University of Alberta

Leadership Behavior and its Impact on the Development of Ghana: The Role of Leadership in National Development

By

Doris Kuffour

A capping exercise submitted to the Department of Educational Policy Studies
in partial fulfillment of the requirements for the degree of

Master of Education

in
Adult, Community and Higher Education

Educational Policy Studies

Edmonton, Alberta
April, 2021

Author Name: Doris Kuffour

Capping Exercise Title: Leadership Behavior and its Impact on the Development of Ghana: The Role of Leadership in National Development

Degree: Master of Education

Year Granted: 2021

Student Name: Doris Kuffour

Student Address: 102-383 Saddleback Road, NW Edmonton, AB T6J 4M5

**CAPPING PROJECT
SIGNATURE FORM**
Department of Educational Policy Studies
Faculty of Education
University of Alberta
April 2021

Student Name: Doris Kuffour

Student ID: 1573532

Instructor Name: Dr. Makere Stewart-Harawira

Capping Exercise Project Title: Leadership Behavior and its Impact on the Development of Ghana: The

Role of Leadership in National Development

Term: Winter, 2021

The undersigned certifies that the student named has completed the requirements of EDPS 900 (capping

exercise). The student thus receives credit for this course, which is completed in partial fulfillment of the

requirements for the degree of Master of Education.

Makere Stewart-Harawira, PhD

_____

Instructor Signature

Abstract

Leaders give meaning to relentless organizational visions by consciously deploying meaningful possibilities and instilling a strong sense of team spirit that translates to sustained organizational success. This research paper explores how leadership behaviors impact the development of Ghana. Using the work of Stogdill (1948) regarding leadership behavior and organizational development and Kurt Lewin's (1947) change model, as the theoretical lens, the paper took a critical look at leadership practices in Ghana to determine how the behaviors of leaders promote or hinders political development of the country. The findings from an integrative literature review revealed that, regardless of one's leadership style, a leader's responsibility and effectiveness lie in their capability to coordinate and affect a collaborative effort that is geared towards the development of an organization. Hence, it becomes imperative for effective leaders to invoke their heroic dimensions to their behaviors to inspire and influence change as leadership can be measured essentially by what leaders do. The study also encountered some competing ideas that nonetheless do not affect the outcome of the findings rather than point to further research that will contribute to the body of academic knowledge.

Keywords

Leadership, Behavior, Effectiveness, Development, Leaders, Actions, Change

Contents

1.0 Introduction

According to Oladipo et al (2013), to assess organizational outcome and its effectiveness is to assess the kind of leadership style demonstrated by leaders or managers since leadership is perhaps one of the most leading human-resource-related outcomes. This is because leaders manifest a shared vision through clear language and a demonstrative style, which is expected to inspire others' enthusiasm and commitment to strive toward achieving the group's goals for the common good. Hence the importance of the roles played by leaders cannot be over-emphasized as leaders give meaning to relentless organizational visions by consciously deploying ennobling possibilities that are consistent while at the same time instills a strong sense of team spirit that translates to long-term organizational success (Kouzes and Posner, 2011). Nonetheless, Ghana has over the years had the kind of leadership that is deep-rooted in corruption, favoritism, and insignificant tribal politics that misuse the rich human and natural resources for personal gains. Therefore in this integrative literature review, I will be looking at the leadership behaviors that are ingrained in socio-cultural practices in Ghana to ascertain if indeed leadership plays a greater or limited distinguishing role in influencing the development of the country. Again, the study aims to challenge leaders to be aware of their values, beliefs, policies, and practices, and to aim for a more equitable outcome that is responsive to the plights of the people of Ghana and especially the vulnerable. It is also worth noting that the practice and concept of leadership as mainly exercised in Ghana are different from the practices of the Western world (Amenumey and Yawson 2013). But they are somewhat similar to the practices in Africa with contemporary African countries sharing the tenet of democracy and all failing to achieve this goal at the same rate (Agulanna, 2006). As a result, there is a dearth of research done solely on Ghana but broadly

Africa or developing countries as these countries are thought to share certain cultural influences and value orientations as pertains to leadership and development.

The main research question guiding this study is to discover how an individual leader can influence organizational effectiveness. In order to do this, the study follows the logic of behavioral theorists that suggest that a leader's behavior is the best measure to their leadership influences and successes as against trait theory. As a result, the study explores an extensive and integrative review of published behavioral-focused studies on a leader's behaviors demonstrating the detailed literature that highlights and evaluates the specific actions and behaviors of leaders. This is in the quest to answer how a leader's actions and behaviors could truly be the determinant of their leadership success to subsequently affect an outcome. This is important as the study focuses on the specific roles and behavioral patterns leaders display in their capacity or position as leaders that result in both higher or lower performances and satisfaction of an organization. The paper, therefore, relied heavily on computerized keyword searches for academic publications on the University of Alberta e-library, EBSCOhost, Google Scholar. I also drew on, personal observation of leaders in Ghana and beyond and again gather inferences from published books on leadership (broadly) to arrive at a conclusive finding. The keywords used in the search include leadership behaviors, the theory of leadership, behaviorism, organizational change theory, successful leaders (development), and the role of leaders among others.

2.0 The Cultural Norm of Ghana

In Ghana, the practice of leadership is generally a function of traditional and cultural values implying that people's perceptions and understanding of leadership are predetermined by their cultural settings. As such the patriarchal nature of most tribes in Ghana together with stress on

respect of the elderly play a significant role in the appointment of leaders as well as how followers in effect relate to their leader in the working space (Rasaq et al., 2017). This results in high power distance between bosses and subordinates that often, leads to the nature of timidity and fear of job loss prohibiting followers to call leaders out on their misdemeanors. This can be explained by the Zaleznik (1965) typology that describes it as the dominance-submission relationship. This typology helps define the dynamic nature of communication breakdowns between leaders and their workers in the Ghanaian context to explain why some people withdraw from taking initiatives in an organization (Kellerman, 2007). To add to that, leaders that are authoritative and commanding in the country are regarded as strong leaders that would rather have them not involved nor distribute functions to competent workers. This is solely for the reason of not appearing as weak, thus inhibiting the collaborative effort between leaders and followers that could otherwise lead to success. These in effect arguably accounts for the heroic tendency of leaders, enabling them to excessively misuse power and engage in needless informal relationships that are corruptive and negative to the nation's development.

Similarly, the practice of leadership is characterized by in-group membership exercised in a relational manner to the detriment of non-members of this group (Lawrings, 2016). Lawrings argued that the socio-cultural behavior results in favoritism and tribalistic ruling, leading to corruption in the political body. Lawrings adds that this practice rather gives credence to the needs of the group instead of the greater good of the populace. Therefore emphasis needs to be drawn on these cultural norms that position the roles of leaders as they are in organizations aiding or inhabiting growth to impact an outcome. Thus to facilitate change, followers and citizens of Ghana are entreated not to be spectators in their various organizations but to be courageous subordinates that pray for the wellbeing of the nation (Northouse, 2019). This can be

achieved by becoming gatekeepers and constructively challenging any comprising behaviors of leaders that threatened the developmental purpose of the state. (Crossman and Crossman, 2011).

3.0 Theoretical Framework

According to Stogdill (1950), leadership entails one's ability to initiate and maintain an organizational structure that provides greater success in employing the activities of an organization in its efforts toward goal setting and goal achievement (Ivanko, 2012). As such, given the objective of the study, leadership behavior and organizational development theory based on the study of Stogdill (1948) is employed in this study. This particular application is to help identify aspects of behaviors that explain leadership influence on the performance of an organization. That is, to determine the appropriate and/or the implications of leader behavior; it becomes imperative to understand the concept of leader behavior needed for a unique system that will achieve organizational performance and success. Thus this theory provides a systematic review of leadership behaviors that is relevant to this study. Again, the work of Stogdill has notably generated further studies to discuss the behavioral concept of leadership in two basic components namely task-oriented leaders (getting the job done) and interpersonal/ relationship behavior to elucidate how these different behaviors influence people toward the achievement of organizational goals. Consequently, the popularity of this approach as seen in the various rigorous studies carried out over the years substantiates how leaders necessarily become the instrument of goal achievement through their actions to subsequently instill trust in employees through interactive effect toward collective attainment of goals (Crevani et al., 2010). Furthermore, the framework is relevant for this study as it helps bring to light the various underlying mechanisms that emphasize what leaders do on the job and the relationship this

behavior has on their effectiveness. This points to the importance of considering more than inherent leadership traits as projected in the traditional leadership research, and to instead highlight which leadership styles can, directly and indirectly, influence the development of an organization or country at large within the governance sector. Hence this theoretical perspective explicitly draws a clearer predictive picture on the relationship between leader effectiveness and specific leadership behaviors that are both relevant to the study and any leadership situation.

Again, change is crucial to organizational development especially when it becomes necessary to modify leadership processes and structures as in the case of Ghana. Hence Kurt Lewin's (1947) theory of change equally becomes a resource for this study. According to Lewin, to aptly understand individual behaviors, is to understand the context or environment in which people operate from or within as this influences particularly how people perceive and act in any given situation. He viewed the environment and people's behaviors to be an interdependent variable and termed it field theory. Therefore the reason behind situating this study in the socio-cultural practices of Ghana is to appreciate and discuss critically how and why leaders in Ghana act the way they do (Gershwin, 1994). Better understanding of these individual behaviors will prompt the need to induce new ways if the old behaviors are identified as becoming redundant. For this reason, Lewin provides a theoretical perspective that explains the various stages of the change mainly by explaining the essence of changing both one's behavior and the beliefs that underlie such behaviors if the organizational status quo is to be challenged (Hussain et al., 2018).

4.0 Significance of the Study

Behavioral leadership is essential in today's context of both practical and theoretical aspects of leading, as the literature has shown. It is said that the achievement of excellence is possible if

actions are effectively carried out to ensure that the needs of the people and the organization are almost all the time put first above any personal gains (Martin, 2013). Against this background, it is important to continue to raise voices to address the poor leadership practices that have perpetuated over the years in various regimes of leadership in Ghana. It is almost as if the country has been leaderless regarding the constant failure in providing the country the needed development as it should despite the resources in both human and material deposited in the country (Rasaq et al., 2017). Arguably, this makes the celebration of Ghana's independence nearly worthless since for the past 64 years the country cannot boast of a decent living condition for the ordinary citizen due to the inconsistencies in the nation's developmental agenda. The health sector of the country can virtually be synonyms to a death trap coupled with a poor infrastructural system yet leaders continue to accrue more to their unexplained and selfish wealth now and then (Hensen, 1989). For instance, the supposed health insurance scheme that was targeted for the poor reported rather less coverage of them. Kotoh and Geest (2016) find that out of 6790 registered individuals of the scheme, the poorest population was the least enrolled with a percentage rate of 17.6, while the poor recorded 31.3 %, the rich 46.4%, and the richest 44.4%. They attributed this outcome to the poor management and absence of commitment to equity goals of policymakers. Therefore although leadership can present daunting challenges for individuals, the study seeks to propose that if the same energy put into people's gains is channeled into the formal roles as leaders, they could through mindful and calculated means deploy tactful leadership skills that can play a significant role in the growth of an organization. That is, when the role is undertaken in the right way, it can also offer a rewarding experience for leaders and the people at large.

By throwing light on the taken for granted practices of leadership which are resulting in negative effects on the lives of people, this work is to also add to the enormous academic body of leadership and in particular, become an available resource for Ghana and developing countries when it comes to practical leadership in their context, Thus it is imperative that such concerns are raised to alert leaders and aspiring leaders to fully recognize the realities of the country's socio-economic standing and national political system. Equally the negligible individual and collective actions that have consistently defeated the purpose of development to have the nation almost at all times resort to foreign aids needs to be criticized forcefully to attain a desired outcome for the country.

5.0 A Brief Description of Ghana's Development

Ghana is one of the colonized countries and the first Sub-Saharan country to have gained independence in 1957 from British colonial rule. After independence, those into whose hands power fell, monopolized power, and practiced leadership selfishly (Da Rocha, 1995). That is, the indigenous rulers in the like of Dr. Kwame Nkrumah, upon tasting power internalized domination and control to establish a one-party system state. However, with the coming into effect of the 1992 Constitution of the Republic of Ghana, the country since has practiced a multi-party system as a rule towards democracy and development (Da Rocha, 1995).

In 2011, a BBC news report indicated that Ghana is regarded as one of the more stable countries in West Africa (BBC News, 2011). This is due to the country's peaceful transition of power per the regulations of the Constitution and the endowments of gold, cocoa, and the country's recently found oil as national resources to boost the country's economy. However, shortly after independence, the government's desire to have overall control over the economy saw governance

instigating an increasing establishment of state-owned enterprises in both agriculture and industry (Da Rocha, 1995). In so doing, the country saw major advocates for foreign investment due to a lack of state capital and requisite skills. This was mainly done to have the investors function either independently or in partnership with the government in solidifying this economic control. Nevertheless, the intended purpose of these policies proved futile due to poor management of administrative corruption in governance (Britannica, 2021). The government hence engaged in massive borrowing to help support the economy which depleted almost all the country's resources that led to an economic crisis that forced it to negotiate and be approved for US $918 million credit from the IMF in April 2015 for economic reform (International Monetary Fund, 2015).

As it stands, Ghana is said to be one of the leading African largest gold producers after overtaking South Africa in 2019 (Garside, 2021) and one of the top two of cocoa production thus becoming the second-largest cocoa-producing country after Cote d'Ivoire in Africa (Shahbandeh, 2021). Also, the World Bank (2020) reports that the country's real Gross Domestic Product (GPD) growth rose from 6.3 percent in 2018 to 6.5 percent in 2019 to imply economic growth in the country. However, as Joseph Ayee (2013) argues in his study of "The Development State Experiment in Africa, he said although GPD has seen growth over the years in Ghana, it has not reflected in the living conditions of people. Similarly in an earlier book titled "The State Development and Politics of Ghana", the author highlighted series of problems such as poverty and problem with health care delivery system and that has existed in the country over a long period of time (Hansen, 1989). Indicating that instead of coming out with appropriate ways to achieve socio-economic development, economic and social issues are hidden in numbers and glorified in the 21st economic indicators successes. Reinforcing that, though the country seems to

be doing well on the surface, it has over the years lacked leaders and structures that will champion the burden of development (Ayee, 2013).

6.1 Literature Review

The literature will be discussed under three key areas; namely, behavioral leadership to provide an opportunity to elaborate on the theoretical frameworks and elucidate the relationship between leadership style and performance, leadership from the Ghanaian political perspective which will examine how leadership is perceived and practiced basically in Ghana, and, last but not the least, the effectiveness of leaders in understanding and discharging the enormous responsibilities that come with leadership. With the aim of exploring and understanding positive practices that could be adopted towards achieving development for the nation Ghana.

6.2 Behavioral Leadership

"Concern about leadership extends far back into the history of social thought, and conceptions of it have fluctuated from the hero concept to that of the leadership of the Common Man" (Dion 1968). It was generally believed that leaders were born with innate personal traits that made them the greatest of men, possessing heroic natures greater than ordinary men. Leaders were then assessed by what they are with intrinsic personal characters than what they do. However, after careful conduct on behavioral focused studies, there has been a major shift from trait theories which viewed leadership qualities to be inherent, to the view that it can actually be acquired through learning. Thus behavioral leadership theories focus on what people do and how they act in their capacity as leaders (Northouse 2019). For this study, assessing development based on leadership practices can be justified as the behavioral theory of leadership has been scientifically

proven by the work of Stogdill (1948) to be an observable action that makes measuring leaders by what they do more valid than measuring a person by its traits. Notably, however, this view is not favored by Cooper, Fenimore, and Nirenberg as they see this to be problematic and believed that it is rather a "limited view of leadership that's seen it as a set of behaviors and functions specifically tied to one role or formal position" (Cooper et al., 2012 p.1) Al Khajeh (2018), sharing the view of Stogdill, posits that there is a relationship between leadership style and organizational performance as the behaviors of leaders influences the culture of the organization which, in effect dictates the ability of an organization to survive and succeed. In that view, Manzoor et al., (2019) posit that the primary objectives of engaging in leadership are working toward social and economic benefits for society and influencing organizational outcomes. To this effect, Mitonga-Monga and Coetzee (2016) defined leadership as the actions driven by managerial behavior, which is considered to incorporate the organizational effects or personal interest for achieving particular objectives. Likewise, Nanjundeswaraswamy and Swamy (2015) revealed that leading organizations in today's setting require effective and innovative leaders who understand the dynamics of the rapidly changing global environment to be able to deduce ways to respond to them. Harris et al (2007) and Griffiths and Portelli (2015) hence discussed the need for creativity in organizations and leadership style and highlighted that leadership can be expressed in the kind of relationship that inspires a change of direction that fosters organizational creativity by bringing people to work together for a common goal or objective hence organizational performance. The creativity aspect of leaders though very subtle in leadership styles was again looked at by Amabile and Khaire (2008) as they argued that creativity should be the priority of leaders. They maintained that this will aid them to congregate the right people at the right time to enable them to reorganize roles of employees devoid of favoritism and

nepotism. Essentially granting workers the autonomy to be more imaginative especially in this age of knowledge economy fundamentally driven by innovations. They add that the greatest successes of the organization come from the workers' initiatives to strive and achieve a competitive advantage in the global scene; instead of the everyday top-down relationship coupled with the bureaucracy that stifles the achievement of a positive outcome. Indicating that what leaders do or do not do does have an impact on the making of an organization or a country in this sense.

Admittedly there are varied styles that are adopted and implemented by every leader which are acquired either through training and/or experience. However, there exists an organizational or national culture that represents typical conduct for leaders to follow to necessarily affect the smooth functioning of the organization (Soglo, et al., 2015). In this view Bryman (1992), cited by Dartey-Baah, et al., 2011 p 59), discussed that "the area of leadership is devoted to the leader's role in maintaining the organizational culture or in changing it to implement a change of direction dictated by a new vision". As such, one common characteristic among developing countries of which Ghana is no exception, is the problem of limited resources which is reflected in the areas of infrastructure, economic instability, limited access to social services such as good education and health care, among others. Kurt Lewin (1947) in this sense believed that challenges cannot be separated from their context and therefore projected the importance of understanding the behaviors of people in their totality. He said these behaviors must be seen from the interplay of environmental forces and personal psychological forces (Scott, 2009; Winkler, 2009). For this reason, leaders that are greatly ingrained in cultural and environmental forces are unenthusiastic about becoming the gatekeepers and embracing the kind of change proposed by Lewin. Instead they hide behind these problems and neglect their rightful roles as

the engineers of the nation instead of coming up with strategies that could propel the country into good standing, as expected of them.

According to Covey (1989), leadership is so pivotal to organizational effectiveness that almost every vibrant organization must demand a leadership role above every other thing. As Aycan (2002) discussed, leaders in developing countries do not attach more agency and value to job performance than they will in accumulating authority for themselves. He found that leadership is merely expressed in interpersonal relationships that shift the focus of work from outcome to the leaders themselves, which to a large extent does nothing for driving an outcome. As mentioned earlier, the leadership styles of most Ghanaian leaders are highly relational which is inevitably cultural, as one is defined and behaved according to their culture and environment. Nonetheless it is sadly becoming detrimental for the wellbeing of the state (Mintzberg, 2010). It must be noted that relationship behavior in itself is certainly not problematic as it can help team members feel comfortable among themselves and with each other in the discharge of their works. It only becomes a concern when low performers are tolerated and protected based on friendship and compassion instead of proper communication of purpose which is very critical to the achievement and performance of the work goals of an organization (Martin, 2003). As rightly put, leaders should be able to make quick judgments on the courses of action of workers and communicate effectively to provide results leading to winning in timely and productive ways. (Aycan 2002, Martin, 2003).

The theoretical evolution of Stogdill's (1948) leadership behavioral theory provides a solid background regarding what constitutes leadership and why some leaders succeed and others fail. Although there are various studies to this approach as discussed above, the Ohio State University Leadership Study in the late 1940s and the Michigan Leadership Studies in 1975 are the ones

that are primarily demonstrative of the concepts in this theory based on the findings of Stogdill's (1948) work. That is, extensive studies were carried out to determine which specific behaviors effective leaders implemented as opposed to traits theory to be an indicator of a good leader. Their finding consequently was that effective leaders showcase a strong ability to work with others by building a unified team that is poised with the competency to create and maintain a structure within which activities can be accomplished (Northouse, 2019).

6.3 Political Leadership: A Ghanaian Perspective

Having assessed how the performance of an organization can be influenced by leadership behaviors, it is prudent to then look at how leadership is typically practiced and perceived in Ghana with particular emphasis on political leadership which is mainly the driving force of the country. Here the focus is on the governmental body as it embodies the beliefs, wishes, and will of populations through leadership and leadership development in Ghana though the nation practices leadership in both formal and traditional (chieftaincy titles) capacities (Osafo and Yawson, 2016).

Political leadership refers to the central government and its ability to guide and lead individuals and the nation (Web et al., 2012). As established leadership enables organizations to be more productive and profitable hence governmental policies are believed to reflect equity and justice defined by laid down structures and mechanisms. Again, it should promote democratic values that can elevate human potential instead of the political gimmicks. More often than not, political rhetoric is displayed in promises such as poverty eradication, job creation, better health and education opportunities, etc. to provide for a more positive outcome which is woefully unrealistic in Ghana (Griffiths and Portelli, 2015). That is, upon the decades and generations

passed, the politics of Ghana together with some African countries have consistently remained the same and failed to deliver the development the countries have consistently sought. It continues to suffer unwarranted hardships which can be said to be self-imposed since the quality of leaders has always been questionable in the establishment of a successful democratic process across the continent (Igué, 2010). Simply because leaders and their associates have woefully failed to channel their energies and resources into a worthy cause that could have otherwise improved the living conditions of people. Ghanaian leaders have ever been expected to manifest a democratic leadership rooted in a rich conception of democracy due to all the credibility accorded them but the reality remains that positional leaders of almost all institutions arguably parade themselves in titles and amass wealth and power for themselves while dispossessing the ordinary need of the Ghanaian populace. This is a clear indication to suggest that there exist unethical practices associated with the work of leaders of Ghana in the like of patronage, discrimination, and favoritism which is typically seen in the selection process of political workers exhibiting themselves as leaders (Boachie-Danquah, 2004). With this backdrop, Schein (1992) believed that such behaviors cannot be set in stone and posited that organizational culture plays a major role in how well or poor institutions perform. Schein held that people are essentially intertwined in both internal and external environmental factors that could invade their role as practitioners as Kurt Lewin has equally argued. He adds that this cultural practice is predominant in laissez-faire public sector organizations that encourage pointless bureaucracy and needless corruption of which Ghana would qualify as the exact example. Bokor (2018) situates his study in the same view and finds that the issue of leadership from the highest rank of the presidency to the lowest rank of laymen always calls for concern in Ghana as the country lacks the predictive power of linking leadership to performance. Thus the state of the country wreaks

havoc and can be termed confidently as a national crisis characterized by short-sighted leaders who lack the vision and the vital skills to pursue progress for the nation. If not, why would a nation be run as a private enterprise to secure some positions in governmental departments that are boldly classified as the political seats in the bid to rather promote the general image of the party which is ultimately destructive to the process of leadership? These untouched seats are only available and occupied by the in-groups of the ruling party who serves as aids in perpetuating ill policies and are swiftly swapped once the party is out of power to have the next party take a turn in these unethical activities. Because these people take up these offices not by merit, there are no control systems to effectively monitor the actions of such leaders and check for staff performance, since effective leadership is compromised at the very start of it. The outcome is a government in thrall to its disparate achievement exercising leadership with its self-interested collective cabinet permitting him to run it as a personal business rather than for the collective good of the nation (Webb et al., 2012). The rippling effects are massive bribery and corruption which only serve the interest of the incumbent party and leaders at the expense of the voters that entrusted their welfare to the party in their exercise of the social contract (Nsia-pepra, 2017). This has therefore led to the realization of few developmental policies through leadership evaluations. There is, therefore, the need for new and vibrant leadership as this working attitude of the economy has flawed both the social and economic sectors of the economy. As posit by Nsiah-Pepra (2017), Ghana's leaders practice illiberal democracy that renders no accountability but rather replicate institutional corruption. Hence to leave it unquestioned is to concur to these bad practices that will be perpetuated and sustained by the topmost organizational heads.

Thus I argue for the need to advocate for effective leadership and adequate allocation of resources devoid of tribal or ethnocentric personnel selections that will overturn the irresponsible

and inefficient use of power by leaders. This is aimed to end the reoccurring issues of deprived resources, mediocrity in both politics, and leadership behaviors to rather develop an organizational culture characterized by competence and a commitment to national and professional expectations (Dartey-Baah et al., 2011).

Mintzberg, upon a visit to Ghana, questioned the development of the country through various interactions as he concluded that the country portrays leadership in mere heroic features embellished in words such as honesty, modesty, and morality (Mintzberg, 2020). Mintzberg noticed that the people consistently pointed to one successful candidate, namely Kofi Annan, the General Secretary of United Nations (1997-2006) to demonstrate effective leadership. He fairly reasoned that success and effectiveness should not just sit in the name, but should rather encompass actions that enable other people to live heroically and comfortably as well (Mintzberg, 2020). If leadership was all just in the name, the country would have been one of the best in the world as we have a good number of ministers and members of parliament, yet talk to an average Ghanaian on the street concerning how political leaders are helping bridge the inequality and poverty gap and you will learn far too similar stories of ineffectiveness and inefficiency on the part of the nation drivers of development.

Dion (1968) however finds these expectations demanded of leaders to be outrageous and described it as a preoccupation with the problem of leadership founded on social evolution that seeks to measure leaders by precise and explicit criteria leading to the need for some dramatization of the functions of leaders. He claimed that "today, views on leadership are more ambiguous than ever… (due to) the tragedy of fascism-nazism (which) has created a widespread mistrust of leaders, increasing complexity of a society that produces a widespread demand for leaders (Dion 1968 p. 2 and 3). Langlais (2014) on the other hand deviates from Dion's

argument, pointing to the work of Kellerman (1986). Kellerman explained that leaders can be driven by the search for power with self-interest to dominate and/or to deprive others of basic needs while at the same time producing political achievements which can be very much personal. This is a typical example of how leadership functions and operates in Ghana as also witnessed by Mintzberg, who argued that the behaviors of leaders should not be for personal gain but rather for the greater good (Dion 1968; Mintzbeng, 2020). Langlais also references Barbara Kellerman's typology of good and bad political leaders (Langlais, 2014, Kellerman, 2004), stating that good leaders will be identified by their ability to influence followers and mobilizes them for collective action to inspire group identity and drive goals. Similarly, Ohio Studies of Leadership proposed a behavioral-based lens that said that bad leaders will be simply characterized by ineptitude, insensitivity, and corruption which pretty much defines Ghana's political leaders (Schriesheim and Bird, 1979). Hence Kurt Lewin's (1947) theory of change is of relevance as it maintains that there is the need to unlearn bad behaviors and relearn new ones as change occurs when new insights are brought on board to support new norms and organizational features to impact development as the country of Ghana deserves (Hussain, 2018, Scott, 2009).

It must also be added that leadership is greatly influenced by the cultural background of Ghanaians which impacts its leadership style and effectiveness. Winkler (2009) argued that people naturally learn their leadership style through socialization to gain the cultural base of what parents and the environment would teach them. Due to this, patriarchal leadership pattern in the case of Ghana unconsciously project leaders in the image of a powerful male figure that is adopted to dictate how authority is to be drawn to oneself. That being the case, the nation views leadership to be necessarily paternal though few women are occupying some important positions. As such the country becomes stringent in the change of power even if women could better

deliver if giving equal opportunities in higher positions which defeats the change management of Lewin's work (Asiedu-Appiah et al, 2017). This same mentality influences leaders to mostly take decisions without necessarily involving their employees forgetting that leadership as a process emerges from the interactions of leaders and followers and how best they can influence the group to act through their not actions (Griffiths and Portelli, 2015 p.85).

6.4 Leadership Effectiveness

There are varying perceptions when it comes to the issue of effective leadership nevertheless leaders assume power and position on the promise of working towards providing social and economic assistance to meet the needs of people-Ghanaians (Oyinlade 2018). By this, they instill high expectations in generating support and legitimacy from citizens and members of the organization; but sometimes this support turns into follower admiration which in turn results in what Goethals (2004) discusses as the idealization of leaders. He said this ardently cast them in a positive light to allow them to dodge the criticisms of their negative characteristics and provide them with excessive power to act in ways they wish. Consequently, they can shy away from their mandated duties to leave these promises in the whims of hope which results in political dissatisfaction and general unrest from citizens. It therefore becomes judicious to evaluate their works, especially when weak government structures coupled with greediness proves to be an obstacle to the successful implementation of the supposed promised policies (development) (Yahaya and Ebrahim, 2016). Cooper, Fenimore, and Nirenberg (2012) in their study of leadership effectiveness posited that there are no definite ways of defining effective leadership due to its complex nature as the embodiment of leadership effectiveness changes with time and situations just as leadership has been defined in many different ways by scholars. However,

Reeves (2004) provides a gateway to achieving good leadership effectiveness. Reeves said that it is needful to establish fair standard-based leadership to be able to assess relative performances of leaders as without them there would be but no concrete evaluations to hold them against these standards which can be manipulated and swayed as they deemed fit. Anderson (2009) however agreed with Cooper et al. and discussed that the concept of what is central to leadership behavior to influence relevant performance may differ greatly between leaders and employees. He held that managers ultimately may be moved by task accomplishment goals which will limit the human element aspect while employees, on the other hand, may prefer relationship-based leaders; whereas trait theory believers will equally be ascribed to the natural characteristics such as intelligence and abilities to measure effectiveness (Steers, Porter, & Bigley, 1996). Meaning effectiveness may denote different signals to different groups of people. Yet, Aarum Andersen (2009) warns that regardless, relationship-oriented behaviors are destructive to organizational effectiveness and advocate that leaders refrain from clinging to such style. Burns (1978) also stated that leadership has often been misunderstood and broadly been accepted as the positions occupied by people in power and simply looked at by what they do in that positions and implore people to see the concept in many different ways. Against this backdrop, leadership effectiveness was defined as "the successful exercise of personal influence by one or more people that result in accomplishing shared objectives in a way that is personally satisfying to those involved (Cooper, Fenimore, and Nirenberg, 2012 p.1).

Yukl (2012) identified that effectiveness can be measured in the direct or indirect impact of leaders' behavioral dynamics and add that explaining effectiveness from leader's behaviors should not only look at what they do but to incorporate how well they can maneuver the organizational complexities to arrive at an expected outcome. Again Madanchian et al (2017)

expressed that over the past years effectiveness has been determined based on observing the significances of a leader's action and in reviewing the leader behaviors in its capacity to influence an organization positively. Hersey and Blanchard (1979) on the same tandem described effective leaders as those that act in the best interest of an organization by adapting to situational factors that have them modify their leadership styles to better deal with different circumstances. That is the kind of role that focuses on how to distinguish between success-oriented leadership and participative work environment for followers while at the same time finding ways to merge the two when it becomes necessary in accomplishing tasks (Marion and Gonzales, 2013). They add that the leaders with the goal and hope of efficacy are expected to be less interested in immediate outcomes that elevate their work and rather be inclined to a more long-term solution that would equally be sustainable. Thus effective leadership is grounded in the long-term health of an organization or a nation. Hughes et al. (1999) also admitted that there is no definite way to assess leadership effectiveness but was quick to add that it could, however, be perceived from the views of followers and held that "leadership (can be) defined partly in the eyes of the followers, that perhaps give a better way to judge leadership success by asking subordinates to rate their level of satisfaction or the effectiveness of their leader" (Hughes et al., 1999, p. 120). Therefore instigating that effectiveness can be a linked-to influence in the role of leadership which is very important to set a stage for followers' readiness to equally perform alongside the leader in getting the job done. However, in the Ghanaian context and largely in African countries where relationships and networks far outstrip rules and regulations in social, economic, and political aspects, to follow the pattern of Hughes et al may not bring to light the deficiencies of leaders since judgments may be clouded by the inter-personal relationships that may exist among people. To this effect, Gutterman argued that it will be important for this relationship-relevant

style to yield the directions and actions of leaders in connection with their followers to provide genuine equal opportunities for better lives for the disadvantaged people who matter the most and not just a few (Gutterman, 2015). Again as Ghana in its entirety upholds culture, it will be prudent for all leaders in whatever positions to embody values and behaviors that are culturally proficient to serve the diverse needs of people and their communities devoid of tribal politics if effectiveness is to be ensured (Griffiths and Portelli, 2015).

Barberick et al. (2017) on the other hand argued that indeed effectiveness can be demanded as the core motives of all leaders are to produce results. They proposed the language of leadership habit which is not in the literal sense of spoken language but how expectations of development can be communicated through actions, attitudes, and habits to attain the expected effects. They add that when leadership becomes a habit, leaders will be driven to learn new ways and skills that will influence their behaviors to arrive at equitable outcomes for all people. In line with that thought, Henriksson (2020) proposed that leaders need to show commitment to social values by engaging in socially impactful activities. That is leaders first and foremost need to understand and identify the weight and purpose of their service to be able to deploy the right strategies in achieving them as this is an essential element of their career path. It is only when the demands of the populace are set, established, and aligned with the culture that actions that lead to sustainable development can be employed. Perhaps the answer to all the predicaments of people is in the hope for transformational leaders that are described to symbolize change, values, ethics, and achievement of long-term goals including satisfying the needs of all humans (Northouse, 2019). As the idea of contemporary leadership organizations from the perspectives of leadership styles are seen to be centered around transformational and transactional leadership though the formal would be preferred to achieve the expectation which is to have committed leaders that will

strengthen the organization's performance to attain success. (Franco and Matos, 2015). The study by Anderson et al. (2017) however did not share this view. They argued that the obsession in transformational leadership in solving all problems is overemphasized and may not lead to development as supposed. They further revealed that the tons of concentration given to this kind of leadership accord undue focus on the relationship between leaders and employees instead of it being task-oriented which may do little to organizational effectiveness.

7.0 Discussion of Findings

On the exploration conducted in the literature of this study, theorists and authors on leadership behavioral value discuss that it takes commitment to the right issues and effective management of style to attain excellence that is goal achievement-oriented. That is, the findings posit that effective leadership is the understanding of the underlying issues as it pertains to the needs of people, in order to consciously adopt the particular strategies that are necessary to reach an outcome. Hence Kettering (2010), in support of the key findings, throws in an important contribution to the understanding of leaders' behaviors. He agrees that leaders need to develop "individual motivation" (p.11) if change and subsequent progress are to be achieved. He states that knowing about and dwelling on the deficiencies of leaders' behaviors does not bring about change. Rather the motivation to change should be an ethical responsibility that leaders ought to develop if effectiveness is intended and this could be done through the reassessment of their behaviors. Another aspect of the literature also focused on the cultural practices that are embedded in the leadership behaviors of leaders that find their way in an administrative function. Given that cultural issues play an important role in the country and in almost all social issues, it is relevant to have come across literature that spoke to that fact. In effect, equal opportunities are

needed for both genders to do away with patriarchy as there is no evidence that men are better leaders than women. Thus if a change is envisioned, leadership should be authorized and exercised by any competent person who can muster behaviors in both tasks and relationship orientations to improve organizational efficiency and functionality (Senge, 2010). As argued, women over time have proven to contribute to the effective practice which has been result-oriented and developmental in focus to an organization. Because it appears that, the socio-cultural ideology of leadership in the Ghanaian society accounts for the lesser number of women leaders in the political stream even when women could have better delivered on the expected development agenda of the nation. Hence there is the urgency to break away from the symbol of tokenism conferred to women in power to challenge the failing practices of men leaders in governance (Glass and Cook 2017).

Again, the literature revealed that the romanticized view of leadership needs to be set aside and make room for leader accountability, criticisms, and evaluations. This is believed to be a way to prevent excessive power accumulated upon a person in the formal position in order to promote effectiveness (Abbasiyannejad and Daud Silong, 2014). As such behavioral-based researchers urge leaders to be apt and adopt policies that can foster development as the effectiveness and productivity of an organization or country are largely dependent on the behaviors they execute as leaders. Ghanaian political leaders to that effect need to understand the complex relationships that exist between their behaviors and performance determinants to responsibly involve employees in the decision-making that promote cohesive team effort in meeting the needs of the ordinary citizen. Likewise, leaders must embrace the change of behaviors and develop competitive structures and strategies as the majority of the practices upheld to date have been detrimental to the development of the nation. As such, it is critical for Ghanaian leaders to

unlearn the old ways and relearn behaviors that are solidified in the collective interest of people instead of dwelling in personal gain to influence development and effectiveness more beneficially.

The findings also revealed competing issues and tensions with respect to the effectiveness of leadership, as some researchers find it to be overwhelming to demand such enormous responsibilities from individual leaders. Lastly, the difficulty in finding resources solely focused on Ghana was evident in the gathering of relevant literature. I am therefore happy to propose this study as a resource to the academic body.

8.0 Emerging issues

The measure of effectiveness has been difficult to identify. While I came across some relevant works of literature that emphasized the relationship between leaders' behaviors and performance nonetheless there has also been a good substance of work that refutes the idea of quantifiable leader effectiveness. These authors held that there are no meaningful ways of measuring effectiveness as an attempt to do so become necessarily difficult and results in resounding failures. In Oyinlade's (2018) study of a Method of Assessing Leadership Effectiveness, he revealed that most of the behaviors that are assessed to arrive at leadership effectiveness are most often about how the researcher defines leadership in terms of certain behaviors that may preclude the assessment of other behaviors of the leader which could equally be important. This view is also held by Madanchian et al (2017) who said that conceptualizing leader effectiveness can be challenging as what constitutes effective and how it should be measured are not cut among many research works.

5.2 Implication of Findings

The work acknowledges the different competing ideas with regards to leadership effectiveness as reviewed above; however this does not delimit the importance of literature that points leaders to the adherence of behaviors that have proved to be fruitful rather than futile in their role as agents of change. Martin (2013) argues that regardless of one's leadership style, a leader's responsibility and effectiveness lie in their capability to coordinate and affect a collaborative effort that is geared towards the development of an organization and consequently be accounted for the results of their ensuing actions. In the same fashion, Lawrence and Pirson (2014) reveals that leadership effectiveness calls for deliberate planned efforts and responsible leadership where leaders clearly understand their roles to influence development that essentially address and improve the lives of people. It is worth noting that the behaviors of leaders under the focus of this study is not necessarily the singular efforts of leaders but largely how they can function in their role effectively by deploying the critical strategies (making use of both human and material resources) that are necessary for resulting into development. Therefore, with leaders playing a pivotal role in the making of an organization, their behaviors can be emphasized when it comes to measuring how it influences a positive outcome or otherwise. However, again I propose that more studies are needed to substantiate this claim. A comparative study that weighs in on the different leadership practices between advanced countries and that of developing countries, may support the relationship between leadership behaviors and organizational success, and when prudent, the adoption of working styles that focus on both the people and the country at large.

6.0 Conclusion

The paper set out to understand how leadership behaviors informed development in Ghana as against the heroic theory that attributed effectiveness and outcome to an innate character and the mere position of leaders. As such throughout this study, I have reviewed ideas and concepts that relate to behavioral leadership and its effectiveness with particular insight into how cultural and environmental traits interplay in the leading structure of the public offices in Ghana. I have demonstrated that these dispositions (culture and environmental factors) which are detrimental than beneficial in their effects are embedded in the practices and actions of Ghanaian leaders. To ascertain how the behaviors of leaders are connected to the development of an organization or a country for that matter, I positioned myself within the theoretical framework of Stogdill (1948) who argued from both the relational and task-oriented nature of leadership. This enabled me to identify that Ghanaian leaders are largely relational, leading them to accord greater importance to relationship and self-accomplishment rather than the demanding task of their office that is to yield the expected results. Additionally, using the lens of Kurt Lewin's (1947) theoretical framework, the study thus charges leaders to be retrospective of their actions and implementations and where necessary unlearn and relearn innovative measures that are geared towards impacting the lives of the ordinary Ghanaian for the greater good of the country. That is, if the (failing) status quo is to be challenged, leaders must realize that self-awareness of their approaches and beliefs does increase the success or failure of their service. Finally, in the context of this study, the focus has been on political leaders in the governance of Ghana occupying governmental offices in the steering of the developmental affairs of the country. Hence significant bodies of researchers have linked the actions and inactions of leaders to the making of organizations. They have argued that these political leaders are primarily charged with the ability

to make critical decisions and are equally held accountable for the decisions they make or do not make making it necessary for leaders to pay attention to their leadership style and be committed to actions that are effective for development.

References

Aarum Andersen, J. (2009). Your favorite manager is an organizational disaster. *European Business Review*, *21*(1), 5-16. https://doi.org/10.1108/09555340910925157

Abbasiyannejad, M., & Silong, A. D. (2014). Contemporary leadership theories. *Chaos, Complexity and Leadership 2013*, 327-330. https://doi.org/10.1007/978-3-319-09710-7_29

Agulanna, C. (2006, September 1). *Democracy and the crisis of leadership in Africa*. ResearchGate. https://www.researchgate.net/publication/292648828_Democracy_and_the_crisis_of_leadership_in_Africa

Amabile, T. M., & Khaire, M. (2008, October 1). *Creativity and the role of the leader*. Harvard Business Review. https://hbr.org/2008/10/creativity-and-the-role-of-the-leader

Amenumey, F., & Yawson, R. (2013). Conceptualization and description of HRD in Ghana. In *Celebrating 20 years of Leading HRD through Research. Proceedings of the 20th Annual AHRD International Research Conference in the Americas* (pp. 1–11). Arlington, Virginia: Academy of Human Resource Development

Anderson, H. J., Baur, J. E., Griffith, J. A., & Buckley, M. R. (2017). What works for you may not work for (Gen)Me: Limitations of present leadership theories for the new

generation. *The Leadership Quarterly*, *28*(1), 245-260. https://doi.org/10.1016/j.leaqua.2016.08.001

Al Khajeh, E. H. (2018). Impact of Leadership Styles on Organizational Performance. *Journal of Human Resources Management Research*, *2018*(2018). DOI: 10.5171/2018.687849

Asiedu-Appiah, F., Agyapong, A., & Terri Lituchy. (2017). Leadership in Ghana. In *LEAD - Leadership Effective (and Motivation) in Africa and the Diaspora*.

Aycan, Z. (2002). Leadership and teamwork in developing countries: Challenges and opportunities. *Online Readings in Psychology and Culture*, *7*(2). https://doi.org/10.9707/2307-0919.1066

Ayee, J. R. (2013). The developmental state experiment in Africa: The experiences of Ghana and South Africa. *The Round Table*, *102*(3), 259-280. https://doi.org/10.1080/00358533.2013.794577

Berberick, T. R., Lindsay, P., & Fritchen, K. (2017). *The leadership habit: Transforming behaviors to drive results*. John Wiley & Sons.

Boachie-Danquah, N.Y. (2004). What kind of Public Service Does Ghana Need for National Development. available at: (http://www.public.iastate.edu/~fowusu/Accra%20Workshop/Wkshp_Appendix_D.pdf)

Bokor, M. J.K. (2018, August 27). *Trouble looming for Ghana in an era of revisionist history?* Modern Ghana. https://www.modernghana.com/news/878056/trouble-looming-for-ghana-in-an-era-of-revisionist-history.html

Bryman, A. (1992). *Charisma and leadership in organizations*. Sage Publications (CA).

Burns, J. M. (1978). Leadership. New York: Harper & Row.

Center for Creative Leadership. (2020, April 6). *How to be a successful change leader*. Center

    for   Creative   Leadership. https://www.ccl.org/articles/leading-effectively-

    articles/successful-change-leader/

Cooper, J., Fenimore, J., & Nirenberg, J. (2004). Leadership effectiveness. *Encyclopedia of*

    Leadership.   Ed.   Thousand   Oaks,   CA: SAGE,   845-54.*

    https://doi.org/10.4135/9781412939584.n333

Confronting Ghana's main problems: The leadership crisis. (2013, October 19). Ghana,

    resource   for   News,   Sports,   Facts,   Opinions,   Business   and

    Entertainment. https://www.ghanaweb.com/GhanaHomePage/features/Confronting-

    Ghana-s-Main-Problems-The-Leadership-Crisis-172802

Crevani, L., Lindgren, M., & Packendorff, J. (2010). Leadership, not leaders: On the study of

    leadership as practices and interactions. *Scandinavian Journal of Management*, *26*(1),

    77-86. https://doi.org/10.1016/j.scaman.2009.12.003

Crossman, B., & Crossman, J. (2011). Conceptualising followership – a review of the

    literature. *Leadership*, *7*(4), 481-497. https://doi.org/10.1177/1742715011416891

Da Rocha, B. J. (1995, December 1). *Survival of Multiparty Democracy in Ghana*. Africa

    Portal. https://www.africaportal.org/publications/survival-of-multiparty-democracy-in-

    ghana/

Dartey-Baah, K., Amponsah-Tawiah, K., & Sekyere-Abankwa, V. (2011). Leadership and

    Organisational Culture: Relevance in Public Sector Organisations In Ghana. *Business*

    and Management Review, *1*(4), 59 – 65.

Dion, L. (1968). The concept of political leadership: An analysis. *Canadian Journal of Political*

    Science, *1*(1), 2-17. https://doi.org/10.1017/s0008423900035198

Economy of Ghana. (2021). Encyclopedia Britannica.

Encyclopedia Britannica. https://www.britannica.com/place/Ghana/Economy

Franco, M., & Matos, P. G. (2013). Leadership styles in SMEs: A mixed-method approach. *International Entrepreneurship and Management Journal*, *11*(2), 425-451. https://doi.org/10.1007/s11365-013-0283-2

Garside, M. (2021, January 4). *Production volume of gold mines in Ghana, 2005-2021*. Statista. https://www.statista.com/statistics/415935/top-gold-mines-in-ghana-by-production-volume/

Ghana country profile. (2020, December 11). BBC News. https://www.bbc.com/news/world-africa-13433790

Goethals, G.R. (2004). The psychodynamics of leadership: Freud's insights and their vicissitudes. In: Messick DM, Kramer RM (eds) The psychology of leadership: New perspectives and research. *Lawrence Erlbaum Associates, Mahwah*, pp 97–114

Gershwin, M. C. (1994). *What Workplace Education Programs Need to Know About Behavioral Change: Tapping the Work of Kurt Lewin*.

Griffiths, D., & Portelli, J. P. (2015). *Key questions for educational leaders*. 347. https://doi.org/10.1007/s10833-007-9048-4

Gutterman, A. S. (2015). Effective Leadership in Developing Countries. In *A Guide for Growth-oriented entrepreneurs* (1st ed.). Growth-oriented entrepreneurship Project.

Glass, C., & Cook, A. (2017). Do women leaders promote positive change? Analyzing the effect of gender on business practices and diversity initiatives. *Human Resource Management*, *57*(4), 823-837. https://doi.org/10.1002/hrm.21838

Hansen, E., & Ninsin, K. A. (1989). *The state, development and politics in Ghana*. Conseil Pour Le Developement De LA.

Harris, A., Leithwood, K., Day, C., Sammons, P., & Hopkins, D. (2007). Distributed leadership and organizational change: Reviewing the evidence. *Journal of Educational Change*, *8*(4), 337-

Henriksson, H. (2020.). *Sustainability leadership: A Swedish approach to transforming your company, your industry, and the world*. Springer Nature.

Hersey, P., Blanchard, K. H., & Natemeyer, W. E. (1979). Situational leadership, perception, and the impact of power. *Group & Organization Studies*, *4*(4), 418-428. https://doi.org/10.1177/105960117900400404

Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (1999). *Leadership: Enhancing the lessons of experience.* Boston: McGraw-Hill.

Hussain, S. T., Lei, S., Akram, T., Haider, M. J., Hussain, S. H., & Ali, M. (2018). Kurt Lewin's change model: A critical review of the role of leadership and employee involvement in organizational change. *Journal of Innovation & Knowledge*, *3*(3), 123-127. https://doi.org/10.1016/j.jik.2016.07.002

Igué, J. O. (2010). A new generation of leaders in Africa: What issues do they face? *Revue internationale de politique de développement*, (1), 115-133. https://doi.org/10.4000/poldev.139

IMF LENDING CASE STUDY: GHANA. (2019, May). https://www.imf.org/en/Countries/GHA/ghana-lending-case-study

Ivanko, S. (2012) *Organizational behavior,* Ljubljana: Department of Administration

Kellerman, B. (1986). *Political leadership: A source book*. University of Pittsburgh Pre.

Kellerman describes, decries 'bad leadership'. (2004, October 28). Harvard Gazette. https://news.harvard.edu/gazette/story/2004/10/kellerman-describes-decries-bad-leadership/

Kellerman, B. (2007, December 1). *What every leader needs to know about followers*. Harvard Business Review. https://hbr.org/2007/12/what-every-leader-needs-to-know-about-followers

Kettering, C. F. (2010). It's What Effective Leaders Do. In *Acting out: Outlining specific behaviors and actions for effective leadership*. Charles C Thomas Pub.

Kotoh, A. M., & Van der Geest, S. (2016). Why are the poor less covered in Ghana's national health insurance? A critical analysis of policy and practice. *International Journal for Equity in Health*, *15*(1). https://doi.org/10.1186/s12939-016-0320-1

Kouzes, J. M., & Posner, B. Z. (2009). The five practices of exemplary leadership. *Discovering Leadership*, 47-62. https://doi.org/10.1007/978-1-137-24203-7_5

Langlais, S. (2014). *The Meaning of Leadership in Political Systems*. https://www.diva-portal.org/smash/get/diva2:722029/FULLTEXT01.pdf

Lawrence, P. R., & Pirson, M. (2014). Economistic and humanistic narratives of leadership in the age of Globality: Toward a renewed darwinian theory of leadership. *Journal of Business Ethics*, *128*(2), 383-394. https://doi.org/10.1007/s10551-014-2090-2

Lawrings, C. C. (2016). Exploring the Role of Culture in Governance and Leadership within Institutions in Ghana: A Study of the Civil Society. *Imperial Journal of Interdisciplinary Research (IJIR)* , *2*(10), 734-749.

Madanchian, M., Hussein, N., Noordin, F., & Taherdoost, H. (2017). Leadership effectiveness measurement and its effect on organization outcomes. *Procedia Engineering*, *181*, 1043-1048. https://doi.org/10.1016/j.proeng.2017.02.505

Manzoor, F., Wei, L., Nurunnabi, M., Subhan, Q. A., Shah, S. I., & Fallatah, S. (2019). The impact of transformational leadership on job performance and CSR as mediator in SMEs. *Sustainability*, *11*(2), 436. https://doi.org/10.3390/su11020436

Marion, R., & Gonzales, L. D. (2013). *Education in leadership: Organizational theory for the practitioner* (2nd ed.). Waveland Press.

Martin, A. M. (2013). *Empowering leadership: Developing behaviors for success*.

Mintzberg, H. (2020). Developing leaders? Developing countries? *NGO Management*, 414-426. https://doi.org/10.1201/9781849775427-43

Mitonga-Monga, J., & Coetzee, M. (2016). Perceived leadership style and employees participation. *African Journal of Business Management*, *6*(15).

Nanjundeswaraswamy, T. S., & Swamy D R, D. (2015). Leadership styles and quality of work life in SMEs. *Management Science Letters*, *5*(1), 65-78. https://doi.org/10.5267/j.msl.2014.12.006

Northouse, P. G. (2019). *Leadership: Theory and practice* (8th ed.). SAGE

Nsia-Pepra, K. (2017). Flawed Democracy:The Bane of Ghana's Success in Curbing Corruption. *ASPJ Africa & Francophonie*, *2*, 62-78.

Oladipo, K. S., Jamila, O., Abdul Daud, S., Jeffery, L. D., & Salami, D. K. (2013).

Osafo, E., & Yawson, R. M. (2016). Leadership Development in Ghana: A New Look at an Old Concept. In *Leadership Development in Emerging Markets Economies* (1st ed.). Palgrave Macmillan.

Oyinlade, A. O. (2008). A method of assessing leadership effectiveness. *Performance Improvement Quarterly*, *19*(1), 25-40. https://doi.org/10.1111/j.1937-8327.2006.tb00355.x

Senge, P. (2010). ORGANIZATIONAL CHANGE. In *Acting out: Outlining specific behaviors and actions for effective leadership*. Charles C Thomas Pub.

Schriesheim, C. A., & Bird, B. J. (1979). Contributions of the Ohio state studies to the Field of leadership. *Journal of Management*, *5*(2), 135-145. https://doi.org/10.1177/014920637900500204

Shahbandeh, M. (2021, March 16). *Cocoa bean production Ghana, 2020/21*. Statista. https://www.statista.com/statistics/497844/production-of-cocoa-beans-in-ghana/

Stogdill, R. M. (1948). Personal factors associated with leadership: A survey of the literature. *Journal of Psychology*, *25*, 35-71.

Reeves, D. B. (2004). *Assessing educational leaders*. Thousand Oaks, CA : Corwin Press Review of leadership theories and Organizational performances. *International Business Management Journal*, *7*(1), 50-54.

Rasaq, H. A., Osei-Bonsu, N., & Bulley, C. A. (2017). Attributes of leadership effectiveness in West Africa. *AIB Insights*. https://doi.org/10.46697/001c.16963

Schein, E. (1992). *Organisational Culture and Leadership,* San Francisco, CA: Jossey- Bass

Scott, B. B. (2009, June 19). *Organization development primer: Change management, Kurt Lewin and beyond*. Queen's University IRC. https://irc.queensu.ca/articles/organization-development-primer-change-management-kurt-lewin-and-beyond

Soglo, N. Y., Danku, L. S., Dordor, F., & Akoto, V. (2015). Leadership Development Strategies; the Ghanaian Perspective. *International Journal of Managerial Studies and Research*, *3*(9), 229-248.

Steers, R. M., Porter, L., & Bigley, G. (1996). *Motivation and leadership at work* (6th ed.). New York: McGraw-Hill

The World Bank. (2020, October 22). *The World Bank in Ghana*. https://www.worldbank.org/en/country/ghana/overview

Webb, P., Poguntke, T., & Kolodny, R. (n.d.). The Presidentialization of party leadership? Evaluating party leadership and party government in the democratic world. *Comparative Political Leadership*. https://doi.org/10.1057/9781137264916.0007

Winkler, I. (2010). *Contemporary leadership theories: Enhancing the understanding of the complexity, subjectivity and dynamic of leadership*. Springer Science & Business Media.

Yahaya, R., & Ebrahim, F. (2016). Leadership styles and organizational commitment: Literature review. *Journal of Management Development*, *35*(2), 190-216. https://doi.org/10.1108/jmd-01-2015-0004

Yukl, G. (2012). Effective leadership behavior: What we know and what questions need more attention. *Academy of Management Perspectives*, *26*(4), 66-85. https://doi.org/10.5465/amp.2012.0088