The Effect of Leadership Styles on the Performance of Employees of Kwaebibirem District Revenue Department, Kade

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ABSTRACT.

This study looks at how different types of leadership affect the work of employees in the Revenue Department of the Kwaebibirem District Assembly in Kade, Ghana. The main goal was to find out how different types of leadership affect behavior, motivation, productivity, and overall effectiveness at work.

We used a descriptive survey design and sent a structured questionnaire to a group of employees in the department. We used descriptive statistics, such as frequency distributions and percentages, to look at the data and find patterns in the answers.

Our research showed that the most common type of leadership was autocratic. This often makes employees unhappy and less likely to get involved. But the people who answered said they liked leadership styles that were more participatory and transformational. These styles promote working together, giving people more power, and making people happier at work.

The study says that leaders should use both democratic and transformational styles to make workers happier and more productive. It also shows how important it is to communicate, train, and delegate to make the workplace a better place to work.

This study adds to what we already know about public sector leadership in Ghana. It gives policymakers and administrators useful ideas on how to improve workforce management by using effective leadership techniques.

Keywords: Ghana, leadership styles, employee performance, public administration, and organizational behavior.

INTRODUCTION

Leadership is essential for the success of organizations, especially in public institutions where efficiency, accountability, and service delivery are the most important things. The way managers lead has a big effect on how motivated, satisfied, productive, and overall positive their employees are. There has been more interest in learning how different leadership styles affect behavior and results at work recently, especially in developing economies like Ghana.

The Kwaebibirem District Assembly (KDA) in Ghana's Eastern Region is important for collecting taxes and running the government. The Revenue Department plays a crucial role in collecting funds from within the organization to finance administrative and development activities. Strong leadership in this department is necessary to get employees to do their best work, follow the rules, and be responsible.

However, based on what I've seen so far, it seems that the department's leadership practices don't fully match modern theories of leadership that stress democratic, transformational, or participatory approaches. Instead, it looks like autocratic leadership is more common, which could hurt employee morale, creativity, and the organization's long-term effectiveness.

The goal of this study is to find out how different types of leaders affect the work of employees in the Revenue Department of the Kwaebibirem District Assembly in Kade. The research looks at how current leadership

behaviors affect employees and tries to give useful advice on how to improve leadership practices, get employees more involved, and get better results for the organization.

The Study's Background.

Leadership is very important for the performance of an organization, especially in public institutions where providing services quickly and responsibly is very important. The way managers lead their teams has a big effect on how motivated, satisfied, and productive their employees are, as well as how well the organization as a whole works. People have been more interested in learning about how different leadership styles affect behavior and performance at work in both the private and public sectors in recent years. This is especially true in developing economies like Ghana.

The Kwaebibirem District Assembly (KDA), which is in the Eastern Region of Ghana, is one of these public institutions that is in charge of local government and collecting taxes. The Revenue Department is a crucial component of the organization, responsible for generating funds to finance development projects and manage operations. Effective leadership in this department is crucial to ensure that employees perform optimally, adhere to regulations, and face accountability.

However, anecdotal evidence and early observations suggest that the Revenue Department's leadership practices may not fully fit with modern leadership theories that stress participatory, transformational, or democratic approaches. Instead, it seems that autocratic leadership is more common, which could have an effect on employee morale, creativity, and dedication. Such an observation makes people worry about how long current leadership practices will last and what they will mean for the performance of the organization.

Therefore, this study aims to investigate how various types of leadership influence the job performance of employees in the Revenue Department of the Kwaebibirem District Assembly in Kade. The study looks at current leadership behaviors and their effects to give useful information on how to improve leadership practices so that employees are more engaged and the organization is more successful.

Problem Statement.

Even though everyone agrees that good leadership is important in public sector organizations, the Revenue Department of the Kwaebibirem District Assembly and other departments are still having trouble keeping employees motivated, productive, and happy with their jobs. People are becoming more and more worried that the way leaders work now may not be good enough for developing the workforce and improving performance.

Some leaders use autocratic methods a lot, while others use laissez-faire methods. This can leave employees with little guidance and few chances to take part in decision-making. These types of leadership can lead to people not being interested, not communicating well, having low morale, and, in the end, worse performance by the organization.

So, this study wants to answer the question: How do different leadership styles affect the work of people in the Revenue Department of the Kwaebibirem District Assembly?

The Study's Goal.

The main goal of this study is to look at how different types of leadership affect the work of employees in the Revenue Department of the Kwaebibirem District Assembly in Kade. In particular, it wants to find out what kinds of leadership practices are currently in place and how they affect employee attitudes, motivation, and productivity.

Goals of the Research.

The goals of this study are as follows:

1. To find out what kinds of leadership styles the leaders in the Revenue Department use.

2. To find out how leaders can help employees do their jobs better.
3. To find out how much the style of leadership affects how well employees do their jobs.
4. To suggest ways to improve leadership practices that will help the organization do better.

Questions for Research.

The following research questions helped guide the study:

1. What kinds of leadership styles do leaders in the Revenue Department usually use?
2. What do leaders do to affect how well their employees do their jobs?
3. How does a leader's leadership style affect the job performance of employees?
4. What changes can be made to how leaders do their jobs now?

Importance of the Study.

This study helps us learn more about leadership and how organizations work, especially in Ghana's public administration. It gives policymakers, administrators, and human resource professionals useful information that can help them come up with better ways to lead public sector workers that meet their needs. The results will also be useful for future studies on how leadership works in similar situations and will give useful tips on how to make management better and boost employee performance in the Revenue Department and other places.

The Study's Scope.

The study is only about the Revenue Department of the Kwaebibirem District Assembly in Kade, which is in the Eastern Region of Ghana. It looks at different types of leadership and how they affect how well employees do their jobs in this department. This study only looks at observable leadership behaviors and how they affect employee performance in a measurable way, even though leadership is a broad topic.

Limitations of Study.

One problem with the study is that it only looked at one department in a district assembly, which may make it harder to apply the results to other departments or areas. Also, using self-reported data from questionnaires could lead to biased answers. But steps were taken to protect people's privacy and encourage honest answers to lessen these problems.

LITERATURE REVIEW.

This chapter looks at what other researchers have said about the effects of different leadership styles on the performance of employees in the Revenue Department of the Kwaebibirem District Assembly. The goal of this review is to give a theoretical basis for understanding leadership, the different types of leadership, and how they affect the outcomes of organizations, especially how they affect employee behavior and productivity.

The literature review includes theoretical models, empirical studies, and scholarly opinions that help us understand leadership practices and how they affect managing a workforce. This chapter sets the stage for the current study and makes the research questions clearer by looking at these sources.

Definition of Leadership.

Different scholars have defined leadership in different ways, which shows how complex it is. Stogdill (2014) says that leadership is the act of directing group activities toward reaching goals. This definition puts a lot of emphasis on the social aspects of leading and motivating others.

Hellriegel and Slocum (2016) say that leadership is also the ability to make a vision for others come true, and keep it going over time. They state that effective leaders not only provide direction to individuals but also motivate and align them with shared goals.

Goleman et al. (2012) say that emotional intelligence is an important part of being a leader. They say that leaders need to know how to handle their feelings and the feelings of their followers to create a good work environment and improve performance.

In this study, leadership is defined as the way that managers get employees to work toward the goals of the organization. To keep up good work, you need to be able to make decisions, talk to people, motivate them, and change with the times.

Approaches to Leadership.

There have been several suggestions for how to explain the behaviors of leaders and how they affect organizations. Some of these are:

The Trait Approach.

This way of thinking says that leaders are different from other people because of certain personal traits. People often think of traits like confidence, honesty, decisiveness, and empathy as signs of a successful leader (Stogdill, 2013). Critics, on the other hand, say that having certain traits alone isn't enough to be a successful leader; you also need to be aware of your surroundings and work on your skills.

The Behavioral Approach.

The behavioral approach differs from trait theory in that it focuses on leaders' actions rather than their identities. Researchers at Ohio State University found two main types of leadership behavior: task-oriented (starting structure) and relationship-oriented (consideration) (Hershey & Blanchard, 2016).

Situational Approach.

According to the situational theory, a leader's style must match the situation or the level of readiness of the followers for the leader to be effective. The Life Cycle Theory by Hershey and Blanchard (2016) describes four leadership styles: telling, selling, participating, and delegating. Each style is best for a certain level of follower maturity.

The transactional vs. Transformational Approach.

Burns (as cited in Goleman et al., 2012) says that transactional leadership is when leaders and followers trade things based on rewards and punishments. Transformational leadership, on the other hand, inspires followers to put the needs of the organization above their own.

These methods show how different leadership styles can be and stress how important it is to be flexible and adaptable in public sector settings like the Kwaebibirem District Assembly.

Types Leadership Styles.

Based on what has been written and what has been found in real life, the following leadership styles are often recognized:

Autocratic Leadership.

Autocratic leaders make decisions on their own with little or no input from their subordinates. This style can work well in emergencies, but it often makes employees unhappy and stops new ideas from coming up (Vroom & Jago, 2010). In many public institutions, autocracy is still common because of how they are set up and how power is centralized.

Democratic Leadership.

This style of leadership, also called participative leadership, encourages workers to have a say in decisions.

According to research, democratic leadership makes people happier at work, more committed, and more creative (Tannenbaum & Schmidt, 2011). It gives employees a sense of ownership and encourages them to work together to solve problems.

Laissez-Faire Leadership.

This hands-off style lets workers do what they want with little to no help. It might work for teams with a lot of skill and drive, but it usually leads to confusion, a lack of responsibility, and lower productivity (Jamie, 2009).

Transformational Leadership.

Transformational leaders inspire and motivate their employees to exceed expectations. They focus on long-term goals, giving people power, and personal growth, which makes people more involved and loyal to the company (Goleman et al., 2012).

Transactional Leadership.

Transactional leaders use rewards and punishments that are based on performance to keep standards high. This style works well for keeping things running smoothly, but it doesn't have the motivational element needed for long-term growth and new ideas (Vroom & Yetton, 2013).Each of these styles possesses unique advantages and disadvantages, and their effectiveness is heavily influenced by the culture, context, and employee characteristics.

Roles of an Effective Leader in an Organization.

Being a successful leader means more than just getting things done. It also means building relationships, trust, and an environment that helps employees grow. An effective leader has several important responsibilities, including

Setting a vision and direction means making sure everyone knows what the company's goals are and how to work toward them. Encouraging employees to work hard involves rewarding them for their efforts, creating a positive work environment, and recognizing their accomplishments.

Making decisions: Choosing wisely so that fairness and efficiency are both taken into account.

Communication: Making sure that sharing information is clear and open.

Conflict Resolution: Dealing with disagreements in a way that keeps things peaceful and productive.

Empowerment and Delegation: Getting employees involved and training future leaders.

Koontz and Weihrich (2017) say that leadership is crucial for shaping the culture of an organization and keeping its competitive edge. When leaders do these things well, they greatly improve employee satisfaction and company performance.

Effect of Leadership on Employees' Performance.

More and more studies show that the way a leader leads directly affects how well their employees do. According to Hellriegel and Slocum (2016), leadership affects motivation, job satisfaction, and organizational commitment, which are all important factors in performance.

Research has shown that transformational and democratic leadership styles tend to lead to better results than autocratic or laissez-faire styles (Reddin, 2014). For example, participative leadership gets employees more involved by letting them help make decisions, and transformational leadership boosts their internal drive and creativity.

On the other hand, too much autocratic leadership can make people unhappy, resistant, and disengaged. As the

early results of this study show, some workers at the Revenue Department said they felt undervalued and unmotivated because of how the department is currently run.

Lambert (2013) also says that bad leadership can make it harder for organizations to change, lower productivity, and raise turnover rates. Therefore, it is crucial to carefully consider leadership style as a strategic aspect of managing people.

Introduction.

This study used a descriptive survey design to look into how different leadership styles affect how well employees do their jobs in the Revenue Department of the Kwaebibirem District Assembly. We chose this design because we needed to get direct feedback from employees about how they feel about leadership practices and how these affect their work outcomes.

The study's main goal was to collect both qualitative and quantitative data by giving structured questionnaires to a representative group of employees. This method made it possible to collect responses in a systematic way that could be statistically analyzed, as well as subjective experiences related to how leaders act.

Research Design.

This study used a descriptive survey design. This design is effective for discussing the traits, actions, or opinions of a specific group, such as the workers in the Revenue Department.

Descriptive surveys are popular in social science research because they can quickly and easily gather a lot of information. Using questionnaires made it possible to collect standardized data from all respondents, which made it possible to compare results and draw conclusions that could be applied to the whole department.

Population.

The study's target population was all of the people who worked in the Revenue Department of the Kwaebibirem District Assembly, which is in Kade, in the Eastern Region of Ghana. According to records from within the department, there were about 45 employees at the time of the study.

These workers were revenue officers, clerks, accountants, supervisors, and other support staff who were directly involved in activities that brought in and managed money.

Sample and Sampling Procedure.

Because the population was small, a census approach was used, which meant that all 45 employees were part of the study. This made sure that all aspects were covered and made the results more reliable.

However, the researcher personally distributed and collected the questionnaires to ensure their relevance and maximize the number of responses. We got back 40 completed questionnaires and used them for data analysis. The result is an 89% response rate.

By reducing selection bias and ensuring the inclusion of most employees' opinions, this sampling method enhanced the reliability of the results.

Data Collection Instrument.

The researcher made a structured questionnaire that was the main tool used to collect data. The researcher used the study's goals and research questions to create a questionnaire that included both closed-ended and open -ended questions.

Closed-ended questions made it easy to count and analyze the data statistically, while open-ended questions gave participants more freedom to share their thoughts.

The questionnaire included questions about the following important topics:

- Information about the person's demographics, such as their age, gender, and level of education

- How people think about the leadership styles used in the department

- What leaders do

- How leadership affects job satisfaction and performance

- Ideas for making leadership better

Before the full administration, a small group of public sector workers outside the study area tested the questionnaire to see if it was clear, relevant, and consistent.

Data Collection Procedures.

It took two weeks to gather the data. Before giving out the questionnaires, the researcher got permission from the head of the Revenue Department and the District Chief Executive Officer. There were two ways to do it:

1. Self-administered: Employees who could read and write and were comfortable filling out forms on their own were given the questionnaires to fill out within a week.

2. Interview-assisted: The researcher read the questions out loud and wrote down the answers for people who needed help.

After the questionnaires were filled out, they were gathered and checked for completeness and accuracy before being prepared for analysis.

Data Analysis.

We looked at the data we gathered using both quantitative and qualitative methods. We put the numbers from the closed-ended questions into Microsoft Excel and used the Statistical Package for Social Sciences (SPSS) software to look at them. We used descriptive statistics like frequencies, percentages, and cross-tabulations to sum up the answers and find patterns.

We looked at qualitative data from open-ended questions to find common themes and insights about people's experiences and expectations of leadership.

We presented the results in tables, charts, and written descriptions to facilitate their understanding and interpretation.

Introduction.

This chapter goes into excellent detail about the data collected from the survey given to employees of the Revenue Department at the Kwaebibirem District Assembly. The Revenue Department at the Kwaebibirem District Assembly received 45 questionnaires, of which 40 were completed and returned, indicating an 89% response rate.

The study looks at the main leadership styles in the department, the roles leaders play, and how these affect employee motivation, satisfaction, and productivity. The results are shown using descriptive statistics like percentages and frequency distributions, along with qualitative information from open-ended answers.

Demographic Characteristics of Respondents.

This section gives some background on the results by summarizing the respondents' demographics, such as their age, gender, and level of education.

Table 1: Gender Distribution of Respondents.

Gender	Frequency	Percentage (%)
Male	23	57.5
Female	17	42.5

Interpretation: 57.5% of the people who answered were men, which shows that there is a gender imbalance in the department that favors men.

Table 2: Age Distribution of Respondents.

Age Group	Frequency	Percentage (%)
25 – 34 years	14	35
35 – 44 years	16	40
45 – 54 years	7	17.5
55+ years	3	7.5

Interpretation: 40% of the people who answered were between the ages of 35 and 44, which means that the workforce is fairly experienced and in the middle of their careers.

Table 3: Educational Background of Respondents.

QUALIFICATION	FREQUENCY	PERCENTAGE (%)
High School Diploma	8	20
Associate Degree	12	30
Bachelor's Degree	17	42.5
Master's Degree	3	7.5

Interpretation: More than half of the people who answered the survey had at least a bachelor's degree, which means that the workforce is fairly well-educated.

Types of Leadership Styles Exhibited by Leaders.

Respondents were asked to name the leadership style that their department's supervisors used the most.

Leadership Style	Frequency	Percentage (%)
Autocratic	22	55
Laissez-Faire	5	12.5
Democratic	10	25
Transformational	3	7.5

Interpretation: More than half of the people who answered 55 percent said that autocratic leadership was the most common style, followed by democratic leadership (25%). Only a small number of people said they had been exposed to transformational leadership.

Qualitative Insight:

"Leaders don't often include us in making decisions," one person said. They make decisions independently and expect everyone to follow them.

Another person said, "There isn't much delegation of authority, and feedback is often ignored."

These comments suggest that there are some participatory elements, but the main way of leading is still top-down and directive.

The Roles of Leaders at Kwaebibirem.

People were also asked to say what leaders do in the department.

Important Roles Found:

1. Setting Goals for Performance

2. Keeping an eye on what employees do

3. Giving out jobs and duties

4. Giving basic instructions and rules

5. Making sure rules are followed and discipline is enforced

Qualitative Insight:

The person who answered said, "Leaders mostly talk about how to reach revenue goals and don't talk about the bigger picture for the department very often."

Another person said, "We are only involved in execution, not planning or strategy."

Interpretation: These answers show that the department's leaders are more focused on tasks than on people. Managers do important supervisory tasks, but they don't do much to give employees more power or get them involved in strategic thinking.

The Effect of Leadership Style on Employee Performance.

This part looks at how the way leaders act affects the morale, job satisfaction, motivation, and overall performance of their employees.

Table 5: Impact of Leadership Style on Employee Performance.

Perceived Effect	Frequency	Percentage (%)
Positive Effect	11	27.5
Negative Effect	23	57.5
Uncertain	6	15

Interpretation: More than half, fifty-seven-point-five percent of the respondents believed that their boss's leadership negatively impacted their work. This suggests that the way leaders work right now might be hurting

employee engagement and productivity.

Table 6: Job Satisfaction Based on Leadership Style.

Satisfaction Level	Frequency	Percentage (%)
Satisfied	10	25
Not Satisfied	27	67.5
Uncertain	3	7.5

Interpretation: A large majority (67.5%) of people said they were unhappy with their jobs, which fits with the idea that bad leadership is making work less enjoyable.

Qualitative Insight:

One person said, "I feel undervalued and unmotivated because my opinions aren't taken into account."

Someone else said, "There is no room for initiative; we are just expected to follow orders."

These feelings show worries about bad communication, not being recognized, and not having enough freedom—things that can make people unhappy and not want to work.

DISCUSSION OF RESULTS.

The results show that the Revenue Department of the Kwaebibirem District Assembly mostly uses autocratic leadership. This fits with what other research have found about how public sector organizations in Ghana often use hierarchical and directive leadership styles (Agyenim-Boateng & Baafi-Frimpong, 2017).

But the results also show that this style has some big problems. Many people who answered said they felt left out of the decision-making process and thought that leadership was too strict and controlling. This agrees with Reddin (2014), Relying too much on autocracy can make employees less committed and less creative.

Even though autocratic leadership was the most common type, there were some parts of democratic and transformational styles, though they were limited. For example, some people said that leaders sometimes attempted to delegate tasks or praise good work, indicating that they could perform better if they adopted a more balanced and open-minded approach if they took a more balanced and open-minded approach.

The results also support Hellriegel, Hellriege, and Slocum (2016) argue that good leadership should encompass more than just setting goals; it should also involve methods to motivate employees. Employees who make them more involved. It seems that the current focus on meeting goals without taking into account employee feedback or growth is hurting the long-term effectiveness of the organization.

In short, the study found that:

- The department has a lot of autocratic leaders.

- Workers think that leadership is more about tasks than people.

- There is a strong link between the way a leader leads and how happy and productive their employees are.

- Not being able to participate and feel empowered leads to unhappiness and low morale.

INTRODUCTION.

The goal of this study was to look into how different leadership styles affect the work of employees in the

Revenue Department of the Kwaebibirem District Assembly in Kade. The goal was to find out what leadership styles are most common among leaders, what roles these leaders play, and how the way leaders act affects employee motivation, satisfaction, and productivity.

The study used a descriptive survey design, which involved giving structured questionnaires to 40 employees. We used both quantitative and qualitative methods to look at the data so that we could get a full picture of how leadership works and how it affects how well an organization does.

This chapter brings together the main results of the study and gives useful tips for how to improve leadership and workforce management in the department.

SUMMARY OF FINDINGS.

The study found several important things about leadership styles, leader roles, and how they affect employee performance:

Leadership Styles Practiced:

55% of those who answered said that autocratic leadership is the most common style.

Only 25% of people said they had been exposed to democratic leadership, and only 7.5% said they had been exposed to transformational leadership.

There was some laissez-faire leadership, but it was not very strong (12.5%).

Roles Played by Leaders.

- Leaders mostly focused on task-oriented tasks like setting goals, keeping an eye on activities, and making sure rules were followed.

- Employees didn't have much say in strategic planning or decision-making.

- Most of the time, communication was one-way, and there weren't many ways to give feedback.

Impact on Employee Performance.

- More than half (57.5%) of the people who answered said that the way their boss led made them hurt their work.
- Two-thirds (67.5%) said they were unhappy with their jobs because they didn't feel appreciated, there was poor communication, and they didn't have much freedom.

- Respondents said they strongly preferred participative leadership because it made them happier and more motivated at work.

These results are in line with what other researchers have found: autocratic leadership can hurt morale and engagement, while democratic and transformational styles encourage innovation and commitment (Hellriegel & Slocum, 2016; Reddin, 2014).

CONCLUSION.

The study concludes that leadership plays a critical role in shaping employee performance at the Revenue Department of Kwaebibirem District Assembly. Although autocratic leadership is the most common type of leadership, it seems to be making employees unhappy, disengaged, and low in morale.

Autocracy works well for short-term goals, but it lacks the motivational tools necessary for long-term success, leaving employees feeling undervalued and unmotivated because they can't make decisions together and do not have many chances to take charge.

There is clear evidence that alternative leadership styles – particularly democratic and transformational approaches – can enhance workplace relationships, improve job satisfaction, and ultimately lead to better organizational outcomes.

Therefore, there is a need for a shift toward more inclusive and supportive leadership practices that prioritize employee development, collaboration, and shared vision.

RECOMMENDATIONS.

Based on what we found, we suggest the following to help the Revenue Department's leaders and employees do better:

1. Diversify Leadership Styles:

Leaders should adopt a combination of democratic and transformational leadership styles to encourage participation, creativity, and ownership among employees.

2. Enhance Communication and Feedback Mechanisms:

To encourage openness, trust, and two-way communication between leaders and subordinates, there should be regular feedback sessions and an open-door policy.

3. Empower Employees Through Delegation:

Leaders should give employees real responsibilities and power so they can make decisions and help the organization reach its goals.

4. Provide Leadership Training:

Management should spend money on programs that teach supervisors how to be emotionally intelligent, handle conflicts, and motivate their employees.

5. Encourage Team Collaboration:

Getting employees involved in making decisions and building teams can help people work together better, raise morale, and improve performance as a whole.

6. Recognize and Reward Performance:

Formal recognition programs will encourage employees and reinforce good behavior and contributions. These changes should make the workplace more interesting, boost job satisfaction, and help the department reach its revenue goals more effectively.

Suggestions for Further Research.

This study gives us useful information about how leaders work together in the public sector, but more research could look into the following areas:

1. Studies that compare leadership practices across different departments in the same district assembly to see if they are the same.
2. Longitudinal studies to look at how leadership training affects employee performance over time.
3. Qualitative case studies that include in-depth interviews with both leaders and employees to learn more about the problems and opportunities that leaders face.
4. Comparing public institutions in cities and rural areas from different cultures to see how context affects how well leaders do their jobs.

These kinds of studies would help us learn more about leadership in the Ghanaian public sector and help make

changes at the policy level.

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