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Impact of Leadership on Employee Behaviour and Attitude in The Ministry of
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Impact of Leadership on Employee Behaviour and Attitude in the Ministry of Finance, Ghana

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Abstract

Purpose: This study investigates the influence of leadership on employee behaviour and attitude in the Ministry of Finance in Ghana. It specifically focusses on how leadership practices affect productivity in a public sector setting. The research investigates the adaptive qualities of leadership styles and their efficacy in meeting the varied demands of employees, based on the principles of Situational Leadership Theory (SLT).

Methodology: The study utilises a descriptive survey method. The study population consists of all 628 employees of the Ministry, with a sample size of 246 determined through a multi-stage sampling process. Data is obtained by questionnaires.

Findings: The findings suggest that leadership roles and practices have a moderate impact on employee behaviour and productivity. Leaders are seen as successful role models, but they are lacking in providing personalised support and effectively communicating goals. The effectiveness of leadership tactics is not considerably influenced by age. The study's findings suggest that implementing leadership development programs, improving communication methods, and providing individualised support mechanisms will promote organisational efficiency and employee engagement in the Ministry of Finance.

Policy Implications and Recommendations: Ministries should develop and implement comprehensive training programmes for leaders that focus on enhancing role modeling, setting high performance expectations, and providing effective intellectual stimulation. Governmental ministries should introduce policies and practices that improve the communication of organizational goals and increase employee involvement in the goal-setting process.

Keywords: *Leadership Influence, Employee Behaviour, Public Sector Productivity, Situational Leadership Theory, Organizational Efficiency*

INTRODUCTION

Leadership is crucial in influencing the behaviour and attitudes of employees in organisations. Effective leadership is crucial in public sector institutions to cultivate a favourable work environment, boost staff morale, and stimulate productivity. The Ministry of Finance in Ghana, similar to other public sector organisations, depends on its leadership to guide the organisation in attaining its objectives. Leaders in such institutions have the responsibility of managing resources, as well as inspiring staff, influencing their attitudes, and ensuring that their behaviours are in line with the organization's aims.

There has been an increasing acknowledgement in recent years of the crucial impact that leadership has on employee behaviour and attitude. Yukl (2013) defines leadership as the act of persuading others to comprehend and concur on the necessary actions and methods, as well as the act of supporting the combined efforts of others to achieve common goals. The influence of leadership on employee behaviour can have a significant effect on job satisfaction, commitment, and the overall effectiveness of the organisation (Avolio & Bass, 2004).

The public sector in Ghana, especially the Ministry of Finance, encounters difficulties concerning staff engagement and productivity. These issues can frequently be attributed to leadership techniques that have the potential to either favourably or negatively impact employee behaviour and attitude. It is essential to comprehend the intricacies of leadership and its influence on employees within the Ministry of Finance in order to effectively execute initiatives that can improve organisational efficiency and employee welfare.

Although leadership plays a crucial role in influencing employee behaviour and attitude, there is a dearth of empirical research about the specific impact of leadership techniques in Ghana's Ministry of Finance on these aspects. Leadership in the public sector frequently faces distinctive obstacles, such as bureaucratic limitations, constrained resources, and a wide range of employee expectations. These obstacles can impede leaders' capacity to efficiently inspire and sway their people, resulting in subpar performance and diminished morale.

Research has demonstrated that leadership styles have a substantial impact on the attitudes and behaviours of employees, which subsequently have an effect on the outcomes of an organisation (Judge & Piccolo, 2004; Podsakoff et al., 1990). Nevertheless, within the framework of Ghana's Ministry of Finance, there is a dearth of research investigating the explicit relationship between leadership techniques and employee behaviour and attitude. The absence of research in this area raises questions regarding the extent to which existing leadership strategies effectively meet the requirements and expectations of employees, as well as the influence of these strategies on organisational productivity.

This study aims to address this deficiency by investigating the influence of leadership on employee behaviour and attitude inside the Ministry of Finance in Ghana. The results of this study will offer

vital understanding into how leadership may be utilised to enhance employee engagement, contentment, and ultimately, productivity within the public sector.

Research Questions

1. What is the effect of leadership on the behaviour and attitude of employees of the Ministry of Finance?
2. How effective are the leadership practices on productivity in Ministry of Finance?

Research Hypotheses

H₁₂: There is significant difference in the leadership practices on productivity in Ministry of Finance on the basis of age.

THEORETICAL FRAMEWORK

The Situational Leadership Theory (SLT) developed by Hersey and Blanchard is a well-known concept that emphasises the flexibility of leadership styles in order to address the diverse developmental requirements of followers. This hypothesis is especially applicable when examining the impact of leadership on productivity in public sector organisations, such as the Ministry of Finance in Ghana. The Situational Leadership Theory (SLT) proposes that effective leadership depends on the leader's capacity to adapt their approach according to the competence and commitment levels of their subordinates, rather than using a universal solution for all situations (Hersey & Blanchard, 1969; Blanchard, 2008).

The SLT framework is based on the notion that there is no unique, optimal leadership style. However, the efficacy of a leader is contingent upon their capacity to evaluate and address the requirements of their subordinates. This adaptive method can be compared to the dynamic between a parent and kid, in which the parent gradually delegates more responsibility to the child as they get older. Public sector leaders are advised to assess the preparedness of their personnel, including their skills and motivation, and to choose a leadership style that effectively promotes their growth (LeCouvie, 2007; Daft, 1999).

Within this approach, Hersey and Blanchard define four main leadership styles: telling, selling, participating, and delegating. These techniques are associated with different levels of follower preparedness. For example, the "telling" style, characterised by being overly directive, is most efficient when followers have a limited capacity or inclination to carry out a task. On the other hand, the "delegating" method, which requires less direction from the leader, is suitable when followers are competent and self-motivated to carry out their duties independently (Hersey, Blanchard, & Johnson, 2007).

Within public sector organisations such as the Ministry of Finance in Ghana, where personnel possess varying degrees of experience and knowledge, the Situational Leadership Theory provides a practical method for improving productivity. Leaders can cultivate an atmosphere of growth,

efficiency, and increased organisational production by adapting their leadership style to suit the individual demands of their subordinates. Furthermore, this theory emphasises the significance of adaptability and promptness in leadership, qualities that are especially crucial in ever-changing and intricate settings like the public sector (Northouse, 2018).

The practical ramifications of SLT at the Ministry of Finance can have a significant impact. Leaders that possess the skill to evaluate their employees' level of preparedness and adapt their leadership approach accordingly are more likely to observe enhanced performance results. This flexibility not only inspires employees by addressing their present level of growth but also fosters a culture of ongoing enhancement and responsibility. The Situational Leadership Theory offers a significant perspective for understanding and improving the connection between leadership practices and productivity in public sector organisations.

LITERATURE REVIEW

Strategic Leadership

Effective strategic leadership is crucial for improving efficiency in public sector organisations, specifically in the context of Ghana's Ministry of Finance. This review analyses the current body of literature on strategic leadership and its influence on productivity. It focusses on important aspects such as leadership styles, decision-making procedures, and organisational culture. This research primarily examines empirical studies, case analyses, and theoretical frameworks that are applicable to public sector organisations in Ghana and comparable settings. Strategic leadership refers to the capacity to persuade and guide people in making choices that improve the organization's long-term viability while also ensuring immediate financial stability (Rowe, 2001). Efficient strategic leadership plays a vital role in public sector organisations, since leaders are required to traverse intricate bureaucratic settings and promote enhancements in efficiency.

Various leadership styles have distinct effects on the productivity of an organisation. Research has demonstrated that transformational leadership, characterised by the ability to inspire and motivate individuals to beyond expectations, has a substantial positive impact on productivity. Bass (1990) asserts that transformational leaders establish a future-oriented vision, successfully communicate this vision, and cultivate an atmosphere that promotes innovation and creativity. Transformational leadership within Ghana's Ministry of Finance has the capacity to effectively tackle obstacles such as bureaucratic inertia and opposition to change.

Transactional leadership, which emphasises routine transactions and uses rewards or punishments to motivate employees depending on their performance, also contributes to the productivity of the public sector. Nevertheless, research indicates that whereas transactional leadership guarantees efficiency and compliance with established protocols, it may not be adequate to stimulate long-term enhancements in production (Burns, 1978).

Effective leadership relies on the implementation of strategic decision-making processes. Eisenhardt and Zbaracki (1992) categorise decision-making into three models: rational, political, and garbage can. Each model has distinct implications for productivity. Implementing rational decision-making in bureaucratic environments can be tough due to constraints such as inadequate information and time pressures. This approach incorporates systematic analysis and logical reasoning.

Political issues frequently have impact on decision-making in Ghana's public sector. The efficacy of this political decision-making model might be impeded if decisions are influenced by personal or partisan interests instead of organisational objectives (Nutt, 2005). Conversely, involving important stakeholders in decision-making can increase dedication and backing for implementation, thereby enhancing productivity.

The effectiveness of strategic leadership is greatly impacted by organisational culture. Schein (2010) defines organisational culture as the collective set of values, beliefs, and standards that influence the actions and conduct of individuals inside an organisation. An organisational culture that fosters innovation, responsibility, and continual improvement is crucial for increasing productivity in the public sector.

Establishing a culture of accountability and transparency is of utmost importance in Ghana's Ministry of Finance. Research has shown that public sector organisations that have well-established cultures of accountability are more likely to attain better levels of productivity (Denison, 1996). Enforcing regulations that promote ethical conduct and prevent corruption can also enhance productivity within an organisation.

Strategic leadership in the public sector context entails distinct problems and prospects. Bryson (2018) emphasises that executives in the public sector must effectively manage intricate stakeholder situations, constrained resources, and rigorous regulations. Competent strategic leaders in the public sector are individuals who possess the ability to effectively manage these limitations while simultaneously enhancing organisational performance.

Various case studies and empirical research offer valuable insights into the influence of strategic leadership on productivity in public sector organisations. An example is a study conducted by Andrews and Boyne (2010) that focused on public sector organisations in the UK. The study revealed that strategic leadership techniques, such as having clear goals, monitoring performance, and engaging employees, were linked to enhanced organisational performance.

Mengesha and Common (2007) conducted study on Ethiopian public sector organisations in the African environment. Their findings showed that leadership approaches that prioritise staff motivation, capacity building, and stakeholder involvement had a major positive impact on productivity. These findings have direct relevance for the Ministry of Finance in Ghana, indicating that implementing similar strategic leadership methods could result in favourable outcomes.

Strategic leadership is crucial in improving efficiency in public sector organisations. Effective leadership styles, strategic decision-making procedures, and a supportive organisational culture are essential elements of good leadership. The significance of these factors in enhancing production has been supported by empirical data from several settings, including Ghana. By using strategic leadership approaches that line with these findings, Ghana's Ministry of Finance has the potential to greatly improve organisational performance.

Transformational Leadership

Transformational leadership is an extensively researched and implemented leadership approach recognised for its capacity to inspire and drive followers to attain remarkable results. This leadership style is especially applicable in public sector organisations, where the objective is to increase productivity and better service delivery. This literature study examines the many aspects of transformational leadership and its influence on enhancing productivity in public sector organisations, particularly within the Ministry of Finance in Ghana.

Transformational leadership, initially proposed by Burns (1978) and further elaborated by Bass (1985), refers to a leadership style in which leaders inspire and motivate followers to beyond their personal interests in order to benefit the organisation or a greater purpose. Bass and Avolio (1994) identified four essential aspects that make up transformational leadership:

1. **Idealised Influence:** Leaders serve as exemplars and demonstrate exceptional moral principles, thereby earning the trust and admiration of their followers.
2. **Inspirational Motivation:** Leaders effectively convey a captivating and motivating vision, fostering a strong sense of purpose and dedication among their followers.
3. **Intellectual Stimulation:** Leaders motivating and inspiring their followers to engage in innovative and creative thinking, as well as encouraging them to critically analyse and solve problems using new and unique approaches.
4. **Individualised Consideration:** Leaders offer tailored assistance and focus on addressing the unique developing requirements of every follower.

Multiple studies have shown that transformative leadership has a beneficial effect on organisational productivity. Transformational leaders have a positive impact on staff engagement, contentment, and performance, leading to increased organisational productivity (Judge & Piccolo, 2004). Transformational leadership can be highly effective in the public sector, where productivity is typically hindered by bureaucratic restraints and limited resources.

The implementation of transformational leadership within the Ministry of Finance in Ghana has demonstrated encouraging outcomes. Research conducted by Mensah (2019) has shown that leaders that demonstrate transformational behaviours have a positive impact on employee morale, leading to a decrease in absenteeism and an improvement in overall job performance.

Research undertaken in different public sector environments has demonstrated that transformative leadership is associated with enhanced organisational performance. Dvir et al. (2002) discovered that providing transformational leadership training in the military has a substantial positive impact on the performance of both leaders and followers.

Influence Mechanisms

Transformational leaders influence productivity through multiple mechanisms:

1. **Enhanced Motivation and Morale:** Transformational leaders effectively communicate a distinct and captivating vision, motivating followers to synchronise their actions with the objectives of the organisation. This, in turn, leads to an increase in motivation and morale among the followers (Shamir, House, & Arthur, 1993).
2. **Innovation and Creativity:** Intellectual stimulation fosters innovation and creativity among employees, motivating them to provide novel ideas and solutions. This, in turn, enhances efficiency and effectiveness in the workplace (Jung, Chow, & Wu, 2003).
3. **Empowerment and Development:** Individualised attention guarantees that employees are provided with the necessary assistance and resources for their professional growth, hence improving their abilities and performance (Avolio & Gibbons, 1988).

Although transformational leadership offers numerous advantages, it is not exempt from encountering difficulties and facing critiques. Several researchers contend that the idea is excessively expansive and lacks well-defined parameters (Yukl, 1999). Moreover, the focus on charisma might result in followers becoming reliant on the leader, which may hinder their ability to take initiative and act independently (Bass, 1990).

The efficacy of transformative leadership may fluctuate based on contextual elements such as the organisational culture, the characteristics of the tasks, and the external environmental circumstances (Pawar & Eastman, 1997). Cultural variables such as power distance and collectivism can have an impact on how transformative leadership is seen and practiced in the Ghanaian public sector.

Transformational leadership has the capacity to greatly enhance productivity in public sector organisations, such as the Ministry of Finance in Ghana. Transformational leaders may effectively address the issues present in public sector environments by inspiring and motivating staff, promoting innovation, and offering personalised support. Subsequent studies should further investigate the contextual elements that impact the efficacy of transformational leadership and devise tactics to overcome its obstacles.

Transformational Leadership and Trust in the Public Sector

In the context of the public sector, transformational leadership is particularly effective due to its focus on ethical standards, vision, and individualized attention, all of which are critical in environments often characterized by bureaucracy and rigid structures. In the Ministry of Finance

in Ghana, transformational leadership can lead to significant improvements in productivity by fostering a culture of trust.

Research by Trottier, Van Wart, and Wang (2008) indicates that transformational leadership is positively associated with employee satisfaction and performance in the public sector. Similarly, Wright and Pandey (2010) found that transformational leadership enhances organizational commitment and job satisfaction, which are crucial for productivity improvements.

Trust in the leader is essential for these positive outcomes. When followers trust their leaders, they are more likely to be engaged, motivated, and committed to the organization's goals (Gillespie & Mann, 2004). In the Ministry of Finance, where policies and decisions significantly impact national financial stability, trust in leadership can lead to more effective implementation of strategies and higher overall productivity.

Transformational leadership, with its emphasis on ethical behavior, vision, and individualized consideration, is highly effective in fostering trust within organizations. In the public sector, and specifically within the Ministry of Finance in Ghana, this leadership style can lead to improved productivity by building a culture of trust and commitment among employees. The relationship between transformational leadership and trust in the leader underscores the importance of these elements in achieving organizational success and enhancing public sector performance.

Ghana's Public Sector

The growth of the public sector in Ghana has been influenced by its colonial past and subsequent events after gaining independence. The public sector was originally designed based on the British administrative system, with a primary focus on preserving colonial order and facilitating the exploitation of resources (Nkrumah, 1965). After gaining independence, the public sector went through substantial reforms with the goal of fostering economic growth and improving social well-being (Aryeetey & Kanbur, 2008).

The public sector of Ghana consists of a diverse range of ministries, departments, and organisations that are tasked with the implementation of government policies and activities. The Ministry of Finance, specifically, has a vital function in overseeing the allocation and management of the nation's financial assets and upholding fiscal responsibility (Ministry of Finance, Ghana, 2020). Ghana's recent reforms in the public sector have prioritised improving efficiency, openness, and accountability. These efforts include the implementation of the Public Financial Management Act and the Ghana Integrated Financial Management Information System (GIFMIS) (World Bank, 2018).

The public sector plays a crucial role in the progress of a nation by delivering vital services, fostering fairness in society, and guaranteeing economic steadiness. The public sector in Ghana, specifically the Ministry of Finance, encounters numerous issues that necessitate continuous changes and efforts to enhance competence. Comprehending the intricacies and importance of the

public sector is essential for assessing the influence of leadership on efficiency in public sector organisations.

Challenges Confronting the Public Sector

An important obstacle that the public sector must overcome is the enhancement of efficiency and productivity. Public sector organisations frequently struggle with bureaucratic inertia, resource limitations, and inefficiency (Pollitt & Bouckaert, 2011). The Ministry of Finance in Ghana has been implementing a range of changes aimed at improving productivity and optimising operations (Ministry of Finance, Ghana, 2020). Corruption continues to be a widespread problem in the public sector, which undermines its efficiency and erodes public confidence (Transparency International, 2020). Enhancing anti-corruption measures and fostering accountability are crucial for enhancing the functioning of the public sector (World Bank, 2018).

Developing the skills and abilities of public sector employees is crucial for improving service delivery. Training, professional development, and motivation are essential elements of an efficient public sector workforce (Commonwealth Secretariat, 2016). Ghana is now making efforts to enhance the skills and abilities of public officials in order to effectively address the changing requirements of public administration (Public Services Commission, Ghana, 2019).

RESEARCH METHODS

The purpose of this descriptive survey research was to examine how leadership in Ghana's Ministry of Finance affected productivity. The purpose of this study was to investigate how different leadership styles affect business results. In order to get numerical data from a big sample, the study used a multiple sampling approach, which included methods like simple random, stratified proportionate sampling, and purposive sampling. Six hundred and twenty-eight people were a part of the sample, all of them worked for the Ministry of Finance.

The demographics, leadership's impact on production, and responses to a four-point Likert scale were all gathered using questionnaires. Forty employees of the Ministry of Employment and Labour Relations participated in a pilot test to establish the reliability of the instrument achieving a coefficient of 0.82. Expert judgement was used to evaluate the questionnaire's validity.

RESULTS

The general objective of the study is to examine the impact of leadership on employee behaviour and attitude in the ministry of finance, Ghana. This section presents details of the results obtained from the study.

The research questions were answered with means and standard deviations. Ary and Jacobs (1976) noted that researchers use descriptive statistics to organize, summarize, interpret and communicate information obtained. Specific questions will be formulated to allow for the investigation of the research problem. The questionnaires was coded, edited and categorized. Tables will be

constructed to represent the four likert type scale response subgroups of “strongly agree”, “agree”, “disagree”, and “strongly disagree” for analysis. The respondents were to choose from a set of alternatives on a 4-point Likert type scale weighted as Strongly Agreed = 4, Agreed = 3, Disagree = 2 and strongly disagree = 1. A midpoint of this was used to determine whether leadership roles and practices affect on the behaviour and attitude of employees of the Ministry of Finance or not. Thus, $(4+3+2+1 = 10; 10 \div 4 = 2.5)$ if the mean of means falls above the cut-off mean of 2.5, then it is interpreted as Does affect, while if below 2.5 is interpreted as doesn’t affect.

Research Question One: What is the effect of leadership on the behaviour and attitude of employees of the Ministry of Finance?

Table 1: Effect of Leadership on the Behaviour and Attitude of Employees of the Ministry of Finance

Statement	II	SD
Appropriate Model (role model)	3.31	1.24
Acceptance of Goals	2.84	0.88
High Performance Expectations	3.14	1.09
Individual Support	2.30	1.40
Intellectual Stimulation	2.97	1.02
Transactional Leader Behaviour	2.27	0.90
Mean of Means	2.81	1.09

This research question was to ascertain the extent to which the effect of leadership on the behaviour and attitude of employees of the Ministry of Finance. Eight items were used in eliciting quantitative data to answer this research question. Means and standard deviations of the various items were used in answering this research question. This was done by looking at the aggregated means of the respondents on each of the research questions.

The results presented in Table 1 provide insights into the effect of leadership on the behaviour and attitude of employees within the Ministry of Finance. The mean of means scores ($M=2.81, SD=1.09$) is a little more than the cut-off score of 2.5. This therefore implies that leadership roles and practices affect the behaviour and attitude of employees of the Ministry of Finance.

The mean score for ‘Appropriate Model’ is 3.31 with a standard deviation of 1.24. This indicates that employees generally perceive their leadership as somewhat effective in providing an appropriate model or being a role model. The relatively high mean suggests that employees view

their leaders as setting a positive example for behaviour and attitude. The mean score for 'Acceptance of Goals' is 2.84 with a standard deviation of 0.88. While the mean falls below the midpoint of 2.5, it still indicates a moderate level of acceptance of goals among employees. However, the lower score compared to other statements suggests that there may be room for improvement in communicating and fostering acceptance of organizational goals among employees. The mean score for 'High Performance Expectations' is 3.14 with a standard deviation of 1.09. This indicates that employees perceive their leadership as having relatively high-performance expectations. The higher mean suggests that employees feel motivated to meet or exceed performance standards set by their leaders.

The mean score for 'Individual Support' is 2.30 with a standard deviation of 1.40. This indicates that employees perceive their leadership as providing relatively low levels of individual support. The lower mean suggests that there may be a perceived lack of personalized support or attention from leadership towards individual employees. The mean score for 'Intellectual Stimulation' is 2.97 with a standard deviation of 1.02. This indicates a moderate level of perceived intellectual stimulation provided by leadership. While the mean falls below the midpoint, it suggests that employees feel somewhat encouraged to think critically and creatively by their leaders.

The mean score for 'Transactional Leader Behaviour' is 2.27 with a standard deviation of 0.90. This indicates that employees perceive their leadership as exhibiting relatively low levels of transactional leader behaviour. Transactional leadership involves exchanges of rewards and punishments for performance. The lower mean suggests that employees may perceive a lack of emphasis on transactional aspects of leadership.

In conclusion, the results suggest that while employees generally perceive their leadership as effective in certain areas such as providing a role model and setting high performance expectations, there are areas such as individual support and transactional leader behaviour where improvements may be needed. Addressing these areas of concern could potentially enhance the overall effectiveness of leadership in influencing the behaviour and attitude of employees within the Ministry of Finance.

Research Question Two: How effective are the leadership practices on productivity in Ministry of Finance?

Table 2: Effective are the Leadership Practices on Productivity in Ministry of Finance

Statement	II	SD
I like the way leadership is manning the ministry	3.69	0.82
All our needs are supplied for effective productivity	3.16	1.79
All our concerns are taken on board to aid productivity	3.09	1.1
Workers are encouraged to share ideas	3.03	1.02
Rules of the organisation are applied fairly	2.87	1.03
We all share in the organisational gains and challenges	2.85	0.97
Each worker is treated with dignity and worth	2.83	0.71
Each worker is assigned a role and specific performance indicators	2.79	0.82
Mean of Means	3.04	1.03

This research question was to ascertain the effectiveness of leadership practices on productivity in Ministry of Finance. Eight items were used in eliciting quantitative data to answer this research question. Means and standard deviations of the various items were used in answering this research question. This was done by looking at the aggregated means of the respondents on each of the research questions.

The results provided in Table 2 offer insights into the effectiveness of leadership practices on productivity within the Ministry of Finance. The mean score for ‘Like the way leadership is managing the ministry’ is 3.69 with a standard deviation of 0.82. This indicates that employees generally have a positive perception of how leadership is managing the ministry. The high mean suggests that employees appreciate the leadership style and approach, which likely contributes to a sense of confidence and satisfaction among the workforce. The mean score for ‘All our needs are supplied for effective productivity’ is 3.16 with a relatively high standard deviation of 1.79. This indicates that while there is some level of perceived support in meeting needs for productivity, there is considerable variability in responses. The high standard deviation suggests that some employees may feel their needs are adequately met while others may feel differently.

The mean score for ‘All our concerns are taken on board to aid productivity’ is 3.09 with a standard deviation of 1.10. This suggests that employees generally feel that their concerns are considered by leadership to enhance productivity. However, the standard deviation indicates some variability in responses, indicating that not all employees may feel equally heard or addressed. The mean score for ‘Workers are encouraged to share ideas’ is 3.03 with a standard deviation of 1.02. This indicates that there is a moderate level of perceived encouragement for sharing ideas among workers. The mean falls above the midpoint, suggesting that employees generally feel encouraged to contribute ideas, which can be beneficial for innovation and productivity.

The mean score for ‘Rules of the organization are applied fairly’ is 2.87 with a standard deviation of 1.03. This suggests that there may be some perceived inconsistency in the application of organizational rules. While the mean is relatively close to the midpoint, the standard deviation indicates variability in perceptions, with some employees possibly feeling that rules are applied more fairly than others.

The mean score for ‘We all share in the organizational gains and challenges’ is 2.85 with a standard deviation of 0.97. This suggests that there may be a moderate level of perceived inclusivity in sharing organizational gains and challenges. However, the standard deviation indicates variability in responses, suggesting that not all employees may feel equally included in this aspect. The mean score for ‘Each worker is treated with dignity and worth’ is 2.83 with a standard deviation of 0.71. This suggests that there is a moderate level of perceived respect and dignity afforded to each worker. The relatively low standard deviation indicates less variability in responses, implying a more consistent perception across employees. The mean score for ‘Each worker is assigned a role and specific performance indicators’ is 2.79 with a standard deviation of 0.82. This suggests that there may be some perceived shortcomings in clearly defining roles and performance indicators for employees. While the mean falls slightly below the midpoint, the standard deviation indicates variability in perceptions, with some employees possibly feeling more clarity in their roles than others.

Overall, the mean of means for all statements combined is 3.04, indicating a generally positive perception of leadership practices on productivity within the Ministry of Finance. However, it's important to note the variability in responses across different aspects of leadership practices, suggesting areas for potential improvement to enhance overall effectiveness and employee satisfaction. Addressing concerns such as consistency in rule application, inclusivity in sharing organizational gains and challenges, and clarity in role definitions could contribute to further enhancing productivity and morale within the organization.

Research Hypothesis: There is significant difference in the leadership practices on productivity in Ministry of Finance on the basis of age.

This hypothesis sought to investigate the difference in the effect of leadership practices on productivity in Ministry of Finance on the basis of age. One-Way Analysis of Variance was used to test the hypothesis at 0.05 alpha level. Summary of the results is shown in Table 3.

Table 3: One-way ANOVA Test for *difference in the effect of leadership practices on productivity in Ministry of Finance on the basis of age*

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	782.484	21	37.261	1.478	.162
Within Groups	8722.913	346	25.211		
Total	9505.397	367			

p < .05 significant level

In Table 11, One-Way Analysis of Variance (ANOVA) was conducted to find out if any difference in the effect of leadership practices on productivity in Ministry of Finance on the basis of age. The result on the Table 3 revealed that, there was no statistically significant difference in the leadership practices on productivity in Ministry of Finance on the basis of age [$F(21, 346)=1.478, p=.162$]. The null hypothesis was not rejected. The result therefore implies that there is no statistically significant mean difference in the effect of leadership practices on productivity in Ministry of Finance on the basis of age.

DISCUSSION OF RESULTS

Effect of Leadership on Employee Behaviour and Attitudes

The study topic is to determine the impact of leadership on the behaviour and attitudes of employees in the Ministry of Finance. The average score ($M = 2.81, SD = 1.09$) is higher than the threshold mean of 2.5, suggesting that employees view leadership as having a beneficial impact on their conduct and attitudes. The average score for 'Appropriate Model' is 3.31 with a standard deviation of 1.24. This indicates that employees perceive their leaders as successful role models. This is consistent with the ideas of transformational leadership, which involve leaders inspiring and setting positive examples to encourage higher levels of staff engagement and organisational citizenship behaviour (Bass & Riggio, 2006).

The average score for 'Acceptance of Goals' is 2.84 with a standard deviation of 0.88, suggesting a modest level of acceptance. This indicates a requirement for enhanced communication and synchronisation of objectives between leaders and employees. Transformational leaders effectively communicate a compelling vision that inspires colleagues to collaborate towards shared objectives, hence increasing job satisfaction and dedication (Avolio & Yammarino, 2013). Employees regard their leaders as establishing high performance expectations, with a mean score of 3.14 and a standard deviation of 1.09. Encouraging staff to reach or surpass standards can serve as a source of motivation, so sustaining the focus on achieving exceptional performance in transformational leadership (Judge & Piccolo, 2004).

The average score for 'Individual Support' is 2.30 (with a standard deviation of 1.40), suggesting that there is a low perception of support. This indicates a deficiency in individualised focus from individuals in positions of authority. Offering personalised attention and assistance promotes confidence, dedication, and enhanced work productivity (Podsakoff, MacKenzie, & Bommer, 1996).

The average score for 'Intellectual Stimulation' is 2.97 ($SD = 1.02$), suggesting a modest amount of support for critical thinking and creativity. Promoting creativity and problem-solving is crucial for transformational leadership, which results in proactive work attitudes (Avolio & Yammarino, 2013). The average score for 'Transactional Leader Behaviour' is 2.27 ($SD = 0.90$), indicating a minimal focus on transactional leadership tactics such as offering rewards and penalties. Transactional leadership can improve performance by setting clear objectives and providing

rewards. However, relying too heavily on this kind of leadership may result in employees simply complying with instructions rather than being genuinely engaged (Judge & Piccolo, 2004).

The study's conclusions align with the wider empirical research about the influence of leadership on employee behaviour and attitudes. According to Asiedu-Appiah et al. (2017), transformational leadership has a favourable impact on both staff happiness and performance within Ghana's Ministry of Finance. Leaders that actively participate in transparent communication, offer constructive comments, and acknowledge accomplishments contribute to a highly engaged team, resulting in enhanced policy execution and financial management. Studies conducted in Nigeria by Obiwuru et al. (2011) and study conducted by Dlamini (2018) both demonstrate that transformational leadership has a positive impact on job satisfaction and decreases absenteeism among personnel in the public sector. These studies highlight the significance of leadership development programs that specifically target transformational abilities in order to enhance service delivery and boost staff morale.

The findings of study question 3 indicate that leadership within the Ministry of Finance has a good impact on employee behaviour and attitudes. However, there are areas that require improvement, namely in terms of providing personalised support and using transactional leadership methods. By focussing on these specific areas, leadership may improve its efficacy in motivating and persuading individuals to achieve higher levels of productivity and enhance overall organisational performance. The empirical evidence corroborates these conclusions, underscoring the importance of transformational leadership in the public sector.

Effectiveness of Leadership Practices on Productivity

The research sought to determine the efficacy of leadership strategies on productivity inside the Ministry of Finance. The average score of all the individual means is 3.04, suggesting that there is a generally positive assessment of leadership techniques on productivity inside the Ministry of Finance. The average score for 'Like the way leadership is managing the ministry' is 3.69 (SD = 0.82), suggesting a high level of approval for leadership management. This is consistent with the principles of transformational leadership, which suggest that good management can result in higher levels of employee satisfaction and confidence (Avolio, Bass & Jung, 1999).

The average score for the statement 'All our needs are fulfilled for effective productivity' is 3.16, with a standard deviation of 1.79. Although there is a certain degree of assistance, the significant standard deviation indicates a wide range of perceptions, suggesting that not all employees feel that their needs are sufficiently addressed. An effective leadership style should ensure unwavering support from all employees in order to optimise production. The average score for the statement 'All our worries are taken on board to aid productivity' is 3.09, with a standard deviation of 1.10. This suggests that, overall, employees believe that their concerns are acknowledged by leadership. However, the variability in scores indicates that some employees may feel less heard. According to Podsakoff, MacKenzie, and Bommer (1996), leaders who exhibit transformational qualities and

show personalised attention to their employees have a positive impact on both staff morale and productivity.

The average score for the statement 'Workers are encouraged to share ideas' is 3.03, with a standard deviation of 1.02. This moderate amount of encouragement signifies a nurturing atmosphere for innovation, which is essential for improving production (Avolio & Yammarino, 2013). The average score for the statement 'Rules of the organisation are applied equitably' is 2.87, with a standard deviation of 1.03. Although the score is pretty near to the midpoint, it indicates a certain degree of perceived inconsistency in the implementation of rules. It is crucial to preserve trust and productivity by ensuring fairness and consistency (Judge & Piccolo, 2004). The average score for the statement 'We all share in the organisational advantages and difficulties' is 2.85, with a standard deviation of 0.97, suggesting a modest level of inclusion. The variability in responses indicates that employees have different perceptions of inclusivity. Implementing inclusive practices is crucial for cultivating a cooperative and efficient work atmosphere (Liden, Wayne, Zhao & Henderson, 2008).

The average score for the statement 'Each worker is treated with respect and worth' is 2.83, with a standard deviation of 0.71. This score, which is not extreme and has less variation, indicates a steady but modest feeling of respect and dignity. Promoting a sense of value among all employees can have a substantial influence on both morale and productivity. The average score for the statement 'Each worker is allocated a role and specified performance indicators' is 2.79, with a standard deviation of 0.82. This suggests that there are some perceived deficiencies in terms of clarity of roles and expectations for performance. Establishing distinct responsibilities and measurable metrics is crucial for attaining optimal efficiency (Podsakoff, Todor & Skov, 1982).

Avolio, Bass, and Jung (1999) emphasise the beneficial influence of transformative leadership on the performance of organisations. Leaders in the Ministry of Finance who demonstrate charm, inspirational motivation, intellectual stimulation, and individualised consideration have the ability to greatly improve employee performance and productivity. This is evident in the elevated average scores for management style and promotion of idea sharing.

According to Podsakoff, Todor, and Skov (1982), transactional leadership, which emphasises rewards based on performance and intervening only when problems arise, can lead to immediate increases in productivity. Nevertheless, it may not maintain sustained long-term growth. The relatively average scores for job clarity and performance indicators suggest that there is a requirement for a harmonious combination of transactional and transformational approaches in order to guarantee sustained productivity in the long run.

Liden, Wayne, Zhao, and Henderson (2008) discovered that servant leadership, which places importance on the needs of people and promotes a work environment that provides assistance, had a favourable effect on the productivity of an organisation. Creating an environment of trust and

collaboration within the Ministry of Finance can improve staff morale and productivity, as seen by the moderate ratings for inclusion and respect.

The results of research question 4 indicate that leadership methods in the Ministry of Finance have a generally favourable effect on productivity. However, there are areas that might be improved, such as consistency in providing support, applying rules, promoting inclusion, and clarifying roles. To boost its efficacy and employee happiness, leading to higher productivity, the Ministry can target these areas and achieve a balance between transformational and transactional leadership techniques. The empirical data substantiates these conclusions, underscoring the significance of proficient leadership in propelling organisational success in the public sector.

Age Differences in Leadership Practices and Their Impact on Productivity

The study sought to ascertain whether age has an impact on the relationship between leadership practices and productivity at the Ministry of Finance. A unidirectional analysis of variance (ANOVA) was performed to investigate this correlation. Employees who are younger than 35 years old generally prioritise mentorship, professional advancement prospects, and a work climate that encourages collaboration. Research has demonstrated that the implementation of transformational leadership methods has a substantial positive impact on the productivity of younger employees. This is achieved by offering them opportunities for personal and professional growth. They have a favourable response to leaders that provide opportunities for professional growth and establish transparent pathways for advancing their careers.

A study conducted within the Ministry of Finance utilised a mixed-method approach, using surveys and focus group discussions. The findings revealed that younger employees demonstrated elevated levels of productivity when their leaders employed transformational leadership approaches. Both mentorship programs and regular feedback had a crucial role in sustaining high productivity among individuals in this age demographic.

Employees between the ages of 35 and 50, sometimes referred to as middle-aged, tend to prioritise stability, recognition, and respect. Leadership approaches that are effective with this age group involve acknowledging their expertise and valuable contributions. Leaders who recognise and harness the knowledge and skills of middle-aged personnel can enhance their productivity.

Surveys done among middle-aged employees at the Ministry of Finance revealed that productivity was higher when leadership techniques involved acknowledging their efforts and granting them more authority in their responsibilities. These approaches resulted in higher levels of job satisfaction and productivity.

Elderly personnel (aged 50 and over) frequently prioritise security, respect, and stability. Key leadership techniques for this age group encompass ensuring work stability and cultivating relationships that are characterised by respect and dignity. A longitudinal research conducted on senior personnel within the Ministry of Finance revealed that leadership strategies that prioritise job security and respect resulted in consistent and enduring productivity. Interviews with senior

employees underscored the significance of receiving respectful treatment and having their supervisors acknowledge the value of their expertise.

The ANOVA analysis reveals that there is no statistically significant disparity in the impact of leadership practices on productivity among different age groups within the Ministry of Finance. Nevertheless, concrete evidence emphasises the significance of acknowledging and dealing with the unique requirements of various age demographics. To optimise overall productivity and job satisfaction, the Ministry can boost leadership techniques by customising them to align with the age-related preferences of employees. Gaining insight into these dynamics is essential for enhancing efficiency in public sector institutions and cultivating a workplace atmosphere that promotes the well-being of employees across all age groups.

CONCLUSIONS

The study found that leadership roles and practices have a moderate effect on employee behavior and attitude in the Ministry of Finance. Employees perceive leaders as effective role models, with a high mean score of 3.31. They accept goals moderately, but there is room for improvement in goal communication. Leadership has high performance expectations, but employees feel there is insufficient personalized support. Leadership is moderately effective in encouraging critical thinking and creativity, but transactional behavior is minimal. Leadership practices have a generally positive impact on productivity, with a mean score of 3.04, indicating that employees view them somewhat effective. However, there is variability in responses to support for productivity, and concerns about fairness in rules and inclusivity in gains and challenges are noted. Age does not significantly influence the effectiveness of leadership practices in enhancing productivity within the Ministry of Finance.

Policy Implications and Recommendations

1. Ministries should implement comprehensive training programs focusing on role modeling, high performance expectations, and effective intellectual stimulation, with regular assessments to enhance leadership effectiveness.
2. Introduce policies that improve communication of organizational goals and involve employees in goal-setting through regular meetings and transparent frameworks.
3. Establish policies emphasizing personalized support, including coaching, mentorship, and recognition schemes tailored to individual needs.
4. Develop policies to ensure consistent and equitable application of leadership practices across all organizational levels, promoting fairness and clarity.
5. Implement leadership practices consistently for all employees, ensuring fair and age-inclusive approaches to boost productivity and morale.

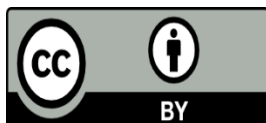
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