RESEARCH ARTICLE

THE EFFECT OF LEADERSHIP STYLES AND MOTIVATION ON EMPLOYEE PERFORMANCE IN PUBLIC INSTITUTIONS: EVIDENCE FROM GHANA

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ARTICLE INFO

ABSTRACT

The purpose of this study is to find out whether effective leadership styles and motivation has brought about any significant impact on the level of employee performance of Research Institute as a whole. The result of this study is expected to help the management of the Institute and all stakeholders, farmers, pubic and, private institutions, NGOs, and the government at large. Leaders have always existed and the act of leading is as old as humanity. The literature on leadership is vast and a great deal has been written on this subject in the last twenty five years. Many definitions, explanations, and proposals on styles and models, have been presented by academicians, authors, and institutions. The necessity of leaders and the concept of leadership are receiving special emphasis in this business world. "Leadership is a reciprocal relationship between those who choose to lead and those who decide to follow". "Leadership is not something you do to people. It's something you do with people". In view of the benefits derived from effective leadership and motivation in every organization, literatures have also been reviewed about its importance in every organization of which CSIR – Oil Palm Research Institute is no exception. Leadership and motivation has become very important in every organization and the quest of management to achieve the very best of investments, there is the need to pay attention to how effective leadership can be practiced in their organizations.

INTRODUCTION

The effects of Leadership and Motivation on employees' performance have a great impact on the overall wellbeing of the attitude of workers in general and hence a critical look or consideration must be given to them by management and stakeholders. Leaders have always and the act of leading is as old as humanity. The literature on leadership is vast and a great deal has been written on this subject in the last twenty five years. Many definitions, explanations and proposals on styles and models, have been presented by academicians, authors and institutions. The necessity of leaders and the concept of leadership are receiving special emphasis in this global business world. Several definitions of leadership have followed since the work of Drucker: "Leadership is a reciprocal relationship between those who choose to lead and those who decide to follow". "Leadership is not something you do to people. It's something you do with people" leadership has been viewed as "a complex and dynamic process, which can be defined in many different ways". Leadership has been a subject of "confusion, exasperation and befuddlement on behalf of those who would hope to use or understand it". Schiro was more emphatic: "Leadership is an elusive concept, so there are many definitions of leadership and many ways to view leadership". A typical definition of *Motivation* is derived from the word 'motivate'. Described as to supply a motive to, be the motive of cause (Person) to act in a particular way; stimulate interest of (Person in studying etc); hence motivation. A 'motive' is concerned with tending to initiate movement' or concern with movements or 'what it induces a person to act'. This is essentially the way in which management and behavioural scientist define the term.

2.0 Literature Review

An essential part of management is coordinating the activities of people and guiding their efforts towards the goals and objectives of the organization. This involves the process of leadership and the choice of an appropriate form of action and behavior. Leadership is a central feature of organizational performance. The manager must understand the nature of leadership influence and factors which determine relationship with other people, and the effectiveness of the leadership relationship. People get exited about the topic of leadership. They want to know what makes a great leader. Executives at all levels in all industries are interested in this question. They believe the answer will bring improved organizational performance and personal career success. They hope to acquire the skills that will transform an "average" manager into a true leader. Fortunately, leadership can be taught – and learned. According to one source, "Leadership seems to be the marshalling of skills possessed by a minority. But it's something that can be learned by anyone, taught to everyone, denied to no one".

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2.1 The Leadership

There are many ways to look at leadership and many interpretations of its meaning. Leaders might be interpreted in simple terms such as 'getting others to follow' or getting people to do things willingly; or interpreted more specifically, for example as the sue of authority in decision making. It may be exercised as an attribute of position or because of personal knowledge or wisdom. Leadership might be based on a function of the role of leaders and their ability to achieve effective performance from others. Drucker, as early as 1954, in his seminar work The Practice of Management presented a sound synopsis: "Leadership is of utmost importance. Indeed there is no substitute for it. But leadership cannot be created or promoted. It cannot be taught or learned". According to Seif(1982), Leadership is vitally important at all levels within the company from main board to the shop floor. Leadership is the more moral intellectual ability to visualize and work for what is best for the company and its employees. The most vital thing the leader does is to create team spirit around him and near him, not in a schoolboy sense, but in realistic terms of mature adults. To be effective, leadership has to be seen, and it is best seen in action. Taffinder(1985) suggest that everyone has a theory but, although we know quite a lot about management, we do not know as much about leadership. According to Crainer(1999), there are over 400 definitions of leadership and: It is veritable minefield of misunderstanding and difference through which theorist and practionners must tread verily. Choudwury (2000) said, in the twenty-first century, leaders must create an atmosphere in which people believe in management decisions. Such an atmosphere makes an organization prosper. Successful leaders create this sort of environment both inside and outside the organization. The researcher think if CSIR – Oil Palm Research Institute does not put in place good leaders and motivational concepts and practices output will fall. But if practiced will help the institute to become one of the very best in the sub-region. Individuals, organizations, communities, and countries all under-perform because of poor perceptions from leadership.

2.2 Authoritarian Leadership

This style is used when leaders tell their employees what they want done and how they want it accomplished, without getting the advice of their followers. Some of the appropriate conditions to use it are when you have all the information to solve the problem, you are short on time, and your employees are well motivated. Some people tend to think of this style as a vehicle for yelling, using demeaning language, and leading by threats and abusing their power. This is not the authoritarian style, rather it is an abusive, unprofessional style called bossing people around. It has no place in a leader's repertoire. The authoritarian style should normally only be used on rare occasions. Although good leaders use all three styles, with one of them normally dominant, bad leaders tend to stick with one style. Some employees have these feelings of autocratic leadership style among some managers and supervisors when the researcher visited the office.

2.3 Participative Leadership

This style involves the leader including one or more employees in the decision making process (determining what to do and how to do it). However, the leader maintains the final decision making authority. Using this style is not a sign of weakness; rather it is a sign of strength that your employees will respect. This is normally used when you have part of the information, and your employees have other parts. Note that a leader is not expected to know everything; this is why you employ knowledgeable and skillful employees. Using this style is of mutual benefit; it allows them to become part of the team and allows you to make better decisions. One of the participative leadership style at the Institute the researcher noticed was the contribution given by the supervisor to the subordinates at the landscaping unit.

2.4 Delegate Leadership

In this style, the leader allows the employees to make the decisions. However, the leader is still responsible for the decisions that are made.

This is used when employees are able to analyze the situation and determine what needs to be done and how to do it. The researcher identified on his survey at one of the Divisions of CSIR-Oil Palm Research Institute on the assigned jobs to staff by the Head of the Division. This really means that, the delegative style of leadership is being practiced. Leadership is matter of making a difference. It entails changing an organization and making active choices among plausible alternatives, and depends on the development of others and mobilizing them to get the job done. Leadership is at its best when the vision is strategic, the voice persuasive and the result tangible. In the study of leadership an exact definition is not essential but guiding concept are needed. The concepts should be general enough to apply to many situations but specific enough to have tangible implications for what we do. A leader is one who influences others to attain goals. The greater the number of people, the greater the influences. And the more successful the attainment of worthy goals, the more evident the leadership. But we must explore beyond this bare definition to capture the excitement and intrigue that devoted followers and students of leadership feel when they see a great leader in active and to understand what organizational leaders really do on what really takes to gain entry into Fortunes Hall of Fame for the U.S. Business Leadership. Outstanding leaders have vision. They move people and organizations in directions they otherwise would not go. They may launch enterprises, build organization cultures wards or otherwise change the course of events. They are strategist who opportunities others overlook, but "they are also passionately concerned with detail of all the small, foundermental realities that can make or mar the grandest of plans". A vision is a mental image of a possible desirable future state of the organization. Great leaders imagine an ideal future for their organization that goes beyond the ordinary and what others may have thought possible. They strive to realize significant achievements that others have not.

2.5 Inspiring and influencing other people

Today, leadership is increasingly associated not with command and control but with the concept of inspiration, of getting along with which others can identify. According to Sir John Harvey – Jones, (2002) the vision is absolutely the key to getting you troops together. It has to be qualitative, daring and grab the imagination. The test of it should be how quickly people will latch on to where you are going; you can entrust them with the how. You want to it to go leadership by example and by honest and endless communication. Everyone in the business has to buy into your vision. According to Levine,(1991) leaders need to focus on moving people and organizations forward by increasing the competency of staff and the corporation of teams in order to improve the organization. A leader's job is to constantly challenge the bureaucracy that smothers individual enthusiasm and the desire to contribute to an organization. Leadership in the new Millennium will create an environment that encourages the development of skills, learning openness so that those on their team can participate in the development of financial and human resources.

2.6 Motivation

The relationship between the organization and its members is influenced by what motivates them to work and rewards and fulfillment they derive from it. The manager needs to know how best to elicit the co-operation of staff and direct their performance to achieving the goals and objectives of the organization. The manager must understand the nature of human behavior and how best to motivate staff so that they work willingly and effectively. Woodworth (1918) said, motives do not operate in a vacuum, and the behavior in which they do operate is affected by the process of perception, learning and thinking. Theories of motivation ought to be related to theories of learning and perception.

2.7 Employee performance appraisal

Only a minority of activities in personnel management are concerned with evaluating employees as individuals. These activities are primary

selection and appraisal, but also include grievance and disciplinary matters. In all other cases, the focus of attention is not an individual but on jobs, structures, procedures or people in groups. Employee performance appraisal is carried out within a practical context, which is essentially the day-to-day business of the organization. What is being assessed in the first instance is the employee's performance in carrying out the general duties of his or her role, together with any specific targets that have been set. Secondly, employee performance appraisal may be used to assess an employee's suitability for promotion, either generally or with a specific job in mind. An employee will also want to know how the process of appraisal will be carried out, and what opportunities they themselves will have to contribute to it. In most cases the appraisal is conducted by the observation of employee's immediate manager and the used of performance appraisal form, but for some management posts the appraisal may involve the manager's own staff and colleagues, where so-called 360° appraisal is employed.

3.0 METHODOLOGY

3.1 Research Design and Sampling Method

In order to achieve the objective stated earlier in the project work, questionnaires were designed as a basis of getting the information (data) needed. In designing the questionnaires, much care was taken to avoid difficult questions. The questionnaires are in two forms (open-ended and close-ended). The respondents were expected to tick (√) the applicable answer to the close-ended questions while space was provided for the open-ended questions. However, interview schedule was used to solicit information from the personnel unit (department) precisely, the personnel officer. The structured interview was containing questions that are not difficult but to add credibility to the questionnaires and to capture information that are not taken care in the questionnaires. Methods considered for collection of data include personal interviews; key respondents were interviewed to ascertain issues pertaining to traditional leadership and motivation on output and productivity in CSIR-Oil Palm Research Institute. Other sources include distribution of questionnaire. The population will then be divided according to status or rank in office, educational background, etc. it will also portray the use of diagrams, charts and tables.

3.2 Data Collection

The Institute has a staff strength of three hundred and forty six(346) of which twenty four (24) are senior members and three hundred and twenty two (322) are senior and junior staff. A number of factors were taken into consideration in selecting a sample. The breakdown of the sample size is one hundred and twenty (120) junior staff, twenty (20) senior staff and six (6) from the senior members.

4.0 Empirical Result and Interpretation

The analysis deals with the data collected from respondents in the area of study on the effect of leadership and motivation on employee performance in public institutions. The analysis contains the responses from questionnaires distributed to the management and presentation of responses from employees at the CSIR-OPRI.

Table 1: Kind of Motivational packages for employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Promotion	1	16.7	16.7	16.7
	Scholarship	2	33.3	33.3	50.0
	Study leave	3	50.0	50.0	100.0
	Total	6	100.0	100.0	

Source: *Survey data, 2010*

It can clearly be seen that, 16.7% believe that they received promotion as form of reward, 33.3% was on the view that scholarship is the kind of reward being given at the institute and 50% believed, study leave is being used by management on individual performance.

Table 2: The kind of technique used in measuring performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	perfomance appraisal	2	33.3	33.3	33.3
	supervisor's observation	4	66.7	66.7	100.0
	Total	6	100.0	100.0	

Source: *Survey data, 2010*

Out of six management respondents questioned 66.7% said supervisor's observation is used in measuring employee. 33.3% respondents was on the view that performance appraisal is used as a technique in measuring performance.

Table 3: Kind of leadership style practiced by the Institute

		Frequency	%	Valid Percent	Cumulative Percent
Valid	Autocratic	14	10.9	45.2	45.2
	Participative	10	7.8	32.3	77.4
	Delegative	7	5.5	22.6	100.0
	Total	31	24.2	100.0	
Missing	System	97	75.8		
Total		128	100.0		

Source: *Survey data, 2010*

Fourteen of respondents representing 10.9% was on the view that the institute uses an autocratic style of leadership and they are satisfy with it, ten (10) representing 7.8% believe that management practice the participative style of leadership and they enjoy it, the minority of employees which represent 5.5% also said delegative style of leadership is being practiced and they are happy with it, while no response were obtained from majority of employees (75.8%).

4.1 The effect of recognition and rewards on employee performance

4.1.1 Physiological

In order for employees of CSIR-OPRI to give up their maximum performance, the management in its capacity has guest house which have a canteen section with well trained staff that provide sumptuous meal during lunch break for the workers. The employees of CSIR-OPRI have been enjoying physical comfort on their job and reasonable working hours but they have overtime allowances for the employees who work above the regular working hours.

Table 4: Kind of organization's recognition and rewards on individual performance

		Frequency	%	Valid Percent	Cumulative Percent
Valid	Yes	78	60.9	60.9	60.9
	No	50	39.1	39.1	100.0
	Total	128	100.0	100.0	

Source: *Survey data, 2010*

The majority of employees (60.9%) gave an impression that their performances are recognized and rewarded by the management of the institute while 39.1% said their performances were not acknowledged.

4.1.2 Safety needs

The researcher identified that, the working environment was conducive to the employees. Again it was realized that employees of the Institute are secured in terms of job security, although the management has it policies and by-laws governed every employee working with CSIR.

4.1.3 Social needs

Because the management of the Institute practices not only the autocratic style of leadership but also participative and delegative styles of leadership, employees enjoy the friendly atmosphere among themselves and a pleasant interaction with their supervisors and customers at the work place.

4.1.4 Esteem needs

The management of the Institute have a culture of assigning responsibility that will enriched employees in their job and praises from the management is not a norm in OPRI.

5.0 Conclusion

In analysis of the data being collected from the various source data being questionnaires, interviews and any other documentary source, we conclude that, good management leadership and motivation helps to develop teamwork and integration of individual, group and goals. It aids intrinsic motivation by emphasizing the importance of the work that people do. The changing nature of work organizations, including flatter structure and recognition of the efficient use of human resources, coupled with advance in social democracy, have combined to place growing importance on leadership. The nature of management of moving away from an emphasis on getting results by the close and control of the workforce and towards an environment of coaching, support and empowerment. The maxim that: "there is nothing you cannot achieve if you don't mind who gets the credit" should be the watchword for all leaders. Leaders should be a substance of change and uncertainty, and also sensitive to the impact of the change process on the people. Never is leadership more sought after than in times of change and uncertainty. Effective leadership and motivation is the key to shift people's perceptions from seeing change as a threat to seeing it as an exciting challenge.

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