Employee perception of leadership styles and leadership effectiveness in Ghanaian organizations: A mixed-method study in Accra

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ABSTRACT

This paper interrogates leadership styles and leadership effectiveness in two selected companies in Accra (Kasapreko Company Limited and Bayport Financial Services), Ghana in a mixed-method research. Trait, contingency and transformational leadership theories grounded the study. Data was collected from 86 respondents who were mainly top, middle and lower managers and other employees of the two Organizations. Questionnaire and interview guide were used for data collection. Quantitative (percentages, frequencies and independent samples t-test) and qualitative (content analysis) analytical techniques were employed. The study observed that though various leadership styles were common in the two Organizations, transactional style dominated. Servant and shared leadership styles were not commonly exhibited in the Organizations. Again, in both Organizations, leaders often communicated to appeal to the emotions of their followers. Also, though leaders in Bayport were strongly seen as more collaborative, participative and less authoritative, the same could not be said of leaders from Kasapreko. There were concerns with overall communication, especially at Kasapreko including difficulties in using simple words and expressions when communicating. Leaders of Kasapreko were perceived as not effectively providing very clear expectations and responsibilities to their employees. Moreover, no significant differences manifested in the views of respondents on leadership effectiveness in the two Organizations. Management of both Organizations should pay increased attention to other leadership styles to ensure goal attainment. Finally, the management of Kasapreko should invest in employee training, especially in communication techniques to facilitate organizational performance amidst increasing competition in the sector.

Keywords: Communication, Leadership Effectiveness, Leadership Styles, Organizations, Perception

I. INTRODUCTION

Leadership is an emerging evolution in management studies and most corporate bodies and institutions are embracing its tenets in the governance of personal and legal entities. The major agents of change are leaders whose actions and inactions have impacts on followers more than other people's acts affect them (Arham, 2014). Therefore, there is the presence of leadership when one group member modifies the motivation or competencies of others in the group. An overview of the history of research into the topic of leadership finds that the literature on leadership and performance can be broadly categorized into a number of important phases. Early studies on leadership (frequently categorized as 'trait' studies on leadership) concentrated on identifying the personality traits which characterized successful leaders (Avolio et. al., 2003).

As a concept, leadership is a process by which a person influences the thoughts, attitudes and behaviors of others. A leader sets directions for the rest of us; he helps them see what lies ahead; he helps them visualize what they might achieve, and he encourages and inspires them. Without leadership a group of human beings quickly degenerates into argument and conflict, because people tend to see things in different ways and lean toward different positions and

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solutions. Leadership drives people and helps to harness their efforts for maximum performance. According to Cramer (2023), leadership is a process of impacting on others commitment towards recognizing their full potential in achieving goals, vision with passion and integrity. This recognizes the associations between leader and worker satisfaction which is highly influenced through the leadership style adopted by the leader. The new leadership agenda is premised on the need to enable followers to work skillfully and co-operatively within and across the boundaries of the organization. Here, leaders are expected to ignite energy and excitement through asking inspiring questions or creating a powerful vision of the future (Khan et al., 2016).

Effective leaders are needed to ensure the survival and growth of organizations. Effective leadership involves influencing people and providing an environment for employees to achieve set goals. Effective leadership helps followers to define their goals and find ways to achieve them. Effective leaders use power and persuasion to get followers to achieve results. They ensure role clarity and are not only willing to work on the part of followers but also willing to work with zeal and confidence (Ezeani, 2006). Also, effective leaders believe in delegation and how to broaden others' responsibilities and authority. They also motivate employees to promote commitment, and lead by example. They govern their actions in accord with what they want and what they expect from others. Earn respect: actions demonstrate high expectations of self and others (Avery, 2008; Lemer, 2003). Moreover, effective leaders read situations and people well. They know when and how to adapt. They also know when to ask and when to tell what and who to tell (Lemer, 2003). Effective leaders are good teachers**.** Tutoring is part of coaching. As such, for you to become an effective leader, you need to be very knowledgeable; and communicate your knowledge in a way people can use it. They challenge followers to earn rewards in learning; be open to new ideas and methods (Ezeani, 2006; Lemer, 2003). Furthermore, effective leaders care about their people and show it. In fact, caring shows the human side of you as a leader. Effective leaders genuinely care about their people, empower them and express concern for others. They offer a warm personal greeting; make personal connection; and inject a sense of humor (Lemer, 2003). More so, effective leaders are fair, honest, and consistent. Indeed, this is the cornerstone of effective leadership. They show fairness in their expectations and treatment of people and show consistency between words and actions (Lemer, 2003).

Trait theories assume that successful leaders are 'born' and they have certain innate qualities which distinguish them from non-leaders (Bass & Bass, 2008). However, according to Edoka (2012), the difficulty in categorizing and validating these characteristics led to widespread criticism of this trait approach, signaling the emergence of 'style' and 'behavioral' approaches to leadership. An important factor in the leadership process is the relationship that a leader has with individual followers. Successful interactions between leaders and their followers are central to the overall functioning of organizations (Derue *et al.*, 2011). In support of this assertion, Forde et al. (2000) observed that high-quality leader-follower relationships impact employee performance, organizational commitment, delegation, empowerment, and job satisfaction.

Various leadership styles exist in organizations. There is autocratic leadership style where the leader retains as much power and decision-making authority as possible. He does not consult staff, nor is he allowed to give any inputs. Under this style, followers are expected to obey orders without receiving any explanations. This style operates best under highly structured set of rewards and punishments. The autocratic styled leader relies on threats and punishment to influence staff (Avery, 2008; Edoka, 2012). The autocratic styled leaders do not trust staff and so will not allow for employee inputs and viewpoints. Despite its relevance, the autocratic style in not appropriate when employees expect their opinions to be heard (Avery, 2008; Edoka, 2012).

Another leadership is the democratic leadership style. It is also known as participative style. This style encourages staff to be a part of decision making. The democratic styled leader sees the value in his followers and believes that in unity lies opportunities and ideas. This style keeps staff informed about everything that affects their work and shares decision making and problem-solving responsibilities. This style produces high quality and high quantity work for long periods of time. Under this style, followers like the trust they receive and respond with cooperation, team spirit, and high morale (Avery, 2008). Democratic leaders allow followers to establish goals and encourage staff to grow on the job and be promoted. They also recognize and encourage achievement and appreciate hard work. However, this style should not be used when there is not enough time to get everyone's input. It is also very costly in organizations (Edoka, 2012).

Other styles include transactional and transformational leadership styles. Transformational leadership is based on the leader and follower engaging where the leader inspires and encourages followers to raise their level of motivation, whilst transactional leadership is based on the exchange relationship between leader and follower (Burns, 1978). It operates by recognizing what actions their followers must take to accomplish the desired outcome or performance, and then subsequently facilitating those actions (Bass, 1985). Bass argues that contingent rewards and punishment influence the performance of followers. Transactional leadership stimulates followers by appealing to their self-interest. Though it entails values, the values are relevant to the exchange process, including honesty, fairness and reciprocity (Nawab, 2011). Transactional leadership can be grouped into three dimensions: contingent reward, active management-by-exception, and passive management-by-exception (Bass, 1985; Bass et al., 2003). Bass et al. (2003) describes contingent reward as "leaders engage in a constructive path-goal transaction of reward for performance" (p. 134). Active

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management-by-exception is the feature of a leader in which leaders monitor followers to avoid mistakes whilst passive management-by-exception is characteristic of acceptance of the status-quo until they become a serious problem (Avolio & Bass, 2004).

Additionally, transformational leaders look for potential motives in followers, seek to satisfy higher needs, and engage the full person of the follower (Burns, 1978). Bass (1985) suggested that features of transformational leadership include charismatic leadership, inspirational leadership, an individualized approach that focuses on the needs of their followers, and intellectual stimulation that focuses on innovative ways to handle organizational issues. Bass (1985) lists four dimensions of transformational leadership behaviors namely, idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Idealized influence involves charisma, attitude, and behavior. It also includes the behavioral facets, and attitude facets of the transformational leader (Avolio et al., 2009; Bass, 1985).

Although in the past there was a lot of emphasis placed on financial performance, the phenomenon has shifted to some financial indices such as quality, and customer satisfaction as a measure to evaluate organizational performance (Bass et al., 2003). Analysis of leadership style is the most significant tool to improving organizational performance. Leadership is one of the buzzwords of management professionals these days and those in charge of organizations would rather be perceived as leaders than managers. Leadership is then actually a persuasion process on someone's behalf so that subordinates carry out the tasks needed to accomplish organizational objectives, as well as a visionary endeavor to be communicated to others. Moreover, it is a way of creating followers who possess the right knowledge and skills to execute tasks (Guterresa et al. 2020).

Effective leadership promotes organizational performance. Various factors are critical to effective leadership especially at the organizational level. Derue *et al.* (2011) opined that adequate motivation, suitable work environment, compensation and efficient communication between leaders and employees play an important role in attaining organizational effectiveness. Planning and organization of work are also very crucial in organizational goal attainment. The value of organizational effectiveness to the success of any economy is not in doubt. Achieving increased and sustainable business results requires clear organizational strategies (Bass & Bass, 2008). Bass and Bass (2008) further explained that to create organizational effectiveness, leaders need to focus on aligning and engaging their employees, and also put in place effective people management systems, structures and organizational culture in line with the set goals of their organizations.

1.1 Statement of the Problem

Organizational leadership affects organizational performance globally. In the US (Meng & Berger, 2019) and Indonesia (Asbari et al., 2021), studies have established that leadership affects performance. Different leadership styles are applied in organizational management to achieve desired goals, and projected outcomes (Guterresa et al., 2020). In Africa, studies (Abdullahi et al., 2020; Olayisade & Awolusi, 2021) observed that leadership styles and leadership effectiveness largely influence employee performance. A study by Olayisade and Awolusi (2021) in Nigeria, showed that improved employee job performance is correlated with democratic leadership style. In Ghana, studies (Amegayibor, 2021; Cramer, 2023; Donkor et al., 2021) have established a strong association between leadership styles and organizational performance. Cramer (2023) argued that organizational leadership styles impact organizational performance. Though studies on leadership effectiveness and organizational performance have been done in Ghana (Amegayibor, 2021, Cramer, 2023; Donkor et al., 2021), not much emphasis has been placed on the manifestation of the situation especially within the beverage sector. There is limited empirical research that discusses how employees perceive leadership styles employed by organizations in the beverage sector and the influence of leadership styles on organizational and employee performance in the sector in Ghana. Equally, limited comparative studies exist on leadership styles, leadership effectiveness and performance between organizations in the beverage sector and those in the financial sector. The critical question remains, "Do employees in the beverage sector and those in the financial sector of Ghana differ in terms of how they perceive leadership styles, leadership effectiveness and performance?" In interrogating this question, the researchers used two organizations (Bayport Financial Services and Kasapreko Company Limited located) in Accra as a case study. Accra was chosen because of the numerous beverage companies and financial organizations operating there. Leadership styles and effectiveness in these organizations are critical in boosting the economy of the city. The study focused on these two organizations to help appreciate the manifestation of leadership styles and leadership effectiveness in Ghanaian organizations.

1.2 Research Objectives

i. To ascertain the dominant leadership styles in the selected organizations.
ii. To examine perceptions of employees on leadership effectiveness in the selected organizations.
iii. To determine whether differences exist in the views of employees on leadership effectiveness for the two organizations.

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II. LITERATURE REVIEW

2.1 Theoretical Review

This research was underpinned by trait and contingency theories. To start with, the trait theory of leadership states that people who were born leaders are endowed with specific physical characteristics and personality traits which distinguish them from those who were not born leaders. Two main traits are common with this theory. First are emergent traits which refer to those traits including as height, intelligence, attractiveness, and self-confidence which largely depend upon heredity. Second is effectiveness traits such as charisma and other dispositions which are based on experience or learning (Ekvall & Arvonen, 1991).

On the other hand, contingency theory of leadership asserts that different situations in organizations will call for the adoption of different leadership styles considering factors including the quality, situation of the organization, the situation of followers, etc. This theory argues for the need for leaders to adapt due to changing internal and external environments (Greenleaf, cited in Khan et al., 2016). In short, contingency theory shows that there is no one finest way of leading and that the style of leadership that is adopted in one circumstance may not be effective in other circumstances (Greenleaf, cited in Khan *et al.*, 2016). Lastly, transformational leadership theory argues for the kind of leadership which is based on the greater good of people, organizations or society. This leadership theory focuses on involving followers in all processes or activities related to the organization. It hinges on personal factors and actions that yield certain outstanding social gains. The theory highlights the need to raise the motivation and morality of both followers and leaders (House & Shamir, 1993). It helps to ensure interactions among leaders and followers based on shared values and goals (Khan *et al.*, 2016). This study contends that though physical characteristics and personality traits are vital to organizational performance, leaders of Kasapreko Company Limited and Bayport Financial Services need to consciously adopt leadership styles that suit different situations. They also need to effectively involve followers in all decisions and activities in their organizations based on shared values and goals.

2.2 Empirical Review

Several studies have been done on leadership styles and leadership effectiveness. A study by Meng and Berger (2019) on leadership and performance in the US revealed that leadership has a huge impact on organizational performance. Meng and Berger (2019) added that effective leaders can influence their employees which leads to increased job satisfaction and performance. In Indonesia, Asbari et al. (2021) found that leadership styles influence employee performance. The authors concluded that transformational leadership positively influences employee performance in Indonesia. A study in in Sri Lanka by Win and Priyashantha (2016) on the effects of leadership styles on employee job performance found that successful management of organizations requires an effective leadership while employees' performance also demands effective supervision and leadership.

Additionally, a study by Achunguh (2020) on the influence of transformative, transactional, and laissez-faire styles on employee performance in Thailand revealed that transformational and laissez-faire styles have significant positive impact employee job performance. In their study in Nigeria, Anyaegbunam and Anekwe (2021) found that transformational leadership style positively influences employee job performance in the country. Gyasi-Afful's (2021) study in Ghana on the effect of leadership styles on employee job performance at Quality Control Company Limited of Ghana Cocoa Board in the Western Region in Ghana, revealed that laissez-faire leadership, transactional leadership and transformational leadership have positive impact on employee job performance. A study by Tamatey and Malcalm (2017) in Ghana showed that effective leadership contributes to employee job performance.

III. METHODOLOGY

3.1 Research Design

The study employed mixed methods approach. Specifically, the sequential-dependence mixed design was adopted in this study, where data collection and analysis for the quantitative aspect of the research were done, followed by data collection and analysis for the qualitative aspect.

3.2 Study Area

Accra is the capital city of Ghana. It is a coastal city which is located along the Gulf of Guinea in the Greater Accra Region of the country. The city is the hub of the economy and administration of Ghana. It is a cosmopolitan city seen as one of the fastest growing cities in Africa. It boasts of several infrastructural developments across diverse sectors of the country. Despite the significant development strides made, Accra faces development challenges including inadequate and inequitable access to services and infrastructure, low state responsiveness to citizens, poor waste management practices weak coordination of local government planning (African Cities Research Consortium, 2026; Amponsah & Takyi, 2023). Additionally, there is so much congestion in Accra, occasioned by several pull factors in

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the city which compounds the development challenges the city faces. (Amponsah & Takyi, 2023). The situation in the city implies that leadership in both public and private sector organizations has a bigger challenge to create the necessary conditions for citizens to thrive in Accra. As already stated, Bayport Financial Services and Kasapreko Company Limited were selected for the study. Kasapreko Company Limited is one of the leading manufacturers of alcoholic and non-alcoholic beverages in the city and in Ghana. The company was founded in 1989 in Nungua, a suburb of Accra in response to the increasing demand for quality and affordable alcoholic drinks. The company has about 1000 employees (Kasapreko Company Limited, n.d.) across the nation. Bayport Financial Services Ghana was established in the year 2003. Initially, there were two companies operating separately, like Bayport Financial Services. However, in 2017 there was a merger leading to the formation of a new company with the name Bayport Financial Services (Bayport Financial Services, n.d.). The company has several branches in Ghana, with about 800 employees. The workforce of these two companies, coupled with the increasing need for organizations to be competitive amidst, especially in the 21st century, mean that leadership is key to the goal attainment of these two organizations.

3.3 Target Population

The study population comprised top management, middle management, lower management and other staff of the selected companies. These companies were chosen because of proximity and accessibility to the researchers. The total employees included in this study was 86. This was made up of 10 top level management, 20 middle level management, 20 lower-level management and 36 staff of Bayport Financial Services and Kasapreko Company Ltd. The top leaders of the two companies were purposively selected for the study. This study covered four branches each of Bayport Financial Services and Kasapreko Company Limited in Greater Accra Region, Ghana.

3.4 Sampling and Sample Size

Apart from the top leaders, the study involved the middle level, line managers and other employees of the companies using census data collection. The reason is that the numbers for these categories of respondents were relatively small to allow for sampling. The branches were chosen based on the willingness of participants to share information. Additionally, the choice of these branches was because the branches are among the biggest branches of the two companies which had leadership at all levels. There were 20 middle level leaders made up of eight (8) from Bayport and 12 from Kasapreko Co. Ltd. Again, there were 20-line managers made up of 7 managers from Bayport and 13 from Kasapreko Co. Ltd. Both the middle and line managers were included in the study using census data collection method. Finally, Bayport had 15 other employees while Kasapreko Co. Ltd. had 21 of them. The other employees for the study were also carefully selected as they are the first receivers of leadership and direction at their respective organizations. In all, 86 respondents were involved in the study which conforms to the position held by Sarantakos (2005) and Creswell (2009) that mixed studies should be approached using a relatively small sample size that could allow for deeper interrogation of the issues involved.

3.5 Data Collection Tools and Procedure

A set of questionnaires and an interview guide were used to collect data for the study. The interview guide was used to collect data on the dominant leadership style and the effectiveness of leadership styles in the selected Organizations. In line with the research designed adopted, the quantitative data was collected and analyzed first, followed by the qualitative data. Thus, the questionnaire was first administered and its data analyzed first before the collection ana analysis of the interview data. Both quantitative and qualitative data were collected in 2017.

3.6 Data Analysis

Descriptive statistical tools in the form of frequencies, percentages, and an independence samples t-test were used for the quantitative analysis using the Statistical Package for Social Sciences (SPSS) version 21.0. Also, transcribed data from the interviews were analyzed using content analysis.

IV. FINDINGS & DISCUSSIONS

4.1 Background characteristics of respondents

The demographic characteristics of the respondents in this study included the sex, age educational levels, and years of experience. From the Table 1, it is clear that 64.3 percent of the respondents were males while 35.7 were females. By implication, the majority (64.3%) of the respondents were males.

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Table 1
Sex Distribution of Respondents

Sex	Frequency	Percentage
Male	54	64.3
Female	30	35.7
Total	**84**	**100**

The study further looked at the respondents' years of experience with the **organizations** as shown in Table 2. From Table 2, it is clear that 52.4 percent of the respondents had spent between 1 and 5 years whilst 12 percent had spent less than a year with the institutions. Thus, majority (52.4%) of the respondents had spent at least a year with their organization.

Table 2
Years of Working Experience of Respondents

Years of experience	Frequency	Percentage
Less than 1	10	12.0
1-5	44	52.4
6-10	12	14.3
Above 10	18	21.4
Total	**84**	**100.0**

4.1.1 Leadership Styles in the Selected Organizations

The first research objective focused on ascertaining the views of respondents on the dominant leadership styles applicable in the selected organizations. In addressing this research objective, the researchers provided a number of selected features of the different leadership styles as found in the literature for respondents to rank them based on the extent of their manifestation in their organization. For examples, features of autocratic leadership included retaining as much power and decision-making authority as possible; not consulting staff for their inputs; followers are only expected to obey orders; and it operates best under highly structured set of rewards and punishments. Democratic leadership style is very participatory; encourages staff to be a part of decision making; sees the value in their followers and believes that in unity opportunities and ideas lie. Transactional leadership style selects goals, directs resources and activities, rewards performance, strategizes the best ways to accomplish tasks, negotiates and bargains, penalizes for non-performance, and ensures the skills for task completion. The quantitative data has been presented in Table 3.

Table 3
Views of respondents on the dominant leadership styles in the Organizations

Leadership Style	Kasapreko		Bayport	
	Percentage (%)	Rank	Percentage (%)	Rank
Autocratic style	71.4	2nd	61.7	6th
Democratic style	64.8	5th	75.8	2nd
Transactional style	82.6	1st	87.8	1st
Transformational style	66.9	4th	73.6	4th
Laissez-faire style	56.6	7th	41.4	9th
Goal-oriented leadership style	70.7	3rd	74.9	3rd
Corrective leadership style	59	6th	71.7	5th
Servant leadership style	48.9	9th	53.3	8th
Consultative leadership style	54.5	8th	62	7th

Also, features of transformational leadership include charismatic leadership, inspirational leadership, an individualized approach that focuses on the needs of their followers, and intellectual stimulation that focuses on innovative ways to handle organizational issues. Laissez-faire leadership style is characterized by a complete abdication of responsibility, indecisiveness, reluctance to take a stand, lack of involvement, and absence of the leader when needed. Features of consultative leadership style included meeting individually with relevant followers; explaining the situation to followers; obtaining information and ideas on the decision from followers. However, the leader makes the final decision alone with or without followers' input. Multiple responses for each leadership style based on their features were solicited. However, during the analysis the average responses for each leadership style were generated for easy appreciation.

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Again, the responses for the two companies were separated to help bring clarity to the prevalence of the issues in each organization. Table 3 shows that several leadership styles permeate the two organizations. For instance, autocratic, democratic, transactional, transformational, laissez-faire, and goal-oriented leadership styles are some of the common styles in these organizations. Leadership styles such as corrective leadership, servant leadership and consultative leadership styles existed in the organizations although their manifestations proportionally differ.

It can be seen in Table 3 that the most dominant leadership style in both organizations was transactional leadership style based on the 82.6 percent and 87.8 percent rankings given by Kasapreko and Bayport respectively. This finding might be explained by the highly profit-motive nature of the two organizations. As private entities, the main goal of these companies is to optimize profits using rewards and sanctions. Unlike transformational leadership style, transactional leadership is based on the exchange relationship between leader and follower. Transactional leaders operate by recognizing what actions their followers must take to accomplish the desired outcome or performance, and then subsequently facilitating those actions (Bass, 1985). Also, according to Waldma et al. (1987), leaders should be very particular about when and how they apply transactional leadership style. They add that transactional leadership should be used in situations where there are short-term goals. Avolio and Bass (2004) found that transactional leadership style manifests itself in the form of exchange of reward and efforts. The more efforts employees put in the more they will be rewarded.

The second most dominant leadership style in Kasapreko was found to be autocratic leadership style (71.4%), whilst in the case of Bayport it was democratic style (75.8%). Given its compelling relevance, democratic leadership style has been found to be very common in modern day organizations. According to Avery (2008), democratic style encourages staff to be a part of the decision making. It also sees the value in followers and believes that in unity lies myriads of opportunities and ideas. On the other hand, autocratic leadership, even though may be relevant based on the situation, should not be used when followers become tense, fearful, or resentful. It has been hugely criticized due to obvious failure to allow for views and ideas from employees (Edoka, 2012). Given the views expressed by Edoka (2012), it is very curious to really appreciate what underlines the application of autocratic leadership style at Kasapreko. Regardless, autocratic leadership has been found to positively influence employee job performance since employees under autocratic leaders tend to work under pressure which enhances performance (Cramer, 2023).

The third dominant leadership style in the two organizations was goal-oriented leadership style. The fourth dominant leadership style was transformational leadership style despite the percentage difference in the two organizations. The result on transformational leadership style aligns with earlier research by Asbari et al. (2021) which recognized the value of transformational leadership style in organizations. Other leadership styles found in the organizations include laissez-faire, corrective leadership, servant leadership and consultative leadership styles.

The results from the interviews, even though generally supported the views expressed in the quantitative aspect, key differences were observed. For instance, the interviewees indicated that their leadership styles are influenced by several factors including situations, and their own traits. In the words of one interviewee, "A number of factors affect which style I adopt as a leader. This includes the situation the company finds itself." Another interviewee said, "Our different traits also play a role in which leadership style may dominate in the organization." A similar observation was made by another respondent, "Sometimes I need to be autocratic depending on the situation. You cannot be democratic all the time; no you will fail big time if you do that." However, the interviewees generally admitted that transactional leadership style was largely practiced in the organizations. In support, one of them stated, "We are a profit-making entity, so we believe in exchange very much. We adopt rewards and sanction in the way we deal with our employees." Other leadership identified in the interview include democratic, laissez-faire, corrective leadership, and consultative leadership styles. Notwithstanding, the findings of this study further corroborate the position held by Nawab (2011). According to Nawab (2011), no leadership style is best in all situations and that several variables such as the leader's preferred style, the capabilities and behaviors of the followers, and aspects of the situation determine which style will be successful. Leaders who employ the transformational style operate by encouraging followers to do more than they believed they could. This leadership transcends transactional leadership to a higher level where a leader knows the needs of followers and works together to meet their expectations. These leaders look for potential motives in followers, seek to satisfy higher needs, and engage the full person of the follower (Burns, 1978). According to Gyasi-Afful's (2021), leadership styles influence employee job performance in Ghana. Finally, the study showed that leadership in the two organizations is influenced by traits and circumstances. This revelation generally helps to validate the value of traits and contingency theories of leadership which underpinned this study.

4.1.2 Respondents' Perceptions of Leadership Effectiveness in the Organizations

The second research objective examined the views of respondents on the effectiveness of leadership in the two organizations. Effective leadership is seen as a powerful source of management development and sustained competitive advantage for improving organizational performance (Cramer, 2023). To do this, the researchers enumerated several features inherent in effective leadership and asked the respondents to indicate how such features manifest in their organizations. According to Avery (2008), transactional leadership helps organizations to achieve their current

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objectives more efficiently by linking job performance to valued rewards and by ensuring that employees have the resources needed to get the job done. Visionary leadership engenders cohesion, commitment, trust, motivation, and ultimately performance in the organization (Avery, 2008). During the analysis of the quantitative data the results for the two Organizations were separated. With this objective, only the views of employees who were not leaders were solicited. The responses for the Very Strongly Agree (VSA) and Strongly Agree (SA) were merged and categorized as Strongly Agree whilst the responses for Very Lowly Agree and Lowly Agree were merged into Lowly Agree for easy appreciation as shown in Table 4. From Table 4, the leaders in the Organizations become effective when they provide teachings to their employees. For instance, 81.1 percent of the respondents from Kasapreko strongly held this view whilst 86.7 percent from Bayport company strongly agreed with that position.

Table 4

Perception of respondents on leadership effectiveness in the selected organizations

I consider leaders in my organization as leaders who:	**Kasapreko**		**Bayport**	
	SA (%)	LA (%)	SA (%)	LA (%)
Make attempt to teach employees things they need to know	81.1	18.9	86.7	13.3
Mentor employees in the organization	79.7	20.3	89.4	10.6
Communicate to appeal to the emotions of followers	59.7	40.3	64.4	35.6
Communicate with fluency and clarity	44.8	55.2	58.7	41.3
Communicate with confidence	52.3	47.7	62.9	37.1
Use simple words and expressions to communicate	47.1	52.9	54.3	45.7
Use appealing symbols when communicating	36.6	63.4	44.7	55.3
Listen to the needs and concerns of employees in the organization	78.5	21.5	86.9	3.1
Give clear expectations and responsibilities to employees	44.8	55.2	79.8	21.2
Collaborate very well with employees	12.6	87.4	81.7	18.3
Are more eager to increase others' self-worth	75.9	24.1	78.6	21.4
Adopt more participative approach to issues	46.2	53.8	77.9	22.1
Do not ignore their responsibilities	80.3	19.7	85.1	14.9
Are less authoritative in their decisions in the company	32.8	67.2	81.3	28.7
Are less coercive in their dealings with employees	26.3	73.7	67.1	32.9
Try to inspire employees in the organization	87.9	12.1	94.3	5.7

Also, Table 4 shows that 59.7% and 64.4% of the employees from Kasapreko and Bayport respectively strongly stated that their leaders were effective because they communicated to appeal to the emotions of followers. However, on the issue of fluency and clarity of communication by leaders, the study observed that 58.7% of the respondents of Bayport strongly agreed that their leaders communicated fluently and clearly to them whilst 55.2% of their counterparts from Kasapreko lowly supported this position. By implication, whilst there was clear and fluent communication by leaders of Bayport, leaders of Kasapreko were generally perceived as not communicating clearly and fluently. Whilst the findings at Bayport mirror previous studies (Lemer, 2003) which show that clarity in communication is a mark of an effective leader, the situation at Kasapreko presents a huge challenge to the practical relevance of Lemer's position. The importance of effective communication between leaders and subordinates has been reinforced by Derue *et al.* (2011). The authors contend that effective communication between leaders and subordinates is essential in organizational effectiveness.

Additionally, respondents from both Organizations strongly believed their leaders communicated confidently to their followers. This is clearly seen in Table 4 as 52.3% and 62.9% of respondents from Kasapreko and Bayport respectively strongly held that their leaders communicated with much confidence. In the same vein, the study found that 54.3% of respondents from Bayport strongly said their leaders used simple expressions and words when communicating to them whereas 52.9% of respondents from Kasapreko appeared to have a contrary view. This suggests that unlike the situation at Bayport, communication at Kasapreko was generally not characterized by simple expressions and words. Indeed, whilst the situation at Bayport corroborates the work by Ezeani (2006) who established that effective leaders communicate confidently, what prevails at Kasapreko is rather a departure from that of Ezeani (2006).

Further, on the issue of more mentoring done by leaders in the organization, the respondents from the two Organizations generally agreed that it happened. For example, 79.7 percent of the respondents Kasapreko strongly agreed to this assertion that their leaders often mentor employees in the organization. This is done to promote performance in the organization. In the case of Bayport, 89.4 of the respondents strongly asserted that leaders mentor them as a strategy to enhance employee performance. Clearly, leadership styles are perceived to influence organization's effectiveness; for which reason leaders make efforts to mentor their employees. More so, the researchers looked at whether leaders listen to the needs and concerns of employees in the Organizations. The study established that indeed the leaders listen to the needs and concerns of employees in the organizations as revealed by 78.5 percent and 86.9

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percent of respondents from Kasapreko and Bayport respectively. In short, the study strongly showed that leaders in the two Organizations listen to the needs and concerns of employees. The results of this study confirm Avery (2008), who observed that effective leaders are good listeners.

On the issue of "Leaders give clear expectations and responsibilities to employees" the study found that whilst it is so at Bayport the case seems different at Kasapreko. For instance, 55.2% of respondents from Kasapreko lowly agreed that their leaders give clear expectations and responsibilities but 79.8% of the respondents from Bayport strongly commented that their leaders give clear expectations and responsibilities to employees. This shows that the situations at the two Organizations are not the same. Nevertheless, giving clear expectations and responsibilities to employees is an essential part of the qualities of effective leadership. Although there seem to be challenges with expectations and responsibilities given by leaders at Kasapreko, it is noteworthy that effective leaders often demonstrate high expectations of self and others (Avery, 2008; Lemer, 2003).

From Table 4, other leadership features including more collaboration, more eagerness to increase others' self-worth, adoption of more participative approach to issues, and being more inspirational in the organization were all said to have some relationship with organizational effectiveness. Whilst respondents from Bayport strongly stated that their leaders were more collaborative, eager to increase their self-worth, more participative, less authoritative and less coercive, their counterparts from Kasapreko held a different view. However, respondents from organizations agreed that their leaders do not ignore their responsibilities as leaders (Table 4).

During the interviews, it was observed that leaders of the companies communicated to appeal to the emotions of followers. An interviewee from Bayport said, "Leaders here communicated in a way which appealed to the emotions of their followers." This view was supported by interviewees from Kasapreko. Again, interviewees from both organizations stated they leaders communicated fluently and clearly and with confidence to their followers in the organizations. They indicated further that leaders in the organizations generally used simple expressions and words when communicating to employees and that they occasionally offered mentoring services to employees and often monitored whatever goes on the organization. The key informants, however, admitted that coercion and authoritativeness were employed in the organizations. Interviewees from both organizations mentioned that leaders generally listen to the needs and concerns of employees in the Organizations and gave clear expectations and responsibilities to employees.

Interviewees admitted that coercion, authoritativeness and shirking of respondents hindered the progress of the two Organizations. It was revealed that generally there are leadership styles which are suitable for organizational effectiveness whilst other styles are inimical to the survival and growth of organizations. An interviewee at Bayport said, "Leaders have some styles which are very desirable in organizations. Occasionally, they engage employees and get some feedback from employees. During such occasions, employees become happy and are ready to fully contribute to the organization. This style is very effective." Also, at Kasapreko, an interviewee maintained, "Per what I have seen here, those leaders who are very authoritative you notice that their departments are not doing that well. But those who are very collaborative and welcoming, their departments are always on top." Similarly, one informant remarked, "Leaders listen to the needs and concerns of employees in the organization." The results on employee engagement and collaborative leadership styles align with transformational leadership theory (House & Shamir, 1993; Khan et al., 2016).

4.1.3 Determining Whether Differences Exist in Respondents' Views on Leadership Effectiveness for the Two Organizations

The last research objective determined whether differences existed in respondents' views on leadership effectiveness for the two selected Organizations (Table 5). Here, a research hypothesis was formulated and tested at 0.05 significance level.

Table 5

An independent samples t-test of differences in the views of respondents on leadership effectiveness for the two organizations

Item	Organization	N	Mean	SD	T	Df	Sig. (2-tailed)
Views on leadership effectiveness	Kasapreko	52	59.808	5.7272	-1.138	84	.971
	Bayport	34	62.1765	5.5099			

An independent samples t-test shows that the *p*-value (.971) is greater than the level of significance (0.05). This means that no significant differences exist between the two Organizations with respect to their employees' views on leadership effectiveness. By implication, the views of employees on leadership effectiveness for the two Organizations are the same irrespective of differences in organizations.

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V. CONCLUSION & RECOMMENDATIONS

5.1 Conclusion

Although several leadership styles including autocratic, democratic, transactional, transformational, laissez-faire, and goal-oriented styles exist in the organizations, transactional leadership style is the most dominant. However, other leadership styles such as servant leadership, shared leadership and corrective leadership are not commonly applied in the two Organizations. Leaders in the two Organizations communicate in a way which appeals to the emotions of their followers. However, whilst employees from Bayport strongly opine that their leaders were more collaborative, eager to increase their self-worth, more participative, less authoritative and less coercive, their counterparts from Kasapreko appear to hold a contrary view. Also, whereas there is clear and fluent communication by leaders of Bayport, communication at Kasapreko is generally not perceived as clear. Also, communication at Kasapreko is generally not characterized by simple words and expressions. Nonetheless, leaders from both Organizations communicate confidently to their followers. Moreover, leaders often monitor whatever goes on in the Organizations and also listen to the needs and concerns of employees in their organizations. Besides, not all the leaders from the two Organizations give clear expectations and responsibilities to employees. Furthermore, no statistically significant difference manifests in the views of employees on leadership effectiveness in the two Organizations. In thus, the study has shown that perceptions about leadership styles in beverage companies and financial organizations may generally differ, significant differences do not exist in terms of employee perceptions about leadership effectiveness in the sectors. One limitation with the study is its relatively small sample size which undermines generalization of its findings. This means that some of the study's recommendations may not be applicable to Bayport Financial Services as the organization no longer exists. However, the findings are still very relevant and applicable to Kasapreko Company Limited and other organizations in Ghana and beyond that share similar characteristics with the selected organizations.

5.2 Recommendations

The following recommendations have been provided based on the conclusions of the study: Management of Kasapreko should invest in leadership development especially to maximize the benefit associated with effective leadership. Management of both organizations are encouraged to pay much attention to other leadership styles based on the exigencies of the times. A more focus towards situational factors affecting the organizations can help them to maximize the impact of leadership styles. Management of Bayport is encouraged to keep improving their communication and leadership skills to ensure the attainment of the organization's goal. Leadership from the two Organizations should prioritize providing very clear expectations and responsibilities to employees to facilitate efficiency in service delivery.

Declaration of Interest

The authors declare that they do not have any known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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