

**EXPLORING THE IMPACT OF MANAGERIAL LEADERSHIP PRACTICES
ON THE PERFORMANCE LEVELS OF EMPLOYEES AT FOREWIN GHANA
LIMITED**

By
KNUST
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A Thesis submitted to the Department of Human Resources and Organizational
Development, Kwame Nkrumah University of Science and Technology in partial

fulfillment of the requirements for the degree of

Master of Business Administration (Hrm Option)

School of Business, KNUST School of Business

College of Human and Social Sciences

August, 2016



DECLARATION

I hereby declare that this submission is my own work towards the Master of Business Administration (Human Resource Option) Degree and that, to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in the text.

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ABSTRACT

This study takes a systematic approach to explore the impact of Managerial Leadership Practices in Fast Moving Consumer Goods (FMCG) Industry specifically at Forewin Ghana Limited to ascertain the impact on employees' performance levels in the company. The general objective of the study was to determine how Managerial Leadership Practices impact the performance levels of employees at Forewin Ghana Limited. The research design is exploratory; the study made use qualitative research approach to analyze data and adopted the use of interviews as data collection instrument. The population of the study is characterized by middle and senior level managerial staff of FGL, summing up to 93 members. Using random probability sampling as a sampling technique; the researcher randomly selected 20 members of the population to form the sample for the study. The study was able to establish that the respondents or the managerial staffs were familiar with Managerial Leadership Practices. It also showed that, these Managerial Leadership Practices are applied at Forewin Ghana Limited in general. Finally, it was revealed that, the performance levels of the company are only averagely high but there is a belief among majority of the management staff that, an improvement in the implementation of the Managerial Leadership Practices will improve the performance levels. The findings of the study led the researcher to recommend the improved implementation of Managerial Leadership in the company and also a recommendation for the Managerial Leadership Practices to be implemented by competitors, so they can also develop in terms of performance levels.

DEDICATION

I dedicate this study to my dearest mother: Madam Anna Awuah; who taught me that; determination is the key to success. I am truly thankful for her constant source of support, prayers and encouragement during the challenges of graduate school and life.

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ACKNOWLEDGEMENT

I thank God Almighty for His mercies and blessings through all the challenges of this program. I am also grateful to my supervisor, Mr. J. K. Turkson, who has been patient and a fantastic guide to me through this torturous thesis period. My gratitude also goes to my father; Mr. Thomas William Awuah, all my siblings and my friends who in diverse ways contributed and supported me to the success of this important journey. Last but not the least; I appreciate the efforts of the entire Management Staff of Forewin Ghana Limited for permitting and encouraging me to complete this thesis.

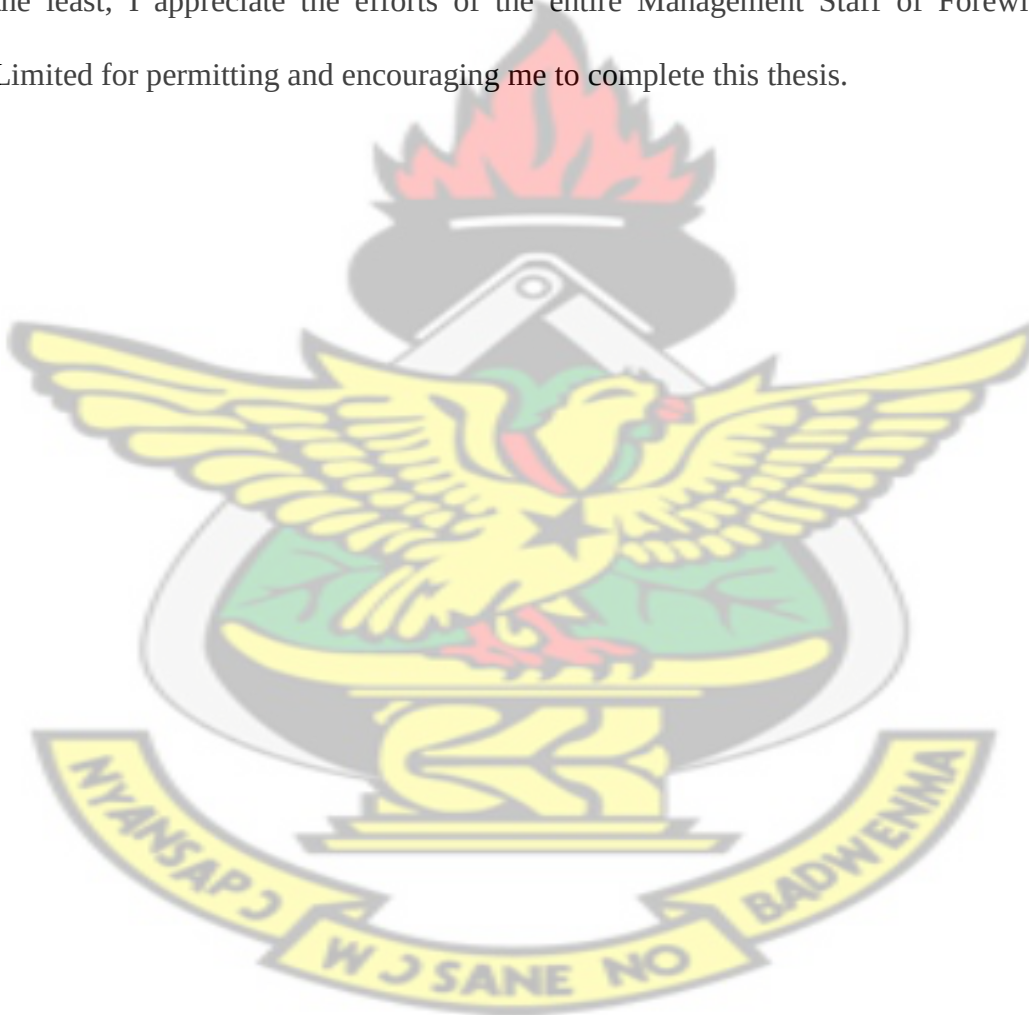


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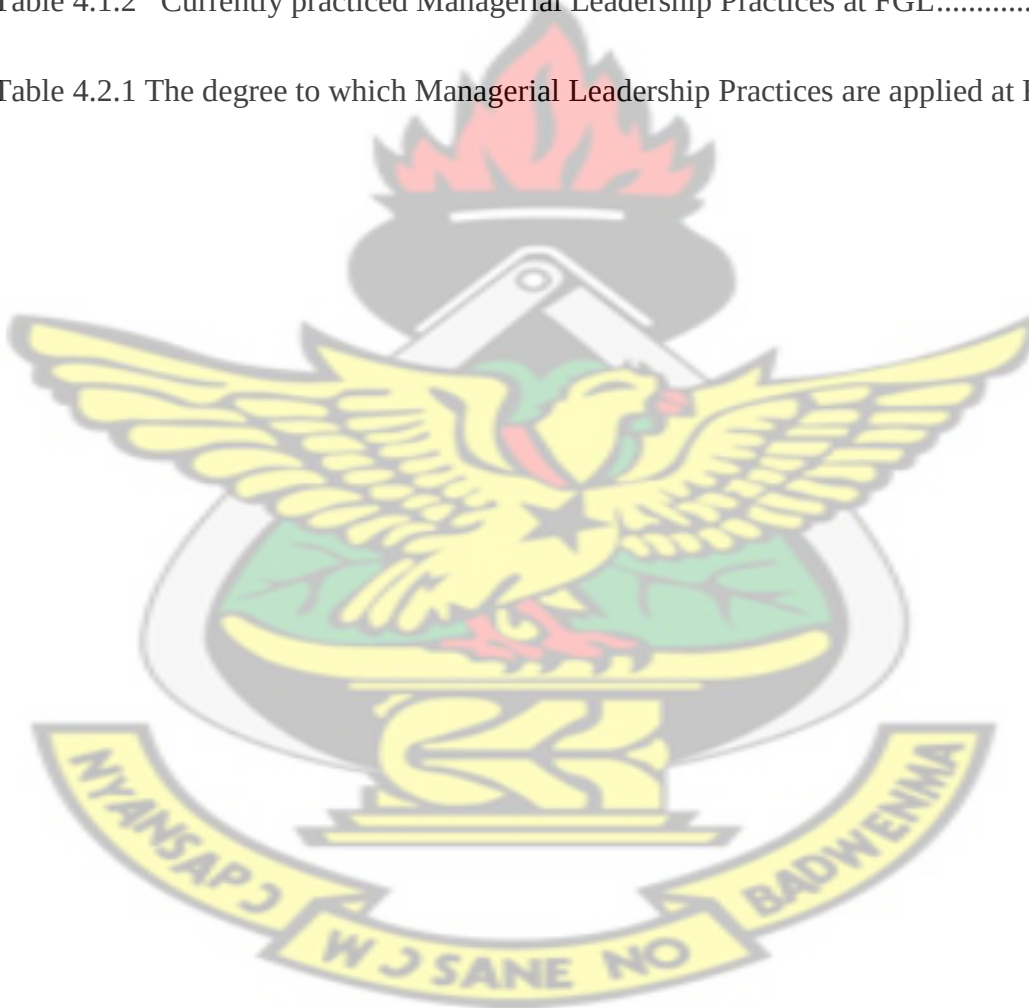
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LIST OF ABBREVIATIONS

FGL	Forewin Ghana Limited
FMCG	Fast Moving Consumer Goods Company
MLP's	Managerial Leadership Practices



CHAPTER ONE

INTRODUCTION

1.1 Background of the study

“It is better to lead from behind and to put others in front, especially when you celebrate victory when nice things occur. You take the front line when there is danger. Then people will appreciate your leadership”. — Nelson Mandela (1994).

When asked the question: what is leadership? One cannot almost answer the seemingly simple question right away. This is because so many authorities on the subject matter have given their own interpretation of who a leader is. According to Koontz & O'Donnell (1968: p.25); ‘Leadership is the capability of a manager to persuade followers to work with assurance and zeal’. Another authority in the field of leadership has this to say; ‘Leadership is the accountability in some, but not all roles, to influence one or more others – followers – willingly to accept the leader’s purpose and goals and all to move in the direction set by the leader by suffusing authority with leadership practices appropriate for the role’. (Jaques 1998: p.99)

A manager can complete his/her work basically by using authority to instruct his employees. This managerial authority, deprived of a framework of managerial leadership practices, yields indifference in employees and indifferent work; (Jaques 1998). Managers at all levels need to be accountable for running managerial leadership practices in relation to their subordinates, as an essential accompaniment of their authority; he adds.

The world's economy has been characterized by high competition in all industries. Companies work hard to stay atop and their approach are to be effective both internally and externally. This is because as much as it is important for them to focus on their external customers, it is equally important for them to place effort on their internal customers (employees) to make this dream of achieving success, a reality.

One cannot almost talk about effectively managing employees' performance without considering leadership. Due to agency issues, organizations, the world over, use managers at different levels to achieve their targets. These managers use different styles and approaches to manage their subordinates for the overall vision and mission of the organization to be met. Come to think of it, even the informal systems like the family have some form of leadership structure which guides their lives. Professionals or office workers may have performance targets or expectations, but the most important aspect is how they are managed to achieve these targets for the achievement of a progressive organization. Often if they are left unattended to, they will not simply achieve their targets.

Employees are assigned accountabilities to perform after which, their supervisors access to determine whether they have achieved these accountabilities or not. Campbell (1990) describes job performance as an individual-level variable, or something a single person does. This he says differentiates it from more encompassing constructs such as organizational performance or national performance, which are higher-level variables. Irrespective of how good an employee may be there will always be the need for management to direct and guide their actions and activities. Even though the substance of managerial leadership is well recognized in the Fast Moving Consumer Goods Industry,

what leaders truly do thus, their behaviours – practices at the workplace to facilitate, support and sustain employee performance is what this paper focuses to address.

1.2 STATEMENT OF THE PROBLEM

There has been the need for all organizations to meet their strategic goals by getting their employees to meet their set out targets and expectations. These employees have managers who lead and direct all their activities. Managers all over the world have different management styles. However, irrespective of their management style, there are managerial practices that are common to all managers. These practices are a common denominator to the management of employees; Jaques (1998). Although a lot of work has been done on Managerial Leadership Practices, there is still a deficit in how this affects the performance levels of employees. Therefore this study will take a systematic approach to look at Managerial Leadership Practices (MLP's) in Fast Moving Consumer Goods (FMCG) Industry specifically at Forewin Ghana Limited (FGL) to ascertain the impact on performance levels of the employees in the company.

There are a number of leadership styles used by managers all over the world and this is the same for FGL. When it comes to the application of the leadership style a manager uses, there are some practices that cut across all leadership styles for the benefit of employee performance. Therefore the desire of the researcher is to investigate whether the leadership of FGL Limited are applying these practices in their managerial work irrespective of their leadership style.

1.3 OBJECTIVES OF THE STUDY

The objective of the study is grouped into two. These are general objective and specific objectives.

1.3.1 General objective

The general objective is to determine how Managerial Leadership Practices impact the performance levels of employees at FGL.

1.3.2 Specific objective

The following are the specific objectives:

- a) To identify the various managerial leadership practices known by the managers at FGL.
- b) To determine how managerial leadership practices are applied at FGL.
- c) To determine the performance levels of employees at FGL Limited
- d) To determine whether the managerial leadership practices have any influence on the performance levels of employees at FGL.
- e) To make appropriate recommendations on how managerial leadership practices will bring improvements at FGL.

1.4 RESEARCH QUESTIONS

The following are the research questions for the study:

- a) What are various managerial leadership practices known by the managers at FGL?

- b) How are managerial leadership practices applied at FGL?
- c) How can managerial leadership practices influence performance levels of employees at FGL?
- d) What are the performance levels of the employees at FGL?
- e) What appropriate recommendations can be made for managerial leadership practices to bring improvements at FGL?

1.5 SIGNIFICANCE OF THE STUDY

The researcher has the conviction that, by establishing the link a successful implementation of managerial leadership practices will have on the performance levels of the employees at FGL, the company will better improve its operations and achieve its strategic goals. The managerial staff at FGL after going through the research will be able to identify and realize the relevance of how they need to adopt managerial leadership practices to their work irrespective of their functional areas and leadership style. This will serve as a reservoir of evidence, from which the organization will benefit extensively from.

To add to the above, all other fast moving consumer goods companies in the country can benefit from this research by putting measures in place for their managerial staff to adopt these managerial leadership practices in their respective institutions. The researcher also believes the research will add up to the knowledge of leadership especially, by informing the human resources professional body of how significant it is for managerial leadership practices to become part and parcel of their daily activities, policies and procedures to achieve their visions and goals. The existing bank of knowledge on the subject matter, the

researcher believes will also benefit from the recommendations the researcher has made to fill the deficit in the relationship between managerial leadership practices and employee performance.

1.6 BRIEF METHODOLOGY

The researcher used exploratory research design and also chose qualitative research as the methodology for the research. The researcher chose the exploratory research design to enable the study to provide insight into and comprehension of the issue or situation. The researcher also believed the qualitative methodology will allow the issues covered to be assessed in depth and in detail. For the data collection; the researcher adopted the use of interviews as the primary source of data. This helped the researcher to establish a trend in the behavior of the respondents to be able to conclude on the impact of managerial leadership practices on employee performance. The researcher used journal articles and reviews, other researchers' theses, the case study company's newsletter and website to gather the secondary data. The population of the study was made up of the middle and senior level managerial staff at Forewin Ghana Limited. Random sampling was used to select the sample from the population for the research. Content analysis was the data analysis technique used by the researcher to analyze the data for the study due to the qualitative methodology used.

1.7 SCOPE OF THE STUDY

This study explored the impact Managerial Leadership Practices have on the performance levels of employees at FGL. Although the researcher chose FGL for the research, the researcher narrowed the research to only the headquarters. The study's target sample was the managerial staff and not employees of all ranks. It is important to add that, this category of employees were located only in the three selected branches in the company: Accra, Kumasi and Takoradi. Also, this became necessary due to time factor, since the research methodology of qualitative study demanded a lot of time to be spent with the respondents, yet at the same time, the researcher had only a few months to complete the research. Hence, the sample was randomly selected from Accra; which is also the headquarters of the company.

1.8 LIMITATIONS OF THE STUDY

The following are some of the limitations the researcher faced during her study:

First of all, the researcher had quite a hard time choosing a researchable topic. There were quite a number of ideas and fields of study that interested the researcher. The researcher had the advice and consult of the supervisor to be able to arrive at this topic. Secondly, it was very stressful for the researcher to combine office work and the study; although she worked in the case study organization. The only time she had on her hands to document was either after close of work or at dawn before work. Another limitation was the difficulty she faced in securing the attention and audience of the respondents. Although she sent them notices ahead of time, they were barely available most often. They gave excuses like, them falling behind targets and chasing a client in the market.

There were times where the researcher had to stay back late after work for the respondent to finish his or her work before speaking to them. Furthermore, the challenge with funds and time did not allow the researcher to extend the research to all members of the population. Especially due to the fact that, qualitative research is involving and time consuming, the researcher was forced to use a sample of only twenty managerial staff members.

1.9 ORGANIZATION OF THE STUDY

The research was composed into five chapters:

Chapter One, which is the Introduction of the study dealt with: background of the study; statement of the problem; objectives of the study; research questions; significance of the study; brief methodology; scope of the study and organization of the study.

Chapter Two of the study which is the Literature Review also dealt with the introduction; definition of key concepts; review of related literature; theoretical and conceptual framework within which the study was conducted.

The third chapter focuses on the methodology and organizational profile. This focused on research design, sampling procedures, the population; data gathering instruments, data collection procedures and methods of data analysis.

Chapter Four captures the data presentation, analysis and discussion of findings.

Finally, the fifth chapter focuses on the findings, conclusion, and recommendations for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

There are diverse studies on employee performance and what factors influence or impact them. These are not limited to motivation, remuneration, training and development. This is due to the massive importance organizations place on the performance of their employees. If the employees are not performing, it translates into the performance of the entire organization. This second chapter entails findings of the review of secondary sources of data relating to the research topic. The researcher obtained her information for the review of literature from relevant articles, journals, books, reports, websites and other credible sources. She also involved the works done by other researchers which she considered relevant for the subject of the study.

2.2 DEFINITION OF KEY CONCEPTS

The researcher at this point in time would like to focus on the definitions and explanations of key concepts associated with the topic. These definitions and explanations are, what authorities have said on the subject matter, which will enable the researcher make contributions to the bank of existing knowledge:

2.2.1 The meaning of Leadership

Every organisation, either public or private has leadership who strategically lead to implement the goals and objectives of their respective organizations. These leaders or

managers lead through various management styles: laissez-fair, autocratic, democratic, etc.

There is a rich bank of literature on this subject matter as well and has been confirmed as such: The majority of authors do acknowledge that “there are almost as many diverse definitions of leadership as there are persons who have tried to define it” Northouse (2010, p.2).

Some of these leadership definitions from authorities are as follows:

One of the most well-known definitions of leadership has been proposed as “the influencing process of leaders and followers to achieve organizational objectives through change” Lussier and Achua (2010, p.6). Nonetheless, a more direct definition of leadership can be worded as “the ability to guide others, whether they are colleagues, peers, clients, or patients, toward desired outcomes” Marshall (2011, p.2).

A distinction has being made by other authorities in the subject matter about who a leader is and who a manager is. This is because, most at times, these terms have being used interchangeably. Leadership and Management share differences, as well as similarities and according to Robbins & Judge (2008), who cited Kotter (1990) of the Harvard Business School; there is a distinguishing between management and leadership by proposing that “good management brings about order and consistency by generating formal plans, designing rigid organizational structures and monitoring results against the plans. ‘Leadership, in contrast, is about coping with change. Leaders establish direction by developing a vision of the future; then, they align people by communicating this vision and inspiring them to overcome hurdles’ Robbins & Judge (2008).

Also, Mintzberg (1998) argues that; managers lead with the use of a cerebral face. He explained further that, this face demonstrates calculation as well as the potential to perceive their organisation as components of a portfolio; also they work with words and figures prudently. With leaders, he states that, they lead through the insightful face: it focuses on commitment, perceives its organisation with an integrative viewpoint and is embedded the similes and feel of integrity.

To him, every manager has to possess the ability to be both manager and leader. The strength of leadership in an organization must be the same as that of management. He added that, Managers are desired to handle difficulty by establishing forecasting and budgeting, organizing and employment, and monitoring and problem solving. Leaders are wanted to handle change through setting a course, aligning people, and inspiring and stimulating people. He contends that organizations need people who can do both—they require both leaders and managers.

Rowe (2001) contends that, leaders and managers are different and suggests that one aspect of the difference may be philosophical. Managers and leaders have differing philosophical perspectives: managers are confident that, the judgments they make are determined for them by the organization in which they work. Following this, the organization they work for comport themselves in a way that is prescribed by their respective industry or environment. Leaders accept as true, the choices they make will impact their organizations and while their organizations will impact their industries.

2.2.2 The underpinning Theories of Leadership

There are some imperative theories in Leadership which needs to be looked at for this paper. The researcher has elaborated some of these theories below:

a) The Trait and Process Theories

“Leaders are born and not made. No, they are made and not born” is an argument similar to the “egg and chicken – which existed first” argument. One school of thought believes leaders are born – Trait Theorists while the other school of thought believes, they are made - Process Theorists.

An authority stated that, the trait approach “emphasizes leaders’ attributes such as personality, motives, values, and skills. Essential to this approach was the conception that some people are natural leaders, talented with certain traits not possessed by others” Yukl (2006 p.13). Leadership as a process is very different from this - management. Inherently, the trait standpoint recommends that leadership is innate in a limited selected people and that leadership is restricted to only those few who have special talents with which they are born with; Yukl (2006). Various examples of traits are not limited to the ability to speak well, an extroverted personality, or unique physical characteristics such as height (Bryman, 1992).

As Daft (2005) and Northouse (2010) cited Jago (1982) Leadership as a process on the other hand implies that leadership is a phenomenon that is contextual and suggests that everyone is capable of exercising leadership. This suggests that leadership can be learned and that leadership is observable through what leaders do or how they behave.

The figure below elucidates the nature of the effect of leaders on followers as stated by these two alternative kinds of definitions:



Fig. 2.1 Trait versus Process Definitions of Leadership

Source: Northouse (2010)

Initially, Trait Theory of Leadership wanted to detect the personality traits common among leaders, but had little success. Later on, The Five Factor Model of Personality initiated from the work originated by Fiske (1949) and followed by others subsequently provided an opportunity to order the study of leadership about the “Big Five” factors according to Robbins & Judge (2008).

According to Bono & Judge (2004: pp.901-910.), “variants of descriptive terms were used as the work was developed over time into what is described as “A Broad Personality Taxonomy” (Norman 1963: p.575)”. The five factors are agreed now to be Extraversion,

Agreeableness, Conscientiousness, Emotional Stability and Openness to Experience. Robbins & Judge (2008), in groping the trait theories concluded that, “traits can predict leadership” as the Big Five seems to have rectified the absence of a “valid framework for classifying and organizing trait and that “traits do a better job of predicting the emergence and appearance of leadership than in actually distinguishing between effective and ineffective leaders”. Trait theory would form the basis of selecting the right people as leaders but with no guarantee of success Bono & Judge (2004).

b) Behavioral Theory

According to Wright (1996); the early researchers turned to what leaders did: thus how they behaved when they exhausted all their search traits. Soon, this became the prevailing method of approaching leadership within organizations in the 1950s and early 1960s. In this process, they assembled together different patterns of behaviour and categorized them as styles. They infused this in all managerial training with the most popular being Blake and Mouton’s Managerial Grid (1964; 1978). Numerous systems appeared, intended to detect and improve people’s style of working. In spite of different names, the plain ideas were very alike. Wright 1996 continued that, the four main styles are:

- i. **Concern for task.** Here leaders highlight the accomplishment of tangible objectives. They search for high ranks of productivity, and means to organize employees and activities in order to meet those goals.
- ii. **Concern for people.** Here, leaders look upon their cohorts as people – therefore, consideration is given to their needs, wellbeing, difficulties, growth and so on. They are valued more than the other units of production.

- iii. **Directive leadership.** This style is categorized by leaders making choices for subordinates – and guessing followers to follow guidelines.
- iv. **Participative leadership.** In this style, leaders make an effort to share decision-making with their subordinates.(Wright 1996: 36-7)

It is common to find two of these four styles in books and training resources. For example, concern for task Vis a Vis concern for people: Blake and Moutonb (1964); and directive is compared with participative leadership for instance McGregor's (1960) depiction of managers as 'Theory X' or 'Theory Y. Countless number of the first writers that looked to participative and **people-centered leadership** argued that it brought about greater satisfaction amongst followers (subordinates). However, as Sadler (1997) reports, when researchers really got to work on this it didn't seem to stand up. There were lots of **differences and inconsistencies** between studies. It was difficult to say **style of leadership** was **significant in enabling one group to work better than another**. 'Perhaps the main problem, though, was **one shared with those who looked for traits**' Wright (1996: p.47). The researchers did not look properly at the context or setting in which the style was used. Is it possible that **the same style would work as well in a gang or group of friends, and in a hospital emergency room?** The styles that leaders can adopt are **far more affected by those they are working with, and the environment they are operating within, than had been originally thought.**

c) *McGregor's Theory X & Theory Y Managers*

Another important theory is the leadership strategy recommended by Douglas McGregor (1960). The most revealed theory is McGregor's thesis that leadership strategies are subjective by a leader's conventions about human nature. As a consequence of his experience as a consultant, McGregor summarized two opposing sets of assumptions made by managers in industry.

Table 2.1 Theory X and Y Managers

Theory X managers believe that:	Theory Y managers believe that:
• The average human being has an inherent dislike of work and will avoid it if possible. • Because of this human characteristic, most people must be coerced, controlled, directed, or threatened with punishment to get them to put forth adequate effort to achieve organizational objectives. • The average human being prefers to be directed, wishes to avoid responsibility, has relatively little ambition, and wants security above all else.	• The expenditure of physical and mental effort in work is as natural as play or rest, and the average human being, under proper conditions, learns not only to accept but to seek responsibility. • People will exercise self-direction and self-control to achieve objectives to which they are committed. • The capacity to exercise a relatively high level of imagination, ingenuity, and creativity in the solution of organizational problems is widely, not narrowly, distributed in the population, and the intellectual potentialities of the average human being are only partially utilized under the conditions of modern industrial life.

Source: McGregor (1960)

It can consequently be viewed that a leader holding Theory X assumptions would select an autocratic style, although one holding Theory Y assumptions would choose an added participative style.

2.2.3 The meaning of Managerial Leadership Practices

People wake up every morning to go to work for one or both of the following reasons:

- a) To fully put their skills and abilities to use, and/or
- b) To be compensated for the work done.

Every employee wants a manager who has the capability and desire to see to the fulfillment of these desires. Napoleon Bonaparte said: ‘every soldier is entitled to a competent command’ Chandler (1973). In the same vein, every employee is entitled to a competent manager. Now the question is, how does one become a competent manager? To be the best at tennis like the Williams sisters, you need to practice, or like Lionel Messi in football, you also need to practice. Therefore, you cannot be the best leader out there if you don’t practice. Irrespective of their leadership style; there are practices that generally must underpin their respective leadership style, which they use to lead in their particular organizations. These are called **Managerial Leadership Practices** and this paper covers on these practices. These can be explained as ‘the set of behaviours exercised by all Managers intended to encourage trust in Manager-employee relationships, thereby enabling the willing and keen commitment of their employee required to maximize the effectiveness and efficiency of the implementation of business strategy (Jaques 1998).

According to the Organizational Development Experts: Harald Solaas Y Asociados (**Harald@Solaas.Com.Ar.**); to implement these managerial leadership practices, you need to follow these policies and systems support first of all:

a) Managerial Policy:

- i. Every manager must be responsible for the outcome of their employees and also their behavior at work.
- ii. Every manager must be responsible for the implementation of these managerial leadership practices in their functional areas.
- iii. Every employee must be responsible for working at the highest level of their competencies.
- iv. Managers are responsible for maintaining a team of employees in which every individual fills at least the least possible requirements of their position.

b) Structure

- i. There should be clearly defined stratification in the organisation. In that, every manager must work one level above that of his employee.
- ii. The span of control must also be clearly stated. For each manager, he must keep direct contact with the number of employees he is capable to do so.

c) Human Resources Systems

- i. A Personal Effectiveness Appraisal system that:
 1. Allows managers to appraise total effectiveness of every employee relative to the requests of their job
 2. Must also be linked to the compensation structure of the organisation.
- ii. This compensation system must be grounded on two factors:

1. The level-of-work of the position.
2. The employee's complete effectiveness on the position.

d) Compensation System

There can be no managerial leadership in the absence of a perception of equity in compensation. A sound compensation system does not create managerial leadership per se; bad systems, however, do impede leadership. So the compensation system must be examined and modified if necessary.

e) Managerial Leadership Practices

Once policies and systems are in place, managers should be trained in simple managerial practices for the fulfillment of their managerial accountabilities.

A major authority in the field of leadership practice – Kouzes and Posner designed the Leadership Practices Indicator (LPI). Based on the Leadership Practices Indicator (LPI), Kouzes & Posner (2007) developed the Transformational Leadership Framework.

Table 2.2 Kouzes' and Posner's Leadership Model

Ten Commitments of Leadership	
Practices	Commitments
Model the Way	1. Find your voice by clarifying your personal values 2. Set the example by aligning actions with shared values.
Inspire a Shared Vision	3. Envision the future by imagining exciting and ennobling possibilities. 4. Enlist others in a common vision by appealing to shared aspirations.
Challenge the Process	5. Search for opportunities by seeking innovative ways to change, grow, and improve. 6. Experiment and take risks by constantly generating small wins and learning from mistakes.
Enable Others to Act	7. Foster collaboration by promoting cooperative goals and building trust. 8. Strengthen others by sharing power and discretion.
Encourage the Heart	9. Recognize contributions by showing appreciation for individual excellence. 10. Celebrate the values and victories by creating a spirit of community.

Source: Kouzes & Posner (2007)

To begin their research, they used case studies and systematic interviews with managers, across an extensive range of both public and private sector establishments around the world, about their “personal best” experiences as leaders, which were consequently investigated to classify shared themes or practices.

They developed Five (5) Practices of Exemplary Leadership framework which classifies leadership practices (each entailing of rationally precise, solid, and quantifiable conducts) that leaders use to accomplish extraordinary outcomes. Also, they proved that, these practices take people and organizations to “places they have never been before.” These Five Practices are well-defined in the succeeding manner Kouzes & Posner (2007:26):

1. **Model the Way:** here, the leader is anticipated to explain values by finding their voice and supporting common principles. They also fixed illustrations by aligning actions per shared values.
2. **Inspire a Shared Vision:** the leader will envision the future by visualizing thrilling and ennobling prospects. After that, they conscript others in a shared vision by alluring to the shared objectives.
3. **Challenge the Process:** the leader will search for opportunities by grasping the initiative and by viewing outward for innovative means to improve; and test and take risks by continually producing minor successes and learning from their experiences.
4. **Enable Others to Act:** the leader will raise collaboration by developing trust and expediting relationships after which they will reinforce the team by accumulating self-determination and evolving competency.

5. **Encourage the Heart:** the leader will identify contributions of members by displaying gratitude for individual excellence after which they will celebrate the values and successes by building a spirit of community.

2.2.4 The meaning of Performance Management

Performance Management is very popular in the Human Resource function, it has everything to do with issues that impact and affect the work of employees in an organization. Managers are expected to create an environment which empowers employees to put up their best when it comes to work.

The researcher would like to break down the terminology to make defining performance management easier.

Performance, according to Campbell (2009), is something carried out by an individual. Thus, there is a difference between individual performance and organizational and/or national performance. To Campbell, performance is a behaviour and action oriented; something done by an employee. He further used this to draw a distinction between performance and outcome – which he explains are the resultants of one's performance and other related factors. Performance doesn't necessarily have to be observable actions of the employee. Rather, it encompasses mental productions like the formation of decisions.

Now putting it all together, Performance Management can be defined as a continuous process of identifying, measuring and developing the performance of individuals and teams and aligning performance with the strategic goals of the organization; Aguinis (2013).

According to Grote (2002), it should be noted that, performance management is a process that is continuous and which aims at ensuring the performance of individual employees leads to that of the functional area and the organization at large. Every effective performance management informs/equips the employees to know the following:

1. The objectives of the business
2. Their contributions towards the organizational goals
3. The relevant competencies and skills
4. The expected quality of performance needed to achieve the goals
5. The steps to improve their current performance for organizational development.

It should be looked at in a broader perspective and not as a substitute for the traditional performance appraisal. Having made that point, it is important to clarify the difference between the two – performance appraisal and performance management by first talking about what performance appraisal is.

Performance appraisal permits organizations to notify their employees about their growth rates, their capabilities, and their abilities. Individuals become focused when it comes to their personal goals for development. If done well, it reduces disagreement; this aids the needs of the employee to marry those of the organisation (Cleveland, Landy, & Zedeck, 1983; Conry & Kemper, 1993; Grote, 1996). A lot of the old performance appraisal approaches have been engrossed into the theory of Performance Management, which targets to be a more broad and all-inclusive method of management. Organisations, the world over have one or the other performance appraisal procedure ongoing for them.

For most of these organisations, they are witnessing the pitfalls of the employee appraisal system. With Performance appraisal a suitable procedure of judging employees' performance from the past without assessing the said performance against clear and decided objectives.

Now, the researcher would like to focus on Performance Management, which its history is dated about over 60 years ago as a basis of income justification and was used to determine an employees' salary based on performance. Employee Performance Management is a procedure for creating a shared employee understanding about what is to be attained at an organisational level. It looks at aligning the organisational aims with the employees' decided measures, abilities, proficiency requirements, development plans and the delivery of solutions.

Therefore, performance management when properly implemented becomes a powerful instrument for organizations to use to establish and organise the authority of employees'en

route for the achievement of organisational strategic goals; Grote (2002) and Lewis (1996). They add that, the mission, vision and values of the organisation become paramount to all employees when performance management is in place.

There are some progresses that have transformed Performance Management a few years back and they are not restricted to the divergence of talent management, management by objectives and continuous monitoring and evaluation. Its progress was fast-tracked by the following influences:

1. How Human Resource Management is used as a strategic driver and incorporated into growth and development of their employees
2. The need to recognize that Performance Management as a process must be carried out throughout the year and not a one-off exercise.

Performance Management is used to make certain that, employees' actions and results are harmonious with the organization's goals and involve stipulating those actions and results that will cause the firm to positively implement their strategy Noe et al. (2000, p.55). An actual Performance Management practice creates the foundation for distinction for the organization by:

- i. Connecting individual employee goals with the mission and strategic plans of the organization. The employee develops a clear idea on how they add value to the accomplishment of the overall business objective,
- ii. Concentrating on setting clear performance goals and expectations through the use of outcomes, actions and deeds,
- iii. Outlining clear improvement tactics as part of the process, and
- iv. Directing systematic deliberations throughout the performance cycle which include such things as feedback, mentoring, and coaching assessment

There is the need for the researcher demonstrates the Performance Management Cycle, which organizations go through.

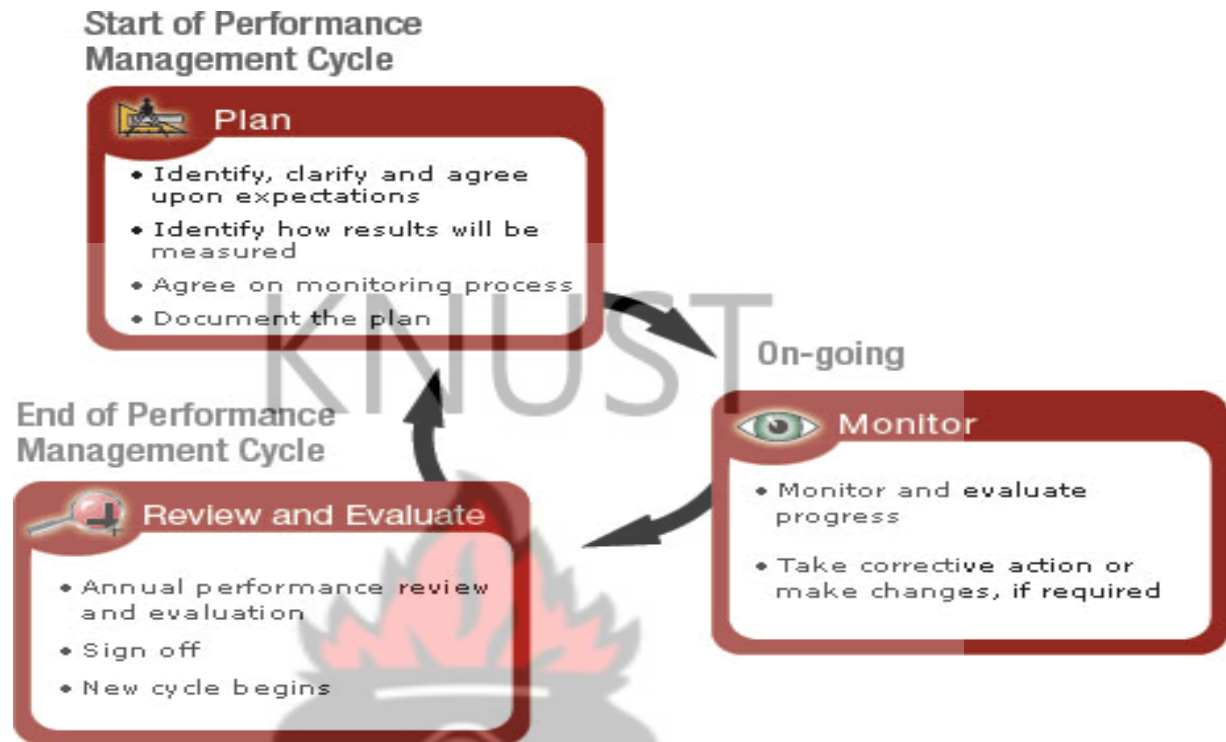


Fig. 2.2 Graphical outlook of the Performance Management Cycle.

Source:<http://hrcouncil.ca/hr-toolkit/keeping-people-performance-management.cfm>

After discussing the meanings and explanations of the two related terminologies; Performance Appraisal and Performance Management, it is only necessary to demonstrate the difference between the two, pictorially.

Figure 2.3 is a process diagram that delivers a graphical outlook of the key differences amid the two.



Fig. 2.3 Graphical outlook of the difference between Performance Appraisal and Management.

Source: www.peoplestreme.com

For Performance Management to work effectively, there are certain Human Resource Management practices needed in place to back the performance management practices. These comprise:

- i. Well-made jobs and well-written job descriptions
- ii. Effective and efficient supervision
- iii. Inclusive employee orientation and training
- iv. An optimistic and supportive work environment

2.2.5 Determinants of employee performance

In our work, we usually come across two or more employees, assigned the same tasks/role, yet we find one performing better than the rest. The researcher at this point would attempt to address the issue of what caused that employee to perform better than his/her colleagues.

There are three (3) factors that influence a person to perform better than his/her colleagues Aguinis; (2005):

1. Declarative knowledge: this looks at the facts and things, including information needed to accomplish a task.
2. Procedural knowledge: combining what to do and how to do it, procedural knowledge is not limited to perceptual, motor, physical, cognitive and interpersonal skills.
3. Motivation: three types of choice behaviour is considered here:
 - a) Your choice to expend effort
 - b) Choosing level of effort
 - c) Choosing to persevere in the outlay of that level of effort

$$\text{Performance} = \text{Declarative Knowledge} \times \text{Procedural Knowledge} \times \text{Motivation}$$

Figure 2.4 Determinants of performance

Source: Aguinis (2005)

According to Aguinis (2005), there are two elements that affect the factors that influence employee performance:

- i. The Human Resources practices and the work environment
- ii. The Employee himself/herself

The researcher will focus on the first element because these Human Resource practices and work environment as discussed by Aguinis are synonymous to the Managerial Leadership practices used for the research.

Aguinis (2005), also talks about three approaches used to measure performance. The performance of an employee doesn't happen in a vacuum, but rather in an organizational context, practicing certain behaviours that yield the expected results. These three approaches are; trait, behaviour and results approaches. The researcher will apply these three approaches later in her work.

2.3 CONCEPTUAL FRAMEWORK

From all the above review of literature, the researcher would like to throw light on the body of knowledge that has been acquired. These are concepts, discussed as follows:

2.3.1 Managerial Leadership Practices

According to Elliott Jaques; Requisite Organization; 1998; page 99, 'there are **ten (10)** Managerial Leadership practices which when applied effectively , are a means to enabling the investment of discretionary effort by employees which should produce productivity benefits to the organization of at least 30%. Every manager must be accountable for executing leadership practices on their subordinates and that; this should

be an integral accompaniment of their authority as managers'. These ten (10) leadership practices, he noted are:

- 1) Two-way managerial team work: Regular meetings with all direct reports to discuss context, plans, problems, suggestions.
- 2) Context Setting: Regular up-dating of the background within which the work must be carried out.
- 3) Planning: Presentations of alternative courses of action to deal with problems, to ensure direct reports' understanding and to get their inputs.
- 4) Task Assignments: Assigning tasks to ensure just-in-time and just-within-quality standards working.
- 5) Personal Effectiveness Appraisal: Judging how well direct reports are working, and discussing it with them.
- 6) Merit Review: Periodic judgment and discussion of personal effectiveness, and annual evaluation of applied capability with decision on pay level within level of work.
- 7) Coaching: Helping individuals learn to handle a wider range of the processes that occur within the business unit, so that they may advance in career.
- 8) Selection and Orientation: Practices for choosing new team-members and for introducing them to the business unit.
- 9) De-selection and Dismissal.
- 10) Continual Improvement.

However for this research; the researcher selected five (5) of the above ten (10) Managerial Leadership Practices to focus on. The reasons are that:

- i. There was a limited amount of time for the study; which did not afford the researcher, the opportunity to use all ten (10) Managerial Leadership Practices
- ii. The methodology used; qualitative (Interviews) demanded a lot of personal interaction and attention, which made the researcher decide to limit the number of Managerial Leadership practices to use in order to achieve maximum benefits.

These five (5) selected Managerial Leadership practices the researcher used for the study were:

1. Context Setting
2. Planning
3. Task Assignments
4. Personal Effectiveness Appraisal
5. Coaching

These selected Managerial Leadership Practices; in the opinion of the researcher were the most popular and common practices used in Forewin Ghana Limited.

2.3.2 Employee Performance Management

Performance Management is a continuous process of identifying, measuring and developing the performance of individuals and teams and aligning performance with the strategic goals of the organization; Aguinis (2005).

Aguinis, (2005) has identified the integration or relationship between employee performance and other human resources and development activities – Managerial Leadership Practices. These, he identified include: training; workforce planning; recruitment and hiring decisions; talent management and compensation systems.

2.3.3 The Employee

Neubert, (2005) did an analysis of the relation between the five-factor model of personality and performance in the workplace which can be used to explain how an employee's personality can affect his performance at the workplace. When it comes to the issue of motivation; the research revealed that, the subject matter – sales representatives perform in the following manner: Sales representatives have definite two sides of motivation--status striving and accomplishment striving--and they are interconnected with extraversion and conscientiousness, respectively. These two subclasses of motivation produce sales performance, even though the data suggest that status striving produces performance and accomplishment striving points to performance only secondarily through a relation amongst accomplishment striving and status striving (Barrick, Stewart, & Piotrowski (2002)).

Neubert, (2005) further revealed that, of the five factors, the sole factor of conscientiousness is the greatest prognostic of job performance (Hurtz& Donovan, 2000). Job performance and personality (as researched in the five-factor model) are correlated. It seems that the correlation amid job performance and the five factors is more an import of the social aspects of the workplace rather than of ability. Research shows that cognitive

ability is more intensely interrelated with task performance than any of the five factors are connected with task performance.

Conscientiousness and extraversion are the two sides of the five-factor model that are permanently connected with positive job performance, even though conscientiousness is more positively interrelated (extraversion is negatively interrelated with job performance in that it seems to stimulate further absence, but only after its joined with low levels of conscientiousness). Agreeableness is negatively interrelated with job performance in a leadership role. Openness to experience, on the whole, is unconnected. Neuroticism is negatively interrelated with job performance; Neubert, (2005)

2.3.4 Gap in subject area.

The researcher would like to focus on how these two factors: Managerial Leadership Practices and the employee/s himself influence employee performance. Although available literature supports how performance is influenced by either the employee and/or managerial leadership practices. This will contribute to a body of knowledge of the study area by emphasizing how my organization; FGL will be able to improve the individual and overall performance of the organization by implementing these ten (10) Managerial Leadership Practices.

2.3.5 Graphical representation of the Conceptual Framework

After the extensive review of literature, the researcher has been able to arrive at the below correlation: that both the Managerial Leadership Practices and the Employee in question contribute to the performance level of the employee.

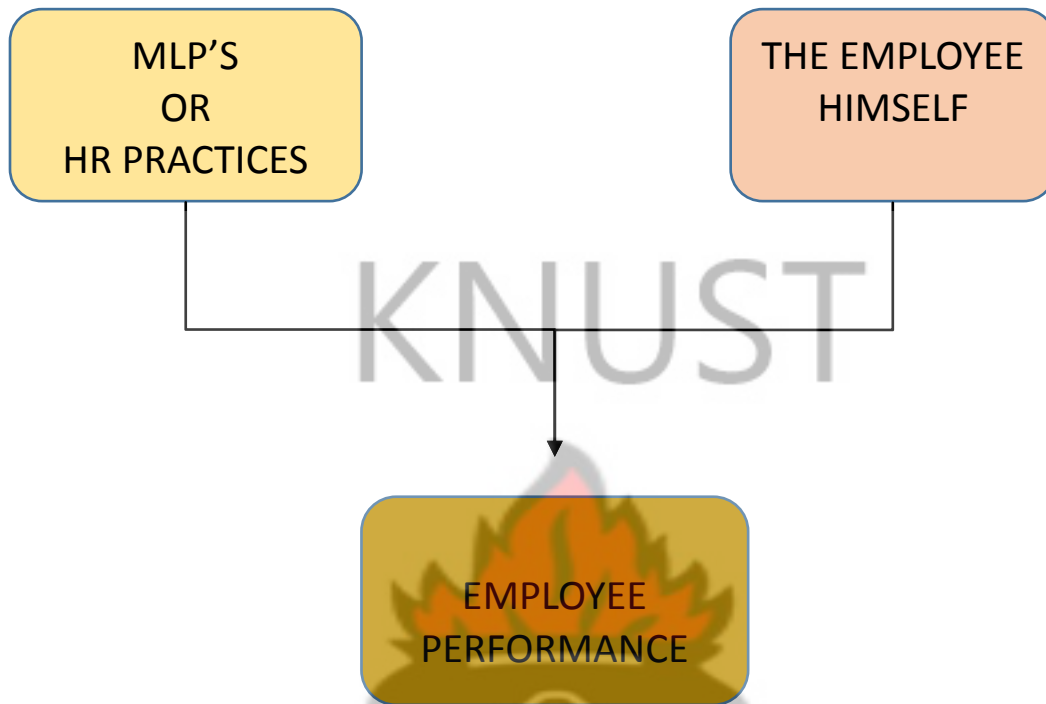
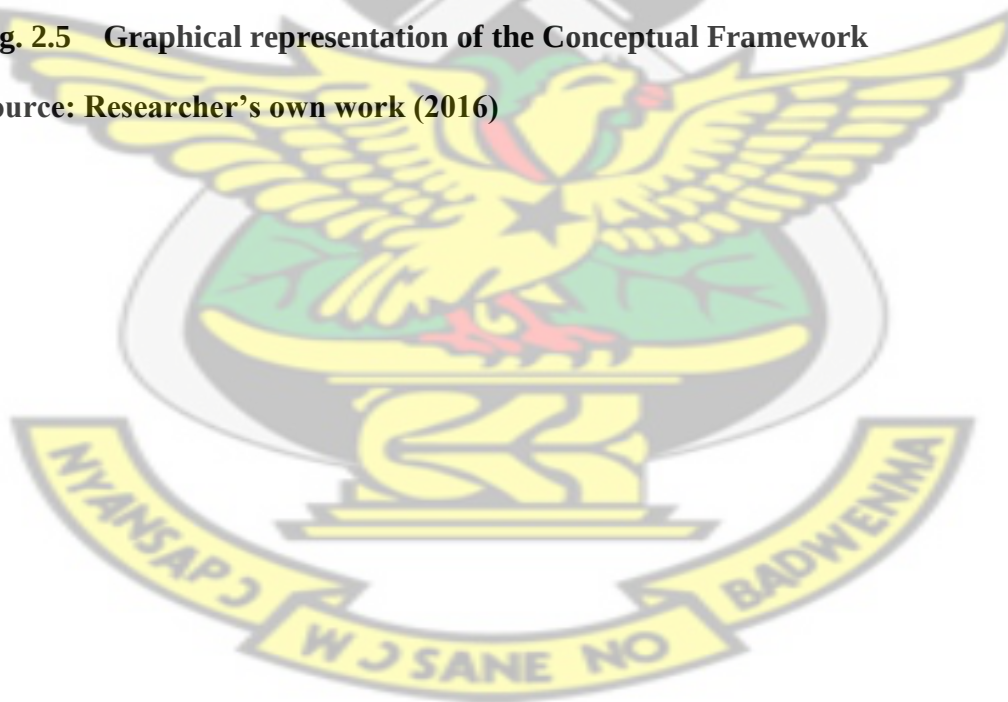


Fig. 2.5 Graphical representation of the Conceptual Framework

Source: Researcher's own work (2016)



CHAPTER THREE

RESEARCH METHODOLOGY AND ORGAZATIONAL PROFILE

3.0 INTRODUCTION TO METHODOLOGY

The overall purpose of this research was to explore the impact of Managerial Leadership Practices on the performance levels of employees at FGL. This chapter covered the research design, methods of data collection and analysis of data. The researcher chose exploration as the methodology of arriving at the final conclusion. The researcher subsequently went through the following stages: Research Design, Research Purpose, Population, Sampling Techniques & Sample Size, Data Collection, Data Collection Instruments, Data Analysis Techniques, Validity and Reliability of Data and the Organizational Profile.

3.1 RESEARCH DESIGN

According to Sayre (2001; p.4), “gathering intelligence about the marketplace is the purpose of conducting research of all types”. The exploratory character of qualitative market research permits the gathering of new information on specific areas of research, very often through an intensive dialogue between the interviewer and the respondent (Broda, 2006; Naderer & Balzer, 2007). It is for the above reasons that the researcher chose qualitative approach for the study. Exploratory research provides insights into and comprehension of an issue or situation.

3.1.1 Research purpose

The complete purpose of this study was to validate exactly how management staff of Forewin Ghana Limited can use Managerial Leadership Practices to improve performance levels at the company.

3.2 SOURCES OF DATA

The researcher used two sources of data for the research: primary and secondary sources of data.

3.2.1 Primary data

For the original source of data, the researcher used interviews with the managers selected from the company. The researcher believed using interviews will give profound information about the subject and aid the researcher to get good results of the study. According to Morgan (1996), interviews as a tactic will be challenging to employ. Nonetheless, if it is used appropriately, it can give firm and depth information. For this research, qualitative method was appropriate, because it gave deep data about how managers are using managerial leadership practices to influence performance levels.

3.2.2 Secondary data

For the second hand data, the researcher used different articles, theses, company newsletter, company website and reports related to the topic as support for the analysis of the data.

3.3 POPULATION

Polit and Hungler (1999:37) refer to population as a collective or entirety of all the entities, themes or memberships that imitate to a set of specifications. In this study the population was all the management members of Forewin Ghana Limited.

Table 3.1 The Population of the study

Managers	Nationality	Number
Senior Management	Ghanaian	14
Middle Management	Ghanaian	59
Senior Management	Lebanese	20
Total		93

Source: Researcher's own work (2016)

3.4 SAMPLING TECHNIQUES AND SAMPLE SIZE

The method of choosing a portion of the population to denote the whole population is known as sampling (LoBiondo-Wood & Haber 1998:250; Polit & Hungler 1999:95). A number of both senior and middle level managers working in the company were selected randomly.

While quantitative research works with random probability sampling, there are no precise rules for the determination of sample sizes in qualitative research. Sample size fairly depends on deliberations of the researcher associated with the purpose of the study, the effectiveness and the reliability of the selected cases and, finally, on the accessible time and resources (Sayre, 2001; Patton, 2002). Purposeful sampling as used in qualitative

research designs is a method in the direction of sampling intended at restraining the tradeoff between quantitative and qualitative research Patton (2002). The designated cases will be judged conferring to the purpose of the study and to their significance in answering the research questions on the singularity under investigation Patton (2002).

Time was saved by choosing a sample to be studied rather than trying to study the complete population of managers at FGL Limited. To give all the members of the population a fair chance of being selected to be part of the sample, the researcher wrote down all the names of the population on small pieces of paper.

These pieces of paper were folded and placed in a bowl, then the bowl was shaken several times to ensure the pieces of paper were all mixed up. Next, the researcher selected 20 of the folded pieces of paper from the bowl; which provided the sample for the study.

Attaining data from the population of managers at FGL as well as analyzing and understanding huge amounts of data would have been difficult to accomplish within the time frame available and with the limited financial resources which were available for conducting this research. The 20 respondents were a manageable sample size for the researcher to conduct the study successfully.

3.5 DATA COLLECTION INSTRUMENT

Polit and Hungler (1999: p.267) mentioned in their research that, ‘data is information gained in the course of a study’. The study aimed at the managerial staff working at Forewin Ghana Limited; an FMCG company in Ghana and the researcher chose interview as the instrument to collect the primary data for the study.

3.5.1 Interview

Interview can be designated as a communicative process through which the investigator removes information from a person or informant. The extracted information will be strongly subjective to the respondent, who performs and understands his environment on the foundation of his preceding experiences. So every interview produces a subjective informative product formed by the interviewees' experiences; Delgado & Gutierrez (2007).

Qualitative researchers have projected changed arrangement systems for interview types. Sayre (2001), for example, differentiates the unstructured field interview from the more formal structured interview working with a predetermined set of open-ended questions. The layout that was applied in this project is the open-ended interview approach Patton (2002); with open-ended questions, meaning that the phrases or answer categories used by respondents are not prearranged. The advantage of this approach was that it made data collection more systematic and captured data applicable to the study's objectives and research questions; Patton (2002).

For this study, the researcher selected 20 managers through random sampling as mentioned earlier. The preliminary notification was sent to them 5 days in advance, and Senior Directors of the business were similarly contacted independently to gauge their indulgence about the research's precise risks and organizational climate. Overall, 20 managers were interviewed and consequently data was composed securely from the interviewees working in the company.

3.6 DATA ANALYSIS TECHNIQUES

Content analysis has been defined as “a technique for making replicable and valid inferences from texts (or other meaningful matter) to the contexts of their use” Krippendorff (2004: p. 19), with emphasis often placed on “the content of communication” Holsti (1969: p. 2)—specific “characteristics of messages” (p. 14)—“as the basis of inference” (p. 2). The type of content analysis adapted for this research considered the importance and understanding of content to “emerge in the process of a researcher analyzing a text relative to a particular context” Krippendorff (2004: p. 19), a skewed and less rigid approach. Such content could have several, socially constructed understanding, explaining to more “than the given texts” (p. 23); they are pinpointing of the “contexts, discourses, or purposes” surrounding the content (p. 24).

This research adapted the interpretive approach and paid attention coding on the concealed content of the data gathered. The researcher focused on the application of content analysis in the analysis of data collected for this research, including:

- a) The selection of the unit of analysis
- b) The population and sampling methodology
- c) The sampling and data collection
- d) Data analysis.

3.7 VALIDITY AND RELIABILITY OF DATA

The following covers the data validity and reliability:

3.7.1 Data Validity

‘Validity is explained as a measure of truth or falsity of the data gathered through the research instrument. It is grouped as internal and external validity of the measuring instrument’ Burns & Grove (2001: p. 226). There was the possibility of many factors influencing the internal and external validity of the measuring instrument, the structured interview schedule used in this research to gather data about exploring the impact of Managerial Leadership Practices on performance.

3.7.2 Data reliability

Reliability was defined by the researcher as ‘the degree of steadiness with which the instrument measures an element’ Polit & Hungler (1999: p. 255). Also, reliability was explained by researcher as the extent to which independent organization of the comparable instrument produces the same outcomes under similar situations De Vos (1998). For higher reliability; there must be less variation in the instrument to produce repeated measurements of an attribute.

It is important to note that, there is also a correlation between reliability and validity. An instrument which is not valid cannot feasibly be reliable Polit & Hungler (1999).

3.8 ETHICS

‘When human beings become the case study subjects in a research investigation, care must be exercised that the rights of those persons are not abused’ Polit & Hungler (1999:p. 132-134). For this purpose, the following principles have been suggested by Polit & Hungler (1999):

a) The principle of beneficence

The principle of beneficence is made up of; freedom from injury, freedom from exploitation and the risk benefit ratio. Looking at freedom from injury, risk to physical injury resulting from participating in the research was eliminated. There was the probability of psychological discomfort due to the character of the questions asked by the researcher. The researcher allowed all interviewees to ask questions and to come out with their feelings. Relating to the risk benefit ratio, the risk resulting from the anticipated psychological uneasiness based on the questions asked. The benefit in this regard referred to the body of knowledge that stressed the impact of Managerial Leadership Practices on performance levels at Forewin Ghana Limited.

b) The principle of Justice

This principle is made up of; the right to fair treatment and the right to privacy. The right to fair treatment allows the participants to be treated by regarding their beliefs, habits, culture and way of life. The researcher demonstrated the right to privacy; all participants were provided privacy by interviewing the participants separately in a private space and by handling data collected with confidence. Anonymity was observed by making certain that no completed structured interview schedule possibly may be associated to any particular participant. Efforts were made to ensure the completed interview schedules

were only accessible to the researcher, and were confined by the researcher. The data collected was used only for the purpose of this research, and the completed interview schedules would be destroyed as soon as the research report had been accepted.

3.8.1 Consent for conducting the survey

The Group General Manager and the Group Human Resource Manager's consent were obtained for conducting the survey. Each manager was fully informed about the nature of the study and entreated to participate in the study.

The consent of all the respondents was also sought, before they were interviewed for the primary data collection.

No payment was paid and no manager suffered any ill effect for rejecting to partake in the research.

3.9 PROFILE OF FOREWIN GHANA LIMITED

The researcher selected Forewin Ghana Limited to be the case study organization for the research. Coincidentally, this is the researcher's place of work and the leadership of the company expressed interest in the research, informing the researcher's decision to use the company for as a case study. The researcher will share information about the company under consideration to be able to show who they are and where they are aiming to be.

a) History of the company:

Rising from very modest beginnings, the company moved quickly to carve a name for itself and a prominent place on the Ghanaian Market map. This was made possible

through an aggressive business strategy that propelled the company to the forefront of the business scene. At a time when old and archaic business practices and methods were being reviewed, Forewin Ghana Limited was there to pick up the banner and direct its focus to a Customer Market Strategy where the consumer is the ultimate decision maker. Ghana's open economy gave the company the needed boost, the necessary guarantees and the courage for its foreign shareholders to invest in creating the necessary infrastructure such as a network of Distribution points to cover the nation, a large transport fleet linking the various regions with the main office in Accra, and investment in landed properties for warehousing and such.

The company has already established itself in the 10 regions of Ghana (Greater Accra capital city of Accra, as well as in the following regions: Central, Ashanti, western, eastern, northern, upper east, upper west, Volta and Brong Ahafo, well as deeper penetrated in 39 cities country wide. The goal is to get as close as possible to the end consumer; www.forewinghana.com.

Mission statement:

FGL Limited is a Distribution and Marketing company operating in Ghana since 1993. They are engraved in the spirit of Ghana and seeded by a passion for business. With an all-encompassing knowledge of their products, '360 market coverage' and a strong believer of constant growth, they are committed to paving Ghana with the finest choice of products in partnership with their suppliers. They have dedicated their lives to extending their network, developing their people and growing the nation; Ghana; www.forewinghana.com.

Vision:

Reaching out to the people of Ghana; www.forewinghana.com

b) Staffing situation

Forewin Ghana Limited has 726 employees spread in all the different branches across the country. Out of this number, 94 of them are managers; with lower, middle and senior levels; www.forewinghana.com.

Table 3.2 Staffing situation of Forewin Ghana Limited.

Total number of Senior Managers	Total number of Middle Managers	Total number of Senior Staff	Total Number of Junior Staff
34	59	127	506

Source: Researcher's own work (2016)

c) Main activities

Forewin Ghana Limited is a Fast Moving Consumer Goods (FMCG) company, with sales and marketing being its core mandate. They deal in products ranging from personal and home care to electronics. They do not produce any of their products themselves like some of their competitors do but rather focus on partial importation; selling and distributing to the whole country.

They have about 4,500 square meters of office space and 42,000 square meters of warehousing capacity; www.forewinghana.com

d) Brief discussion on the subject matter (as applied in the organization).

The researcher started working in the Human Resource Department in March 2016. Part of the mandates assigned to the researcher was to assess and improve on the human

resource systems currently ongoing. Part of the initial observations was how the above discussed managerial leadership practices were limitedly used in the company. Discussions with the researcher's superiors led to the formulating of the decision to use the organization as a case study organization to confirm the researcher's initial observation of these practices being poorly used in the organization. If the researcher's observations are correct, the information from the study will allow the researcher would lead the team of managers to implement these practices in the organization to help improve the level of productivity in the organization.



CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0 INTRODUCTION

This stage of the study explored how Managerial Leadership Practices affects the performance levels of the employees at Forewin Ghana Limited. The analysis of the qualitative data collected earlier on in this study is presented in this chapter.

The researcher collected the data by interviewing some randomly selected managerial staff of Forewin Ghana Limited, by the use of an interview guide. Because of the fact that, respondents of interviews produce answers that are subjective in nature based on their personal experiences Delgado & Gutierrez (2007); it was essential for the researcher to ensure the focus of the interviews were on the topics related to the objectives of the study were covered in all the interviews.

To add to the above, the researcher used open ended questions in her interview guide to enable the obtain data that were collected in a systematic fashion and also has the potential of being applicable to the study's objectives and research questions; Patton (2002). To get the desired data, the researcher guided the respondents by asking specific questions.

Data presentation, analysis and discussion

The following are the questions asked by the researcher and the responses received from the respondents:

4.1 ESTABLISHING THE FAMILIARITY OF MANAGERIAL LEADERSHIP PRACTICES AMONG THE MANAGERIAL STAFF AT FOREWIN GHANA LIMITED.

The following questions were asked the respondents to find out how familiar they are with these Managerial Leadership Practices in their work:

4.1.1 How familiar they are with the Managerial Leadership Practices(MLP's)

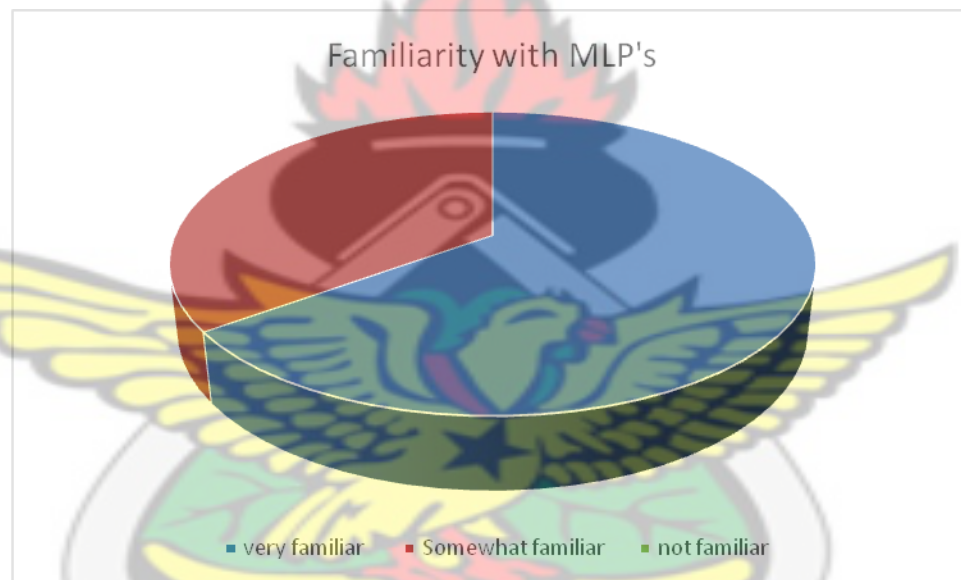


Fig. 4.1.1 A pie chart showing familiarity of MLP's by the management staff of FGL

Source: Researcher's own work (2016)

When respondents were asked “how familiar they are with the Managerial Leadership Practices (MLP's)”; 13 (65%) of the respondents stated they were very familiar with MLP's; while 7 (35%) of them stated they were somewhat familiar with the MPL's. This result exceeds the expectations of the researcher, which was based on the perception of the managerial staff, prior to the research was conducted.

4.1.2 The degree of MLP currently practiced in the company

Table 4.1.2 Currently practiced Managerial Leadership Practices at FGL

All	All with other practices	Some	Some with others not mentioned	None
2	4	8	4	2

Source: Researcher's own work (2016)

On the question of “which of the listed MLP’s existed in the company”; 2(10%) of the interviewees said they think all the MLP’s existed in the company; while 4(20%) stated they believed all existed but in addition, there were other practices existing in the company.

One of the respondents stated that;

‘Well I think all the practices listed exist in the company, but in addition, we use motivation to push our staff to achieve’.

One of the interviewees also added that;

‘I use communication a lot: both formal and informal communication as a tool to help my team achieve their assigned tasks’

It was the opinion of 8 (40%) of the respondents that; some of the MLP’s were practiced in the company, while 4(20%) stated although some of the listed MLP’s existed; there were additional once that were not captured but existed in the company. However, 2(10%) of the respondents mentioned, they believed all these practices were nonexistent in the company. This response is contrary to what literature revealed earlier in this work: Jaques (1998) takes a stand that, every manager must be accountable for using leadership

practices in their work, which he states are the integral part of their authority as managers.

4.1.3 The number of the practices the respondents have been using in their work

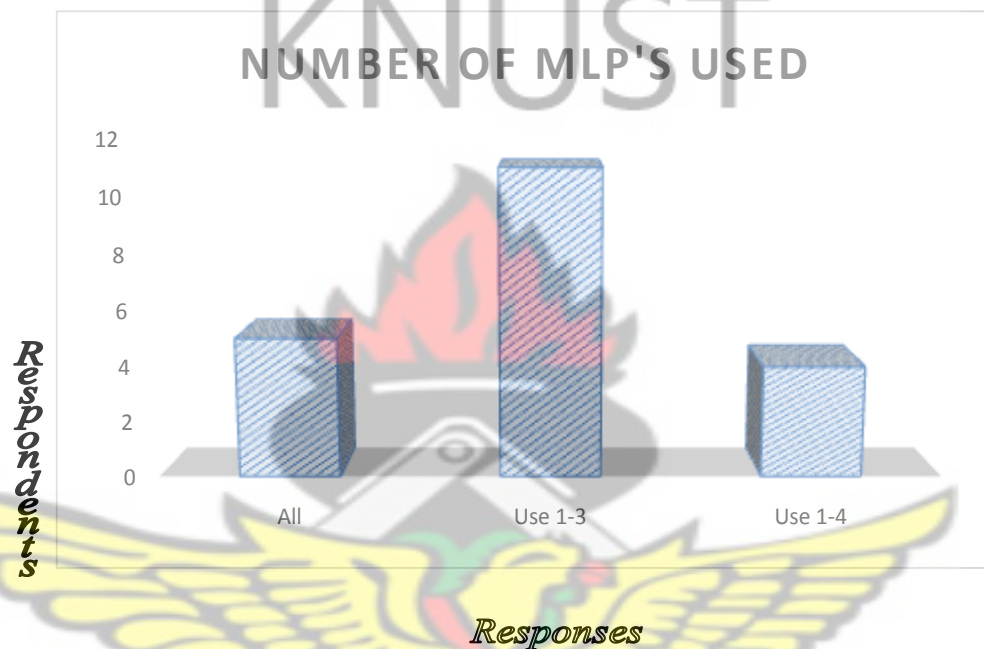


Fig. 4.1.3 A Column Chart showing the number of MLP's used by the management staff at FGL.

Source: Researcher's own work (2016)

In essence, when the researcher asked the respondents “how many of the MLP's they used in their work, majority of them mentioned they used some of them, but only a few of them said they used all of them in their work. Specifically, 11(55%) of the interviewees mentioned they used from 1 to 3 of the practices in their work, while 4(20%) of them stated they used 1 to 4 of the practices in their work. Lastly, 5(25%) of the interviewees stated they used all the MPL's in their work.

These findings correspond to the opinion of the researcher before the research was conducted the research. The researcher believed these practices were existed in the company but rather not used to its optimum. Meaning, when it comes to MLP's, the management staff at FGL uses them in their work to manage their teams.

4.1.4 The practical ways the managers use the MLP's

When the respondents were asked to describe how they practically use the MLP's in their work; below are some of the answers they provided:

- a) Coaching: six (6) of the respondents stated that; they use coaching more often in their role as managers. Below are a sample of practical examples cited by the respondents on how they coach their subordinates

- i. One respondent stated;

'I devote time to coach both the high and low performers. I guide them in their daily tasks to ensure productivity'

- ii. Another respondent explained that;

'I ensure I coach all my team members on how better they can work and achieve they goals'

- iii. One interviewee also added;

'I use weekly and ad hoc meetings to coach my employees. During these meetings, I address their challenges and also help them to avoid deviations.'

- iv. Another explained that;

coaching in my department is ongoing, when I see some of my staff record a reduction in their sales and discuss with them what the problem is and help them to overcome that challenge'

b) Task Assignment: with this practice; eleven (11) of the respondents mentioned, they always assign tasks to their respondents. Below are a sample of practical examples cited by the respondents on how they assign tasks to their subordinates:

i. A respondent explained that;

'I organize weekly meetings with my staff to assign them the weekly targets'

ii. Another respondent also cited an example that;

'I have designed an excel sheet I use to assign targets for all the subordinates for the week. I meet with them and communicate these targets with them'.

iii. One interviewer also stated that;

'my task assignments are done every Monday morning, where we look at the achievements of the previous week and assign target for the new week based on the past week'

c) Planning: on the issue of planning; three (3) of the respondents stated they use planning in their work as managers. Below are a sample of practical examples cited by the respondents on how they plan with their subordinates

i. One of the respondents answered that;

'Planning is the key in sales, so I plan with the staff how to achieve the targets I have assigned to them'

ii. A second respondent stated that;

‘I have a plan for each sub team in my department and I make sure I communicate the plan to them accordingly’

iii. In addition to the above, a respondent explained that;

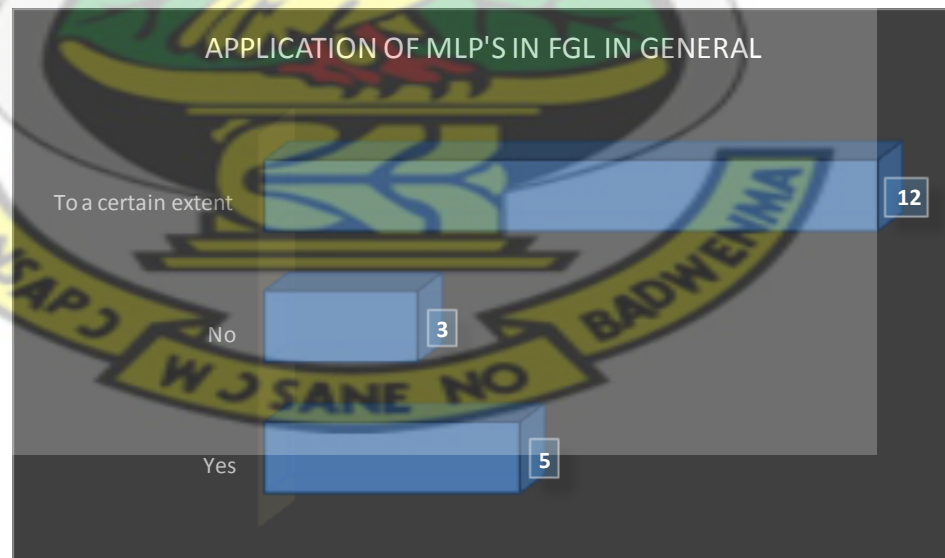
‘I meet with my team members and discuss with them all the routines for selling and address every challenge which they may potentially face

4.2 DISCOVERING HOW MANAGERIAL LEADERSHIP PRACTICES ARE APPLIED AT FOREWIN GHANA LIMITED IN GENERAL

The following questions were asked to find out “how Managerial Leadership Practices are applied at Forewin Ghana Limited in general by the management staff”:

4.2.1 Respondents were asked whether they think the MLP’s are applied in FGL in general

Responses



Respondents

Fig. 4.2.1 A Bar chart showing how MLP’s are used at FGL in general

Source: Researchers own work (2016)

The responses received from the respondents when the researcher asked them of 'their opinion on how MLP's are used/applied at FGL' indicates that; 12 (60%) of them think that, although the MLP's exist and applied in the company, they are applied only to a certain extent and not completely. 5 (25%) of the respondents also believe that, all the MLP's are applied in the company. The remaining 3 (15%) stated that, they think these practices are not generally used at the company.

These findings are contradictory to the general perception of the non-managerial staff of the employees since the observation done by the researcher since she begun working there indicates, the staff thinks the managers are too harsh and authoritative on them.

4.2.2 The interviewees were asked to cite examples are explained why they think the MLP's are applied or not applied generally at FGL.

The general theme the researcher gathered from the examples the respondents cited was that, majority of the respondents think that, some of the MPL's are applied at FGL. This result has been pictorially represented below:



Fig. 4.2.2 A Pie chart showing how respondents see MLP's application

Source: Researchers own work (2016)

Below are some of the explanations or examples the respondents gave:

i. A respondent explained that;

‘Some of my colleagues don’t believe in these practices. They tend to use harsh styles like shouting at the employees and so these practices exist but only a selection of us use them.’

ii. Another respondent gave an example that;

‘In addition to me, I see people like Prince and Tornye, using these practices very well and the evidence is our success stories. We always meet our or exceed our targets’

iii. One other interviewee explained that;

‘The most commonly used of these practices are the Task assignment, personal effectiveness appraisal and planning. My team especially do a lot of them all the time’

iv. However one respondent stated that;

‘With my years of experience here, what I have seen commonly is the planning. We all do a lot of planning, with the rest; I don’t think they are used here’

The above findings are contrary to what competitors in the FMCG industry like Unilever, Nestle and Guinness Ghana Limited do. The researcher has contacts in these companies and they attest to the fact that, these companies insist on the application of all these MLP’s in the work of all the management staff to the optimum. Some of the respondents

at FGL were poached from these competitor companies and they also attested to the fact that, the above mentioned companies fully utilize these MLP's.

4.2.3 Respondents were asked to describe the degree to which they think the MLP'S are applied at FGL.

Table 4.2.1 The degree to which Managerial Leadership Practices are applied at FGL

Highly practiced	Fairly practiced	Averagely practiced	Poorly practiced	Non existent
4	11	3	1	2

Source: Researcher's own work (2016)

On the question of 'how the respondents describe the degree of application of MLP's at FGL'; 11(55%) of the respondents stated that, they believed the practices are fairly applied, while 4 (20%) of the respondents said they think the practices were highly practiced in the company. 3(15%) of the respondents said the MLP's are averagely practiced; 2(10%) said the practices are nonexistent in the company.

However, 1(5%) of the respondents said he thinks the MLP's are poorly practices in the company. The respondent in question explained his standpoint as follows;

'Coming from a multi-national company in the same Fast Moving Consumer Goods (FMCG) industry, I think FGL does not practice these MLP's at all. It's like a jungle in here; people do whatever they want in whichever way that suits them. Systems don't work in here'

Comparing the above findings to what is existent in the other competitors in the industry like Unilever, per general knowledge of the FMCG Industry, it can be concluded that, the respondents think the degree of the application of the MLP's are fair.

4.3 DETERMINING HOW MANAGERIAL LEADERSHIP PRACTICES INFLUENCE THE PERFORMANCE LEVELS OF THE EMPLOYEES AT FOREWIN GHANA LIMITED.

The researcher asked the respondents the following questions to be able to find out “how the MLP's have influenced the performance levels of the employees at FGL”:

4.3.1 The researcher asked the respondents about the performance levels of their respective teams/departments.

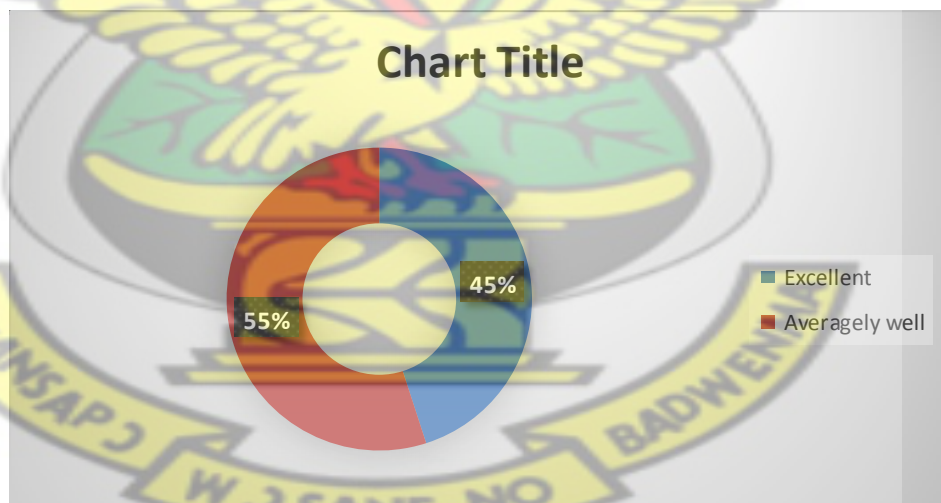


Fig. 4.3.1 A doughnut chart showing the performance levels of the individual departments at FGL

Source: Researcher's own work (2016)

When the researcher asked the question about ‘the performance levels of each of the departments’ from the perspective of the respective respondents; 11(55%) of them said their teams were averagely performing, while 9(55%) of the respondents said their teams were excellently performing.

One of the respondents in the category of ‘excellent performance’ said that;

‘generally, my team is one of the best teams in the company and you as the HR Coordinator can attest to the fact that, with the introduction of the “Employee of the Month Award” programme, majority of the awards come to my staff every month’.

She added that, *“the only challenge I am facing as the Business Development Manager is the fact that, my Area Sales Managers are a bit reluctant to work with such MLP’s because they have spent all their career in this organization and haven’t got any other experiences. They can’t understand we as a team can do better if we changed our style of working’*

In my opinion as a researcher, it is evident that majority of the respondents think their teams are averagely performing. This I believe is not good for any organization.

It is general knowledge that, for any organization to survive and even obtain competitive advantage, it has to perform above average, which is not the case of Forewin Ghana Limited.

4.3.2 On the question of ‘how the respondents perceive the performance levels of FGL in general’, the respondents stated that;

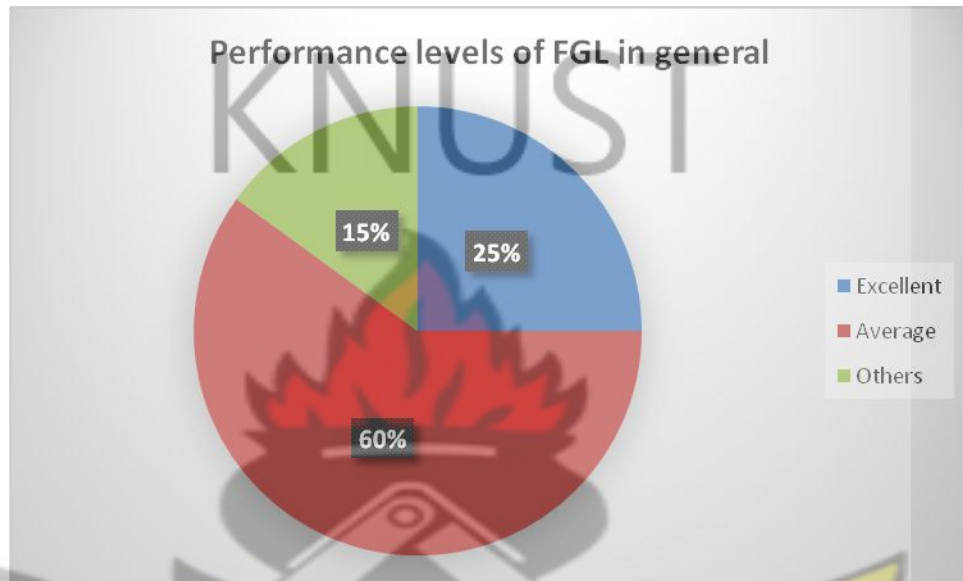


Fig. 4.3.2 A Pie chart showing the general performance levels at FGL

Source: Researcher's own work (2016)

The answers the respondents gave the researcher when they were asked ‘how the company is doing in terms of performance’ are captured pictorially in the pie chart above. From the chart, 12(20%) stated they think the company is performing averagely well. Below are some of the comments a sample of the respondents in this category gave:

- i. *‘The company is doing well but there is more room for improvement; especially in the investment of infrastructure and management systems’*
- ii. *‘Looking at where we were as a company and where we are now, I would say we are slightly ok’*

- iii. *'At least we are better than somewhere in 2014 when things got really bad. I'm not saying we are at the highest yet, just that we are better than that period'*

However, only 5(25%) said the company is doing excellently well, in terms of performance. To them the company is far better than when they started work many years ago. This was confirmed by one respondent who said:

'About 20 years ago, things were really bad. There were no structures and systems, only chaos and mess. Looking at where we are now, we are doing very well'.

Next; 3 (15%) of the respondents gave what different responses that was not particularly under the above categories:

- i. The first said that;
'I prefer to look at the performance of the company in general in two ways: the capital and the profit and loss. Our profit as a company is not very encouraging but our capital has always being our backbone'
- ii. The second one said:
'What has kept this company going is our popularity. We are on thriving on past glory'
- iii. The third one added:
'I am not sure how well the company is doing performance wise. I can only talk of my team and my team is doing quite well'.

The findings above are contradictory to the perception of the general populace of the company. Many of them think the company is doing so well but the data above indicates, the company is majorly performing on an averagely well side of the scale.

4.3.3 The respondents gave the following responses to the question of ‘how they would compare the performance of FGL to that of competitors’:

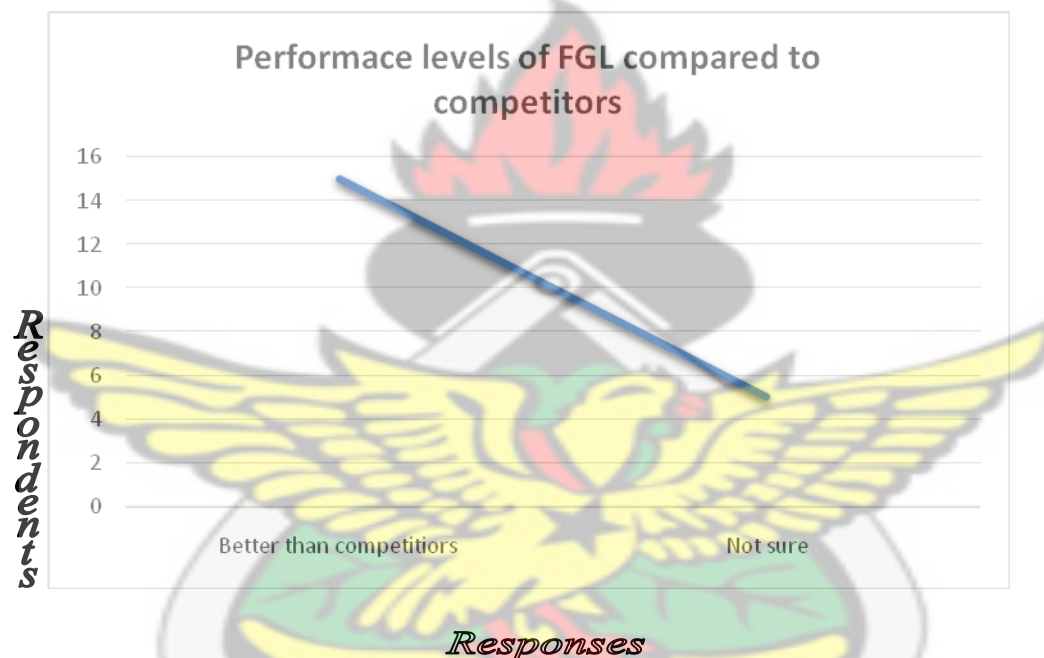


Fig. 4.3.3 A line graph showing the performance of FGL in comparison with competitors

Source: Researcher’s own work (2016)

The responses received from the respondents when they were asked ‘how they would compare the performance levels of FGL with that of their competitors were that; 15(75%) of them stated they think the performance levels of FGL are better than their competitors, while

5 (25%) of the respondents stated they were uncertain about whether the performance levels of FGL exceeded that of the other competitors.

The findings above came as a shock to the researcher since this is inconsistent with the results the researcher received when the respondents were asked about the general performance levels of the company. The researcher decided to find out which companies the respondents identify as their competitors and realized that; majority of the employees (managerial and non-managerial) did not recognize the multi-nationals in the industry as their competitors but rather, the non-multi-national companies. However, almost all of these competitors (multi-nationals) are the once doing great in the industry. This general perception in the company, the researcher thinks is unfair since the industry is made up of both the multinationals and non-multinationals.

4.4 DETERMINING WHETHER MANAGERIAL LEADERSHIP PRACTICES HAVE ANY INFLUENCE ON THE PERFORMANCE LEVELS AT FOREWING GHANA LIMITED

The following questions were asked to find out whether the performance level at FGL has an association with MLP's:

4.4.1 Whether MLP's have any influence on the performance levels of their team members;

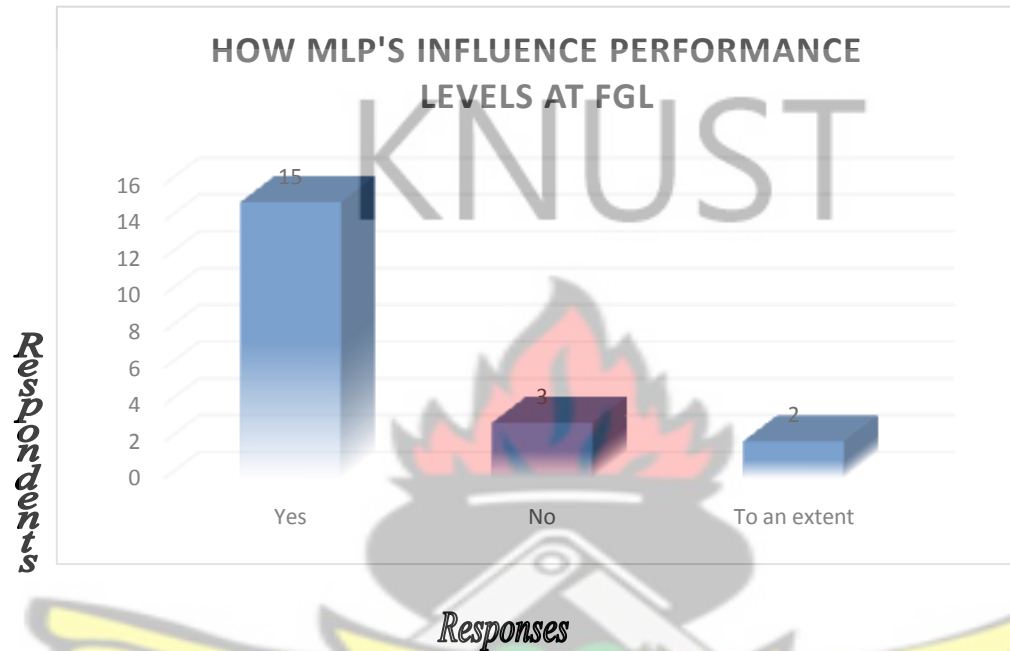


Fig.4.4.1 A column chart showing the influence of MLP's on performance levels
Source: Researcher's own work (2016)

The researcher asked the respondents whether they think MLP's has an influence on the performance levels of their employees or not and 15 (75%) agreed that; the MLP's have an influence on the performance levels of their employees.

On the other hand 3 (15%) indicated they don't think MLP's have an influence on the performance levels of their employees. One of such respondents stated that;

'I strongly believe it is the initiatives and strategies of each manager that is helping them achieve these successes'

Another one added that;

‘The employees are hardworking, especially the old hands and it for this reason that we are doing well’. This is similar to what the third respondent added.

Only 2 (10%) of the respondents indicated that, they think the MLP’s have an influence on the performance of their employees to an extent. For example, one respondent said that;

‘Yes I think these MLP’s help but only to an extent. What really helps is salary’

The other added:

‘We need these systems but the company has to look at the salary structure and improve it. We also need to encourage and motivate the staff. Resources like their vehicles are also paramount’

The findings above are in sync with what Jaques (1999) has stated: MLP’s are useful tools for team building, irrespective of the nature of organization.

4.5.2 Whether there are other factors influencing the performance levels of team members

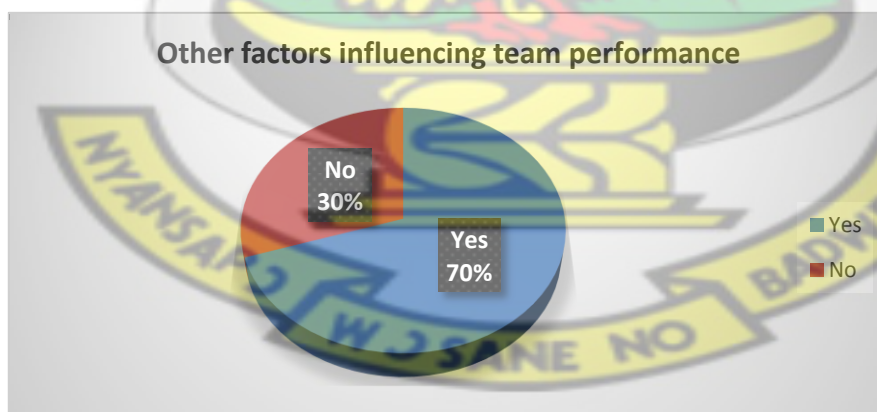


Fig. 4.5.2 A Pie Chart showing whether there are other factors influencing performance levels of team members.

Source: Researcher’s own work (2016)

For the question on whether the respondents think there are other factors that have the capacity to influence performance levels of their team members, they gave answers as follows:

Out of the 20 respondents; 14 (70%) of them said yes there are other factors that influence the performance levels of their respective team members. Common among the other factors they gave were motivation and incentives; they believed these factors also help employees to perform better.

In addition, some of them believed in factors like good working relationships with subordinates, the choice of leadership style, advice, getting the team to focus and communication.

This response is in agreement with Herman Aguinis (2005) who has stated what makes one employee perform better than the other are Declarative knowledge, procedural knowledge and motivation.

From the responses of the 20 respondents; 6 (30%) of the respondents indicated that, they don't think there are other factors that influence performance levels of team members. They believe all a team needs to be able to perform are the Managerial Leadership Practices.

This response is contrary to what Kieu (2010) revealed in a study that; inspirational motivation were a factor to improve the performance of organizations.

In addition to the above, Jaques (1999) confirms that, for Managerial Leadership Practices to effectively support work, factors like compensation, holding subordinates

accountable to be able to work to their full capacity, managerial assessment, etc. are also crucial

4.5.3 Whether Managerial Leadership Practices has an influence on performance levels of the organization



Fig. 4.5.3 A Line Graph showing whether MLP's have an influence on the performance levels of the organization.

Source: Researcher's own work (2016)

On the question of whether the 'MLP's are the factors influencing the performance levels of the organization; 12 (60%) of the respondents explained that, the successes of the company is due to the fact that, some of the management members use the MLP's in the management of their teams. They admitted to the fact that, they are not fully utilized in

the organization but even the little that is ongoing is what is making the company succeed. This result is in agreement with what a study conducted by Zhu, Chew and Spanger (2005) discovered. They stated that, effective human resources management determines the relationship between leadership and performance through improved commitment and motivation.

Close enough, 14 (70%) of the respondents stated that, there are other factors that influence the performance of the organization besides the MLP's. some of them stated that;

'I think that, we have to monitor our employees and also implement checks and balances to be able to achieve organizational performance'

Another stated that;

'Our brand is what has been helping us as a company besides these MLP's. Our company deals in quality brands and that has always helped us'.

In addition to the above, a respondent said that,

'The MLP's are contributory factors to our success but our CEO is smart and he invests well, which have been part of our success story'.

Another added;

'The sacrifices of our workers and the good brands we deal in are part of the reasons why we are here'

Moreover, one added;

'Forewin Ghana Limited has been excelling also because of the aggressive selling skills of our guys, especially the old hands'

Outstandingly, one of them said;

‘I am not very sure what are the other factors but I know the MLP’s are not the only factors.’

4.6 WHETHER MANAGERIAL LEADERSHIP PRACTICES SHOULD BE RECOMMENDED

The following questions were asked to find out from the respondents whether they think MLP’s must be recommended at FGL:

4.6.1 On the question of whether ‘respondents would recommend the use of MLP’s for their teams’;

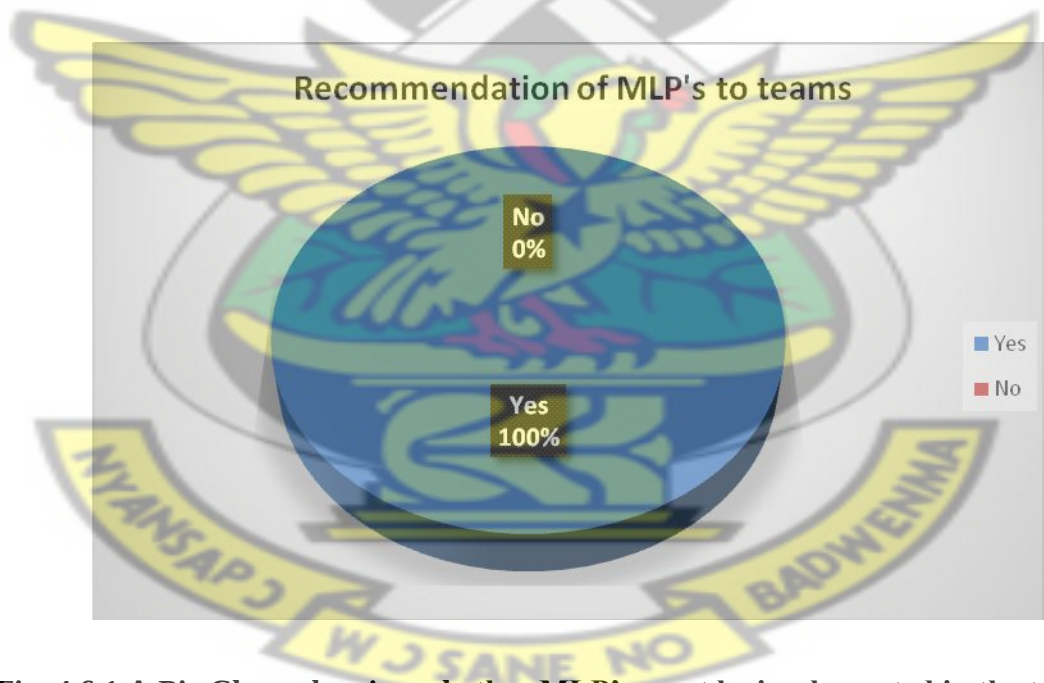


Fig. 4.6.1 A Pie Chart showing whether MLP’s must be implemented in the teams

Source: Researchers own work (2016)

When respondents were asked whether they would recommend the use of MLP'S for their teams, all the 20 (100%) respondents stated that, they would definitely recommend the use of the MLP's for their respective teams.

The findings above corresponds with what Jaques (1999) stated in his research: using his authority to instruct his subordinates can work for any manager. But without a context of Managerial Leadership Practices, he will produce indifference in people and also indifferent work. He added that, every manager must be held accountable for implementing Managerial Leadership Practices when dealing with their subordinates as part of their authority.

4.6.2 Respondents were asked 'whether they recommend the use of MLP's for other team members' in the company



Fig. 4.6.2 A Bar Graph showing whether respondents recommend MLP's for other teams.

Source: Researcher's own work (2016)

When the respondents were questioned about their views on if they would recommend Managerial Leadership Practices for the other teams at FGL, 20 (100%) of them said yes they would.

This is in agreement with the general view of the application of these practices in the Fast Moving Consumer Goods industry; especially the very successful and multinational companies.

Some selected comments from the respondents are;

‘Yes; definitely. My colleagues will benefit from these MLP’s if they practice with their team members’

‘Why not, this is very good and it’s working for me. Although I am not practicing all of them, the few I am practicing are working for me, so yes I recommend for everyone’

‘Yes of course. In addition, I think the focus and consistency in driving these MLP’s across the organization must be looked at seriously.’

4.6.3 Respondents were asked ‘whether they would recommend the implementation of Managerial Leadership Practices for the entire organization’

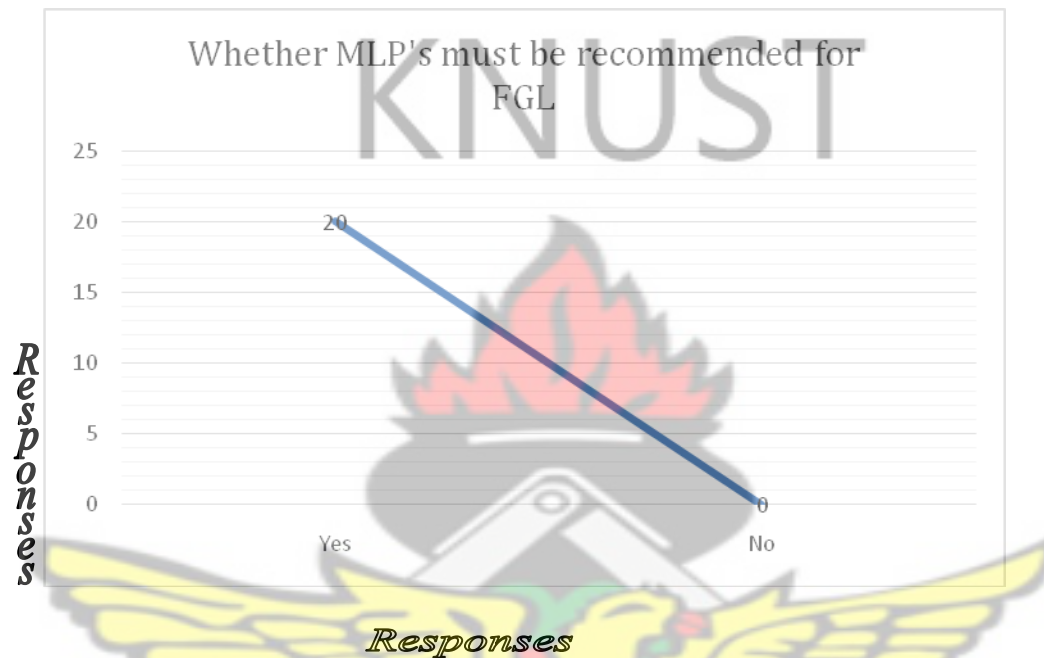


Fig. 4.6.3 A Line Chart showing whether the respondents recommend MLP's for FGL

Source: Researcher's own work (2016)

When the respondents were asked by the researcher ‘if they would recommend the company to adopt the implementation of M LP's in the entire organization’ 20(100%) of them indicates ‘Yes’.

Some of them defended their stands with the following comments:

‘We as a company need these practices and even others as well if we want to achieve competitive advantage,

‘Yes, the entire FGL needs these practices. In addition, I think we must learn to motivate our employees even the more.’

‘Yes but the implementation must be consciously done. We need to put proper systems in place to make they become part of us and not just a nine day wonder’

‘Yes we have to. But I think we need to focus on finding a consistent way of implementing these MLP’s across the organization’

‘Yes we must implement these MLP’s, and also things like frequent on the job training to always refresh our minds as managers’

All the above findings and comments are in alignment with the opinion of the researcher. Because the researcher believes the proper implementation of these practices in every organization will yield success and productivity.

4.6.4 On the question of ‘whether the respondents will recommend the use of Managerial Leadership Practices for competitors in the FMCG industry’:

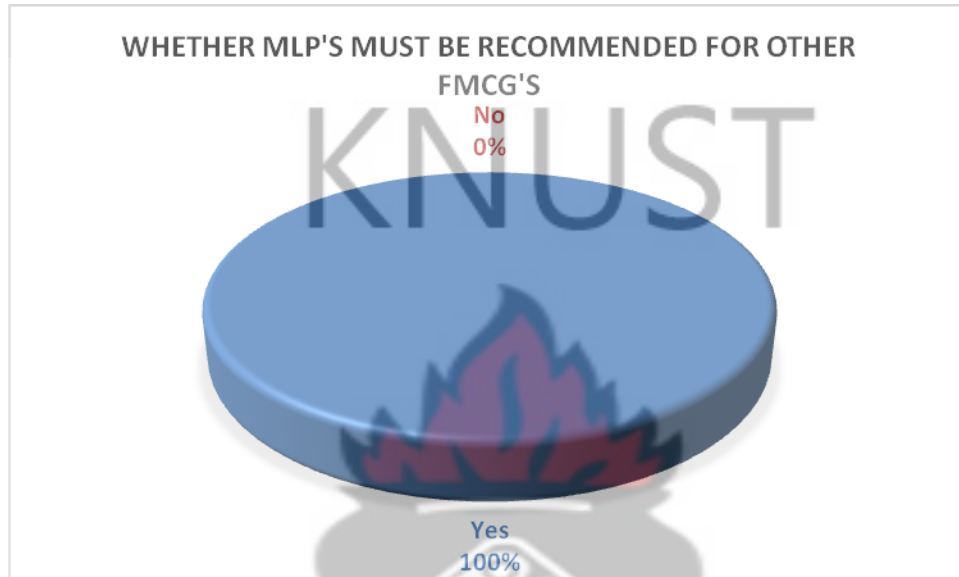


Fig. 4.6.4 A Pie Chart showing whether respondents recommend MLP's for other FMCG's

Source: Researcher's own work (2016)

The researcher asked the respondents ‘whether they recommend MLP's for competitors in the FMCG industry’ and 20 (100%) of the respondents said that, they would recommend the other FMCG companies to use the MLP's in their companies.

This result is in agreement with Bloom et al (2007) revealed in their research: the firms all over the world that have accepted and apply Managerial Leadership Practices perform significantly better than those that do not. This means that improved Managerial Leadership Practices are one of the practical and effective ways for firms to outperform their competitors; especially in the same industry.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

In this chapter, the researcher brought the curtain down by covering the summary of findings, conclusion and recommendations of the research. The researcher summarized all the findings that were made throughout her study in this chapter by presenting her data, analyzing and discussing the data. Also in this chapter, the researcher presented recommendations from both herself as a researcher and from the respondents.

5.2 SUMMARY OF FINDINGS

The following are the summary of the findings:

5.2.1 Establishing the familiarity of Managerial Leadership Practices among the managerial staff at Forewin Ghana Limited

The study revealed that, more than half of the respondents were very familiar with managerial Leadership Practices. This is not to say that the remaining respondents are new to the concept, but rather, the study revealed the remaining respondents had fair ideas about what the Managerial Leadership Practices entailed. The degree of their familiarity also varied among the respondents. Some respondents stated that, they were very familiar with the Managerial Leadership Practices, while others admitted that; their familiarities with the practices were minimal. There was no single respondent who was completely unaware of the Managerial Leadership Practices. Finally, the respondents

described that, beyond their familiarity of the Managerial Leadership Practices; they knew how to apply these practices in their work as managers.

5.2.2 Discovering how Managerial Leadership Practices are applied at Forewin Ghana Limited in general

From the study, it was discovered that, most of the respondents believe the application of the Managerial Leadership Practices are only to a certain level in the company. To the respondents, there was a lot of room for improvement when it comes to applying MLP's as managers. The rest of the respondents think that, all the Managerial Leadership Practices are applied in the company. Meaning, they as individuals and the company in general apply these Managerial Leadership Practices to the highest point.

5.2.3 Determining how Managerial Leadership Practices influence the performance levels of the employees at Forewin Ghana Limited.

From the study, it was revealed that, more than half of the respondents believed their teams were performing averagely well. Meaning, their teams were not at the highest level of their capacity. The other respondents thought their teams were performing excellently well.

For the performance levels of the company in general; the study revealed that majority of the respondents believed that the company is performing only on the average side. They respondents believe that, the company with all its resources could perform better than it is doing today. However, in contrast; the same respondents stated that, they think Forewin Ghana Limited is performing better than their competitors in the industry. Upon further

discussions with the respondents, the researcher was able to discover that, the definition of a competitor; to the respondents were narrowly geared towards those non-multinational companies in the FMCG industry.

5.2.4 Determining whether Managerial Leadership Practices have any influence on the performance levels at Forewing Ghana Limited

On the above issue, the respondents made it known to the researcher that, most of the respondents stated that MLP's have a positive influence on the performance levels of their teams. To these respondents, the more the Managerial Leadership Practices are applied in the company, the better the performance levels of the employees. However, almost the same number of respondents said they think other factors also contributed to the success of their teams' performance levels. Meaning, these category of respondents believe the performance levels of the company is not exclusively linked to the MLP's, but rather other influencing factors like motivation, compensation, among others.

They furthermore concluded that, the current level of success in the organization is due to the fact that, there is a level of MLP's ongoing in the company; although it may not be all of them and not completely implemented. Meaning, should the company implement all these MLP's, the company will surely perform above average.

5.2.4 Whether Managerial Leadership Practices should be recommended

The study revealed that, the respondents' points of view were that; all of them recommend the use of MLP's for their respective teams. They admitted that, a continuous

and improved use of the practices will improve the performance levels of their respective teams.

Also, they went on ahead to recommend the implementation of MLP's for other teams in the company. The respondents made it clear that, the company's adaption and continuous use of the MLP's will surely reflect positively in the general performance levels of the company.

Finally all of the respondents stated they are in support for the implementation of MLP's for the company as a whole and even for other firms in the Fast Moving Consumer Companies.

5.3 CONCLUSION

Out of the findings from this study, the researcher has been able to draw a number of conclusions pertaining to exploring the impact of Managerial Leadership Practices on the performance levels of employees at Forewin Ghana Limited:

The study demonstrated that, MLP's exist at Forewin Ghana Limited, although not to its fullest potential. The leadership of the company practices these practices to a certain extent in their respective departments. It was also discovered that; the performance levels in the various departments and the organization at large are only average, although the respondents believe the company performs better than its competitors. Further discussions with the respondents revealed that, their definition of competitors are the non- multinationals companies in the Fast Moving Consumer Goods Industry.

The respondents also revealed that, they believe the current level of success of the company is greatly dependent on the use of Managerial Leadership Practices; although the practices are not implemented to the optimum level. Meaning, they believe the performance levels of the teams and company will improve if these MLP's are implemented to the fullest capacity in the company.

Finally the respondents stated that, MLP's must be applied in all the teams in the company, in the company in general and even in all the other companies in the industry.

The researcher has been mandated by the leadership of Forewin Ghana Limited to champion the implementation of these MLP's. The researcher will therefore conduct a follow-up study to find out if there has being any changes in the performance levels of the company after the implementation.

5.4 RECOMMENDATIONS

From the study, the following are the main recommendations the researcher made from the study:

5.4.1 Performance levels of Forewin Ghana Limited

The study has revealed that, performance levels of the teams in the company and that of the company in general are average. The study further discovered that, the current existing MLP's are the hugely part of the reason for even the current average performance levels. It is therefore recommended that management should consider as a matter of urgency, the need to implement the MLP's to a full extent. This will help to improve performance levels of the company and give it competitive advantage.

5.4.2 Other influencing factors of performance levels

From the study, it was revealed that, there are other factors like; compensation, communication, motivation, and leadership style that the respondents believe also help their teams excel. Therefore, it is recommended that, the company considers all these other factors and find ways of implementing them too, for the performance levels of the teams to improve. The company must organize workshops and on-the-job trainings for the managerial staff on how to use these other factor in their work to help boost performance levels of their respective teams.

5.4.3 Performance levels of companies in the Industry

It was found out from the study that; even though the performance levels of Forewin Ghana Limited are only average, they are better than those of the competitors (mostly, non-multinationals). Meaning, most of the competitors in the Fast Moving Consumer Companies are underperforming. Perhaps, they are not practicing Managerial Leadership Practices. Based on the views of the respondents it is therefore recommended that, these underperforming companies as a matter of necessity implement the Managerial Leadership Practices for them to also improve in terms of performance. The FMCG industry at large will then become a beneficiary of these MLP's. FGL will in the long run benefit from the general improvement of its FMCG industry.

5.4.4 Other Managerial Leadership Practices

It was earlier on stated in the study that, the researcher, decided to use only 5 of the 10 MLP's for her study. It is therefore recommended that, the other 5 MLP's, be also used to further the research to see if the outcome will be similar or different. This will also help the performance levels of the company. Thus, a further study of the other MLP's on the performance levels of the employees at FGL will reveal improvements in the performance levels of the company.



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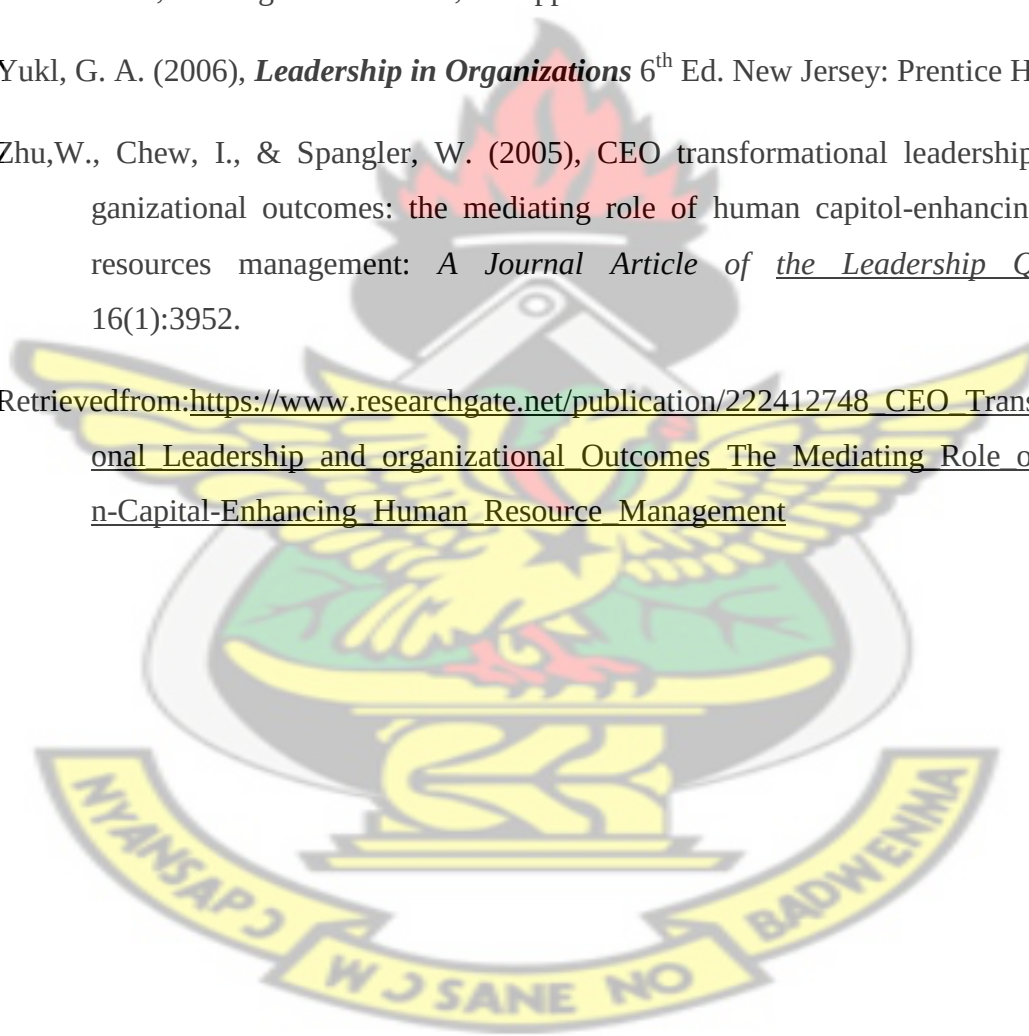
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APPENDICES

The following are the appendices:

Appendix 1: Interview questionnaire

INTERVIEW GUIDE FOR THE STUDY OF EXPLORING THE IMPACT OF MANAGERIAL LEADERSHIP PRACTICES ON THE PERFORMANCE LEVELS OF EMPLOYEES AT FGL LIMITED

PREAMBLE

As part of my Master of Business Administration (MBA) programmed, I am required to write a thesis whose title is ‘Exploring the impact of Managerial Leadership Practices on the performance levels of employees at Forewin Ghana Limited. Management has given me the permission to use it as a case study organization. Consequently, sampled managers of which you are a member are required to be interviewed. I would be most grateful if you could spare some few minutes of your precious time to answer all the questions I ask you. You are assured that all the information you provide would be treated with utmost confidentiality. I thank you in advance for your co-operation.

1. The various managerial leadership practices known by the managers at Forewin Ghana Limited

ITEM	RESPONSE
1. Can you talk about your familiarity in Managerial Leadership Practices in your line of work?	
2. Which of the following Managerial Leadership Practices exist in this company? i. Context setting ii. planning iii. Task Assignments: iv. Personal Effectiveness Appraisal v. Coaching vi. Others	
3. How many of these practices have you personally used in your work as a manager?	
4. In what practical manner have you personally applied those identified Managerial Leadership Practices in your work as a manager?	

2. How Managerial Leadership Practices are applied at Forewin Ghana Limited

ITEM	RESPONSE
1. In your opinion, do you think these practices are applied in Forewin Ghana Limited	
2. Kindly explain or cite examples?	
3. How would you describe the degree to which Managerial Leadership Practices are applied at Forewin Ghana Limited?	

3. How managerial leadership practices influence performance levels of employees at Forewin Ghana Limited

ITEM	RESPONSE
1. How would you describe the performance levels of your team?	
2. How would you describe the performance levels of Forewin Ghana Limited?	
3. Describe how you would compare the performance levels of Forewin Ghana Limited with other companies in the industry?	

4. To determine whether the Managerial Leadership Practices has any influence on the performance of employees at FGL Limited

ITEM	RESPONSE
1. Would you say Managerial Leadership Practices has an influence on the performance levels of your team?	
2. Are there other factors that you think influences the performance levels of your team?	
3. Would you say Managerial Leadership Practices has an influence on the performance levels of the organisation?	

5. What appropriate recommendations can be made for managerial leadership practices to be encouraged at FGL Limited?

ITEM	RESPONSE
1. Would you recommend the use of Managerial Leadership Practices for your team?	
2. Would you recommend the use of Managerial Leadership Practices for other team members?	
3. Would you recommend the use of Managerial Leadership Practices for the organisation?	
4. Would you recommend the use of Managerial Leadership Practices for other companies in the FMCG Industry?	

Appendix 2: Permission Letter to conduct research

School of Business
KNUST
Kumasi

The Group HR Manager
Forewin Ghana Limited
P. O. Box AN11140
Accra-North

KNUST

10th March, 2016

Dear Sir,

REQUEST FOR PERMISSION TO CONDUCT RESEARCH

I am a registered Master's student (MBA – HRM option) in the Department of Human Resources and Organizational Development at the Kwame Nkrumah University of Science and Technology. My supervisor is Mr. J. K. Turkson.

The proposed topic of my research is: *Exploring the impact of Managerial Leadership Practices on the performance levels of employees at Forewing Ghana Limited*. The objective of the study is:

Determine how managerial leadership practices impact the performance of employees at FGL Limited.

I am hereby seeking your consent to conduct my research in the company

Should you require any further information, please do not hesitate to contact me. My contact details are as follows: 0208352741

Upon completion of the study, I undertake to provide you with a bound copy of the dissertation. As a staff member of the HR Department, I undertake to ensure the results of this research will go a long way to benefit the performance of the company.

Your permission to conduct this study will be greatly appreciated.

Yours sincerely,

Lawrencia Awuah
Lawrencia Boahemaa Awuah
HR Coordinator
Forewin Ghana Limited