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**THE IMPACT OF TRANSFORMATIONAL LEADERSHIP ON PUBLIC AND PRIVATE
SECTOR FIRM PERFORMANCE IN GHANA: THE MODERATING ROLE OF
ORGANIZATIONAL CULTURE**

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ABSTRACT

This study aims to investigate the moderating influence of organizational culture in the relationship between transformational leadership and organizational performance in both public and private sector companies. In this study, a descriptive research design was employed. Two hundred (200) employees of the Ghana Cocoa Board Company and Kasapreko Company Ltd. will make up the research population. Interviews and structured questionnaires were both employed as methods for gathering data. Organizational innovation, motivation, open communication, and empathy have all been found as some organizational cultural factors to greatly increase firm performance. Accordingly, the study came to the conclusion that transformational leaders have long been thought to foster organizational innovation by encouraging and motivating their subordinates to achieve predefined objectives.

It was suggested that leaders overcome resistance to change by successfully communicating their vision and actively involving team members in the innovation process. Communication that works is crucial to this process. In order to boost employee commitment and work satisfaction, the management and leaders of Kasapreko Company Ltd (KCL) and Ghana Cocoa Board Company Ltd (Cocobod) must also ensure that all employee demands are met with the incentive they need to raise productivity. Lastly, discovering and developing potential leadership talent inside the company requires training programs that prioritize transformational leadership components.

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ABBREVIATIONS

KCL – Kasapreko Company Limited

COCOBOD – Cocoa Board

CHAPTER ONE

1.1 Background of Study

Whether in the public or private sector, an organization's performance and success are largely dependent on its leadership. Leadership is becoming more and more important in assisting firms in being more flexible and sensitive to change in order for them to remain relevant and successful in the face of fierce economic competition (Muhamad et al., 2023).

The practice of persuading others to pursue objectives is known as leadership, and it is essential in determining organizational culture, setting strategic direction, and creating an atmosphere that encourages and enables workers to provide their best efforts. According to Knight (2024), there are several kinds and types of leadership styles adopted by management of companies. While there are many different leadership theories, transformational leadership is one of the most popular and has a significant impact on the growth of companies, according to Arif and Akram (2018). However, Gole (2020) believes that a strong leader must understand that various situations may need different strategies.

The transformational and transactional leadership philosophies are regarded as the most important and extensively applied in businesses, both in theory and in real-world application (Marasinghe & Anusha, 2018). Transformational leadership, according to Effiyanti et al. (2021), is a type of leadership that places a high priority on altering the beliefs, values, emotional needs, behaviors, and attitudes of subordinates in order to improve things going forward. Transformational leadership is commonly seen as empowerment-based leadership, in which followers share power rather than it coming from a bottom-up approach (Passakonjaras and Harsijasti, 2020). Leader-subordinate interactions are referred to as transactional leadership styles. Mocheche and Bosire (2018) characterize this as an exchange-based approach to leadership between a leader and followers, in which the leader offers rewards or punishments to followers depending on how well they complete tasks, and the followers are expected to reciprocate with effort, efficiency, and commitment (Mwesigwa & Ssekiziyivu, 2020).

The ability of an organization to adjust to changes in the external environment is a major factor in achieving organizational performance. According to Tannenbaum and Shmidt (2009) and Horga (2012), on page 24, performance in literature is defined as "the extent to which an organization, as a social system, with specific resources and means, achieves its objectives". Every business aspires to be constantly evolving, and it is crucial to remember that team members' individual success inside the organization is closely linked to the organization's overall performance. According to the literature

study, "leadership creates a link between individual performance and organizational efficiency" (Horga, 2012). The positive results of any organization or firm largely depends on how satisfied the workforce or employees are.

The public and private sector firms in Ghana have different traits and operational difficulties that affect how well they execute. Efficiency, accountability, and resource management are common issues faced by the public sector, which is often defined by bureaucratic procedures, government supervision, and an emphasis on public service delivery. However, the private sector places more of an emphasis on innovation, customer happiness, staff motivation and operational efficiency due to market rivalry and monetary incentives. Notwithstanding these distinctions, both industries require strong leadership to successfully negotiate the complexity of their unique settings and achieve long-term success.

There has been a great deal of study done on the relationship between leadership and organizational performance all around the world. A number of these studies have shown how important leadership behaviors, styles, abilities and culture are in improving organizational results. However, a more comprehensive knowledge of how leadership practices affect performance in both public and private sector enterprises is required in the Ghanaian setting. The Ghanaian context's distinct socio-cultural, economic, and political dynamics offer leadership possibilities as well as difficulties in various domains.

The goal of the study is to shed light on the leadership behaviors that work best in Ghanaian contexts by analyzing the link between culture and leadership in various organizational settings. The study will also examine how leadership methods and organizational culture differs in the public and private sector institutions and provide suggestions for enhancing organizational performance and leadership efficacy in both. Against this background, the study therefore seeks to explore the impact Leadership has on firm performance of both Ghana Cocoa Board Company Limited and Kasapreko Company Limited.

1.2 Problem Statement

Leadership is a key factor in determining the effectiveness of both public and private sector organizations in Ghana. Nonetheless, determining and implementing the best leadership philosophies for any industry is a formidable task. The bulk of organizations in developing countries have performance problems because they lack or have insufficient knowledge and skills related to the right choice of leadership style. As a result, relatively few managers have the skills and expertise required to implement a good leadership style that benefits their companies (Karacsony, 2021). Organizations

in all sectors are unable to function at their best because of this gap in knowledge and application of effective leadership culture. This problem is made worse by the widespread application of leadership paradigms that are not adapted to Ghana's sociocultural and economic circumstances, which produces less-than-ideal results. Further research is needed to completely understand the connection between leadership styles and important elements including worker motivation, job happiness, innovation and overall firm performance. This knowledge gap keeps organizations from utilizing leadership to its maximum potential and hinders their ability to achieve success. Among the several leadership styles adopted by some institutions, this study focuses on one, that is, Transformational leadership. The study however seeks to assess how this leadership style adopts the culture of organizational innovation, motivation, empathy and open-communication to achieve organizational results. Also, analyzing the effect of transformational leadership on firm performance in Ghanaian businesses operating in both the public and private sectors, this study aims to solve these above issues. The study intends to offer insights into transformational leadership methods that are most conducive to improving performance in each sector by examining the efficacy of this leadership style within the Ghanaian setting.

1.3 Research Objectives

The specific objectives of the study are as follows;

1. To examine how transformational leadership impacts firm performance through organizational innovation in public and private sector firms of Ghana.
2. To assess how transformational leadership affects firm performance through motivation in public and private sector firms of Ghana.
3. To establish the relationship between transformational leadership and empathy in public and private sector firms of Ghana.
4. To evaluate how transformational leadership impacts firm performance through decision-making in public and private sector firms of Ghana.

1.4 Research Questions

1. To what extent does transformational leadership impact firm performance through organizational innovation in public and private sector firms.

2. To what extent does transformational leadership impact firm performance through motivation in public and private sector firms?
3. What relationship exist between transformational leadership and empathy?
4. To what extent does transformational leadership affect firm performance through decision-making in public and private sector firms?

1.5 Research Hypotheses

Hypotheses 1: Transformational leadership significantly impacts firm performance through organizational innovation in public and private sector firms in Ghana.

Hypotheses 2: Transformational leadership significantly affect firm performance through motivation in public and private sector firms in Ghana.

Hypotheses 3: There exists a significant relationship between transformational leadership and empathy in public and private sector firms in Ghana.

Hypotheses 4: Transformational leadership significantly impacts firm performance through decision-making in public and private sector firms in Ghana.

1.6 Significance of the Study

Gaining knowledge of how transformational leadership affects firm performance can help optimize leadership techniques for better results. With the goal of improving performance indicators, this study will pinpoint critical cultural behaviors and tactics. As a result, it will provide practical advice for both Ghana Cocoa Board Company Limited and Kasapreko Company Limited to increase productivity and effectiveness. This research will identify other sector-specific nuances and broadly applicable concepts related to performance and leadership by looking at both public and private sector organizations. The public and private sectors frequently encounter different obstacles and work with different limitations. The results of this study can be used to customize leadership development initiatives to the particular requirements of every industry, resulting in a leadership style that is more flexible and responsive.

This research will add to the body of knowledge already available on leadership by presenting empirical data on the ways in which firm performance is impacted by leadership in various sectoral

situations. It will close knowledge gaps in the literature, especially with regard to how leadership, organizational cultural practices and performance results in the public and private sectors interact. In summary, leaders and decision-makers will benefit from the study's findings by gaining a deeper understanding of how leadership styles and organizational culture can be aligned with firm goals to enhance performance. This can lead to more informed strategic planning and decision-making processes, ultimately contributing to the long-term success of organizations.

1.7 Research Methodology

The research employs both primary and secondary data sources utilizing qualitative and quantitative types of data to answer the research questions and meet the research objectives. Primary data will be gathered using structured questionnaires and surveys while secondary data shall be gathered from books, journals, company archives, company newsletters, internet sources and databases.

1.8 Scope of the Research

The study covers some of the transformational cultural practices adopted in Ghana's private and public sector firms. Key respondents such as head of operations, managers, unit heads and some staff of frontline management of Ghana Cocoa Board and Kasapreko Company Limited were sampled. The study goes on to address the many concerns raised by the research topic, while keeping the study's main terms and objectives in mind. The research shall employ census sampling techniques among others to achieve this goal or objectives.

1.9 Limitations of the Study

This study is restricted to participants in Ghana only. Also, due to time constraints, the study could not capture all the regions in Ghana but only from the capital city of the country, Accra. The study also focused on only two firms in the manufacturing sector. That is, the Ghana Cocoa Board Company Limited and Kasapreko Company Limited. Again, the fear of providing vital and confidential information from employees of some respondents will also be a challenge as the researcher would not be able to obtain full information to conduct these studies. Nevertheless, the findings of this study are very important for knowledge building.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter endeavors to present a comprehensive overview of the literature relevant to the discussed topic, drawing upon insights from various authors. A diverse range of sources, including books, scholarly journals, articles, and online publications, were consulted to gather data for this review. The chapter is structured into distinct sections, comprising conceptual evaluation, theoretical examination, empirical analysis, and formulation of a conceptual framework.

2.2 Conceptual Review

Understanding the conceptual framework surrounding a topic is fundamental for laying the groundwork of comprehensive analysis. In this section, I embark on a journey to explore the conceptual landscape underpinning the subject matter at hand. By delving into various conceptualizations put forth by scholars and experts in the field, the study aims to elucidate the fundamental ideas, theories, and paradigms that shape our understanding of the topic. Through this conceptual evaluation, this research seeks to establish a robust foundation upon which further exploration and analysis can be built, thereby illuminating key concepts and theoretical frameworks that will guide our examination of the topic's intricacies and implications.

2.2.1 The Concept of Leadership

According to Hunt and Fedynich (2019), the early conceptions of leadership emerged during an era of growth and industrial revolution, when a leader was seen as the single greatest and most remarkable individual. The majority of experts characterize leadership as a social influence process in which the leader enlists the consent of subordinates to work toward accomplishing organizational objectives. The leadership process according to Nedelcu Delia (2018) is significant from a humanist standpoint because, at its core, people are directed beings. One of the most important factors in an organization's success is its leadership. Indeed, there has been a change in the understanding of the significance of organizational management and human capital (Benmira and Agboola, 2021).

An organization's ability to compete depends on its leadership as it fosters innovation and change. Leadership is the ability of an individual or a group of people to influence and guide followers or members of an organization, society or team (TechTarget, 2024). McKinsey and Company (2022) also elucidate leadership as a collection of behaviors employed to assist individuals in coordinating their goals, carrying out strategic objectives, and revitalizing an organization on a constant basis. It was extremely challenging for leadership scholars more than a century (100) ago to reconcile conflicting theories and studies on the essence of leadership. In actuality, within the past ten years, there has been a seismic shift in the attributes that make someone a successful leader. For example, according to a PWC survey, 94% of executives stated that disruptive imagining will become the most important leadership skill to thrive in the Indian workplace in the future (Nikhil Pandey, 2024).

According to Pancsila et al. (2020), leadership is an essential factor in providing direction to employees. Leadership is significant at all levels within the company. Also, according to Harsey et al. (2012)'s situational leadership theory, an effective leader must be adaptable enough to take into account the changes between settings and personnel. This is because employee performance is contingent upon the degree to which a leader's style aligns with situational leadership characteristics. As is well known, animal species exhibit leadership qualities much like humans do. Creating a single description of what a leader is proved to be exceedingly challenging. Some people argue that a person is destined to be a leader. Some claim that a person's experiences shape who they are as a leader. Remarkably, some people contend that the concept of a leader is a fabrication and that there is no such thing as a leader at all (Hunt and Fedynich, 2019).

But the question posed is, "Is there a difference between leadership and Management"? According to Jibreal (2021), an organization's goal must be established and achieved with the help of strong leadership. "Influence" is a more straightforward explanation of it. A position of power, an influential connection, a habit, a skill, a process, a duty, an experience, a management function, a trait, and an ability are some of the other in-depth definitions of leadership. Therefore, the capacity to persuade people to accomplish desired objectives is considered leadership. Without leadership, groups of people typically argue and get into disputes because each person has a different opinion on how to solve an issue. This makes leadership influence so vital. Studying management is relatively recent compared to studying leadership. Workers in organizations needed to be regulated when complex organizations evolved throughout the industrial revolution in the 19th century. The practice of managing teams inside an organization involves assigning individuals to administrative or supervisory roles. It entails

budgeting, organizing, coordinating, planning, and supervising individuals or groups (Jibreal, 2021). Today, through ethical leadership, sustainability, and data-driven selection, leadership responds to difficulties. The field of management is broad and includes a number of specialized domains, each having a specific function within an organization (Lia, 2023). In summary, leaders concentrate on inspiring and motivating their followers, whereas managers concentrate on overseeing and resolving issues. While some individuals perceive managers and leaders as distinct individuals, others contend that effective management is a prerequisite for effective leadership.

In our world of sustainability, both leaders and followers are viewed as stakeholders that share as well as disseminate their influence into the natural and social environment. Their primary concern is the impact their judgments and choices will have in the future (Peterlin, 2016). Since leadership is relational, it must be done with people rather than for them. Furthermore, leadership is not hierarchical. This implies that anybody at any given time can be a leader and that formal authority and high status are not prerequisites for leadership. This adds to the suppositions of leadership since it is based on evidence. People find themselves in leadership roles most of the time because of certain events that occur at different stages of life. They take into account the circumstances around a problem and include additional parties by giving it their all (Visser and Courtice, 2012). Since leaders frequently deal with significant degrees of uncertainty and the unknown, they should exhibit change-oriented behaviors in order to come up with original and useful answers to big issues. In 2018, Knight and Paterson. Leadership is considered to be a form of shared responsibility (Boeske, 2023). According to Bernarto et al. (2020), leadership is a managerial component that is primarily focused on people and social communication. This outside force is seen to be a motivator that, with the correct application of appropriate styles or practices, may alter fundamental human behaviors (Bright, 2020). Barut and Meltem, (2017) purport that leaders should have the urge to happily work together with their employees, have common goals and common values in the long-run in order to achieve success. It is imperative for leaders to promote diversity and back initiatives aimed at improving the globe. According to the authors Barut and Meltem (2017), a leader's actions and their audience's comprehension of them are equally important aspects of leadership.

The transformational and transactional leadership philosophies are regarded as the most important and extensively applied in businesses, both in theory and in real-world application (Marasinghe & Anusha, 2018). Neglecting to consider various leadership philosophies might result in pervasive issues that require a long time to fix. According to Kafui (2017), one of the primary issues that might result in employee unhappiness is improper implementation. In this respect, when there is good leadership, it

captivates growth of an organization, increases capital, makes the brand more preferred and increases customer loyalty in the market sector.

2.2.2 Leadership Styles

Leadership style is defined as the pattern of behaviors displayed by leaders during their work with and through others (Mwesigwa & Ssekiziyivu, 2020). leadership styles can change the degree of job satisfaction among employees and has a considerable role in organizational and societal behaviors (Jabbar, 2020). The CFI Team (2024) defines leadership styles as the behavioral strategy used by leaders to sway, inspire, and guide their followers. According to Hersey et al. (2000), a leadership style may be defined as a behavior that combines task-oriented leadership with interpersonal interactions as its two clearly distinct components. Several studies conducted across several nations have demonstrated a strong correlation between leadership style and work satisfaction, indicating that employees' level of satisfaction may be influenced by outside incentives (Buil et al., 2019). The transformational and transactional leadership styles are regarded as the most important and extensively utilized in businesses, both in leadership studies and in real-world applications. Other leadership styles such as the Laissez-faire, bureaucratic, autocratic, and the democratic styles are also adopted in certain instances.

Any organization's growth and performance are significantly influenced by its leadership styles. If employees work together with different leadership styles, a business can succeed (Setiawan et al., 2021). Each leader approaches leadership in a unique way, whether it is by motivating others, overcoming obstacles, or developing followers' talents. Leadership styles were developed by leaders through education, training as well as experience. Research on cross-cultural leadership has demonstrated that individualistic, Western countries are more likely to be open to transformational, participatory leadership styles, whereas collectivist societies are more likely to be responsive to transactional and authoritarian forms. The various leadership styles are; Autocratic Leadership style, Democratic leadership style, Laissez-Faire Leadership style, Situational leadership style, Transformational leadership style, Transactional leadership style, Cross-Cultural leadership style and Ethical Leadership style. However, in this literature, we will elaborate only one of them which is; Transformational leadership. The study will furthermore assess the impact of this leadership style on firm performance.

2.2.3 Transformational Leadership Style

Jabbar (2019) posits that transformational leadership is exhibited by leaders that place a strong emphasis on motivating those beneath them to achieve corporate objectives and raising the bar for their relationships, morality, and insights. Michael & Alex (2019) state that transformational leaders help their team members become creative, productive, and obedient in a variety of organizational settings. They also try to avoid work-related problems before they arise (Mesh'al & Adnan, 2018). Organizations have benefited from and are still benefiting from this leadership style in terms of performance and employee satisfaction (Al-Shibami et al., 2019). Transformational leadership is commonly seen as empowerment-based leadership, in which followers share power rather than it coming from a bottom-up approach (Passakonjaras and Harsijasti, 2020).

Studies have shown that transformational leadership was first proposed by James V. Downton in 1973, then developed by MacGregor Burns in 1978, and finally adopted by Bernard M. Bass in 1985, who added a few more elements. Interest in this leadership style has grown worldwide in a number of industries. Because it elevates its followers over time, this leadership style is viewed as having a positive foundation. A study by Purwanto (2022) indicated that transformational leadership was found to be the main factor in improving the performance of SMEs. Although the concepts of transformational leadership are particularly appropriate for the fast-paced, diversified, and technologically-savvy workforce of today, the approach is by no means novel. Through idealized influence, intellectual stimulation, personalized concern, and inspiring motivation, transformational leaders offer guidance to their followers. Leaders that strive to win their followers' esteem and adoration are exhibiting idealized influence (Alqatawenh, 2018). According to studies, this leadership style may inspire good feelings and drive workers, which can result in the development of inspiring visions and help followers reach their goals (Al-Shibami et al., 2019). The study by Khan et al. (2020) similarly found a favorable and substantial association between transformative leadership and work performance. Since this leadership is built more on commitment and trust than it is on exchange or recompense for followers' success, it must be developed over time rather than in the near term. Another name for transformational leadership is "true leadership." This is so that adherents might strive towards hitherto unachieved objectives. These leaders encourage, push, and inspire their followers to work extra hard to find fresh approaches to activities or projects that were previously thought of as projects in order to meet group objectives (Purwanto et al., 2020).

2.2.4 Leadership and Firm performance

Analyzing an organization's performance in relation to its goals and objectives is called organizational performance. Put differently, actual results or outputs in comparison to planned outputs make up organizational performance (Market Business News, 2024). There have been references to the growing significance of the concept of "leadership" in commercial organizations since the beginning of this literature. This intention stems from the important roles that some leaders play with high potential to meet challenges and keep up with the modern developments of this century. It also aims to create an environment that will inspire followers and subordinates and inspire creative individuals (Review, Abdulrahman and Taqi, 2020). Despite being prevalent in workers, servant leadership is not a reliable indicator of organizational results (Abbas et al., 2020). The applications of leadership studies in companies are numerous. One of the few elements essential to organizational success is the impact of positive psychology-based leadership on an organization's personnel, policy planning, decision-making and execution, and the management of change and human behaviors (Rahmanseresht and Yavari 2017). According to Abbas et al. (2020), there is a high correlation between organizational results and individual psychology, leadership styles, and organizational attributes. Birasnav et al. (2012) report that after adjusting for the effects of transactional leadership, study results demonstrate that both transformational and transactional leadership styles have a substantial and favorable effect on organizational performance. The capacity of leaders to manage a team and foster a cooperative work environment are key factors in organizational effectiveness (Eleonora, 2020). Rethinking the strategies and value systems that must form the cornerstone of the decision-making processes is the only way to achieve organizational success. The fact that the accomplishment of the organizational objectives considers both the effectiveness of the leader's talents and the work team's overall productivity highlights the importance of leadership at the organizational level. Since performance improvement is at the core of both organization theory and strategic management, organizational effectiveness performance should, in the medium or long term, translate into improved financial performance (Richter et al., 2017, p. 110). According to the literature study, "leadership creates a link between individual performance and organizational efficiency" (Horga, 2012). Mansoor (2019) came to the conclusion that job satisfaction shows workers' inner thoughts about their work and is a known element in the creation of behavioral organizations. As a result, altering or lowering this basic requirement directly affects the outcome of the organization.

2.2.5 Transformational Leadership and Organizational Culture

Over the last few decades, management and organizational experts have employed the term of organizational culture. An organization's common views, values, and behaviors shape its choices and direction in addition to influencing the thoughts and actions of its members. This is known as organizational culture. People inside an organization will be influenced by these common values, which will control their behavior (Wedgwood, 2022). An organization's habits are referred to as its organizational culture. Every organization follows its own set of rules and traditions. The basic presumptions and ideas that employees of a company have, which are then created and transmitted to address issues with external adaptation and internal integration, constitute its organizational culture. (Bernadozer & Limaj, 2019)

Numerous writers have highlighted the close connection that exists between organizational leadership and culture (Ogbonna & Harris, 2000) for example. On the other hand, there is a great deal of disagreement on the causes of cultures and the extent to which leaders influence corporate cultures. Organizational theorists have demonstrated the validity of these cultures. They admitted that, like people, companies had personalities. Organizations, for instance, might be accommodating or inflexible, amiable or hostile, creative or traditional. The significance of culture in the lives of organization members has been established by organization theorists (Lunenburg, 2017). Prior studies (Thanh et al., 2020; Nguyen et al., 2019; Suong et al., 2019; Yang & Kim, 2018), for example, demonstrate the critical role that leadership plays in organizational operations. To continuously increase the company's competitiveness, leadership is required.

Organizational culture is one of the key elements that affects the firm's ability to compete (Schimmoeller, 2018). Hapsari et al. (2021) assert that the development of a values-based corporate culture can lead to high levels of productivity at work. Organizations may readily apply business values to workers when job productivity is high (Saluy et al., 2021). Open communication, collaboration, and integrated teams are the hallmarks of a healthy organizational culture (Zanon et al., 2021).

There have been a number of debates as to which comes first; leadership or culture of the organization. However, Schein (2015) suggested that a leader shapes a company's culture largely. Strong organizational cultures are unquestionably linked to capable and strong leadership, regardless of the exact nature of the relationship (Bass, 2017). In transformational cultures, leaders serve as role models, promoting corporate objectives and inspiring staff members to dedicate themselves to the mission and vision of the company. Four characteristics of transformative leaders are identified by psychologist

Ronald E. Riggio. These include intellectual stimulation, individualized consideration, inspirational motivation and idealized influence (Florida Tech, 2024).

2.2.6 Transformational Leadership and Innovation

This feature of transformational leadership can be attributed to the intellectual stimulation dimension of transformational leaders. This dimension outlines how leaders may assist their followers become more imaginative and creative by addressing problems in fresh ways and encouraging them to try new things without weighing in on their blunders (Duah-Boateng, 2024). The leaders' intellectually stimulating qualities encourage followers to look for issues and then use creative solutions to address them (Khan et al., 2022).

Afsar and Umrani (2020) found that job complexity and the innovation atmosphere influenced the link between transformational leadership and employees' creativity in the workplace. According to Sherman (2024), a transformative leader's most critical characteristics include inventiveness, empathy, and enthusiasm.

2.2.7 Transformational Leadership and Open-Communication

Open communication may greatly boost teamwork inside the same institution (Indeed, 2024). Open-communication can be attributed to the idealized influence dimension of transformational leadership. Through open-communication, the leader motivates those they lead to share risks and final solutions, allowing them to question the organization's current practices, procedures, and policies. Symmetrical internal communication involves openness, reciprocity, negotiation, and tolerance for criticism among businesses and workers (Yue et al., 2021). Leaders that possess this dimension earn their followers' confidence and respect by acting morally, emphasizing their successes, using effective strategies, and keeping open channels of communication (Duah-Boateng, 2023).

2.2.8 Transformational Leadership and Motivation

Inspirational motivation is a leader's ability to persuade his colleagues to pursue the goal by instilling a feeling of uniqueness and collaboration inside the organization. The findings of Pancasila et al. (2020) indicate that leadership and work motivation have a favorable and substantial influence on job

satisfaction. The success of influencing work principles is determined by how a motivator applies the incentive itself (Van Thang and Nghi, 2022). Motivation is a set of values and attitudes that encourage a person to achieve a given goal (Rivai, 2020). According to Paais and Pattihuru (2023), leadership, motivation, and rewards have a tremendous impact on employee performance.

2.2.9 Transformational Leadership and Empathy

The leadership literature has stressed empathy as a key part of both individual and team achievement. Transformational leaders recognize the value of empathy in building trust and encouraging involvement. They are concerned with how change will affect people and can discover methods in which diverse individuals or groups might contribute positively. This establishes a relationship between the boss and their employees or coworkers (Sherman, 2024). Leaders in this dimension communicate with their followers by paying particular attention to their fundamental needs, goals, and talents while also improving their skills and potential. Bachman and Faundes (2021) believes that empathy should not only come from leaders but also received by leaders. Research suggests a favorable correlation between empathy and the efficiency of leadership (Goleman et al., 2017; Fehr and He, 2019). According studies, women leaders tend to have a stronger sense of compassion, which makes them more successful on both a personal and a professional level.

2.3 Theoretical Evaluations

Leadership theories have evolved for decades, being composed of three classic models, i.e., the trait theory, the behavior approach, and the contingency theory.

2.3.1 Trait theory

The trait (Great Man) theory's central tenet is that leaders are born, not created or developed. Put another way, very few people, that is, extremely few have the special qualities needed to be successful leaders and achieve greatness by divine design (Benmira and Agboola, 2020). According to trait theories, leaders can be created or born. Stated differently, the characteristics of effective leaders can be inherited or obtained by instruction and experience. The goal was to determine the ideal blend of qualities that constitute a successful leader, with an emphasis on examining the psychological, social,

and physical attributes of leaders (Buchanan and Huczynski, 2017). Leadership was conceived of as a single "Great Man" who put everything together and persuaded others to follow along based on innate traits, talents, and abilities. This is why the phrase "Great Man" was employed. Revd (202) believes that a large number of personal traits and abilities have been associated with successful leaders, but traits themselves are not sufficient to guarantee effective leadership. Since the 1940s, leadership studies have included trait research. Results imply that, in the presence of other variables, a few characteristics are necessary for effective leadership.

2.3.2 Contingency Theory

The situational approach's underlying premise is that various circumstances call for various approaches to leadership. At each given moment, leaders ought to choose a style based on what best suits the circumstances (Gordon, 2020). As per Barney (2023), contingency theory asserts that having the appropriate leader in the correct scenario is crucial for effective leadership. According to the contingency theory of leadership, a leader's effectiveness depends on the circumstances surrounding them. Basically, it all comes down to how well a person's leadership style suits the circumstances. This notion states that a person might be a good leader in one situation but a bad leader in another. This leadership theory takes into account the fact that a project's success frequently depends on a mix of the leader's and the challenge's characteristics. "Good leadership" depends on one's reaction to the circumstances. Though this approach is based on scenarios, it has not shown to be an effective approach for positive organizational outcomes.

2.4 Empirical Evaluations

Many studies have been conducted to assess the impact leadership has on organization and employee performance. The impact of leadership on organizational performance is a critical issue in both the public and commercial sectors of today's economy. The objective of this empirical assessment is to examine how different leadership philosophies affect the performance of employees and firms in certain industries. Through an analysis of the complex link between performance outcomes and leadership dynamics, this study aims to offer insightful information that can improve organizational effectiveness and strategic decision-making. By conducting a thorough examination of empirical data, our goal is to reveal the complex processes by which leadership influences the performance of

organizations. This will enable us to provide practical suggestions for building strong, resilient organizations that can thrive in the current competitive landscape.

Mehmet et al. (2014) looked at the association between transformational leadership and organizational commitment, work satisfaction, trust within the organization, and commitment to organizational goals in Turkish hospitals., organizational trust, job satisfaction and organizational commitment as perceived by public servants and private sector employees (outsourcing) in two Turkish public hospitals. Adopting a descriptive statistics data collection method, the team found that transformational leadership behavior enables organizational leaders to embrace strong emotional ties with their followers. This study indicated that transformational leadership encourages employees for higher organizational commitment. Additionally, one of the significant contributions of this study was that it hypothesized effects of transformational leadership, job satisfaction and organizational trust on organizational commitment for public servants and private sector employees in healthcare settings. However, from a practice perspective, the results suggested the need for more transformational leaders in the Turkish hospital sector. Organizational commitment and employee job satisfaction have been especially shown to be positively related with transformational leadership for public servants and private employees.

From the Journal of Research in Business, Economics and Education, Purwanto et al. (2020) aimed to analyze the effect of transformational and transactional leadership styles on the performance of Health Center or Puskesmas in Pati, Central Java. Even though the study was only Puskesmas in Pati and the results of the questionnaire might not be the same when applied to other places, the study showed that the transformational leadership style has a positive and strongly significant effect on the performance of puskesmas employees and the transactional leadership style also has a strongly significant and positive effect on puskesmas employee performance. Purwanto et al. (2020) also suggested Puskesmas head using transactional and transformational style such as instruction, consultation, participation and delegation with the performance of Puskesmas staff such as attendance, cooperation, quality of work, attitudes, and knowledge about work to solve everyday problems. The study also suggested examining the influence of leadership style on the performance of puskesmas employees to add a number of other variables that are thought to influence performance, such as motivation, ability or competence of individuals and work culture for future research.

Peter Khaola and Patient Rambe (2020) from a social exchange theory and on the topic “The effects of transformational leadership on organizational citizenship behavior: the role of organizational justice and affective commitment”, aimed to establish the extent to which the relationship between

transformational leadership and Organizational Citizenship Behavior was mediated by organizational justice and affective commitment. Their study was conducted in Lesotho among public universities, private and public sector firms. The results confirmed significant paths between transformational leadership and organizational justice; organizational justice and affective commitment; and affective commitment and OCB. The results also further suggested that perceived justice and affective commitment were significant serial mediators between transformational leadership and Organizational Citizenship Behavior. According to the team, elucidation of the nature of mediating factors between leadership and OCB would leverage organizations' level of understanding of why transformational leadership is critical to promoting OCB, and hence encourage them to design programmes that would equip supervisors with skills necessary to enhance it.

In 2021, Dirar et al. sought to examine the role leadership styles play in improving the satisfaction of employees in public sector organizations, universities to be specific. Using a quantitative approach to data collection, the paper found that transformational leadership positively affects employee's job satisfaction. In addition, it was also found that the transactional leadership style has an insignificant effect on job satisfaction. Thus, it was concluded that transformational leaders are more effective to apply in the public universities. According to the authors, managers should recognize the right style of leadership based on various conditions and relations and apply it to the proper context, such as Public Universities.

Amna Mahmood (2015) conducted research on the topic "Effects of Leadership styles on Organizational commitment in Public and Private sectors of Pakistan". The study adopted a quantitative approach to collect data. From this study, it was concluded that Pakistan is following a high-power distance culture in both public and private sectors. It found that transformational leadership was playing a positive role in Pakistani companies and employees in those organizations where leaders are transformational seem to be more satisfied with their jobs than those of transactional leadership. Amna Mahmood (2015) believes that a balance of job description and compensation plan should be maintained in order to get the maximum output from employees with a high morale. Loading subordinates with too much work and paying them only the basic salary is a very big reason for dissatisfaction and disappointments among employees. The analysis shows the results according to the companies selected and it is not representative of each city in the country because the data was taken from the capital city to make things more prominent.

Going forward, Pancasila et al. (2020) adopted the Structural equation modeling (SEM) with AMOS 22 research method to determine the effect of work motivation and leadership on job satisfaction and

its implications on employee performance. The study was centered around coal and mining firms in Indonesia. The results of the study showed that leadership and work motivation have a positive and significant effect on job satisfaction. Leadership has a more considerable influence than work motivation. The team however proposed future research to examine other mediation variables in this research model because, in this study, job satisfaction does not play a role as a mediating variable.

In Denmark, Jesper Rosenberg Hansen and Anders R. Villadsen (2015) aimed to investigate the differences between public and private managers' leadership styles. Their study included both a quantitative and qualitative approach to data collection. Based on a survey of Danish public and private managers with 949 respondents, this article showed that job context variables vary significantly between public and private sector managers. The article provided some explanations for why public managers use more participative leadership, while private ones use more directive leadership. The study faced some limitations. First, this study did not have a performance variable. The use of a cross-sectional survey instrument always severely limited the claims for causality. The findings of this study however are still preliminary and call for future research to provide more nuance. One way to validate and build on the results of this study is to explore more closely the differences between various types of public organizations. Furthermore, even though job context explains some of the variation between the public and private managers' leadership styles, there is still a need for further research aiming to understand the remaining differences. It is important to note that managerial job context does not fully mediate the relation between sector and leadership style.

Also, in a Pakistani setting, Jamalia et al. (2022) aimed to examine the effect of leadership styles on faculty performance (FP) and more specifically to examine the moderating effect of Organizational Culture in the association between leadership styles and faculty performance in higher education institutions. Basing their research on the Full Range Leadership Model and Competing Value Framework (CVF) theoretical foundation, the study found that Transformational (TF) leadership had a positive significant relation with faculty performance at MUET, Jamshoro. And Organizational Culture (OC) as moderator negatively moderated the relation between Laissez-faire (LF) leadership and faculty performance (FP). Laissez-faire leadership also existed in an academic institution and had a positive impact on faculty performance. The authors leveraged on the sampling techniques probability and non-probability method to reach their findings. The contribution of this study was that it increased the body of existing literature on leadership style, faculty performance, and organizational culture in the education sector relevant to the Pakistani context. According to the authors the future study could be conducted in other universities, or a comparison of leadership styles can be made

between public and private universities with different models of leadership style and with different organizational culture models.

The purpose of Ohemeng, Asiedu and Darko's paper in 2018 was to advance critical theoretical insights into the idea of "relational bureaucratic leadership" and its implications for public administration in developing countries (DCs). In doing so, the paper set out new agendas for public service governance in DCs that recognizes the changing nature and emerging complexities of both the public service and society. According to the paper's findings, public service governance in developing countries is entwined with intricate power dynamics, social norms, and complexity. As a result, bureaucratic leaders should prioritize developing relationships to foster trust and improve collaboration among crucial actors. The argument for a change in emphasis to "relationality" is a reflection of developments in the larger global political economy, such as the emergence of complex and wicked policy issues that call for more cooperation among important stakeholders and unconventional, context-sensitive state solutions. Future studies according to the authors should explore the use of mixed methods, with the qualitative part, focusing on individual interviews and/or focus group discussions, which may enhance triangulation. There should also be the need to strongly interview bureaucratic leaders to understand their perspectives on this sort of relationship and how they may create, develop and manage, as well as the challenges they might face in the relationship with subordinates.

To sum up, our empirical analysis has shown the noteworthy influence of leadership on the performance of firms and employees in both public and private domains. We have identified the critical role that leadership practices and styles play in determining organizational results by carefully examining empirical evidence. The research highlights the significance of implementing adaptable leadership strategies that are customized to the distinct circumstances of public and private sector enterprises, ranging from the capacity of transformational leadership to stimulate creativity to the focus placed by servant leadership on worker welfare.

In addition, this assessment emphasizes how important it is for organizational leaders to place a high priority on the ongoing improvement and development of their leadership abilities, understanding that effective leadership is a dynamic process that changes in response to the demands and obstacles of the organization. Organizations may develop a culture of leadership excellence by utilizing the insights obtained from this evaluation. This can lead to increased employee engagement, improved productivity, and ultimately, sustained development and success in both public and private sectors.

It is crucial that we take the evaluation's lessons to heart as we move forward and adopt a visionary style of leadership that is flexible, understanding, and sensitive to the ever-evolving needs of the contemporary workplace. Organizations functioning in the changing terrain of the twenty-first century may look forward to a better, more successful future if we support an inclusive leadership culture and develop talent at all levels of the company.

2.5 Conceptual Framework

A conceptual framework explains the natural course of the phenomenon under investigation in the most effective way possible (Camp, 2001). In other words, the conceptual framework is used to demonstrate how one variable relates to another. The framework below shows the relationship between four variables. For the purpose of our research, this framework has a moderating variable. This conceptual framework aims to explore the interrelationships between all these variables. The independent variable in this study is leadership and firm performance will be the dependent variable. Organizational culture will be the moderating variable in this framework and study.

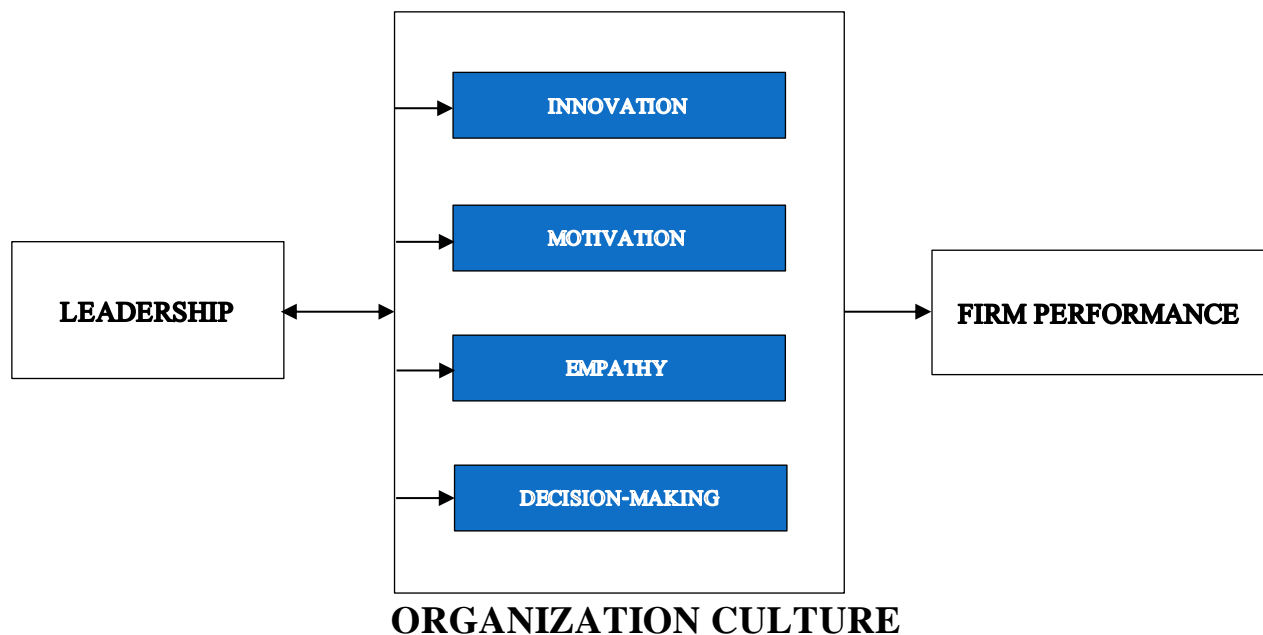


Figure 1: Conceptual Framework

Source: (Author's construct).

2.6 Discussion and Hypothesis Development

2.6.1 The impact of Leadership on Firm Performance through Innovation.

Leadership and organizational innovation are closely related. Unlike the transactional leader, the characteristics and actions of transformational leaders align with the requirements of fostering an innovative culture inside organizations. Numerous study findings indicate a good correlation between transformational leadership and organizational innovation. Research conducted by Gumusluoglu & Ilsev (2019) in Turkish software development organizations that are regarded as entrepreneurial shows that transformational leadership positively affects organizational success. Furthermore, the result suggests that the connection between transformational leadership and firm performance is moderated by organizational innovation. These observations provide valuable insights for organizations seeking to foster innovation and increase productivity via competent leadership.

H1: Transformational Leadership significantly impacts Firm Performance through innovation.

2.6.2 The impact of Leadership on Firm Performance through Motivation.

Leaders that encouraged inspirational motivation were the greatest predictors of transformational cultures. That is, supportiveness, social responsibility (Sarros et al. 2015). Transformational leaders cultivate an environment where employees feel valued, trusted, and confident in their work, which increases their intrinsic drive to perform at their best (Seibert et al., 2011). Transformational leaders, as opposed to transactional leaders, instil hope and vitality in their followers, encourage them to strive for greatness, and successfully communicate their vision. According to Judge and Piccolo (2014), inspiring motivation refers to a leader's ability to persuade subordinates to realize the goal by encouraging uniqueness and collaboration within the group.

H2: Transformational Leadership significantly impacts Firm Performance through Motivation of employees.

2.6.3 The relationship that exists between Leadership Empathy and Firm Performance.

Arghode et al. (2022) found that leaders' empathic attitudes and dispositions can positively influence organizational functions for improved performance. Furthermore, by acting in this way, leaders create a supportive atmosphere and see their followers as people, not just as members of the group. This makes employees more likely to pay attention and do their duties more successfully (Nicholsonll, 2017). This has been identified as the culture of transformational leaders to achieve organizational

success. Transactional leaders may not necessarily adapt this culture to get optimal job performance. Therefore, there exist and insignificant relationship between empathy and transactional leadership. However, there is a significant relationship between empathy and transformational leadership.

H3: There exists a positive relationship between leadership empathy and firm performance.

2.6.4 The impact of Leadership on Firm Performance through open-communication

Transformational leadership encourages subordinates to work toward a common future vision by providing them with intellectual stimulation, support, and development, transformational leadership has emerged as the predominant paradigm in leadership scholarship, outperforming many other forms of leadership (Kark and Shamir, 2013). Organizations gain from employee input in a number of ways, including enhanced workflow, error correction, innovation stimulation, and crisis avoidance (Morrison, 2014). Idealized influence is demonstrated by transformational leaders by their charismatic role modeling and use of different verbal and nonverbal clues to communicate their goals, values, and ideologies (Lee and Chon, 2021). Transformational leaders, according to Lee and Chon (2021), promote two-way communication by paying close attention to what their subordinates have to say. Leaders that tend to encourage their subordinates to share their views tend to achieve positive feedback and benefits from them, driving operational excellence.

H4: There exists a significant relationship between leadership and open-communication.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

The field of research design deals with the planning and execution of empirical research, encompassing the application of both quantitative and qualitative techniques in the collecting of cross-sectional and time series data across geography and time (Mweshi and Sakyi, 2020). Three main techniques are used to collect data for a qualitative research design: individual interviews, focus groups, and observation. A structured questionnaire was constructed to collect data from both personnel of Ghana Cocoa Board Company and Kasapreko Company Ltd.

3.2 Research Approaches

In this study, mixed research approaches have been used. Mixed research approaches include the processes of collecting, assessing, analyzing, and summarizing study data. In this study, both quantitative and qualitative data approaches were used. Combining two research approaches might result in the discovery of information that one may have missed, which can enhance and broaden the study. According to Grover (2015), a research methodology gives a thorough rundown of the actions and methods the investigator intends to take in order to gather and examine data.

3.3 Population of the Study

The part of the population being studied from which the sample is actually drawn is known as the study population. It goes beyond the parameters of the concept sample. The sample frame may be thought of as an operationalized version of the research population (Hu, 2024). All employees of the Ghana Cocoa Board company and Kasapreko Company limited in the Greater Accra Region of Ghana are the study's target demographic.

3.4 Sample Size

The total amount of data utilized to calculate the estimates for a certain population is known as the sample size (Byjus, 2024). According to Andrade (2020), an estimate of the sample size should be included in the proposal for the study; a sample that is insufficient is unethical and unscientific, and a sample that is too big is needless and immoral. Research sampling is not "merely a part of a total"; rather, it is a sizable percentage from which generalizable conclusions about the population as a whole

may be drawn due to its traits and attitudes that may be regarded as representative of the total (Duah-Boateng, 2024).

The study's sample consisted of 200 representatives from Kasapreko Company Ltd. and the Ghana Cocoa Board Company in the Greater Accra region. Despite the lack of a scientific methodology, the sample size was determined by the researcher's capacity (best effort) to carry out the questionnaire given time and other resource limitations. The selection of interviewees was predicated on their degree of operational expertise.

3.5 Sampling Techniques

The practice of carefully choosing a handful of individual things for further investigation from a broader population of interest using probabilistic and non-probabilistic approaches is known as sampling. Sampling enables researchers to use a tiny percentage of the population to undertake studies about a big group (Tuovila, 2024). In this study also, a selection of certain demographic components is used by the researcher to draw conclusions about the total population.

Using a purposive sample approach, the researcher selected 35 key senior managers and 40 junior staff members from each of the important departments of both companies: the operations unit, HR department, product and engineering team, marketing and sales team.

3.6 Research Survey

In order to evaluate the theoretical models under methodology, survey data for this thesis was collected from Ghana Cocoa Board Company Ltd. (Cocobod) and Kasapreko Company Ltd. (KCL). This is how the procedure for gathering data is organized. First, the first survey was based on a comprehensive assessment of relevant literature, fieldwork, extensive interviews, and discussions.

Subsequently, the first survey underwent modifications until it ultimately became the final version, taking into account expert advice in the relevant study disciplines as well as the results of the pilot test (validity, reliability, etc.). After that, questionnaires were delivered to the Ghana Cocoa Board Company Ltd and Kasapreko Company Ltd staff members. The survey comprised regular employees as well as top, medium, and bottom supervisors.

This work ensures validity and reliability by utilizing mature scales that have been supported by previous research and by making broad selections using the Likert 5 scale. One (1) on the scale means “strongly disagree,” while five (5) means “strongly agree”. Prior to the formal investigation, scale changes, respondent interviews, and a structured questionnaire were conducted.

3.7 Data Collection

Data collection is the act of obtaining and examining precise information from several sources in order to assess potential results, trends, and difficulties related to study (Jain, 2024). This study made use of both primary and secondary data sources. The study leveraged on structured questionnaires and interviews to obtain data from staff of Ghana Cocoa Board Company and Kasapreko Company Ltd. These two were the major data collection instruments for the study. One effective way to obtain first-hand qualitative data was through interviews.

Also, to make sure the results were properly stated, this study employed a range of secondary data sources, including government publications, books, journal articles, and document evaluations from Ghana Cocoa Board Company Ltd and Kasapreko Company Ltd.

3.8 Data Analysis

3.8.1 Quantitative Data Analysis

The raw data collected from questionnaires was examined using quantitative data analysis approaches. The collected raw data was processed and validated in order to identify the queries that were not well addressed. The collected data were totaled, sorted, and tabulated to provide the raw data. To undertake the quantitative analysis, the data were presented using inferential statistical methods. For the explanatory type, the percentile, inferential, and Pearson correlation values were suitable presenting techniques.

Questionnaires used to collect the quantitative data were coded, tabulated, arranged, and statistically analyzed in order to prepare the data for evaluation and deduction. Meeting the study's objectives and answering the central question took precedence.

3.8.2 Qualitative Data Analysis

The following methodology was used in order to collect the qualitative data: interviews and open-ended questionnaires. First, the acquired data was converted into textual data. The data was coded for manageable and ethical reasons. Every piece of information was looked over and confirmed with the numerical outcomes. A thematic analysis was then performed on the data.

3.9 Model Specification

Multiple linear regressions were utilized to illustrate the cause-and-effect connection between all the variables. The model for the data analysis approach would often look like this. The data analysis technique model will generally be displayed as follows.

$$Y_i = \beta_0 + \beta_1 \times X_1 + \beta_2 \times X_2 + \beta_3 \times X_3 + \beta_4 \times X_4 + \beta_n \times X_n + E$$

Where Y is the dependent variable of Firm Performance. X1, X2, X3 and X4 are the moderating variables which include organizational Innovation, Open-Communication, Motivation and Empathy. The intercept term, denoted as β_0 , represents the mean value of Y when the designated independent variable is set to zero. This not only gives the equation's mechanical meaning, but it also gives the mean or average effect on Y of all the variables that are removed. The values of β_1 , β_2 , β_3 and β_4 indicate the coefficient of their respective moderating variables, which quantifies the variations in the average value of Y for each unit change in those moderating variables. 'E' stands for error.

3.10 Ethical Consideration

The consent of the respondents was obtained prior to the completion of the interview and survey for this study. Participants were informed that they may pick how they wanted to participate in the study project. The participants were also made aware of the importance of the research and its worth to the business so that they could contribute objectively.

CHAPTER FOUR

RESULTS AND EVALUATION

4.0 Introduction

The results of the analysis and interpretation of the quantitative and qualitative data are presented in this chapter. Tables, percentages, averages, standard deviations, and frequency distributions were used to analyze, present, and interpret the information gathered from the interview and questionnaire.

4.1 Data Presentation and Analysis

For the purposes of this study, 200 questionnaires were distributed to both companies under study. Out of the total survey distributed, only 175 (87.5%) of them were returned. 25 (12.5%) of this survey could not be retrieved by the researcher. The 175 responses however are suitable for this study.

4.2 Respondent Demographic

The demographic information of the research participants includes their age, gender, educational attainment, and duration of work with the organization. A brief explanation of each demographic variable is given below.

Table 4.1 Distribution of Respondents Sex

Sex	Frequency	Percentage
Male	98	56%
Female	77	44%
Total	175	100%

Source: Field Survey (2024)

Table 4.1 shows that 56% of the responses received were males and 44% of them were females. Out of the 56% of male respondents, Kasapreko Company Ltd (KCL) contributed to 22.9% whilst Cocobod contributed to 33.1%. For the female respondents, 23.4% were Cocobod and 20.6% were from KCL. Since gender has no discernible impact on how the study's objective is seen, the

feedback from both sexes is going to be equally considered for the purposes of the research. Even though more are encouraged and employed into both private and public institutions, the study showed more responses received from the males than females.

Table 4.2 Age of Participants (Years)

Age	Frequency	Percentage (%)
20-25	13	7.4
26-35	102	58.2
36-45	40	22.9
46-55	17	9.7
56 and above	3	1.7
Total	175	100%

Source: Field Survey (2024)

The table above depicts the age distribution of respondents working in both Cocobod and KCL. 13 of the respondents stated that their ages span from 20 to 25 years. That contributes to 7.4% of the total percentage. In the same way, 102 (58.2%), 40 (22.9%), 17 (9.7%), and 3 (1.7%) of the participants' age ranges were 26–35 years, 36–45 years, 46–55 years, and 56 years and above respectively. It was found that bulk of respondents' age varied between 26 and 35 years old, as table 4.2 illustrates. This suggests that these two organisations can deliver the promised services in a responsible manner when the respondents' ages rise.

Table 4.3 Educational Background of Participants

Academic Qualification	Frequency	Percentage (%)
Diploma	8	4.6
First Degree	105	60
Master's Degree	58	33.1
PhD	4	2.3
Total	175	100%

Table 4.3 displays the educational background of the respondents. As a result, 4.6% of respondents said they had a diploma as their educational history. Similarly, 60% of them reported having a first degree, 33.1% reported having a master's degree, and 2.3% reported having a doctorate. The majority of respondents had educational backgrounds that included a degree, as shown by the accompanying data. This illustrates how people with more knowledge are more equipped to comprehend transformational leadership and overall business success.

Table 4.4 Work Experience of Participants

Working Experience	Frequency	Percentage (%)
0-5	87	49.7
6-10	41	23.4
11-15	29	16.6
16-20	11	6.3
21 and more	7	4
Total	175	100%

Source: Field Survey (2024)

Table 4.4 presents the work experience of the respondents during their tenure at both organisations. Due to nature of both companies, a majority of the participant had work experience ranging between 0 to 5 years. 49.7 percent of them indicated they had up to 5 years of work experience, 23.4% had experience between six and ten years, 16.6% had experience between eleven and fifteen years, while 6.3% and 4.0%, respectively, reported having work experience of sixteen to twenty years and twenty-one years or more at both companies. The majority of respondents, according to the study's findings, had worked for the company for spanning 5 to 20 years. This demonstrated that participants' ability to comprehend the whole working environment of their organisation.

4.3 Descriptive Statistics

Participants in the study were given a Likert Scale to rate how much they agreed or disagreed with the following claims about transformational leadership's impact on firm performance in

conjunction with some organizational cultural factors in both KCL and Cocobod. There were four dimensions: organizational innovation, motivation, open-communication and empathy.

4.3.1 Descriptive Statistics on how organizational innovation affects firm performance in KCL and Cocobod.

This section is to ascertain the individual perspectives of KCL staff and Cocobod staff with respect the study in question. A brief summary of the responses from the respondents is given below.

Table 4.5: Kasapreko Company Ltd Respondents' perception towards organizational innovation

S/N	Statement	Mean	Std. Dev.
1.	My leader often encourages new ideas from me	3.84	0.16
2.	I feel supported when trying new approaches in my workplace	3.82	0.18
3.	My leader provides opportunities for me to participate in brainstorming sessions	3.72	0.28
4.	My leader frequently implements new technologies to improve efficiency	3.84	0.16
5.	Innovation is recognized and rewarded within my organization	3.84	0.16
	Overall Mean	3.83	0.17

Table 4.5 depicts how transformational leaders drive innovation among team members to achieve organizational goals according to the participants' perspectives. On average, Kasapreko participants agree that their leaders are very open-minded. In other words, they respond to innovative behaviors (M=3.84, Sd=0.16).

Respondents from this company also believes their leader is very supportive. This can be seen from table 4.5 with a mean score of 3.82.

Item 3 on table 4.5 requested participants to express their opinion whether their leader provides opportunities to involve in sessions that rack their brains. The average mean score (M=3.72 and Sd=0.28) suggests that leaders in this institution adopts transformational leadership cultures.

It can also be inferred from Item 4 and 5 in the table above that KCL leaders implements modern technologies and reward innovators as seen from the mean scores on table 4.5

These responses from Kasapreko respondents depicts a strong Transformational leadership culture within the private sector.

Table 4.6: Cocobod Respondents' perception towards organizational innovation

S/N	Statement	Mean	Std. Dev.
1.	My leader often encourages new ideas from me	3.73	0.27
2.	I feel supported when trying new approaches in my workplace	3.78	0.22
3.	My leader provides opportunities for me to participate in brainstorming sessions	3.78	0.22
4.	My leader frequently implements new technologies to improve efficiency	3.62	0.38
5.	Innovation is recognized and rewarded within my organization	3.67	0.33
	Overall Mean	3.71	0.29

Table 4.6 shows participants from Cocobod perspective with respect to transformational leadership and innovation. The average mean score ($M=3.73$, $Sd=0.27$) of the respondents for item 1 suggests that leader's welcome great mindsets. As a result, the participants were agreement that "their leader usually encourages new ideas".

According to the table, respondents agree that their leaders are cheerleaders in innovative practices. Item 3 on table 4.5 also depicts a high mean score to show that staff of Cocobod are in agreement to the question "My leader provides opportunities for me to participate in brainstorming ideas. ($M=3.78$, $Sd=0.22$)

Based on table again, it can be inferred that on average, respondents agree their leaders enacts the use of modern technological tools and devices to enhance work efficiency ($M=3.62$, $Sd=0.33$)

Participants agreed that their leaders often times reward creative thinkers in their institution (3.67 , $Sd=0.29$).

4.3.2 Descriptive Statistics on how motivation affects firm performance in KCL and Cocobod.

The goal of inspirational motivation is for a leader to set higher standards so that they become a benchmark, and it usually goes hand in hand with charm. Followers view a motivational leader as someone who can evoke strong emotions in them to raise awareness and understanding of goals that both parties can agree upon (Duah-Boateng, 2024). A summary of the responses from the respondents is given below.

Table 4.7: Kasapreko Company Ltd Respondents' perception towards Motivation

S/N	Statement	Mean	Std. Dev.
1.	My supervisor provides opportunities for professional development.	3.82	0.18
2.	My supervisor provides regular incentives to encourage me perform better	3.58	0.42
3.	My supervisor motivates me enough to achieve my goals	3.74	0.26
4.	I receive recognition for my contributions by my leader	3.82	0.18
	Overall Mean	3.74	0.26

In table 4.7, respondents from KCL were asked to provide what they think about leaders and their attitude towards motivation.

On an average score, staff of KCL believes their leaders create spaces for their growth and development. As the mean score to the question “My supervisor provides opportunities for professional development” was high (M=3.82, Sd=0.18).

It can be inferred from the table also that, respondents were in agreement to receiving incentives from their bosses to motivate them work more to achieve organizational goals. (M=3.58, Sd=0.42) The participants agree to item 3 on table 4.6 as depicted by the scores (M=3.74, Sd=0.26). They were asked to express their views on whether their supervisor motivates them enough to accomplish their goals.

Based on the Table above, it can be inferred that, on average, respondents agree that their supervisor acknowledge their contributions towards work. The mean response for the statement "I

receive recognition for my contribution by my leader" is 3.82, which is roughly 4 on the Likert scale.

Table 4.8: Cocobod Respondents' perception towards Motivation.

S/N	Statement	Mean	Std. Dev.
1.	My supervisor provides opportunities for professional development.	3.80	0.20
2.	My supervisor provides regular incentives to encourage me perform better	3.74	0.26
3.	My supervisor motivates me enough to achieve my goals	3.75	0.25
4.	I receive recognition for my contributions by my leader	3.78	0.22
	Overall Mean	3.77	0.23

Table 4.8 depicts the responses from participants to understand their view on transformational leadership and motivation. The overall mean for this table showed $M=3.77$ and $Sd=0.23$. This shows that majority of the respondents within this organization were in agreement to the questions asked.

On average, the mean score for item 1 is $M=3.80$ and $Sd=0.20$. This shows that respondents confirm their leaders create avenues for growth amongst them.

The mean score for question 2 depicts that participants get regular motivation to boost work attitude ($M=3.74$, $Sd=0.26$).

Items 3 and 4 with scores $M=3.75$ and $Sd=0.25$, $M=3.78$ and $Sd=0.22$ respectively shows respondents' agreement to the questions asked.

4.3.3 Descriptive Statistics on how empathy affects firm performance in KCL and Cocobod.

This organizational component focuses on using coaching and mentoring to assist followers in developing. The leader serves as a mentor to the followers, paying close attention to the individual personality traits of each follower. Below is a summary of the responses under this component.

Table 4.9: KCL Respondents' perception towards Transformational Leadership and Empathy.

S/N	Statement	Mean	Std. Dev.
1.	My supervisor often listens to concerns	3.78	0.22
2.	My supervisor cares about my personal growth	3.80	0.20
3.	My leaders provide adequate resources to manage work-life balance	3.82	0.18
4.	My supervisor provides a culture of mutual respect among employees in my organization	3.84	0.16
5.	My leader is very supportive when I am faced with challenges	3.79	0.21
	Overall Mean	3.81	0.19

This table presents the views of respondents in this category.

Under Item 1, most of the respondents were in agreement to their leader giving a listening ear to address their issues. This can be seen from the scores $M=3.78$ and $Sd=0.22$.

With a $Sd=0.20$, few of the respondents believe that their bosses pay attention to their growth and development within the organization.

Again, under item 3, very few of the participants believe that their leader provides less resources to manage work-life. In other words, majority of them think otherwise ($M=3.82$, $Sd=0.18$).

The third question in Table 4.9 asked respondents if their boss encouraged mutual respect among themselves. From this angle, the average mean score of the respondents ($M=3.84$, $Sd=0.16$) indicates that their supervisor assists others in approaching difficult problems in creative ways.

Respondents also believes their leader is very supportive when they encounter work issues ($M=3.79$, $Sd=0.21$).

Table 4.10: Cocobod Respondents' perception towards Transformational Leadership and Empathy.

S/N	Statement	Mean	Std. Dev.
1.	My supervisor often listens to concerns	3.75	0.25

2.	My supervisor cares about my personal growth	3.78	0.22
3.	My leaders provide adequate resources to manage work-life balance	3.79	0.21
4.	My supervisor provides a culture of mutual respect among employees in my organization	3.83	0.17
5.	My leader is very supportive when I am faced with challenges	3.82	0.18
	Overall Mean	3.79	0.21

Respondents from Cocobod displayed high levels of agreement to the questions being asked under this category of Transformational leadership and Empathy.

According to the respondents, their leader makes room to listens to their worries. (M=3.75 and Sd=0.25).

The respondents here were asked if their leader cared about their own growth. Most of them agreed to this question (M=3.78, Sd=0.22).

The participants again agreed to subsequent questions 3 to 5, depicting that their leader is compassionate and benevolent towards them.

4.3.4 Descriptive Statistics on how open-communication affects firm performance in KCL and Cocobod.

Creating an atmosphere where ideas and inputs of workers are considered in order to achieve an organization's mission and vision statement is made possible through open-communication. The following are the study conclusions drawn from the participants in this specific context.

Table 4.11: KCL respondent's perception towards Transformational Leadership and Open-communication.

S/N	Statement	Mean	Std. Dev.
1.	I feel comfortable sharing my thoughts and opinions with my supervisors	3.76	0.24
2.	Decision-making processes are transparent in my organization	3.76	0.24

3.	My supervisor values and considers inputs when making decisions	3.84	0.16
4.	I frequently receive feedback on my performance	3.74	0.26
5.	My supervisor provides clear channels for communication across different levels of the organization	3.84	0.16
	Overall Mean	3.79	0.21

Under Table 4.11, respondents from Kasapreko were asked to give their views on the relationship that exists between open-communication and transformational leadership.

It can be inferred from the table above that, respondents agree to feeling at ease sharing their opinions and ideas with their bosses ($M=3.76$, $Sd=0.24$).

Under item 2 which states “Decision-making processes are transparent in my organization”. On average, the participants agreed to this statement about their leaders.

Participants also believes their leader takes them into consideration when making decisions in the organization. In other words, a democratic attribute of the leader, which is also exhibited by transformational leaders ($M=3.84$).

Item 4 wanted to know if participants usually received feedback on how they perform at work. An average score of $M=3.74$ indicates that respondents agree to receiving feedbacks.

It can also be seen from the table again that participants strongly agreed to item 5 on the questionnaire. With a mean score of $M=3.84$, respondents believe clear channels of communication are provided across all levels.

Table 4.12: Cocobod respondent’s perception towards Transformational Leadership and Open-communication.

S/N	Statement	Mean	Std. Dev.
1.	I feel comfortable sharing my thoughts and opinions with my supervisors	3.80	0.20
2.	Decision-making processes are transparent in my organization	3.74	0.26
3.	My supervisor values and considers inputs when making decisions	3.78	0.22

4.	I frequently receive feedback on my performance	3.82	0.18
5.	My supervisor provides clear channels for communication across different levels of the organization	3.85	0.15
	Overall Mean	3.80	0.20

This table presents the views of respondents from Cocobod concerning leadership and open-communication. From the table, it can be observed that respondents agree with the questions under this category.

As depicted above, staff of Cocobod agree to sharing thoughts and opinions with their leader without criticism. This is shown with a mean score of 3.80.

Item 2 presents respondents' opinion whether they get involved in decision making process. According to this perspective, the respondents' average mean score ($M=3.74$ and $Sd=0.26$) suggests that their leader is a transformational leader that practices open-communication within the organization.

It can also be concluded from the table that participants from Cocobod agree to question 3 to 4 with respect to open-communication practices. All mean scores were closer to 4 depicting respondents' strong agreement to questions about their leader.

4.4 Responses from Interview

To what extent through innovation, does transformational leadership affect firm performance in public and private sector firms

According to those who responded, transformational leaders stimulate followers' creativity and innovation by promoting critical thinking to handle difficulties, questioning assumptions, bringing a new perspective to familiar situations, and asking innovative solutions to problems.

To what extent through motivation, does transformational leadership affect firm performance in public and private sector firms

According to the respondents, transformational leaders motivate followers by setting high standards for the team, communicating a vision, providing a sense of purpose and challenge for the work, and generating enthusiasm and hope for the organization's future.

To what extent through empathy, does transformational leadership affect firm performance in public and private sector firms

The respondents from both institutions stated that transformational leaders carefully take into account the individual requirements of each follower in order to support their growth and success. They recognize each person's potential and strengths in their role as a coach and mentor.

To what extent through open-communication, does transformational leadership affect firm performance in public and private sector firms

According to the KCL and Cocobod survey respondents, transformational leaders are regarded by their employees and demonstrate qualities such as power, confidence, honesty, integrity, and a feeling of shared responsibility. This can be likened to the Idealised influence attribute transformational leaders where they instil trust in followers through open-communication behaviours while also behaving honourably inside the company. This can be confirmed by the overall mean score of responses for both companies in question.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1 Introduction

This study sought to assess the impact of transformational leadership on organizational performance in public and private sector firms of Ghana. Having discussed in detail the findings and assertions of other researches, this chapter presents the summary of findings, conclusion and recommendations based on relevant literature about the subject under study.

5.2 Summary of findings

The findings of the study on the influence of Transformational leadership on firm performance: A moderating effect of organizational culture are covered in this section. Innovation, motivation, empathy, and open communication were the four factors that were taken into account. In view of the aforementioned main objectives, this study delivers its findings. The results of objectives 1 through 4 show that transformational leadership has a major effect on company performance in both public and private sector enterprises.

The hypothesis was supported by the significant and positive effect that transformative leadership had on business performance. Prior empirical studies have shown links between transformative leadership and good business success. This is consistent with a study conducted in Anambra State, Southeast Nigeria, by Okoli et al. (2021) that examined the extent to which transformational leadership traits impact organizational effectiveness in postsecondary institutions. Additionally, Adnan et al. (2020) examined the role that quality innovation plays as a mediator between transformative leadership and organizational performance. The results showed that creative behaviors and organizational success under transformational leadership were strongly correlated.

The responses from both institutions in the private and public sector shows the correlation that exist between transformational leadership and firm performance through the four organization factors. Though majority of the responses from both companies depicted the strong agreement to study questionnaire, the overall mean scores under the four organizational culture factors in the private sector institution (Kasapreko Company Ltd) seem to be higher than that of the public sector institution (Cocobod).

5.3 Conclusion

It is seen from other literatures how the transformational leadership affect how firms' performance. According to Koh et al. (2019), transformational leaders have the ability to enhance employees' drive for creativity, which in turn fosters the development of creative self-efficacy. According to the study, organizational performance is greatly improved in Ghanaian businesses operating in the public and private sectors by employing transformational leadership philosophies. These leadership techniques have a positive impact, which emphasizes how important it is to develop flexible and adaptive strategies that are tailored to the unique demands and objectives of an organization. Moreover, the study indicates a robust positive correlation between organizational performance and employee satisfaction. The significance of employee engagement and well-being in fostering overall organizational performance is shown by this research.

Organizations in both public and private sectors can achieve greater performance and sustainable growth by implementing effective leadership that cultivates a supportive and stimulating work environment. The study's conclusions offer leaders in both industries a useful foundation for improving their approaches, which will eventually result in more resilient and effective companies. In conclusion, the results of this study revealed that transformational leadership have positive and significant effect on the performance of firms.

5.4 Recommendations

The following recommendations are based on the numerous discussions from the literature as well as results from the study.

Firstly, training programmes that emphasize appropriate leadership styles such as transformational leadership style are essential for identifying and developing potential leaders inside the organization. To optimize performance outcomes, organizations must to intentionally integrate transformational leadership approaches. It should be taught to leaders how and when to employ these approaches successfully, adjusting their strategy to fit the changing demands of their teams and the objectives of the organization.

Secondly, organizations should give priority to activities that enhance employee well-being and job satisfaction since there is a substantial positive correlation amongst all the cultural factors and firm performance. This may entail providing competitive pay plans, fostering chances for professional

growth, making sure the workplace is encouraging, and recognizing and appreciating the achievements of staff members.

Also, to measure employee happiness and leadership effectiveness, both Kasapreko and Cocobod should regularly use assessment methods. Feedback systems can be used to pinpoint problem areas and guarantee that leadership tactics continue to be in line with the goals of the company and its workforce.

Lastly, businesses in the public and private sectors should work together to exchange best practices and success stories about employee satisfaction programs and effective leadership. Collaboration of this kind can stimulate creativity and lead to general gains in organizational performance in several industries.

5.5 Suggestions for Future Research

Based on the limitations of this study, future research should aim to broaden the geographical context beyond Ghana in light of the current study's limitations. This will enable a more thorough understanding of the influence of transformational leadership on organizational performance in a variety of cultural and economic contexts. Further research endeavors ought to contemplate the inclusion of more regions within Ghana in order to encompass a broader range of organizational practices and leadership dynamics.

Additionally, broadening the scope of the study to encompass other leadership philosophies like transactional leadership may offer a more comprehensive understanding of the ways in which various leadership philosophies affect employee happiness and organizational performance. Future studies can provide more comprehensive understandings and broadly applicable conclusions that can enhance leadership practices in a variety of organizational contexts by tackling these limitations.

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APPENDICES

Dear Respondent, this questionnaire has been designed to measure the **Impact of Transformational Leadership on your Company's Performance**. Your assistance is needed by choosing the correct responses that represents your opinion on the topic of this study. Kindly take note that the information provided will be kept in strict confidence and for academic purposes only.

Thank you.

Section A: Demographic Characteristics

The following information/statements are needed for classification and comparison purposes of variables necessitated by this study only. Please indicate the classifications which best describes you by ticking (✓) appropriately in the boxes provided.

1. Gender
2. Age
3. Educational Background
4. Sector/Institution
5. Work Experience

Section B

Please indicate by ticking (✓) the level at which you agree or disagree with the following statements in your organization under the 5-point Likert Scale where;

1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree and 5= Strongly Agree.

Leadership and Innovation

S/N	STATEMENT	1	3	3	4	5
1	My leader often encourages new ideas from me					
2	I feel supported when trying new approaches in my workplace					
3	My leader provides opportunities for me to participate in brainstorming sessions					
4	My leader frequently implements new technologies to improve efficiency					
5	Innovation is recognized and rewarded within my organization					

Leadership and Empathy

S/N	STATEMENT	1	3	3	4	5
1	My supervisor often listens to concerns					
2	My supervisor cares about my personal growth					
3	My leaders provide adequate resources to manage work-life balance					
4	My supervisor provides a culture of mutual respect among employees in my organization					
5	My leader is very supportive when I am faced with challenges					

Leadership and Motivation

S/N	STATEMENT	1	3	3	4	5
1	My supervisor provides opportunities for professional development					
2	My supervisor provides regular incentives to encourage me perform better					
3	My supervisor motivates me enough to achieve my goals					
4	I receive recognition for my contributions by my leader					

Leadership and Open-communication

S/N	STATEMENT	1	3	3	4	5
1	I feel comfortable sharing my thoughts and opinions with my supervisors					
2	Decision-making processes are transparent in my organization					
3	My supervisor values and considers inputs when making decisions					
4	I frequently receive feedback on my performance					
5	My supervisor provides clear channels for communication across different levels of the organization					

DEDICATION

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