Leadership Styles and Organisational Productivity: A Case Study of Ghana Cement Limited

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ABSTRACT

Leadership is of utmost importance in every institution or organization because of its far-reaching effects on the accomplishment of objectives and organisational growth. It is believed that effective functioning of social systems is largely dependent on the quality of leadership. Leadership behavior of managers has been consistently associated with employee output; and leadership styles of individual managers are powerful predictors of the organizational effectiveness. People, therefore get excited about the topic of leadership. They want to know what makes a great leader, has leadership any impact on organizational performance and personal career success, and what leadership style works? The study was about leadership styles of organizations and their relationship with employee output and the overall organisational productivity. The researcher adopted Convenience and Purposive Sampling methods to collect both qualitative and quantitative data in order to achieve the research objectives. In total, forty (40) respondents were used for the study. The findings revealed that leadership is an important ingredient for high performance. It also came out that the leadership style that involves the subordinates in decision making is the leadership that works. In addition, the study revealed that leadership enhances the competencies and relations, and also help increase employees output. In conclusion, leadership will continue to be an important tool that provides competitive advantage for every organisation, in that it makes employees efficient and effective. The kind of leadership style managers exhibit to an extent determines how confident and motivated an employee will be in performing his duties. Indeed a good leader is a motivator. Finally the researcher recommends that organisations develop long-term strategies to train the workforce especially in leadership styles, to create an enabling environment for career development for employees in order to give of their best.
Keywords: Motivation, leadership, productivity and management.

1.0 Introduction

The phenomenon of leadership stretches back into antiquity. Yet the systematic study of leadership did not begin until the 1930s Shani and Lau, (2000). Leadership is of utmost importance in every institution or organization. The effective functioning of social systems is assumed to be dependent on the quality of their leadership (Dessler, 1998).

Bennis and Nanus (2005) defined a leader as one who commits people to action, who convert followers into leaders, and who may convert leaders into agents of change
From the above, we say that leadership is having the ability to influence and to be influenced by individuals and groups to take them in a desired direction. In practice, this means ensuring that their needs are met and agreed tasks performed so that a team spirit and teamwork are established and maintained, and the resources of the group are maximized.

Organisations though can not only depend on good leadership styles to achieve their intended purposes but also effective management. The term "management" and "leadership" are often interchanged. Many view them as the same thing yet management is as distinct from leadership as the day from the night and that is why according to Warren Bennis in the book 'Management' (pg 471) by Stoner and Freeman, (1995) most organisations are *over-managed* and *under-led*. A person can serve as an effective manager that is, a good planner and a fair, organized administrator but may lack the motivational skills of a leader. Both are necessary. However, contracting them and understanding their differences can improve their essential roles. It is with this view that Kotter, (2007) said that strong leadership with weak management is no better, and is sometimes actually worse than the reverse. The real challenge is to combine strong leadership and strong management to balance the other. There is therefore no doubt that leadership style has an impact on employers and employees and as such the organisation as a whole.

The study, therefore sought to find out whether, leadership styles of organisations are associated with

employee output and the overall organizational productivity.

1.1 Objectives
This study aims to achieve the following objectives at the end of the research work.

1.1.1 Main Objective
To examine the impact of leadership on organizational productivity

1.1.2 Specific Objectives
a. To assess the importance of leadership styles in organisations.
b. To discover the various leadership styles that exists in GHACEM LTD.
c. To determine how various leadership styles can enhance employee efficiency.
d. To examine employees expectations from management to be productive.

1.2 Research Questions
In order to carry out the appropriate process for this research, the study will guided by the following questions:
- What is the relevance of leadership in organisations?
- What is/are the various leadership styles practice in GHACEM Limited?
- How can leadership styles bring about employee competence and efficiency?
- What do employees want management do to make them productive?

2.0. LITERATURE REVIEW
This study reviewed literature related to the following themes:
- Leadership.
- Theories of leadership
- Leadership styles
- Leadership and management
- Productivity
- Impact of leadership style on productivity

2.1 Leadership
According to Wolinski (2010) leadership can be defined based on how you see it to be. That is some see leadership as a series of specific traits or characteristics; others see it as comprising of certain skills and knowledge whiles others think of leadership as a process. He then went on to say that, the view of leadership as a process, places an emphasis on social interaction and relationship. This is the idea that leadership is a type of relationship, one that typically includes influencing others in a certain direction. He finally came out with a definition that leadership is a relationship that approves mobilizing, influencing, and guiding of others toward desired goals.

Effective leadership is now widely accepted as the key to successful organizations. It is perhaps necessary to agree on a working definition of leadership to facilitate further discussion. In an attempt to state what leadership is, Slater (1995) stated that the most important thing, which is known about this question, is that there is no answer everyone can agree on. Slater further argued that scholars disagree over the meaning of leadership mainly because they look at it with different set of assumptions or from within different paradigms and are generally unaware that they are doing so. Bennis and Nanus (2005) wrote that decades of academic analysis have given us more than 350 definitions of leadership. Literally, thousands of empirical investigations of leaders have been conducted in the last seventy-five years alone, but no clear and unequivocal understanding exists as to what distinguishes leaders from non-leaders.

Leadership has been defined in terms of an individual's traits, behavior, interaction patterns, role relationships, follower perceptions, and influence over followers, influence on task goals and influence on organizational culture. Yuki and Vanfleet (1992) viewed leadership as a process that includes influencing the task objective and strategies of a group or organization. In other words, they define leadership as influencing people in the organization to implement strategies and achieve objectives.

2.2 Theories Of Leadership
Leadership theories explain the concept and practice adopted to become a leader. It gives precise information on the leadership qualities and attributes one must have to become a leader.

Stoner et al (1995) just as many other writers believe that there are as many trait of leadership as possible but for the sake of this research, we will be limited to only three (3) leadership theories which includes:
- The trait theory
- The behavioural theory
- Contingency theory

2.2.1 The Trait Theory
Trait theory of leadership assumes that leaders have inherited traits in them which make these people suitable for leadership. Many say that leaders are people who can fully express themselves while others cannot, and this

is what makes them different from other people. A leader has the right combination of traits which makes him a good leader. This trait assumes that leaders share certain inborn personality traits. This view that leaders are born not made is still popular among laypersons, though not among professionals and researchers.

2.2.2 The Behavioural Theory
When it became evident that effective leaders do not seem to have a particular set of distinguishing traits, researchers tried to isolate the behaviours characteristic of an effective leader. In other words rather than try to figure out who effective leaders are, researchers tried to determine what effective leaders do, how they delegate tasks, how they carry out their tasks, and so on. Behaviours unlike traits can be learned, so it followed that individuals trained in appropriate leadership behaviours would be able to lead more effectively.

2.2.3 Contingency Theory
The researchers using the trait and behavioural approaches showed that effective leadership depended on many variables such as organizational culture and nature of tasks. No one trait style was common to all effective leaders. No one style was effective in all situations.

Researchers therefore began trying to identify those factors in each situation that influenced the effectiveness of a particular leadership style. Taken together, the theories resulting from this research constitute the contingency approach to leadership. These theories focus on the following factors:
- Task requirements
- Peers' expectations and behaviour
- Employees' characteristics, expectations, and behaviour
- Organizational culture and policies

2.3 Leadership Styles
One major approach to the study of leadership has been an attempt to identify various styles of leadership. Several different classifications have been developed in connection with this concept. The growth and development of an institution depends on the relationship between its leaders and the followers. According to Hersey and Blanchard (1988), the leadership style of an individual is the behaviour pattern that person exhibits while attempting to influence the activities of others. Subordinates of a leader can perceive this behavioural pattern. Leadership style describes the pattern of behaviour that a manager or supervisor uses in relationship with others, particularly subordinates. It is about what managers do rather than what they are.

In the past several decades, management experts have undergone a revolution in how they define leadership and what their attitudes are towards it. They have gone from a very classical autocratic approach to a very creative, participate approach. Somewhere along the line, it was determined that not everything old was bad and not everything new was good. Rather, different styles were needed for different situations and each leader needed to know when to exhibit a particular approach. Leadership style therefore is the manner and approach of providing direction, implementing plans, and motivating people. Four of the basic leadership styles according to Stoner and Freeman (1995) are:
- Automatic leadership style
- Democratic leadership style
- Bureaucratic leadership style
- Laissez-fair leadership style

2.3.1 Autocratic leadership style
This is characterized by one way communication between the manager and the subordinate with the manager telling the subordinate what to do. The autocratic leadership style is seen by other people as not an autocratic style, rather is an abusive, unprofessional style called bossing people around and as such has no place in a leader's repertoire.

This leadership style has been greatly criticized during the past 30 years. Some studies say that organizations with many autocratic leaders have higher turnover and absenteeism than other organizations. Studies say that autocratic leaders:
- Rely on threats and punishment to influence employees
- Do not trust employees
- Do not allow for employee input or feedback

Yet, autocratic leadership is not all bad. Sometimes it is the most effective style to use and such situations can include:
- New, untrained employees who do not know which tasks to perform or which procedures to follow
- Effective supervision can be provided only through detailed orders and instructions
- Employees do not respond to any other leadership style
- There are high-volume production needs on a daily basis

- There is limited time in which to make a decision
- A manager's power is challenged by an employee
- The area was poorly managed
- Work needs to be coordinated with another department or organization

The autocratic leadership style should not be used when:
- Employees become tensed, fearful, or resentful
- Employees expects to have their opinions heard
- Employees begin to depend on their managers to make all their decisions
- There is low employee morale, high turnover and absenteeism and work stoppage

2.3.2 Participative or Democratic leadership style

This is an approach where the leader joins a group of subordinates to make a decision on the basis of consensus. However, the leader maintains the final decision making authority. It is usually used when the leader has part of the information and the subordinates have parts since being a leader does not mean one should know everything.

Democratic leadership style is therefore a leadership style that promotes the sharing of responsibility, the exercise of delegation and continual consultation. The style has the following characteristics:

i.   Manager seeks consultation on all major issues and decisions.
ii. Managers effectively delegate tasks to subordinates and give them full control and responsibility for those tasks.
iii. Manager welcomes feedback on the result of initiatives and work environment.
iv. Manager encourages others to become leaders and involved in leadership development.

Democratic style of leadership creates positive working environment and serves as a process of consultation and feedback, naturally resulting in better decision making and effective operation.

Typically the democratic leader:
- Develops plans to help employees evaluate their own performance
- Allows employees to establish goals
- Encourages employees to grow on the job and be promoted
- Recognizes and encourages achievement.

Like the other styles, the democratic style is not always appropriate. It is most successful when used with highly skilled or experienced employees or when implementing operational changes or resolving individual or group problems.

The democratic leadership style is most effective when:
- The leader wants to keep employees informed about matters that affect them.
- The leader wants employees to share in decision-making and problem-solving duties.
- The leader wants to provide opportunities for employees to develop a high sense of personal growth and job satisfaction.
- There is a large or complex problem that requires lots of input to solve.
- Changes must be made or problems solved that affect employees or groups of employees.
- You want to encourage team building and participation.

Democratic leadership should not be used when:
- There is not enough time to get everyone's input.
- It's easier and more cost-effective for the manager to make the decision alone
- The business can't afford mistakes.
- The manager feels threatened by this type of leadership.
- Employee safety is a critical concern.

2.33 Bureaucratic Leadership Style

Bureaucratic leadership is where the manager manages "by the book" Everything must be done according to procedure or policy. If it isn't covered by the book, the manager refers to the next level above him or her. This manager is really more of a police officer than a leader. He or she enforces the rules. This style can be effective when:

- Employees are performing routine tasks over and over.
- Employees need to understand certain standards or procedures.
- Employees are working with dangerous or delicate equipment that requires a definite set of procedures to operate.
- Safety or security training is being conducted.
- Employees are performing tasks that require handling cash.

This style is ineffective when:

- Work habits formed are hard to break, especially if they are no longer useful.
- Employees lose their interest in their jobs and in their fellow workers.
- Employees do only what is expected of them and no more.

2.3.4 Laissez-Faire Leadership Style

The laissez-faire leadership style is also known as the "hands-off" style. It is one in which the manager provides little or no direction and gives employees as much freedom as possible. All authority or power is given to the employees and they must determine goals, make decisions, and resolve problems on their own.

This is an effective style to use when:

- Employees are highly skilled, experienced, and educated.
- Employees have pride in their work and have the drive or urge to do it successfully on their own.
- Outside experts, such as staff specialists or consultants are being used.
- Employees are trustworthy and experienced.

This style should not be used when:

- It makes employees feel insecure at the unavailability of a manager.
- The manger cannot provide regular feedback to let employees know how well they are doing.
- Managers are unable to thank employees for their good work.
- The manager doesn't understand his or her responsibilities and is hoping the employees can cover for him or her.

2.4 Leadership And Management

Leadership and management are terms that are often used interchangeably. Many people, including teachers and administrators, think these two words are identical in meaning and application. However, nothing could be further from the truth. Why? Because by definition and practice, leadership and management have different functions.

Day (2000) made a clear distinction between leadership and management. He argued that leadership is essentially building and maintaining a sense of vision, culture, and interpersonal relationships, whereas management involves coordinating, supporting and monitoring organizational activities. He explained further that leadership is about having vision, articulating, ordering priorities, and getting others to go along, constantly reviewing and holding on to things of value.

Bass (2000), a leadership scholar, argued that leaders lead and manage but the two activities are not synonymous. He argued that although management and leaders overlap each entails a unique set of activities or functions. Certainly, if a leader is loosely defined as a person who influences others in any manner, then the person can be a leader without being a manger. In addition, a person can be a manager but can fail to lead. Bass postulated that effective managers are not necessarily true leaders and cited that many administrators, supervisors, and even top executives execute their responsibilities without being great leaders, but these positions afford opportunities for leadership. The ability to lead effectively then will set the excellent manager apart from the average ones.

Managers deal with the ongoing, day-to-day complexities of organizations. True leadership includes effectively orchestrating change (Bateman & Snell, 1999). While managing requires planning and budgeting routines, leading includes setting the direction (creating a vision) for the organization. Management requires structuring the organization, staffing it with capable people, and monitoring activities; leadership goes beyond these functions by inspiring people to attain the vision. Great leaders keep people focused on moving the organization towards its deal future, motivating them to overcome whatever obstacles lie in the way.

The first writer to take a hard time line on this issue was Zaleznik, when his landmark article was published in Harvard Business Review in 1977 (Shani & Lau, 2000). Zaleznik, as cited in Shani & Lau, (2000), argued that managers carry out responsibilities, exercise authority, and worry about how things are done, whereas leaders are concerned with understanding people's beliefs and gaining their commitment. Zaleznik was quoted as saying that managers and leaders differ in what they attend to and in how they think, work, and interact. Shani and Lau (2000) citing Zaleznik, indicated that these differences stem from unequal developmental paths, form childhood to adulthood. Essentially, leaders have encountered major hardships or even in stark contrast to the orderly upbringing of a typical manager. Leaders have achieved separateness, which enables them to dream up ideas and to stimulate others to work hard to bring these dreams into reality. In contrast, managers are process oriented and believe that good systems and processes produce good results. In a related argument, Kotter (2007) stated that leadership is about coping with change, whereas management is about coping with complexity. Bennis (2005) believed that the difference between leaders and managers is the ability to master the context rather than surrender to it. Bennis(2005) further argued that the manager does things right, the leader does the right thing.

Dessler (1998) delineating on the issue of leaders and mangers stated that managers plan, organize, and control, so that leading and managing are inseparable in management theory. Leading is part of managing.

Managing means planning, organizing, leading, and controlling the work of others so that the organization's aims are achieved. But if a leader cannot influence and inspire those people to work toward those aims, than all the planning and organizing will be for naught. Leading is thus the distinctly behavioural and/or influencing part of what managers do.

Similarly, managing is part of leading: setting a direction and saying, "Here's where we've got to go" is usually not enough (Dessler, 1998; p.332). In other words, no matter how inspiring a leader happens to be, management skills such as ensuring that salary, incentives, and other rewards make it worthwhile for employees to try hard and ensuring that they have the abilities and tools to do their jobs are crucial too.

According to Owens (2001), leaders become component of environment of people they lead and therefore, element of their equation. Leaders therefore, are not merely concerned with the leadership style and techniques that they intend to use but also with the quality and kinds of relationship that they have with followers. Leadership is not something that one does to people, or a matter of behaving towards people, but rather, it is working with and through other people to achieve organizational goals.

Despite the above submissions, many executives and academia see considerable overlap between leadership and management activities and preoccupations; and they believe that it is wrong to assume that a person cannot be good at both (Shani & Lau, 2000).

Certainly, there is little or no research to support the notion that selected people can be classified as leaders rather than as managers or that, managers cannot adopt visionary behaviours when they are required for success. It is important for all managers and supervisors to establish themselves as leaders. Further, team-based organization designs are extending leadership functions to work groups and cross-department teams in most modern organizations. There is opportunity for more innovation and critical thinking at all levels of the organisation.

There is unique difference between the functions of leadership and the functions of management. Management deals with the "thing" or technical side of our job. Leadership deals with the people side of our work. However, both are important function of departmental heads of organizations. And to have the ability to manage but not lead or to lead not manage will not work when it comes to being an effective manager. An individual must have both competencies. If he or she doesn't, high levels of success are not probable.
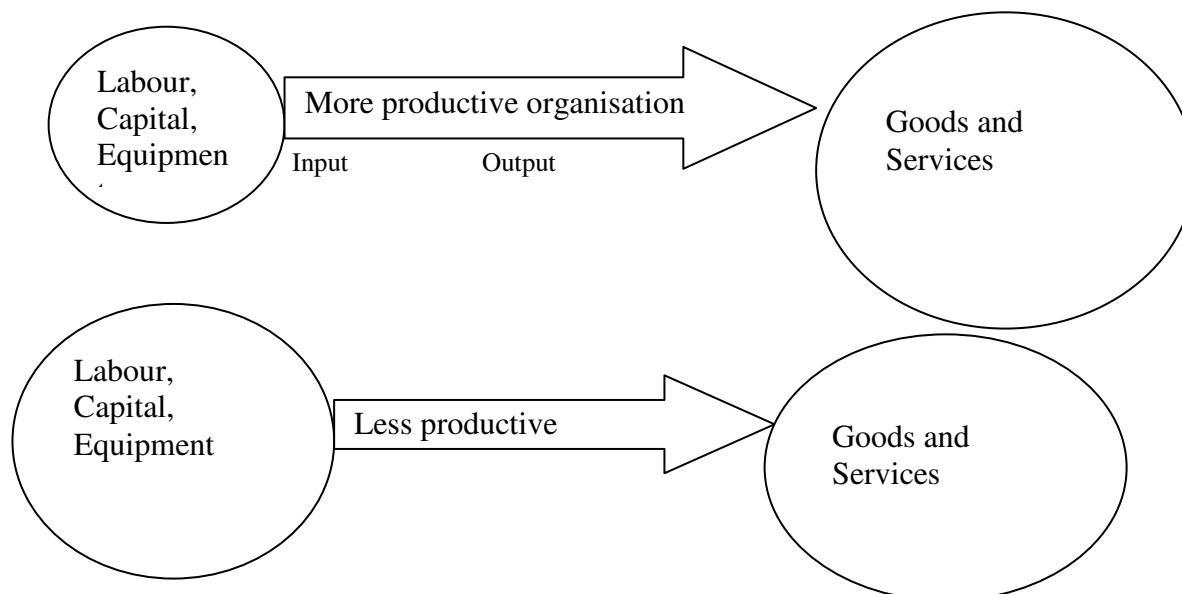
2.5 Productivity

Although people talk about productivity as though they precisely what it means, productivity is surprisingly difficult to define and measure, especially in high diversified firms (Wayne, 1998). How can one compare the productivity of a secretary whose boss dictates letters that take hours to edit against one whose boss produces clean copy?

Scholars generally agree that productivity concepts, definitions, and measures are arbitrary. Their relevance depends on the purpose for which they are developed – for example, to compare individuals, work groups, companies, or the competitive positions of nations.

In general, however, productivity is a measure of the output of goods and services relative to the input labour, material, and equipment. The more productive an industry, the better its competitive positions because its unit cost are lowered. Improving productivity simply means getting more out of what is put in; it does not mean increasing production through the addition of resources such as time, money, materials, or people. It is rather doing better with what you have. Improving productivity is not working harder, but working smarter.

Today's world demands that we do more with less – fewer people, less space, and fewer resources in general. This idea is shown in the figure below.

Figure showing productivity of workers

It is though not easy to determine the productivity of a knowledge worker but Drucker (1999) identified that, the productivity of knowledge workers is based on the quality of work and not necessarily the quantity. Quality is not a minimum and a restraint, quality here is the essence of the output. In judging the productivity of a teacher, we do not ask how many students there can be in his or her class but rather we ask how many students learn anything and that's quality question. Also, in appraising the performance of a medical laboratory, the question of many tests it runs through its machines is quite secondary to the question of how many test results are valid and reliable. And this is true even for the work of the clerk.

Productivity therefore can be measured after a careful look at both quality and quantity. And there is no way higher quality and quantity of output can be gotten without the implementation of proper and suitable leadership styles.

2.6 Impact of Leadership on Productivity

Each of the leadership styles has an impact on reforming and/or creating company culture. There are short and long-term effects of each style. For instance, the authoritative style may produce great results in a short amount of time. However, excessive use of authority will decrease productivity in the long-term. People either get fed up and leave or fall into a malaise of hum-drum repetitive tasks without creativity and innovation. All the while, a participative style will be unproductive in the short-term. But, the longer this style of leading, the more productive a company can become.

Many leaders never make it to a point of high productivity. They give up before the participative style kicks in and the company starts to escalate. They see the initial drop in production and cannot wait long enough for the true results. Though many leaders and managers get discouraged seeing a drop in productivity when transitioning to a participative approach; productivity will come over time. People will see they have opportunities to create and innovate and their production becomes greater than before.

In the view of Wayne (1998), the level of labour productivity is said to be an important indicator of business growth or success. As productivity increases, the output naturally increases as well. This tendency is both beneficial to the company and to the employees. While company sales grow along with enhanced productivity, the wages and other compensation of the employees also increases. Due to the importance of productivity in businesses, business owners are very open to strategies that will promote it. One of which is leadership styles.

In addition, suitable leadership styles significantly enhance labour productivity levels, especially by yearly growth since the inclusion of leadership.

3.0   RESERCH METHODOLOGY

This section looks at the research methods that were used. It consider the research design, the research population, the sample size and sampling techniques, data collection methods and how data obtained was analysed.

3.1 Research Design

The researcher used descriptive survey method for the study. This method was used because this method

provides an in-depth analysis and study assessment of all information that will be obtained. Questionnaire and interview were data collection instruments. The population of the study consisted of 92 staff members of GHACEM. The population constituted permanent staff of senior management, middle level management, and junior management. Convenience and purposive methods of sampling were used in the selection of the respondents.

3.2 Sampling and Sample Size

A sampling size of 40, both staff and management of Ghana Cement Limited, was chosen for the study. 10 out of the 40 respondents were selected using purposive sampling method for interview. These comprise five (5) junior management staff and five (5) middle level management staff. The remaining thirty (30) respondents were drawn from all sort of rank using convenient sampling method. 40 workers were chosen because the number can help draw a valid generalization and make appropriate recommendations based on the answers from the respondents.

3.3 Data Collection and Analysis Techniques

Questionnaire and interview were used to collect the data. To encourage greater response the researcher handed over the questionnaire personally to each prospective respondent. For the questionnaires, the researcher explained the objectives of the study to the respondents before they answered. For the interview, the researcher apportioned ten minutes each for the respondents interviewed. The interviews were conducted in their various offices.

The method used for analyzing the data was the descriptive approach and the use of statistical measures where bar charts were used based on responses to the questionnaires in terms of percentage, with their corresponding figures. The bar charts were prepared after answered questionnaires had been received and analysed.

4.0 DATA PRESENTATION AND ANALYSIS

This section considers the analysis of the data gathered from respondents. It gives an insight of leadership styles, importance of leadership and how leadership affects productivity. The analysis was done by using bar charts to indicate responses in terms of percentage.

4.1 Research Question One

What is the importance of leadership?
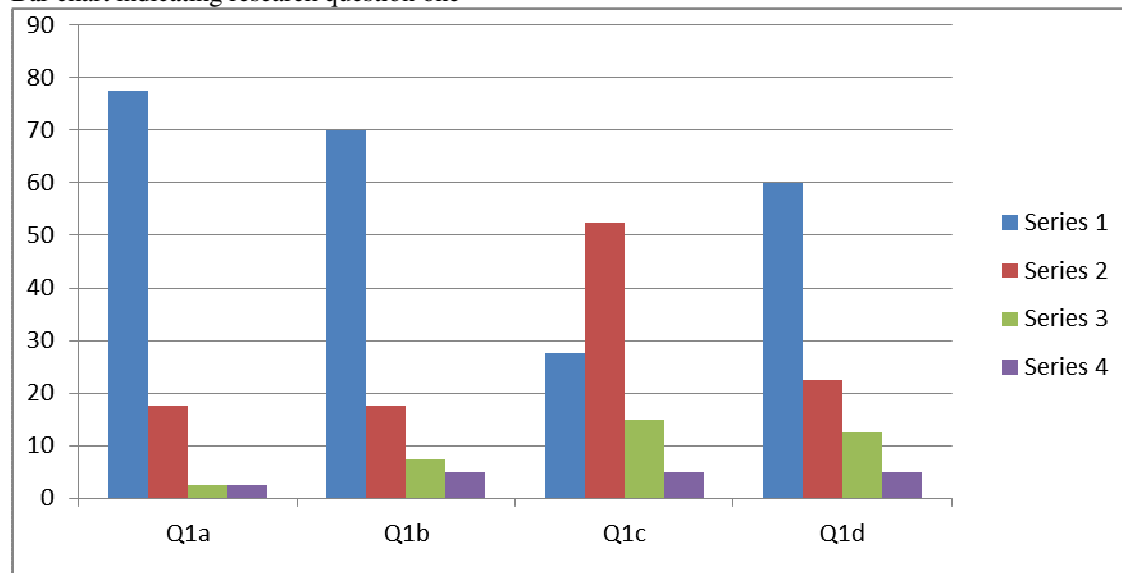Bar chart indicating research question one

Figure 4.1: Source; field data 2014

4.1.1 Findings and discussions

Questionnaires item **a.:** My managers positively affect the work I do. 31 respondents representing 77.5% responded agree, 7 respondents representing 17.5% responded strongly agree 1 respondent representing 2.5% responded disagreed and another 1 respondent representing 2.5% responded strongly disagree to this statement.

Questionnaire item **b.:** leadership helps increase my productivity in this organization, 28 respondents representing 70.0% responded agree, 7 representing 17.5% responded strongly agree, 3 respondents representing 7.5% responded disagree and 2 representing 5% responded strongly agree.

Questionnaire item **c.:** leadership is very important and necessary to my work, 11 respondents representing

27.5% agreed, 21 representing 52.5% strongly agrees whilst 6 respondents representing 15.0% disagreed and 2 representing 5% strongly disagreed to this questionnaire item.

Questionnaire item **d.:** I believe in the leadership style of top management, 24 respondents representing 60.0% responded agree, 9 representing 22.5% responded strongly agree, 5 respondents representing 12.5% responded disagree and 2 representing 5% responded strongly agree.

Respondents indicated the relevance of leadership and management in their organisation as the major tool for their success both personally and to the organisation at large. House (2002) defines leadership as "the ability of an individual to influence, motivate, and enable others to contribute towards the effectiveness and success of the organization of which they are members". Leadership comprises the aptitude and ability to inspire and influence the thinking, attitudes and behaviors of other people (Bennis, 1985, Kotter, 1988). Northouse (2010) sees leadership as involving influence and for that matter without followers; therefore there can be no leadership.

Therefore leadership is a process and not a mere event, it requires constant direction and motivation of a group of people which in this case employees towards the strategic goals of management. The most difficult thing to do is to make employees buy into your idea and that is the most difficult part of taking the lead role but after they do and are motivated by it, a greater part of the work has already been done. All the employees showed that they were comfortable with the leadership of their organisation.

4.2 Research Question Two

What are the various leadership styles that exist in the organization?
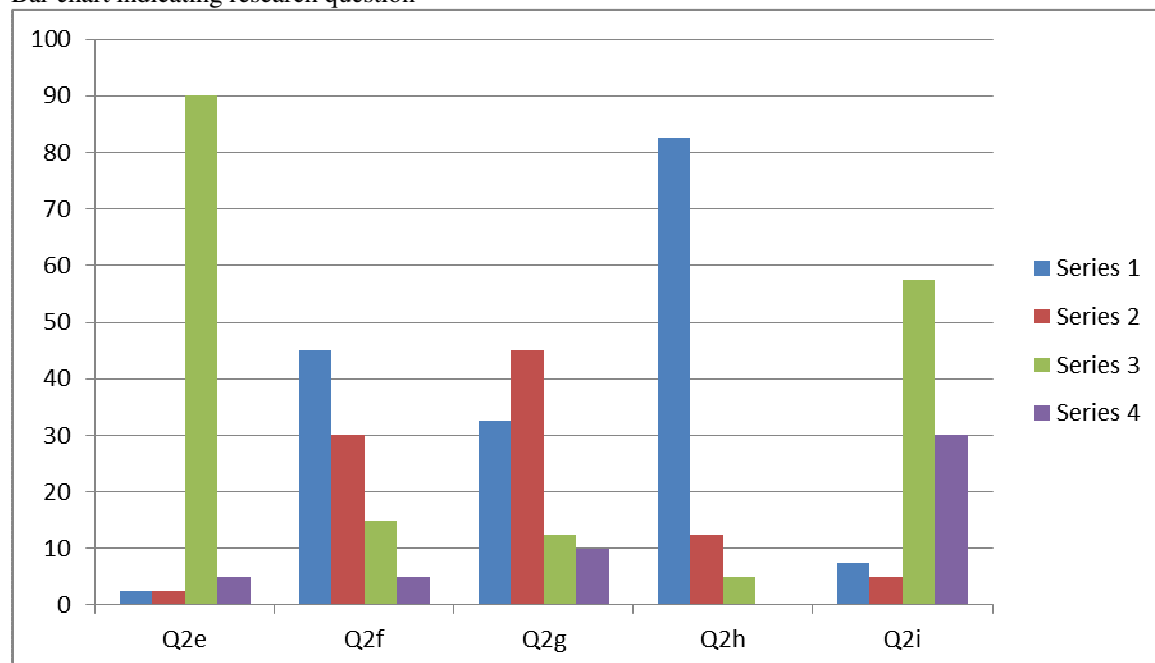
Bar chart indicating research question

Figure 4.2: Source; field data 2014

4.2.1 Findings and Discussions

Questionnaire item **e.:** I am always told what to do without asking questions, 1 respondent representing 2.5% responded agree, 1 respondent representing 2.5% responded strongly agree, 36 respondents representing 90% responded disagree and 2 respondents representing 5% responded strongly disagree.

Questionnaire item **f.:** My opinion is heard whenever I voice it out, 18 respondents representing 45% responded agree, 12 representing 30% responded strongly agree whereas 6 respondents representing 15% responded disagree and 2 respondents representing 5% strongly disagreed to this assertion.

Questionnaire item **g.:** Management seeks consultation on all major issues or decision, 13 respondents representing 32.5% responded agree, 18 representing 45% responded strongly agree, 5 respondents representing 12.5% responded disagree and 4 representing 10% strongly disagreed to the statement.

Questionnaire item **h.:** Individuals contribution is sometimes recognized and rewarded, 33 respondents representing 82.5% responded agree, 5 respondents representing 12.5% responded strongly while 2 representing 5% responded disagree and no respondent strongly disagreed to the above statement.

Questionnaire item **i.:** All authority and power are given to employees and they must determine goals, make decisions and resolve problems on their own, 3 respondent representing 7.5% responded agree, 2 representing 5% strongly agreed, 23 respondents representing 57.5% responded disagree, but 12 respondents representing 30.0% responded strongly disagree.

The regards to the second research question, the researcher intended to know the leadership style exhibited by management of the organisation so as to determine the correlation it has had on it productivity or performance over the years. Authoritarian and laissez-faire leadership were seen not to be the leadership style exhibited by management of the organisation but rather the democratic leadership style. Likert (1967) and Northouse (2007) explained the first two leadership styles as that; authoritarian leaders do not welcome input from followers and are not concerned with their personal well-being and that employees become productive when managers are around and less when not and laissez-faire leadership style allows employees to work on their own with little interference and are effective in organisation that has a strong sense of self-direction and have highly skilled workers that can manage their own customers (Marques, 2006).

The management of the organisation practices the democratic governance system, where employees are allowed to participate in all major decision making. The researcher thinks this is highly fair since these decisions will affect directly or indirectly the employees because they are the major implementers. Democratic leadership style allows for joint critical thinking, yet final decisions are made by the leaders (Northhouse, 2007). Democratic style of leadership creates positive working environment and serves as a process of consultation and feedback. This naturally results in better decision making and effective operation. No wonder GHACEM continues to be the leader in its industry despite recent stiff competition. Democratic leadership style coupled with highly skilled labour force undoubtedly achieves better results.

4.3 RESEARCH QUESTION THREE
How can leadership style bring about employee competency and efficiency?
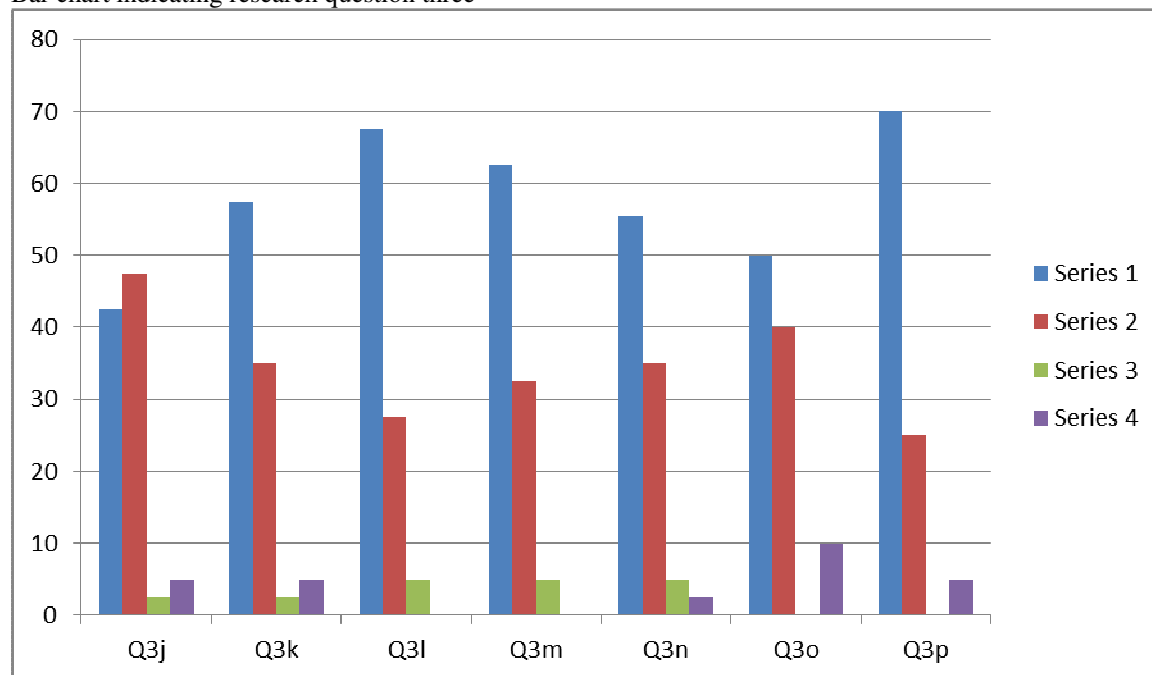Bar chart indicating research question three

Figure 4.3: Source; field data 2014

4.3.1 Findings and Discussions
Questionnaire item **j.:** I always feel confident in carrying out my duties, 17 respondents representing 42.5% responded agree, 19 respondents representing 47.5% responded strongly agree, 1 respondent representing 2.5% disagreed, 2 respondents representing 5% strongly disagreed.
Questionnaire item **k.:** I always feel motivated to work, 23 respondents representing 57.5% responded agree, 14 representing 35% responded strongly agree whereas 1 respondent representing 2.5% responded disagree and 2 respondents representing 5% strongly disagree to this assertion.

Questionnaire item **l.:** I am always willing to work extra hours to complete a task, 27 respondents representing

67.5% responded agree, 11 representing 27.5% responded strongly agree, 2 respondents representing 5% responded disagree and none strongly disagreed to this statement.

Questionnaire item **m.:** I feel my skills and knowledge are fully utilized, 25 respondents representing 62.5% responded agree, 13 respondents representing 32.5% responded strongly agree while 2 representing 5% responded disagree and no respondent strongly disagreed to the above statement.

Questionnaire item **n.:** My manager uses and allocate resources effectively. 23 representing 55.5% responded agree, 14 respondents representing 35% responded strongly agree 2 respondents representing 5% responded disagreed whilst 1 representing 2.5% responded strongly disagree to this statement.

Questionnaire item **o.:** I feel confident working with my manager. 20 respondents representing 50% responded agree, 16 representing 40% responded strongly agree, none of the respondent disagreed whereas 4 people representing 10% strongly disagreed to this assertion.

Questionnaire item **p.:** I work in an enabling environment. 28 respondents representing 70% responded agree, 10 representing 25% responded strongly agree whereas none of the employees disagreed, 12 respondents representing 5% strongly disagreed.

   In the view of Wayne (1992), the level of labour productivity is said to be an important indicator of business growth or success and that suitable leadership styles significantly enhance labour productivity levels, especially by yearly growth since the inclusion of leadership. Respondents have identified with the fact that the democratic governance system is the widely use system in the organisation. Tierney (1989) states "… democracy concerns the manner in which organisational participants define and come to terms with the principles of social justice, equality, diversity, and empowerment". The democratic leader is someone who prefers to establish direction based upon the opinions of the majority.

    The responses received showed that employees were comfortable with their working environment, their managers, and are motivated to work for more hours, resources are allocated duly and on time and that their expertise are fully utilized. The researcher is not surprised by their responds since all the above are the fruits of democratic leadership system. This is not to say that the other leadership systems have no positive effects but for a long and lasting term effect the democratic system proves to be more appropriate style to use.

INTERVIEW
4.4 RESEARCH QUESTION FOUR
What do employees expect of managers to increase their productivity?
   1.   Are logistics and materials readily available to aid your work?
All the respondents answered yes and some went further to say that materials are always available at the store and we are supplied when needed only if we request.
   2.   How long does it take for resources to be provided when needed for work?
(Immediately, few minutes after request, a day after request, weeks after request, months after request).
   8 respondents representing 80% of the respondents interviewed responded few minutes after request and 20% also said immediately. One respondent representing 10% said that management knows resources we request are for production and even if not waste time providing resources that will aid our work only if the right channel is followed.
   3.   What do you wish management do to make more productive?
7 respondents representing 70% of the interviewees said that even though management tries in one way or the other to motivate us but I still want management to continue motivating us as they are doing especially the financial motivation and they think they will on the other hand continue to give out their best as always.

   One respondent also representing 10% said that management should provide training related to their work to help him execute his duties very well in order to increase his productivity.

   Lastly two respondents representing 20% said that management should provide them with adequate tools that will help them in carrying out their work. This is because, when the right tools are used for the right job, it makes it easier and the easier it is for work to be done, the more productive it will be where productivity here means being able to come out with more in relation to few resources available.
   4.   Will you consider your manager as responsive to your needs?
Ones again, all the respondents replied yes to this question.
   The responses received from the respondents indicated that so far employees are highly satisfied with the activities of management, but since the wants and needs of human are insatiable employees want management to do more of what they are already doing and to add some few areas such as the training and development of staff, more extrinsic motivators such as bonuses, pay et cetera.

To achieve productivity is rather doing better with what you have. Improving productivity is not working harder, but working smarter since today's world demands that we do more with less – fewer people, less space, and fewer resources in general (Wayne, 1998).

5.0 SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This final section of the study gives the summary of the answers the respondents gave to the research questions that helped to achieve the research objectives. It also gives the conclusions drawn from the study and the recommendations made by the researcher to help address the problem of leadership many organisations face. The responses "agree" and "strongly agree" implies that the respondents are in agreement with the statement whiles the responses "disagree" and "strongly disagree" means the respondent is not in agreement with the statement.

5.1 Summary of Findings

The research findings show that, 38 out of 40 employees believe that their managers positively affect the work they do and 35 respondents also think leadership help them increase their productivity. As a result, 32 workers say leadership is very important and necessary to their work.

Again, 38 employees agree with the fact that they are allowed to ask questions concerning the work they do and as such their opinions are heard whenever they voice them out. 31 respondents out of the 40 sample size also said that management always seek consultation on all major issues or decisions and that individual's contribution is recognized and rewarded.

Also, respondents always feel confident and motivated in carrying out their work which makes them always willing to put in extra effort to complete a task. It is of no wonder that employees feel their skills and knowledge are fully utilized.

All the ten respondents interviewed agreed to the fact that materials are readily available to aid their work and as such it does not take much time for resources to be provided. Employees only wish that management continuously provide them with training related to their works as well as motivate them so that they can increase productivity.

5.2 CONCLUSION

The importance of leadership will continue to be an important tool that provides competitive advantage for Ghana Cement Limited by making employees efficient and effective when it comes to productivity in employees. This is because the kind of leadership style managers exhibit to an extent determines how confident and motivated an employee will be in executing his roles. Indeed a good leader here, being a motivator, will ensure employees put in extra effort when the need arises in an attempt to complete a job.

A leader directs his or her followers where to go, what to do, or what not to do to avoid or minimize deviations and errors.

The researcher therefore concludes that leadership is very important and as a result makes employees very effective and efficient. It is therefore doubtless that leadership had a direct effect on productivity.

5.3 RECOMMENDATION

- Since it was revealed that leadership enhances the competencies and relations, and also help increase employees output, the top management of GHACEM Limited should therefore develop long-term strategies to train the workforce especially in leadership styles, to increase the level of expertise in the organisation in fulfilment of the organization's responsibility of individual and career development to its employees in order to boost their morale to work so that the organisation can achieve its objectives.
- In as much as the workforce needs to be trained on leadership, the top management also needs to be developed to update their knowledge on leadership styles and how it affects the overall productivity.
- Since there is a positive perception of management and their leadership styles which is impacting so much on productivity, management of GHACEM must endeavour to put structures in place that will sustain this positive gains.
- Though the general atmosphere looks positive and encouraging, there is a few number of employees who do not seem satisfied especially with issues of remuneration and so, management of GHACEM must go the extra mile of attending to these petty issues since few bad nuts can influence the majority.

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