table shows that 20% of the respondents strongly disagreed to the statement. 45% of the respondents also disagreed to the statement. 16.7% of the respondents neither agreed nor disagreed to the statement. 18.3% of the respondents also agreed to the statement. The survey shows that altogether, 65% of the respondents disagreed to the statement while 18.3% of the respondent agreed to the statement. This shows that in the organization, leaders do not ensure that career counseling programs made available to employees. Even though table 4.2 showed that leaders ensure adequate training to handle work demands. Table 4.21 depicts however that the training does not include career counseling programs for the employees. The assumption could be made that since the respondents are old and majority have been in the job for more than two years, the leadership see no need for career counseling programs.

Table 4.22: I have opportunity to advance in my line of function

	Frequency	Percentage (%)	Valid Percent	Cumulative percent
Strongly disagree	0	0	0	0
Disagree	6	10	10	10
Neutral	13	21.7	21.7	21.7
Agree	25	41.7	41.6	68.3
Strongly agree	16	26.7	26.7	0
Total	60	100	100	100

Source: Field data, 2018

The table above shows that regarding the statement, “I have opportunity to advance in my line of function”, 10% of the respondents disagreed to the statement. 21.7% of the respondents neither agreed nor disagreed to the statement. 41.7% of the respondents agreed to the statement while 26.7% of the respondents strongly agreed to the statement. Altogether, 10% of the respondents disagreed to the statement while 68.3% of the respondents agreed to the statement. This shows that the employees have the opportunity to advance in their line of function. Table 4.12 depicted that the employees in this organization are able to challenge the way things are done in the organization. Perhaps these are all part of the opportunities the organization give its employees to advance in their line of function. This shows that the organization gives its employees enough opportunity to advance in their career.

Table 4.23: The manager speaks with staff members individually to hear the other side of the story

	Frequency	Percentage (%)	Valid Percent	Cumulative percent
Strongly disagree	3	5	5	0
Disagree	9	15	15	20
Neutral	9	15	15	35
Agree	23	38.3	38.3	73.3
Strongly agree	16	26.7	26.7	100
Total	60	100	100	

Source: Field data, 2018

The table above shows that regarding the statement, “the manager speaks with the staff members individually to hear the other side of the story”, 5% of the respondents strongly disagreed to the statement. 15% of the respondents disagreed to the statement. Another 15% of the respondents neither agreed nor

disagreed to the statement. 38.3% of the respondents agreed to the statement while 26.7% of the respondents strongly agreed to the statement. Altogether, 20% of the respondents disagreed to the statement while 65% of the respondents agreed to the statement. The implication of this is that the managers speak to staff members individually to hear the other side of the story. This could be part of the reasons why the respondents agreed that the leaders inspire them to do their best.

Table 4.24: The leader takes time to visit employees in their offices and units

	Frequency	Percentage (%)	Valid Percent	Cumulative percent
Strongly disagree	11	18.3	18.4	
Disagree	14	23.3	23.3	41.7
Neutral	8	13.3	13.3	13.3
Agree	14	23.3	23.3	45
Strongly agree	13	21.7	21.7	
Total	60	100	100	100

Source: Field data, 2018

The table above shows that regarding the statement, “The leader takes time to visit employees in their offices and unit”, 18.4% of the respondents strongly disagreed to the statement. 23.3% of the respondents disagreed to the statement. 13.3% of the respondents neither agreed nor disagreed to the statement. 23.3% of the respondents agreed to the statement while 21.7% of the respondents strongly agreed to the statement. Altogether, 41.7% of the respondents disagreed to the statement while 45% of the respondents agreed to the statement. The data shows that there seemed to be a divided opinion on the issue of employees been visited in their offices or sites by their leaders. The difference between those who agreed and those who disagreed was not to big which shows that the some of the respondents (majority) feel that their leaders

visit them in their office or site while others feel that their leaders do not visit them in their offices. This could attribute to the fact that employees are oriented on the job and given adequate training and logistics to for prompt service delivery and so the leaders do not have to visit their subordinates on the job unless there is probably the need.

Table 4.25: There is an effective mechanism in place whereby employee's problems are attended to promptly

	Frequency	Percentage (%)	Valid Percent	Cumulative percent
Strongly disagree	4	6.7	6.7	6.7
Disagree	7	11.7	11.7	18.4
Neutral	12	20	20	20
Agree	23	38.3	38.3	61.6
Strongly agree	14	23.3	23.3	
Total	60	100	100	100

Source: Field data, 2018

The findings of the study with regards to table 4.25 show that 6.7% of the respondents strongly disagreed to the statement. 11.7% of the respondents disagreed to the statement. 20% of the respondents neither agreed nor disagreed to the statement. 38.3% of the respondents agreed to the statement while 23.3% of the respondents strongly agreed. In total, 18.4% of the respondents disagreed to the statement while 61.7% of the respondents also agreed to the statement. This shows that there is an effective mechanism in place whereby employees' problems are attended to promptly. Table 4.10 depicted that the leadership of the organisation resolves issues quickly. The data in table 4.25 seems to be consistent with that of table 4.10 which implies that leadership resolves issues promptly within the organization due to the mechanism that have been put in place for problems to be addressed right on time.

The foregoing discussion shows that most of the items measured for individual support within the organization had strong responses corresponding to responses between disagree and strongly agree. This indicates that there is a strong individual support system in the organization.

4.6 Enhancing productivity

Leadership styles can affect the motivation, effectiveness and productivity of employees. A leader's approach to leadership impacts the organization's ability to meet its obligation. An effective leader does not only motivate, but also inspires and guides the subordinates to achieve established goals and objectives. This section sought to discover how the leader in the organization enhance productivity. This was measured with five items.

The tables below show in detail the level of agree and disagreement. The tables are headed by the various questions asked during the data collection with the use of questionnaires. The details of the response are shown for each of the items test. The respondents were to indicate their answer with yes or no. The table shows the frequency and percentages of the responses.

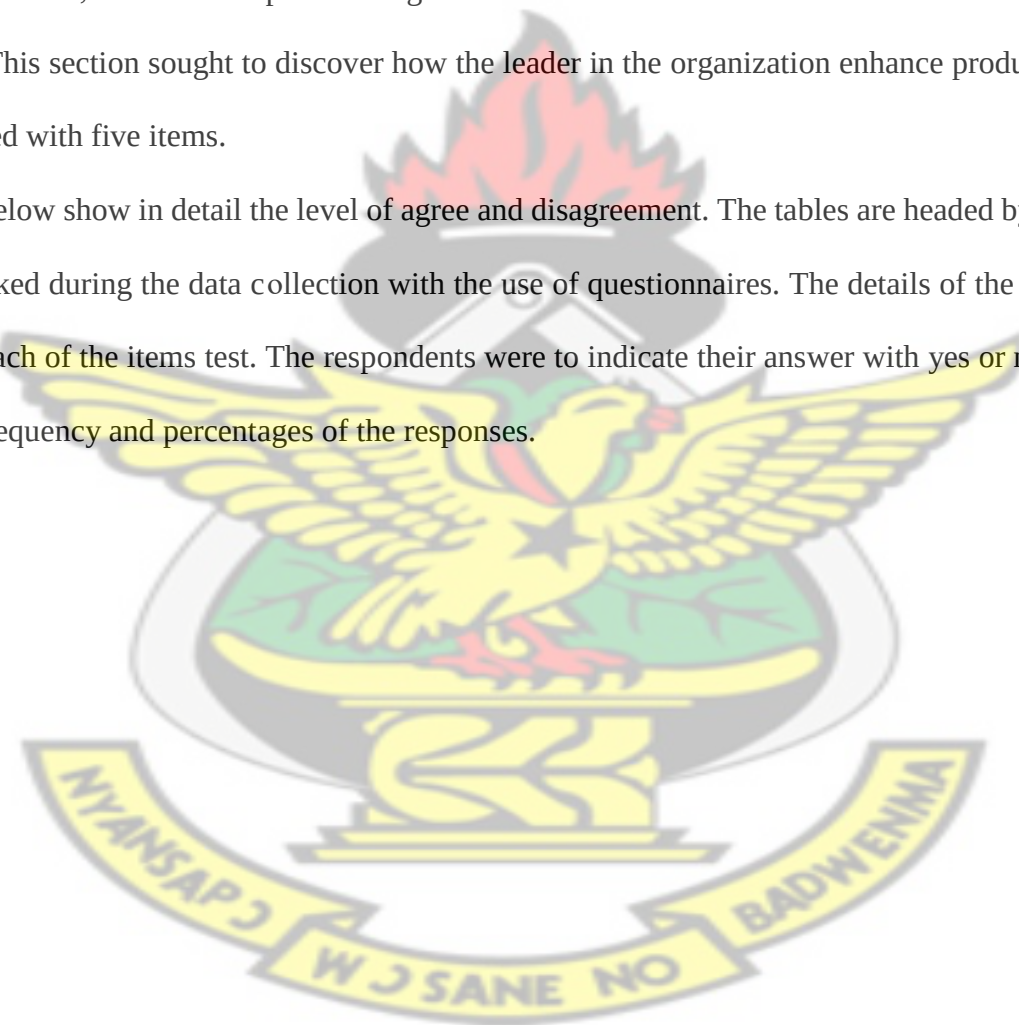


Table 4.26: Enhancing productivity

<i>Statement</i>	Frequency (Yes)	Percentage (%)	Frequency (No)	Percentage (%)
<i>The type of leadership practiced in this organization enables me to increase my output</i>	33	55	27	45
<i>Our leaders communicate achievements to the workers regularly</i>	32	53.3	28	46.7
<i>I think there is fairness in the way my performance is assessed</i>	37	61.7	23	38.3
<i>I am comfortable in the company of my co-workers</i>	53	88.3	7	11.7
<i>I feel I am highly motivated to work in the organization</i>	41	68.3	19	31.7

Source: Field data, 2018

The table above shows that on the issue of the type of leadership practices in this organization enabling the respondents to increase their output, 55% of the respondents indicate yes while 45% indicated no. Even though the difference between those who indicated yes and those who indicated no were not too much, there is still an indication that the leadership practices enable employees to increase their output since majority of the respondents indicated yes. Table 4.18 showed that the leaders inspire the employees do their best which is possibly why the employees' output have been increased.

On the issue of the leaders regularly communicating achievements to the workers, 53.3% indicated yes while 46.7% indicated no. table 4.9 showed that the respondents were almost divided on the issue of the leaders' providing feedback on performance of employees. The findings appear similar to that of the employees receiving regular communication on employees' achievement. This implies that there is possibly a communication gap as the respondents do not receive regular feedback from or communication on their achievement on regularly basis.

On the issue of the respondents thinking there is fairness in the way my performance is assessed, 61.7% indicated yes while 38.3% of the respondents indicated no. This means even though the employees do not receive communication on performance regularly, they still think there is fairness in the way employee's performance is assessed.

On the issue of the respondents being comfortable in the company of their co-workers, 88.3% of the respondents indicated yes while 11.7% indicated no. This clearly indicates that the employees are comfortable in the company of their co-workers. The implication is that since there is fairness in the performance assessment of the employees, they worker in turn feel comfortable in the company of other worker. This could also mean that there is no room for envy in the organization and as a result the employees feel comfortable in the company of other colleagues.

Finally on the issue of employees feeling highly motivated to work in the organization, 68.3% of the respondents indicated yes while the remaining 31.7% indicated no. Since majority of the respondents indicated yes, there an indication that the employees feel motivated to work in the organization. This agrees with the findings in table 4.6 where the respondents indicated that the organization ensures maximum job satisfaction for the employees.

The discussion shows that the leadership practices enhance productivity in the organization. 61.7% of the respondents mentioned that they are satisfied with the leadership style of the institution while 38.3% of the respondents mentioned that they are not satisfied. The data presented in the various sections have proven that the leadership practices have been effective and have contributed to productivity in the organization.

4.7 Challenges

There are many challenges both employees and management face in their desire to improve their performance in an organization. Even though some of the challenges can arise at any point in the employee's career, they can be particularly prevalent with regards to leadership practices in an

organization. The respondents were asked to indicate the challenges they face in their desire to improve their performance in the organization. The table below shows the challenges mentioned by the respondents.

Table 4.27: Challenges respondents face in their desire to improve their performance

<i>Challenges</i>	Frequency (Yes)	Percentage (%)
<i>Lack of reputable skilled personnel</i>	21	35
<i>Lack of funds</i>	53	88.3
<i>Lack of logistics for the job</i>	34	56.7
<i>Lack of training</i>	37	61.7
<i>Improved way of operation</i>	57	95
<i>Restriction of employee to participate in decision making</i>	39	65
<i>Lack of motivation for low level employees</i>	41	68.3

Source: Field data, 2018

The table above shows the challenges respondents face in their desire to improve performance. It is not arranged in any particular order. From the table above, 35% of the respondents mentioned reputable skilled personnel. It was explained that the ideal employee is a problem solver-team player, hard-worker and effective leader with excellent skills. The respondents mentioned that these skills are lacking in the employees in the organization.

Restriction of employees to participate in decision making was also mentioned by 65% of the respondents. Table 4.14 showed that a significant number of the respondents agreed that the decision making is done only by the management. Since it was mentioned by more than half of the respondents, it indicates that a good portion of the respondents are not included in the decision making of the organization.

95% of the respondents which the highest mentioned improved way of operation. This indicated that improved way of operation which includes logistics, processes and training is required to make the employees more effective. Since it was mentioned by 95% of the respondents, it probably indicates that this is a predominant problem facing the employees.

53% of the respondents also mentioned lack of funds. The respondents indicated that the funds needed to carry out most of their activities are not available and as a result they are not able to execute some of their activities.

61.7% of the respondents mentioned lack of training. Table 4.2 revealed that the leaders ensure that adequate training is giving to the employees to handle new work demands. However, a significant portion of the respondents feel that the training given the employees is not enough to ensure productivity.

56.7% of the respondents also mentioned lack of logistics. This agrees with the findings table 4.5 where a significant number of the respondents mentioned that the right logistics are not provided for prompt service delivery.

Finally, 68.3% of the respondents also mentioned lack of motivation. This implies that even though there is a good working relationship between leaders and the employees, and the leaders ensure that the employees are satisfied on the job, there is however little motivation for the employees.

4.8 Recommendation for further improvement of employee performance

High performing and productive employees are more concerned about the job done than getting recognition for their role in an outcome. As a result the respondents indicated what they think the leaders can do to improve their performance. The table below shows the response given by the respondents.

Table 4.28: Recommendations

<i>Recommendation for improvement</i>	Frequency (Yes)	Percentage (%)
<i>Training/education/capacity building</i>	31	51.7
<i>Provision of necessary logistics to staff</i>	29	48.3
<i>Staff appraisal and motivation</i>	37	61.7
<i>Communication/information</i>	42	70

Source: Field data, 2018

The table above shows the recommendation the respondents gave concerning what they think the leaders can do to improve their performance. It is not arranged in any particular order. From the table above, 51% of the respondents mentioned training/education/capacity building. 48.3% of the respondents' mentioned provision of necessary logistics/materials for staffs. 61.7% of the respondents mentioned staff appraisal and motivation and 70% mentioned communication/information. This indicates that in respondents think that the leaders should organize more training/education/capacity building, provided the necessary logistics, organize staff appraisal and rewards deserving employees and ensure adequate communication within the organize to help improve the performance of the employees.

CHAPTER FIVE

SUMMARY OF FINDINGS, RECOMMENDATIONS AND CONCLUSION

5.0 Introduction

The previous chapter discussed the presentation and analysis of the data collected from the numerous respondents on the “Impact of leadership on productivity in the public sector of Ghana – A case study of Narcotics Control Board, Accra”. This chapter summarizes the major findings from the analysis as well as recommendations which are in support of the findings together with the conclusion of the research.

5.1 Summary of findings

The data for this study were gathered from the Narcotics Control Board. The profile and role of the Ministry and its Directorate were discussed. Also, the different leadership styles were analyzed and discussed. The relationship between the leadership styles and productivity have been analyzed and deliberated upon. This section considers the summary of the research findings on “Impact of leadership on productivity in the public sector of Ghana – A case study of Narcotics Control Board, Accra”.

The study revealed that people belonging to the team of the respondents focus on achieving results for the institution which is an indication of employees projecting the vision of the organization. The leaders also ensure adequate training for the employees to enable them handle any new work demand. The study also shows that the institution has an annual set of performance standards. The leaders were also found to be providing a good attendance record for the employees. The findings of the study shows that the necessary logistics are provided for the workers for prompt service delivery in the institution. The study revealed that the employees are satisfied in the organization. These findings depicted that the leadership style of leaders in the organization help to project the vision of the organization.

It was also discovered that, the leaders ensure maximum communication for the employees to know what is expected of them. The findings also indicated that there is effective working relationship between the

management and staff at all levels of the organization. The study brought light that even though employees are given regular feedback on their performance, a significant number of employees do not however receive feedback from the leaders on their performance which was seen to be a communication gap. The study also indicated that the leadership put measures in place to resolve or address issues quickly to ensure that those performance standards have been satisfied. With regards to working relation between the employees and management, the study found out that there is a very good working relationship between management and staff of NACOB. The findings of the study indicated that the employees can challenged existing ways of doing things. All these factors indicated that managers of the organization manage their employees' for success.

The study also uncovered that the decision making is not just limited to management and that employees are allowed to be part of the decision making process. The study also found out that there is effective working relationship between management and staff at all levels of the organization. The results of the survey indicated that the management regularly keeps the employees informed about work processes. The results also showed that leadership treats everyone as a professional irrespective of their religion, ethnicity or gender. There is also an effective mechanism in place to respond in a timely manner to workers' needs and to resolves issues quickly in the organization. In the analysis of the data collected, the researcher found out that the leadership of NACOB ensures maximum employees satisfaction in the job for the employees. The study also showed that performance standard of the organization allows management to closely monitor the employees for efficiency. One way of doing this is by rewarding or punishing employees when necessary to accomplish goals. These findings indicate that the leadership styles of the respondents have been very effective.

There is however no career counseling program in place within the organization. The organization however gives its employees enough opportunity to advance in their career. This findings of the study however shows that the managers speak to staff members individually to hear the other side of the story. The study however indicated that the employees were divided on the issue of being visited in their offices

or site by their leaders. Majority of the employees indicated that their leaders visit them in their offices or sites while others feel that their leaders do not visit them in their offices. Also, the study found out that the leadership resolves issues promptly within the organization due to the mechanism that have been put in place for problems to be addressed right on time. These findings proved that there is a strong individual support system for the employees in the organization.

The study also showed that the leadership practices enable employees to increase their output. There was also found to be a fairness in the way employee's performance is assessed. The study depicted that the employees are comfortable in the company of other employees. Even though the study discovered that the employees feel motivated to work in the organization, there was possibly a communication gap as the employees do not receive regular feedback or communication from the leaders regarding their achievement on regularly basis.

In spite of all these findings, the study also found that the employees face challenges in their desire to improve their performance. The challenges include lack of funds, lack of logistics for the job, lack of training, outmoded way of operation, restriction of the employees from participating in the decision making process and lack of motivation for low level employees.

5.2 Conclusion

The research was conducted out primarily to evaluate the impact of leadership style on productivity in the public sector of Ghana. The study begun with an introductory chapter which outlined the problem of the study, the significance of the study and also gave an outline for the study.

Chapter examined literature which relates to the area of the study. The research methodology in the third chapter. Chapter three focused on the study area, population and sample size, research design and source of the primary data which was gathered with the help of a questionnaire and also explained the method of data analysis.

Chapter four analyzed the data gathered by examining findings with the aid of some economic tools of analysis (tables, graphs, etc.). The results presentation is put into socio-economic characteristics of respondents which presented the sex, age, work status and work experience, among other specific results from responses from surveyed respondents. A dataset collected from a sample of respondents at the Narcotics Control Board was used.

From the study, the leadership practices of the management of Narcotics Control Board contribute to productivity. The study specifically revealed that the employees are satisfied with their jobs. The majority of the employees take part in the decision making process of the organization and as a result the job offers them progression. There is a cordial relationship between the prominent employees and the lower employees. The employees are therefore satisfied with the leadership style in the institution.

5.3 Recommendation

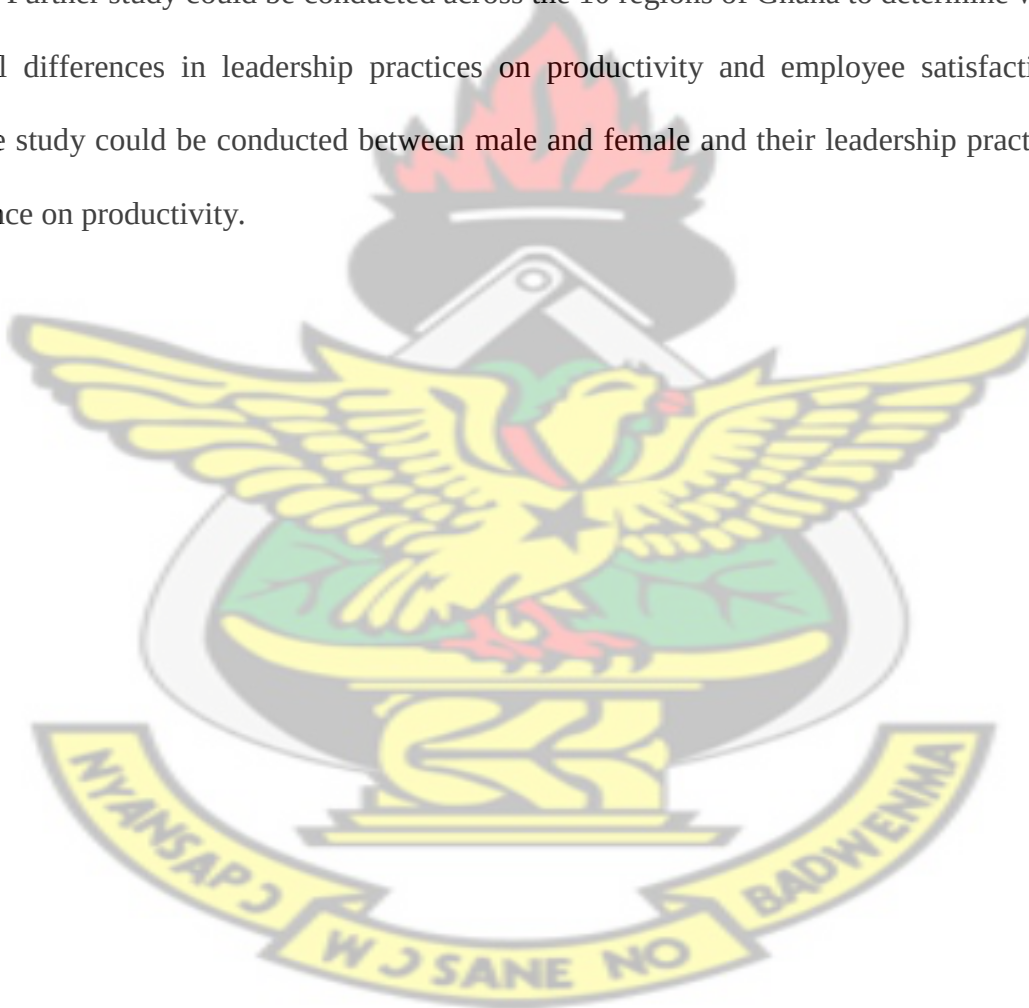
From the survey, the employees of the Narcotics Control Board appears to be satisfied with the leadership practices of the management since the leadership practices have contributed to the productivity. These recommendations that are being made to assist in the consolidation of NACOB's leadership practice to enhance productivity. The organization can do this by:

1. Not allowing employees to enjoy too much liberty or freedom within the corporate environment.
2. Organizing regular training or capacity building for the employees at all level
3. Supervisors who report to top management should be assigned over groups tasked with any assignment to ensure inclusion in decision making and goals setting to achieve maximum productivity.
4. The necessary logistics should be provided to staff to ensure prompt service delivery.
5. The organization should have constant employee appraisal to assess their performance in the organization by which well performing employees could be motivated.

6. It is essential to point out that since the employees feel they do not receive feedback from leader concerning performance, it will be necessary for leaders to provide adequate information or feedback to the employees concerning their performance so that they will feel motivated

5.3.1 Recommendation for further studies

Due to time, resources and financial constraints, the sample size used for the study was limited to 60 respondents. Further research could therefore be undertaken using a larger sample size in a different company such as Ghana Ports and Harbour Authority, Economic and Organized Crime Unit or financial institutions. Further study could be conducted across the 10 regions of Ghana to determine whether there are regional differences in leadership practices on productivity and employee satisfaction. Also, a comparative study could be conducted between male and female and their leadership practice to assess their influence on productivity.



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APPENDIX A

QUESTIONNAIRE

APPENDIX A

QUESTIONNAIRE DESIGNED FOR RESPONDENTS

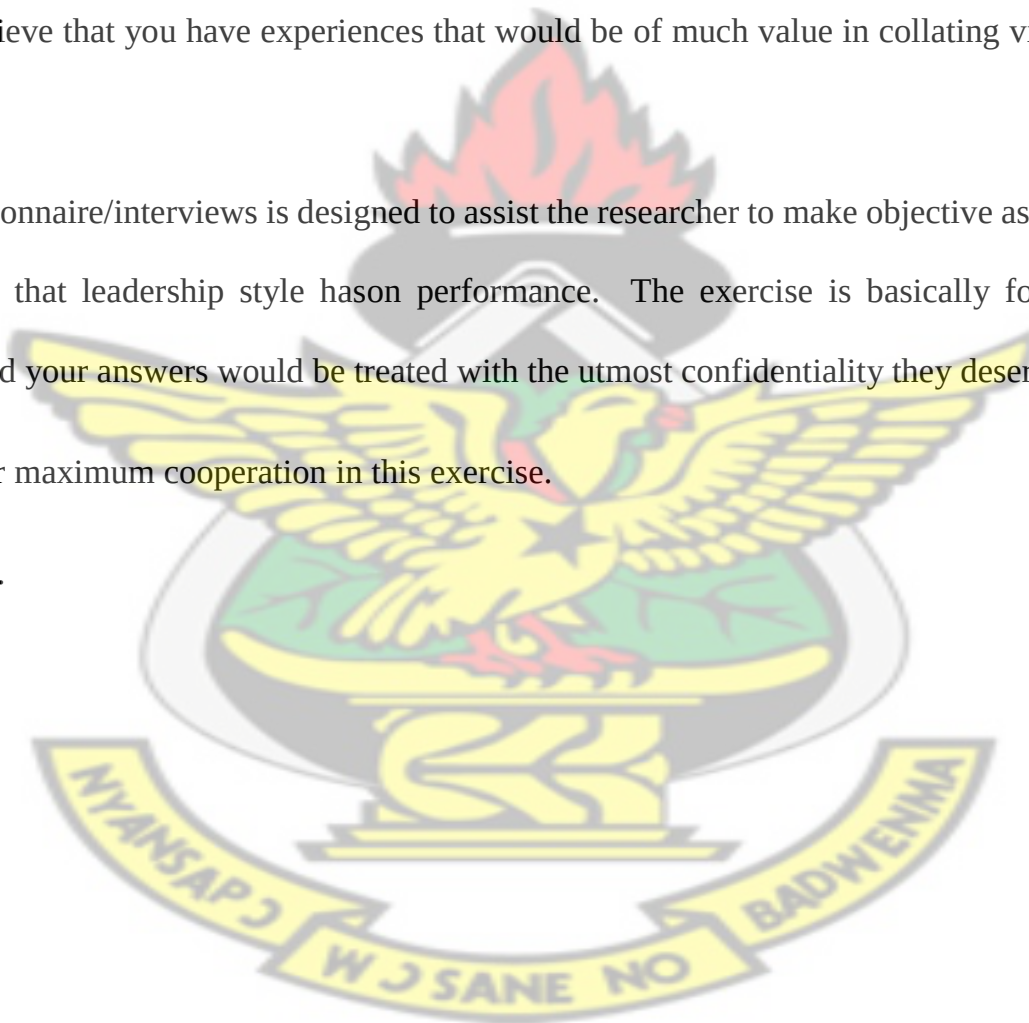
Dear Respondent,

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/interviews 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.

Thank you.



QUESTIONNAIRE

THE IMPACT OF LEADERSHIP ON PRODUCTIVITY IN THE PUBLIC SECTOR OF GHANA

– A CASE STUDY OF NARCOTICS CONTROL BOARD, ACCRA.

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. How long have you been in this organization? A. 0-2yrs [] B. 3-5yrs []

C. 6-8yrs [] D. 9-11yrs [] E. 12yrs and above []

6. In which department do you work?

A. Administration [] B. Human Resource [] C. Finance []

D. Technical Unit []

E. others (please specify)

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

7. 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.

Instruction: For each of the statements below please tick on the sheet designed for the responses.

Note: There is no right or wrong answers and interviewee identity will be anonymous.

Key: 1=Strongly Disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly Agree

PROJECTING THE VISION OF THE NACOB

1. People in my team focus on achieving results for the institution.

Strongly Disagree	☐	Disagree	☐	Neutral	☐	Agree	☒	Strongly Agree	☐
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2. My leader ensures adequate training to handle any new work demand

Strongly Disagree	☐	Disagree	☐	Neutral	☐	Agree	☐	Strongly Agree	☐
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3. The institution has an annual set of performance standards.

Strongly Disagree	☐	Disagree	☐	Neutral	☐	Agree	☐	Strongly Agree	☐
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4. The leader provides a good attendance record

Strongly Disagree	☐	Disagree	☐	Neutral	☐	Agree	☐	Strongly Agree	☐
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5. In the institution, the necessary logistics are provided for prompt service delivery.

Strongly Disagree	☐	Disagree	☐	Neutral	☐	Agree	☐	Strongly Agree	☐
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6. The institution ensures maximum job satisfaction for the employees.

Strongly Disagree	☐	Disagree	☐	Neutral	☐	Agree	☐	Strongly Agree	☐
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SECTION C

MANAGING PEOPLE FOR SUCCESS

7. Our Leader makes sure that employees understand what is expected of them.

Strongly Disagree	☐	Disagree	☐	Neutral	☐	Agree	☐	Strongly Agree	☐
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8. There is effective working relationship between Management and Staff at all levels of the organization.

Strongly Disagree	☐	Disagree	☐	Neutral	☐	Agree	☐	Strongly Agree	☐
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9. My leader gives me regular feed-back on my performance.

Strongly Disagree	☐	Disagree	☐	Neutral	☐	Agree	☐	Strongly Agree	☐
-------------------	--------------------------	----------	--------------------------	---------	--------------------------	-------	--------------------------	----------------	--------------------------

10. Leadership resolves issues very quickly

Strongly Disagree	☐	Disagree	☐	Neutral	☐	Agree	☐	Strongly Agree	☐
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11. In this institution, the Leader encourages participation and discussion during meetings.

Strongly Disagree	☐	Disagree	☐	Neutral	☐	Agree	☐	Strongly Agree	☐
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12. People in my team can challenge existing ways of doing things.

Strongly Disagree	☐	Disagree	☐	Neutral	☐	Agree	☐	Strongly Agree	☐
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SECTION D

EFFECTIVE LEADERSHIP STYLES

13. Decision making process in the organization involves only the Management.

Strongly Disagree	☐	Disagree	☐	Neutral	☐	Agree	☐	Strongly Agree	☐
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14. In the place where I work, the team leader does not discriminate on religious, ethnic or gender grounds.

Strongly Disagree	☐	Disagree	☐	Neutral	☐	Agree	☐	Strongly Agree	☐
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15. Management regularly keeps employees informed about work processes.

Strongly Disagree	☐	Disagree	☐	Neutral	☐	Agree	☐	Strongly Agree	☐
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16. As a public institution Leadership treats everyone as professionals

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
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17. There is an effective mechanism to respond in a timely manner to workers' needs.

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
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18. My Leader inspires me to do my best.

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
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19. In this institution, employees are monitored closely for efficiency.

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
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20. Employees are rewarded or punished when necessary to accomplish goals.

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
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SECTION E

INDIVIDUAL SUPPORT

21. In this Institution the Leader ensures that career counseling programs are made available to employees

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
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22. I have opportunities to advance in my line of function.

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
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23. The Manager speaks with Staff members individually to hear the other side of the story.

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
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24. The Leader takes time to visit employees in their offices and units.

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
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25. There is an effective mechanism in place whereby employees' problems are attended to promptly.

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
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SECTION F

ENHANCING PRODUCTIVITY

In the following, answer by ticking true or false against each question.

Answer in the spaces provided for Section F.

26. The type of leadership practiced in this organization enables me to increase my output.

True	☐	False	☐
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27. Our leaders communicate achievements to the workers regularly.

True	☐	False	☐
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28. I think there is fairness in the way my performance is assessed.

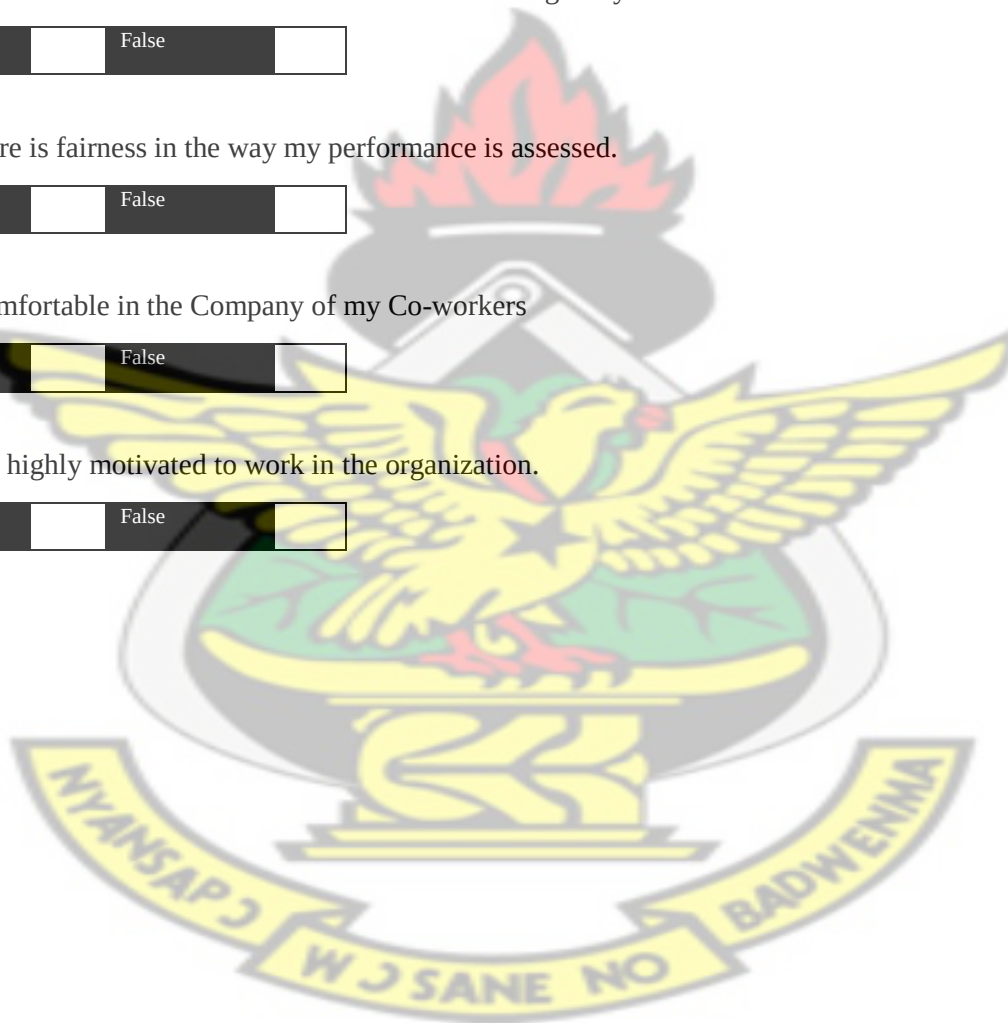
True	☐	False	☐
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29. I am uncomfortable in the Company of my Co-workers

True	☐	False	☐
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30. I feel I am highly motivated to work in the organization.

True	☐	False	☐
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SECTION G

INTERVIEW QUESTIONS

31. How satisfied are you with your job?

32. Are you involved in the decision making process as an employee?

33. Does your job offer you progression?

34. Is there a cordial relationship between the high ranking employees and the junior ones?

35. Are you satisfied with the leadership style of this institution?

SECTION H

CHALLENGES AND THE WAY FORWARD

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

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