

LEADERSHIP AS A MOTIVATIONAL TOOL FOR EMPLOYEES' JOB RELATED OUTCOMES

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Abstract

The study was aimed at examining ways leadership can be used as a motivational tool for improved job related outcomes using a cross section of employees from the Ghanaian rural banking sector. It tapped into the perceptions of employees to understand what they perceived to be the influence of certain leadership style on employee motivation, job satisfaction and job commitment. A survey was employed and it covered 50 employees. The measures of central tendency (mean) and measures of variability (range, and standard deviation) were used to describe results. The study found that employees are motivated by leadership that give precise directive and offers employees the needed support and room to operate. The study found giving employees responsibility improves employee satisfaction and that leadership that is task oriented and committed to relational behaviours would improve employee job satisfaction. The study finds that leadership has an effect on employee commitment. It found that employee participation in decision making in the organisation has an effect on employee commitment. The study concluded that, since leadership improves employee job outcomes, leadership could influence employees to improve service delivery. Further, leadership influences service delivery through improvement in motivation, satisfaction and enhanced commitment.

Keywords: *leadership, employee motivation, job satisfaction, job commitment, rural banking, job outcomes, Service delivery, employee satisfaction*

INTRODUCTION

Leadership has been defined as the individual behaviour to guide a group to achieve the common objective Stogdill (1957). Fry (2003) explained leadership as the use of leading strategy to offer inspiring motive and to enhance the staff's potential for growth and development. Several researchers have indicated that there should be a relationship between leadership style and organizational performance. Santora *et al.*, (1999) reveal that, today's intensive and dynamic markets feature innovation-based competition, price/performance rivalry, decreasing returns, and the creative destruction of existing competencies. McGrath and MacMillan, (2000) suggest that effective leadership behaviours can facilitate the improvement of performance when organizations face these new challenges

Koontz and Donnell, (1993) shows that, organizational performance is the ability of an enterprise to achieve such objectives as high profit, quality product, large market share, good financial results, and survival at pre-determined time using relevant strategy for action. Organizational performance can be used to view how an enterprise is doing in terms of level of profit, market share and product quality in relation to other enterprises in the same industry. Consequently, it is a reflection of productivity of members of an enterprise measured in terms of revenue, profit, growth, development and expansion of the organization.

Understanding the effects of leadership on performance is important because leadership is viewed by some researchers as one of the key driving forces for improving a firm's performance. Effective leadership is seen as a potent of management development and sustained competitive advantage for organizational performance improvement (Avolio, 1999; Rowe, 2001). For instance, it has been shown that transactional leadership helps organizations achieve their current objectives more efficiently by linking job performance to valued rewards and by ensuring that employees have the resources they need to get the job done (Zhu, Chew and Spengler, 2005). Visionary leaders create a strategic vision of some future state, they communicate that vision and, model it by acting consistently, and building commitment towards the vision (McShane and Von Glinow, 2000). Zhu *et al.* (2005), suggest that visionary leadership will result in high levels of cohesion, commitment, trust, motivation, and hence performance in the new organizational environments.

Statement of the problem

The Rural Banking sector in Ghana has had challenges with the use of motivational tools to motivate employees. Several methods and approaches have been employed over the years; however, these methods have been saddled with problems. Some of the methods have been expensive; including the use of incentives and salary increments as a way to motivate

employees. The urgency of finding new ways to motivate employees in the rural banking sector stems from recent increases in employee and the potential for the rural banking sector to lose trained staff to the more lucrative private and public retail and commercial banking sectors.

Competition in the banking sector in Ghana is so keen that it is important that the rural banking sector is able to motivate its employees well so they do not become targets of poaching. High turnover due to lack of motivation in the rural banking sector has resulted in loss of trust and confidence in these banks to the extent that the sector is believed now to be losing clients to other better placed competitors. Most of employees resigning from the rural banking join rival banking institutions that operate in the very communities making it easy for such employees to lure clients to their new organisations. Previous studies led to the expectation that leadership paradigms will have direct effects on customer satisfaction, staff satisfaction, and financial performance. In general, however, the effects of leadership on organizational performance have not been well studied, according to House and Aditya's review (1997), who criticised leadership studies for focusing excessively on superior-subordinate relationships to the exclusion of several other functions that leaders perform, and to the exclusion of organizational and environmental variables that are crucial to mediate the leadership-performance relationship.

The study seeks to answer the following questions:

1. What is the relationship between leadership style and employee motivation in the Ghanaian rural banking sector?
2. To what extent does leadership style affect employee satisfaction?
3. To what extent can leadership style affect employee commitment to rural banking sector?

The study assumes that the leadership style that positively enhances these outcomes will improve quality of service delivered to customers.

Objectives of the study

The overall goal of the study was to examine employee perceptions on the role of leadership in motivating employees to a higher level of satisfaction and commitment to the rural banking sector in Ghana.

Specifically the study examined:

1. the relationship between leadership styles and employee motivation.
2. the likely impact of different leadership styles on in employees' job satisfaction and commitment to the rural banking sector

LITERATURE REVIEW

Leadership effects

Mehra, Smith, Dixon and Robertson (2006) argue that when some organizations seek efficient ways to enable them outperform other competitors, a longstanding approach is to focus on the effects of leadership. Team leaders are believed to play a pivotal role in shaping collective norms, helping teams cope with their environments, and coordinating collective action. This leader-centred perspective has provided valuable insights into the relationship between leadership and team performance (Guzzo and Dickson, 1996).

Some studies have explored the strategic role of leadership to investigate how to employ leadership paradigms and use leadership behaviour to improve organizational performance (Judge and Piccolo, 2004). This is because intangible assets such as leadership styles, culture, skill and competence, and motivation are seen increasingly as key sources of strength in those firms that can combine people and processes and organizational performance (Purcell *et al.*, 2004).

Views on leadership and management

Former views about leadership illustrate that it is seen as a personal capability. However, based on opinion of Messick and Kramer (2004) that the degree to which individuals' exhibits leadership depends on the characteristics and personal abilities, characteristics of the location and environment in which he finds himself. Furthermore, Messick and Kramer (2004) explained that since human beings could become members of an organization in order to achieve certain personal objectives, the extent to which they are active members depends on how they are convinced that their membership will enable them to achieve their predetermined objectives. Therefore an individual will support an organization if he believes that through it, his personal objectives and goals could be met, if not the person's interest in the organization will decline. According to London (2001), objectives assist executives in performing leadership roles by providing the basis for uniting the efforts of the workers within the organization.

It was further stressed that achieving set objectives help to give identity to an organization as well as recognition and status. Leadership development can be viewed as the planned experience, guided growth and training opportunities provided for those in position of authority. To this effect the leader of a small scale business should recognize that their responsibilities include performing management function, which according to Dubrin (2007) are planning, organizing, directing, controlling and co-ordination of all activities as they relate to the activities of the firm in order to achieve the firm's objectives.

Leadership styles

There are a number of different styles of leadership and management that are based on different theories. A person's leadership style depends on a combination of their beliefs, values and preferences, as well as the organizational culture and norms, which will encourage some, styles and discourages others.

Transformational leadership

Transformational leadership is a process that changes and transforms individuals (Northouse, 2001). Furthermore, transformational leadership is the ability to get people to improve, to change and to be led. It involves assessing associates motives, satisfying their needs and valuing them. Hence, a transformational leader could improve the company performance and make more successful of the company objectives. Burns (1978) defined transformational leaders as those that are able to lift followers up from their petty preoccupations and rally around a common purpose to achieve things never thought possible. Transformational leadership encompasses role modeling, handling of personal relationships with subordinates, duty orientation of the manager, critical thinking, and so on (Singh and Krishnan, 2007). According to Masood, Dani, Burns, and Backhouse, (2006), transformational leaders seek to raise the consciousness of followers by appealing to higher ideals and moral values such as liberty, justice, equality, peace, and humanitarianism, and not to baser emotions such as fear, greed, jealousy, or hatred.

Transactional leadership

Schneider (2002) stated that there is a difference between charismatic leaders with non-charismatic leaders. Although, transformational leaders inspire exceptional performance, transactional or non-charismatic leaders aspire to achieve solid, consistent performance that meets agreed upon goals. Bass (1985) mentioned that transactional leaders give rewards and punishments to encourage performance, making the leader relationship essentially an economic transaction. Conger and Kanungo (1998) shows that, transactional leaders have three primary characteristics which are: First, transactional leaders work with their team members to develop clear, specific goals and ensure that workers get the reward promised for meeting the goals. Second, they exchange rewards and promises of rewards for worker effort and third, transactional leaders are responsive to the immediate self-interests of workers if their needs can be met while getting the work done. Transactional leadership encourages specific exchanges and a close connection between goals and rewards. Therefore, employees are not motivated to give anything beyond what is clearly specified in their contract. This is especially troubling for

knowledge employees for whom it is much more difficult to specify complete job descriptions in advance.

Situational leadership

Situational leadership theory is based on the interaction among the dimensions of relationship behavior and task behavior, as well as follower readiness or maturity for performing a certain task (Hersey and Blanchard, 1996). In their view, followers are the most critical factor in leadership proceedings. Thus, as followers differ, so does the suitable method of management.

Situational leadership examines how leaders can become effective in many different types of organizational settings involving a wide variety of organizational tasks (Northouse, 2001). Further, directive behavior involves clearly telling people what to do, how to do it, where to do it, and when to do it, and then loosely supervising their performance. Though, supportive behavior involves listening to people, providing support and encouragement for their efforts, and then facilitating their involvement in problem-solving and decision making (Blanchard, 1991).

Leadership and organisational performance

In the literature, leadership has been identified as an important subject in the field of organizational behaviour. Leadership is one with the most dynamic effects during individual and organizational interaction. In other words, ability of management to execute “collaborated effort” depends on leadership capability. Lee and Chuang (2011), explain that the excellent leader not only inspires subordinate’s potential to enhance efficiency but also meets their requirements in the process of achieving organizational goals. Several reasons indicate that there should be a relationship between leadership style and organizational performance. The first is that today’s intensive and dynamic markets feature innovation-based competition, price/performance rivalry, decreasing returns, and the creative destruction of existing competencies. Studies have suggested that effective leadership behaviours can facilitate the improvement of performance when organizations face these new challenges (McGrath and MacMillan, (2000).

The Relationship between Leadership Styles and Employee Commitment

Previous research has devoted a great deal of attention to the relationship between leadership behavior and organizational commitment. They have shown that organisational commitment is greater for employees whose leaders encourage their participation in decision making (e.g., Ugboro, 2006). A relationship between commitment and leadership style has been reported in the organizational and management literatures. Several studies found a positive relationship between the two variables.

METHODOLOGY

Study design

The study employed a descriptive design that involved a one-time interaction with groups of respondents (cross-sectional study). Primary data was collected using a questionnaire that enabled a cross-sectional capture of quantitative data from respondents. The questionnaire was in four sections, the first section asked respondents to answer questions on their demography, the second section asked questions related to the relationship between leadership styles and employee motivation, the third section solicited responses on leadership and employee job satisfaction and the fourth section was interested in getting responses on leadership and employee commitment.

Population

The target population is defined as employees of a Rural Bank in Ghana. It included all staff of the Bank regardless of rank and gender. The population included all staff of the bank in all the branches in Ghana. The size of the target population is estimated to be one hundred and fifty (150) employees in all five branches of the banks.

Sampling

The ideal aim in drawing a sample is to draw on one that is representative, in that, all members of the population have an equal chance of being selected, and in this regard probability sampling was adopted. With probability samples, the chance, or probability of each case being selected from the population is known and is usually equal for all cases. Furthermore, as many employees from different departments and branches of the bank and at different levels of the organisational structure were included. The sampling in this regard is random. The purpose for this is to discourage pinpointing particular individuals and encourage a fair representation of the employee population. This is being done to gather the necessary information that helps in understanding the role of leadership in employee motivation. In all, fifty (50) employees of the bank were selected for the study.

Instruments

The primary data was collected using questionnaire. The questionnaire was in a structured form making it easy to fill and making analyses simple. The questionnaire was a close ended one. The first part of the questionnaire provided option for the respondents to select whilst the remaining portion of the questionnaire used a five point Likert-scale. The questionnaire was in four main parts.

The first part asked respondents to answer questions on their demographics, the second part asked respondents to answer questions related to leadership style and employee motivation. The third part of the questionnaire asked respondents to answer questions related the role of leadership in retaining employees and the fourth section of the questionnaire asked respondents to answer questions on the role of leadership in motivating employees to achieve organisational goals.

Analytical approach

Data was analysed using the SPSS software. Descriptive statistics was employed. Measures of central tendency (mean) and measures of variability (standard deviation and range) were computed to analyse responses from the respondents.

ANALYSIS & RESULTS

Demography of respondents

On the number of years respondents' had worked with the organisation, table 1, revealed that out of the forty seven (47) respondents, twenty eight (28) representing sixty per cent had worked with the organisation for between 1 and 5 years. The analysis as shown on table 1 above also showed that eleven (11) of the respondents, representing twenty three per cent (23%) had worked with the organisation for between 6 and 10 years. The analysis further revealed that six (6) of the respondents, representing thirteen per cent (13%) had worked with the organisation for between 11 years and 15 years. One (1) respondent each, representing two per cent (2%) had worked with the organisation for between 16 and 20 years and above 21years. It is clear from the analysis that majority of the respondents had worked with the organisation for between 1 and 5 years and the number of respondents reduces as the years of service increase.

Table 1: Number of years respondents worked in the rural banking sector

Years in service	Frequency	Percent (%)
between 1 and 5 years	28	59.6
between 6 and 10 years	11	23.4
between 11 and 15 years	6	12.8
between 16 and 20 years	1	2.1
21 years and above	1	2.1
Total	47	100.0

Of the forty seven (47) respondents completing the questionnaire, three (3), representing six per cent (6%) were drawn from the finance department whilst ten (10) of the respondents, representing twenty one per cent (21%) were from the projects department. Five of the respondents, representing eleven per cent (11%) were from the audit department. Expectedly majority of the respondents, twenty two (22) representing forty seven per cent (47%) were from the operations department.

Three (3) of the respondents, representing six per cent (6%) were from the Human resource department. The findings of the analysis are not surprising as the two largest departments, operations and projects had the largest number of respondents in the current study. Twenty six of the 47 respondents (55%) worked in operations, 10 (21%) worked in projects and rest worked in audit (12%), finance (6%) and human resources (6%)

The respondents in the current study were of different age groups. Five (5) of the respondents, representing eleven per cent (11%) were between the ages of 18 years and 25 years, twenty nine (29) of the respondents, representing sixty two per cent (62%) were between the ages of twenty six (26) and thirty three (33). The analysis further revealed that nine (9) of the respondents, representing nineteen per cent (19%) were between the ages 34 and 41. Four (4) of the respondents, representing nine per cent (9%) were between the ages of 42 and 49 whilst none was 50 years and above. The analysis shows that most of the employees of the organisation are youthful as sixty two per cent of the respondents were between the ages of twenty six (26) and thirty three (33) and ninety one per cent (91%) of the respondents were between the ages of eighteen (18) and forty one (41) as shown in table 3 below. Respondents were aged between 18 and 49 years. Majority of them (62%) were aged between 26 and 33 years.

Relationship between leadership style and employee motivation

Table 2 shows results about what respondents perceived to be the relationship between leadership style and employee motivation. A mean of 4 and a standard deviation of 0.57 gives the indication that in general respondents agreed that they are motivated by a superior who gives precise directive, gives the needed support and loosely supervises them. The standard deviation of as small as 0.57 is an indication of a concentration of response on agrees. Also respondents agreed that they are motivated when leadership creates vision and act consistently to build commitment. Respondents are also motivated to work harder when their leaders link their job performance to valued rewards.

Table 2: Perception of respondents on Leadership Style and employee motivation

Variables	N	Minimum	Maximum	Mean	Std. Deviation
I am motivated to work harder when my superior gives me precise directive, gives me needed support to execute task and loosely supervise me	47	3	5	3.98	0.57
I am motivated to work harder when leadership of the organisation inspires me and encourages me	47	2	5	3.68	0.98
Linking job performance to valued rewards motivates me to work harder	47	1	5	4.11	1.20
I am motivated when leadership creates vision and act consistently to build commitment	47	3	5	4.57	0.54

Leadership and employees' job satisfaction

Table 3 shows respondents' views on how leadership style enhances employees' job satisfaction. Respondents agreed that, being given more responsibility improves their satisfaction at work. A mean response of 3.7 suggests that on the average respondents agreed with the statement. Again the respondents agreed that their satisfaction is enhanced when their supervisors exhibit both rational and task oriented behaviour. This was so as the mean response was 3.9. The study also found that the mean response to the statement that leadership style that does not allow employees freedom of expression does not improve their satisfaction to be 4.3, an indication that respondents' satisfaction is reduced when freedom of expression is curtailed.

Table 3: Views of respondents on how leadership can enhance employee job satisfaction

Variables	N	Minimum	Maximum	Mean	Std. deviation
Being given more responsibility improves my satisfaction at work	47	1	5	3.72	1.07
I find satisfaction with my job when my supervisors exhibit both relational and task oriented behaviours	47	1	5	3.98	0.96
Leadership style that does not allow employee freedom of expression does not improve my satisfaction	47	1	5	4.31	1.02

Leadership and employees' commitment to the organisation

Table 4 shows a mean response of 4.3 and a standard deviation of 0.8, an indication that the response was concentrated on agree. What is also critical to the findings is that none of the respondents strongly disagreed with the statement. The study also analysed responses to the statement that respondents will be committed to an organisation where the leadership rewards exceptional performance. The analysis produces a mean response of 4.2 suggesting that respondents generally agreed to the statement. Employees are expectant of commensurate reward to their performance. It is therefore in order for employees to be committed to an organisation where their efforts are adequately rewarded. Management styles can influence the commitment level of employees. Analysing responses to the statement that visionary leadership enhances their commitment to the organisation produces a mean response of 4.4 indicating that respondents on the average agreed with the assertion. Critical to this finding is that none of the respondents strongly disagreed or disagreed. Again the standard deviation of 0.65 suggests that the response was concentrated suggesting a consensus.

Table 4: Perception of respondents on Leadership effects in employee
Commitment to the organisation

Variables	N	Minimum	Maximum	Mean	Standard deviation
I prefer to work in an organization where employees participate in every business of the organization	47	1	5	4.26	0.77
I am committed to an organization with leadership that rewards exceptional performance	47	1	5	4.23	0.93
A visionary leader enhances my commitment to the organization	47	1	5	4.45	0.65

DISCUSSIONS

Leadership style and employee motivation

The finding on the relationship between leadership style and employee motivation in Table 2 is in conformity with the findings of Northouse (2001) who noted that leadership that allows employees to exercise some level of discretion by loosing supervision but giving directives is situational leadership. Naturally human beings expect to be given the opportunity to exercise some level of freedom; it therefore suggests that minimal supervision will motivate employees as it conveys a message that the organisation has confidence that the employee is capable.

However, giving directives on what to do, when to do it and how to do it also as captured in the question is expected to reduce the employee's freedom to express themselves and the expectation is that the employee's motivation is reduced by such leadership style. Surprisingly that was not the case as the findings of the analysis suggests. The probable explanation may be that employees are fine with directive as that helps them to understand what they are suppose to do. Loosely supervising employees gives them confidence that, their superior beliefs in their capability which becomes motivating to the employee.

Analysing respondents' responses to the statement that they are motivated to work harder when leadership of the organisation inspires and encourages them produces a mean response of 3.7 and a standard deviation of 0.98 as indicated in table 2. This suggests that respondents generally agreed with the statement. Burns (1978) have explained that transformational leaders inspire and encourage employees and rally them around a common course. The findings of the study are in agreement with Singh and Krishnan(2007) assertion that transformational leaders motivate employees by inspiring them and by having a personal relationship with them, changing their orientation. A leader who inspires and encourages employees is likely to win the respect and commitment of employee and therefore will be able to motivate employees. According to Masood, Dani, Burns, and Backhouse(2006) in motivating employees leaders must have the ability to influence their emotion by inspiring and encouraging them. It is therefore in line with the current finding that leadership style that inspires and encourages can motivate employees.

Linking job performance to valued rewards according to Bass (2006) is what defines transactional leadership style. The analysis in table 2 revealed a mean response of 4.1 indicating that generally respondents agreed with the assertion that linking job performance to valued rewards motivates them to work harder. Employees are always expectant of some reward commensurate with their inputs, it is therefore in order to expect that linking reward to performance will have the tendency of increasing employee motivation. This confirms Zhu, Chew and Spengler(2005) who posited that transactional leadership helps organizations achieve their current objectives more efficiently by linking job performance to valued rewards and by ensuring that employees have the resources needed to get the job done. Clearly transactional leadership style is interested in resources the employee enough to be able to undertake the task given. The study also found that respondents agreed to the assertion that when leadership creates vision and act consistently to build commitment towards it. This finding is in agreement with several authors such as (Avolio, 1999; McShane and Von Glinow, 2000) who have suggested that visionary leaders create a strategic vision of some future state, communicate that vision through framing and use of metaphor, model the vision by acting

consistently, and build commitment towards the vision. Zhu et al. (2005), also suggested that visionary leadership will result in high levels of cohesion, commitment, trust, motivation, and hence performance in the new organizational environments.

Leadership and employees' job satisfaction

From the findings of the study, it is obvious that leadership has a role in improving satisfaction of employees. Naturally employees' satisfaction is expected to improve when leadership provides all what is required to execute the task given. Again employees find it satisfying when they are given responsibilities as that signals the confidence the leadership of the organisation has in the employee. As mentioned by Dubrin (2007), there are different classes of needs. These include: physical, social and egoistic needs. However, job satisfaction is often associated with human need and condition. A leadership style that is able to identify and provide the needs of its employees has the tendency of improving the satisfaction level of its employees.

Perceptions on leadership effects on employees' job commitment

The finding confirms the assertion by several authors. For example Ugboro (2006) have explained that increase employee participation in decision making improves employee commitment to the organisation. Decision making in an organisation for example is critical to employee commitment because some of these decisions border on employee welfare and therefore their participation would suggest that decisions in this regard would go to improve their welfare. In a rural banking firm where the employees are the interface between the clients and management, the expectation is that employees are involved in all spheres of activities in the bank especially in decision making as they normally understand clients concerns. Decisions on strategies to outcompete rival banks must necessarily stem from the employees who are in direct contact with clients. Such an involvement of employees in activities of the organisation makes the employees feel part of the organisation and enhance their commitment.

The study also analysed responses to the statement that respondents will be committed to an organisation where the leadership rewards exceptional performance. The analysis revealed a mean response of 4.2 suggesting that respondents generally agreed to the statement. Employees are expectant of commensurate reward to their performance and it is in order for employees to be committed to an organisation where their efforts are adequately rewarded. Management styles can influence the commitment level of employees. Eisenberger et al. (1990) as cited in Avolio et al., (2004) argue that managers and organizations must reward and support their employees for the work that they do because this perceived support allows for more trust and commitment to the organisation. They found that those employee's who feel that

they are cared for by their organization and managers also have not only higher levels of commitment, but that they are more conscious about their responsibilities, have greater involvement in the organization, and are more innovative.

Analysing responses to the statements that visionary leadership enhances their commitment to the organisation produces a mean response of 4.4 indicating that respondents on the average agreed with the statement. Critical to the finding is that none of the respondents strongly disagreed or disagreed. Again the standard deviation of 0.65 suggests that the response was concentrated suggesting a consensus. This finding is in agreement with scholars like Zhu et al. (2005), who suggested that visionary leadership will result in high levels of cohesion, commitment, trust, motivation, and hence performance in the new organizational environments. Organisational members are always interested in flourishing organisation; hence, leadership, which is visionary and has the capability of securing the future of the organisation will sit well with employees and enhance their commitment to the organisation. Again studies by authors such as (Avolio, 1999; McShane and Von Glinow, 2000) have suggested that visionary leadership builds commitment.

CONCLUSIONS

The study sought to analyse the relationship between leadership styles and employee motivation. The study found leadership style to have an effect on employee motivation. The study found that employees are motivated by leadership that gives precise directive and generally gives needed support and loosely supervise them. The study found minimum supervision was essential in motivating employees; employees will be motivated when they are allowed space to express themselves rather than being strictly supervised. The study also found that leadership that inspires the employees and encourages them has the tendency of motivating the employees. Again the study found that linking job performance to valued rewards motivates employees to work harder.

The study found giving employees responsibility improves employee satisfaction. The study also found that leadership that is task oriented and committed to relational behaviours have the tendency of improving employee job satisfaction. Again it was found that leadership that does not allow freedom of expression does not encourage employee satisfaction.

The study also analysed the effect of leadership on employee commitment. The study revealed that leadership has an effect on employee commitment. It was found that employee participation in an organisation has an effect on employee commitment, thus an organisation where there is high employee participation there is high commitment. Reward for exceptional

performance was found to improve employee commitment. Visionary leadership was found to improve employee commitment.

From the findings of the study it was concluded that leadership can influence employee to improve service delivery. The study concludes leadership can motivate employees to improve service delivery. The study concluded that leadership influences service delivery through improvement in motivation, satisfaction and enhanced commitment.

With the insights gained by this study, leaders should feel an obligation to investigate their own leadership-style, in order to optimize their effectiveness as leaders. The style can be transactional or transformational. The actions of an effective leader should contribute to enhancing the motivation, satisfaction or commitment of their subordinates.

There are several ways suggested by the findings of the current study on how leadership can influence employees to improve on service delivery. Leadership can be highly effective at enhancing service delivery if the leadership style adopted has the tendency of motivating, improving employee commitment and enhancing satisfaction of the employees.

It is relevant to assess, if a leaders' current leadership-style is the proper style to motivate his or her subordinates in the setting they work. Only with this information does it become possible to be effective in improving service delivery.

Again commitment of employees would suggest that labour turnover will be minimal. By this service delivery is expected to improve because it is commitment of employees which allows the organisations to train employees to be innovative. Organisations which train its employees would normally expect to be able to retain these employees for a reasonable number of years so the benefit of the training can be realised

Based on finding, leadership could become important factor to motivate employee in organization especially in the rural banking sector. Because services provided by the bank is to the general public and often times many individuals and industries depend on the banking system so much, leadership in this sector must become agent of change and agent of services. For this to happen, motivating the employee of the bank must be one of the many priority of the leaders in Ghanaian rural banking sector.

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