

Leadership styles and employees' performance: A case of family-owned manufacturing company, Cape Coast

Godson Kwame Amegayibor

School of Business, University of Cape Coast, Cape Coast, Ghana

godson3005@yahoo.co.uk



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Abstract

Purpose: This study aimed to explore the association between leadership styles and employee performance in a family-owned manufacturing business.

Research methodology: For data translation and analysis, the study used a quantitative approach and a correlational design, a census technique of sampling 400 employees, an interview schedule, multiple linear regression, and the Statistical Package for Social Sciences (SPSS) 16.0 Versions.

Results: Results revealed that autocratic, charismatic, and paternalistic leadership styles influence employees' performance. The result also revealed that autocratic, charismatic, and visionary leadership styles influence error reduction. Again the result shows that paternalistic and visionary leadership styles influence employees' quality of work.

Limitations: The study's main weakness is that it only looked at nine specific leadership styles and their effects on employee performance.

Contribution: Given this, managers should consider using leadership styles with stronger predictions in a given situation to drive employees' performance, reduce employees' errors in work and enhance employees' quality of work.

Keywords: Leadership, Organization, Employees' performance

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1. Introduction

The success of a nation, society, government, organization, and employees is totally linked to leadership. According to [Ricketts \(2005\)](#), leadership has played a fundamental role in nearly every aspect of society. [Kai \(2013\)](#) stated that in the operation of a company, leadership behaviors and leadership style have a decisive influence on employee performance. According to [Gupta, McDaniel, and Hearsh \(2005\)](#), leadership establishes and transmits to employees at the organizational level the overarching direction of the organization, such as establishing a better understanding of effective employees' performance and future leader growth. Leadership has gained a great deal of attention in both public and private companies throughout the world as a result of globalization and technological advancements, and there is a need for leaders to become more strategic in their thinking when it comes to managing their organizations. According to [Punnett \(2004\)](#), leadership is an important feature of all companies, but its role is becoming more challenging as firms become more involved in globalization and technological innovation. Any organization's strong or abysmal performance and its employees, departments, and the smallest unit are laid before leadership. This means that leadership cannot purge itself from the failure of organizations and their employees since the leadership styles used by leaders influence the effective performance of employees. For these reasons, most managers

are changed or fired for non-performance of their organization or team of employees. According to [Odumeru and Ogbonna \(2013\)](#), this is due to the fact that leadership is a major aspect that contributes significantly to the overall well-being of companies and nations. The majority of experts agree that strong leadership techniques are a significant contribution to coping with obstacles in organizational performance ([Schoemaker, Krupp & Howland, 2013](#)). As a result of the expanding issues of the twenty-first century, it is vital to investigate the impact of leadership styles on employee performance ([Hitt, Ireland & Hoskisson, 2010](#)). According to [Amoah – Mensah, and Darkwa \(2018\)](#), leadership must be proactive because there is no one way to do things; this is especially true now that technology has become a worldwide force driving practically every aspect of enterprises. That flexibility of leadership behavior along the organizational levels and subunits will enable potential individuals to be more strategic in leading, managing the organizations, and pursuing the goal and successful employees' performance with strategic thinking by adopting different leadership styles in a given situation. In their study toward a contextual theory of leadership, [Osborne, Hunt, and Lawrence \(2002\)](#) claim that there is a need for the traditional way of looking at leadership since the context in which leaders function is both radically different and diverse in a given circumstance. Hence, it is posited that the effectiveness of specific leadership styles to performance is situationally contingent because there is no commonly appropriate leadership style or one best way for leaders to lead ([Bolden, Goslings, Marturano & Dennison, 2003](#)). As a result, this study is based on the theory of contingency. Previous leadership research has concentrated on organizational performance ([Horstmeier, Boer, Homan, & Voelpel, 2016; Bottomley, Mostafa, Gould-Williams, & Leon-Cazares, 2016; Tahir, 2015](#)). Some studies have also examined employee performance ([Lumbasi, 2015; Igbal, Anwar, & Haider, 2015; Dele, Adegboyega & Taiwo, 2015](#)). Other studies look at the personal initiative and employee creativity ([Herrman & Felfe, 2014](#)), bullying ([Hoel, Glaso, Hetland, Cooper, & Einarsen, 2010](#)), uncertainty ([Cicero, Pierro, & Knippenberg, 2010](#)), gender ([Mohr & Wolfram, 2008](#)), organizational culture ([Ogbonna & Harris, 2002; Omira, 2015](#)), corporate social responsibility ([Waldman, Siegel & Javidan, 2013](#)). All the foregoing studies were conducted in the European and Asian countries (for example United States of America, Great Britain, Germany, Turkey, Italy, India, and Pakistan). In addition, only a few have been done in Africa (for example, [Karamat, 2013; Uchenwamgbe, 2013; Dele, Adegboyega & Taiwo, 2015 etc.](#)), unambiguously studies on leadership styles seem to be rare in Ghana. To fill these gaps, the study seeks to investigate the relationship between leadership styles and employees' performance in a family-owned company and sought to add to knowledge.

Objectives of the study

The following research objectives steer this study:

1. To explore the relationship between leadership style and employees' performance.
2. To examine the relationship between leadership style and employees' error reduction.
3. To investigate the relationship between leadership style and employees' quality of work.

2. Literature review and hypothesis development

Contingency theory

According to [Saowalux and Peng \(2007\)](#), Fiedler's contingency theory comes as exigencies because the trait or behavioural theories have failed to obtain consistent results, which led to the focus on a contingent or behavioral theories situational dimensions that influences behavior ([Yukl, 2002](#)). The contingency theory serves as an extension to the trait and behavioral theory ([Northouse, 2009](#)). The theory was propounded by Fred Edward Fiedler ([Bolden, Goslings, Marturano & Dennison, 2003](#)). The theory indicates that leadership style influences employees' performance. That the success of any organization and its employees largely depends on the effectiveness of leadership styles leaders use in a given situation ([Mohammed, Yusuf, Sanni, Ifeyinwa, Bature & Kazeem, 2014](#)), and has been used to establish degree, to facilitate effects or influences of variables such as leadership styles, service quality delivery, communication styles, employees' or organizational performance. Fiedler theory was divided into three contextual dimensions or factors: the leader-member relations, the positional power, and the task structure, and the effectiveness and efficiency of the leadership style to bring forth results depend on these dimensions ([Bolden, Goslings, Marturano & Dennison, 2003; Killian, 2007; Fiedler, 1964, 1967](#)). The leader-member relationship is the relationship between employees and the leader,

the level to which the employees trust the leader, and how much the leader can recruit these employees ([Fiedler, 1996](#)). It is the level of loyalty, dependability, and support received by the leader from employees and how the management perceives a group of employees getting along together ([Bolden, Gosling, Marturano & Dennison, 2003](#); [Killian, 2007](#); [Fiedler, 1967](#)). Leader-positional is the degree of positional authority a leader has over their employees or followers is referred to as leader-positional power. The power of a leader that he or she wields in the organization is called position power ([Fiedler, 1996](#)). This dimension is related to the official power the leader has over his followers, which is provided by his or her position within the organization. It is easier to lead when the leader is in a powerful position ([Fiedler, 1967](#); [Bolden, Gosling, Marturano & Dennison, 2003](#); [Killian, 2007](#)). Task structure is the structure of the task when a task is uncertain and unstructured. It is more difficult to lead than when it is well-defined and structured ([Fiedler, 1967](#)). According to [Fiedler \(1967\)](#), if employee performance is to be enhanced, we must deal with the leader's behavior and the situational circumstances that influence him or her.

The leadership concept

Leadership as a concept is dynamic, flexible, and complicated, and no universally accepted definition has emerged ([Peretomode, 2012](#)). According to [Eze \(1982\)](#), leadership is a relational concept that involves both the influencer and the person being influenced. There can be no leader without followers, and the factors that interact to make an effective leader include not only the abilities and features of the group he is leading but also the features of the circumstance in which he is leading. This idea encompasses not just eagerness to work but also zeal and confidence ([Igbaekemen, 2014](#)). According to [Asika \(2004\)](#), leadership is the process of persuading individuals to direct their efforts toward the achievement of a specific goal or goals. According to [Armstrong \(2002\)](#), leadership is the practice of persuading and encouraging others to work energetically toward achieving goals. According to [Lawal \(1993\)](#), leadership is the process of persuading others to work voluntarily and confidently toward an organizational goal. According to [McGowan and Miller \(2004\)](#), leadership is about both the leaders and the interactions between the many leaders in the company. Leadership in an organization is a crucial aspect in increasing people's interest and commitment to the organization ([Obiwuru, Okwu, Akpa, & Nwankere, 2011](#)). It assists employees in achieving their company goals; it promotes followers to be expressive and adaptable to new and improved methods and changes in the environment ([Azka, Tahir, Aslam, & Syed, 2011](#)). [Mills \(2005\)](#) stressed that strong leadership helps a nation in times of crisis and makes corporate companies successful. According to [Warrick \(1981\)](#), leadership has power over interpersonal, material rewards, and punishments that frequently shape employee behavior and affect performance, motivation, attitude, and self-image, potentially in a favorable or negative way.

Employees' performance

[Anthony \(1965\)](#) views performance as two primary components efficacy and effectiveness. Efficacy is the inputs and outputs that result in higher volume for a given amount of inputs, while effectiveness is the degree to which planned outcomes are achieved. According to [Deadrick and Gardner \(1997\)](#), employee performance can be viewed as a record of outcomes achieved for each job function over a specific time period. Employee performance is typically measured in terms of outcomes; however, it can also be measured in terms of conduct ([Armstrong, 2000](#)). Employee performance, according to [Rath and Conchie \(2009\)](#), is linked to how successfully an employee meets his or her goals and objectives. Employee performance, according to [Putterill and Rohrer \(1995\)](#), focuses directly on individual productivity by analyzing the number of units of acceptable quality produced by an employee in a manufacturing environment during a particular time period. According to [Sabir, Iqbal, Rehman, Shan, and Yameen \(2012\)](#), employee performance is a critical component of every organization and the most crucial aspect of the organization's success and performance. According to [Darden and Babin \(1994\)](#), an increase in consumer impression of service quality is associated with high employee performance, whereas an increase in customer complaints and brand switching is associated with poor employee performance. Employee performance must be shown to recognize each employee's personal development and achievement ([Hendrey, 2005](#)). According to [Mayer, Bardes, and Piccolo \(2008\)](#), increased employee performance leads to higher customer focus.

Leadership styles and hypotheses

Transformational leadership style

[Yukl \(1989\)](#) describes transformational leadership as the process of effecting fundamental changes in the attitudes and assumptions of organization members and establishing a commitment to the organization's mission and objectives ([Kent & Chelladurai, 2001](#)). According to [Martin \(2015\)](#), this approach is about forging relationships among people and effecting actual meaningful change by stressing principles and generating a common vision among everyone in the business. According to [Abbas and Ashgar \(2010\)](#), transformational leadership is a style that improves the level of dedication and motivation for people to work for the success of the organization regardless of their personal interests. According to [Wang and Howell \(2010\)](#), transformational leadership is primarily concerned with individual and group-level development. This leadership style has been extensively researched, has intuitive appeal, is process-focused, has an expansive leadership view (thus providing a broader view of leadership that supplements other leadership models), emphasizes follower (thus emphasizing followers' needs, values, and morals), is a very effective form of leadership, and is the most popular ([Suresh & Rajini, 2013](#)). [Tahir \(2015\)](#) and [Dele, Adegboyega, and Taiwo \(2015\)](#) investigated the relationship between leadership style and organizational performance and discovered that transformational leadership had a favorable effect on organizational performance. [Shafie, Baghersalimi, and Barghi \(2013\)](#) investigated the association between leadership style and employee performance at the Tehran Province Real Estate Registration. The findings revealed that transformational leadership has an impact on employee performance. Based on this, it is hypothesized:

H1: Transformational leadership style influences employees' performance.

H1a: Transformational leadership style influences employees' error reduction.

H1b: Transformational leadership style influences employees' quality of work.

Autocratic leadership style

[Nwankwo \(2001\)](#) and [Enoch \(1999\)](#) define autocratic leadership as a style in which productivity is prioritized over any human concern and decisions are made solely by the leader. According to [Okumbe \(1998\)](#), this leadership style is task-oriented, and workers are employed as a machine to achieve productivity and organizational goals and improvements. A worker is expected to follow instructions without inquiry, and there is little or no group participation in decision-making or good communication between the leader and employees. [Dubrin \(1998\)](#) defined autocratic leadership as the practice of the leader retaining the most authority and making decisions that employees only implement. According to [Dalluay and Jalagat \(2016\)](#), the strength of autocratic leadership is that decisions are made swiftly and that decisions are distributed and obeyed by subordinates from the top to the bottom of the hierarchy. [Anyango \(2015\)](#)'s empirical investigations on the impacts of leadership styles on employee performance at Bank of Africa in Nairobi, Kenya, revealed that transformational leadership has a strong beneficial influence on employee performance. [Amoah – Mensah and Darkwa \(2018\)](#) conducted research on the association between the leadership styles of owner-managers of small sawmills in Kumasi, Ghana's Sokoban Wood Village. The result revealed that autocratic leadership style influences employees' performance. Based on this, is hypothesized that:

H2: Autocratic leadership style influences employees' performance.

H2a: Autocratic leadership style influences employees' error reduction.

H2b: Autocratic leadership style influences employees' quality of work.

Charismatic leadership style

The charismatic leadership style is by far the most successful trait-driven leadership style. Leaders have a vision and a personality that inspires followers to carry out that mission. This leadership style has always been regarded as one of the most valuable since it fosters creativity and innovation and is frequently extremely motivating. When charismatic leaders are at the head, the organization's followers simply follow ([Michael, 2010](#)). The charismatic leadership trait is out of the ordinary, unique, unconventional, and goes against the grain ([Roussel, 2006](#)). Charismatic leaders, according to [Champoux \(2006\)](#), have a high level of self-confidence, self-esteem, and self-determination, which

increases their credibility. According to [Bell \(2013\)](#), charismatic leaders exhibit characteristics such as communication, vision, trust, image management, and delegation of authority. As a result, charismatic leadership frequently removes other strong personalities that compete with them. The upshot of filtering out the competitors is a swarm of delighted followers but few prospective leaders ([Michael, 2010](#)). According to [Northouse \(2004\)](#), charismatic leadership becomes viable when followers are confused and helpless. [Bass \(1985\)](#) defines charismatic leadership as "an intellectually interesting, motivating, ethical, and highly compassionate individual capable of forming emotional ties with his followers and other leaders." [Khuong and Hoang \(2015\)](#) evaluated the impact of different leadership styles on employee motivation at auditing firms in Ho Chi Minh City, Vietnam. It was determined that charismatic leadership style with the highest Beta value (.222) was the most influential factor having the greatest positive influence on employee motivation. [Waldman, Ramirez, Houseand, and Puranam \(2001\)](#) and [Tosi, Misangyi, Fanelli, Waldman, and Yammarino \(2004\)](#) discovered that the chief executive officer's charisma leadership style was not related to subsequent organizational performance as measured by net profit margin, shareholders return or return on asset. Based on this, it is hypothesized that:

H3: Charismatic leadership style influences employees' performance.

H3a: Charismatic leadership style influences employees' error reduction.

H3b: Charismatic leadership style influences employees' quality of work.

Paternalistic leadership style

[Kai \(2013\)](#) defines paternalistic leadership as a type of discipline and authority, fatherly compassion, and moral leadership. It refers to a leader who possesses parental characteristics, such as patriarchal styles, and includes three crucial dimensions: kindness, virtue, and authoritarian leadership. [Cheng, Farh, and Chou \(2006\)](#) characterized the paternalistic leadership style as controlling by people, father's compassion, dignity, and ethically unselfishness. It was considered a paternalistic leadership style because it incorporated three key elements: benevolence, morale, and authoritarianism. As a result, the interactions between the leader and its members define the efficiency of leadership ([Cheng, Farh & Chou, 2006](#)). Paternalistic leaders act as father figures and care for their subordinates as if they were parents. The senior and medium-level managers under this leadership style are concerned about their people. In exchange, the leader gains the total faith and allegiance of his or her employees ([Mishra, Grunewald & Neelufa, 2014](#)). [Ozer and Tinaztepe \(2014\)](#) investigate the impacts of leadership styles on company performance in their study. It was determined that paternalistic leadership was related to firm performance. [Kai \(2013\)](#) investigated the mechanism by which paternalistic leadership impacts employee performance: using organizational justice as an intermediary variable, it was discovered that the three dimensions of paternalistic leadership have a direct impact on employee performance, with benevolent leadership and moral leadership having a positive effect, and authoritarian leadership style and employee performance having a negative effect. Based on this, it is hypothesized that:

H4: Paternalistic leadership style influences employees' performance.

H4a: Paternalistic leadership style influences employees' error reduction.

H4b: Paternalistic leadership style influences employees' quality of work.

Visionary leadership style

[Sashkin \(1998\)](#) defines a visionary leadership style as an individual's ability to create and convey a strategically focused company's realistic, convincing, and compelling vision. According to [Bennis and Nanus \(1997\)](#), a visionary leader is someone who picks a route by building a mental image of a conceivable and desirable future for the business. A visionary leadership style necessitates the leader having a future vision for the organization that is desired and exciting to all. Vision motivates individuals to work together toward common goals and keeps organizations going in the face of adversity ([Sashkin, 1998](#)). According to [Zhu, Chew, and Spangler \(2005\)](#), a visionary leadership style will result in a high level of cohesion, commitment, trust, motivation, and, therefore performance. According to [Wallace \(1996\)](#), the importance of a visionary leader is to have an agenda and skills closely related to excellence and being able to create a clear vision statement, and that vision must

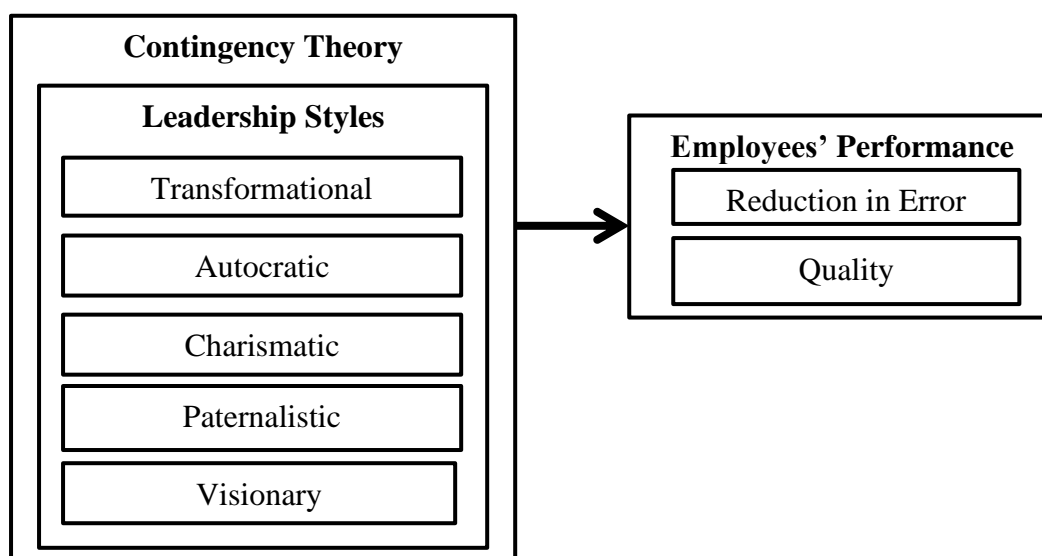
inspire employees within an organization, relate well to individuals outside the organization, set direction for his/her organization, and enable the organization to cope with change. [Dhammika \(2014\)](#) investigated visionary leadership style and organizational citizenship behavior, as well as the effects of sectarianism in the Sri Lankan private and public sectors. The study discovered that visionary leadership has a favorable and significant effect on employees' corporate citizenship behavior. Based on this, is hypothesized that:

H5: Visionary leadership style influences employees' performance.

H5a: Visionary leadership style influences employees' error reduction.

H5b: Visionary leadership style influences employees' quality of work

Conceptual framework



The conceptual framework is built based on the contingency theory. The theory explained that a specific leader's behavior (leadership styles) exhibited in a given situation influences employees' performance. As shown in the framework, leadership styles (thus transformational, autocratic, charismatic, paternalistic, and visionary) are predicted to influence employees' performance (reduction in error and quality).

3. Research methodology

Research design

The study took place in a family-owned company that produces high-quality products such as soap and detergent, cooking products, and oil palm products and has been in existence for hundred (100) years. Orders from the company are customized for local markets and export. The company distributes its products across Ghana and neighboring West African countries. The quantitative technique was applied in this investigation. A quantitative methodology, according to [Creswell \(2008\)](#), allows researchers to apply mathematical approaches to get objective and logical conclusions. In addition, quantitative methodology establishes, explains, confirms, or validates theory or relationships, develops generalizations that contribute to theory, and can be tested ([Leedy & Ormrod, 2001](#); [Leedy & Ormrod, 2010](#)). Specifically, quantitative correlational was employed for the study design because, according to [Creswell \(2008\)](#), correlational study design allows for the prediction of outcomes and the explanation of the link between variables. There is no attempt to control or alter the variables in a correlational study; however, the correlation statistic is utilized to define and assess the degree of the link between two or more variables or sets of scores ([Creswell, 2008](#); [Lappe, 2000](#)). The population was made up of 400 (four hundred) employees, and the full population was used because the study intends to reduce the likelihood of errors happening, optimize the accuracy of population estimates, and improve the generalizability of the data acquired ([Osborne & Costello, 2004](#)). Census sampling method was employed. According to [Varalakshmi, Sundaram, Indrani, Suseela, & Ezhilarasi \(2004\)](#), when the census method is used, data are collected from each and every item of the

population, results are more accurate and reliable, and data collected may be used for various survey analyses.

Data collection and analysis

According to [Babbie \(2001\)](#) and [Neuman \(2006\)](#), employing an interview schedule allows the researcher to get all respondents to answer the questions, clarify any topics that are unclear, and, most importantly, obtain detailed information from them. It can also be used for employees who have little or no education. The interview schedule was broken down into three sections. The first section concentrated on the employees' personal information (Demographics), such as gender, age, education, department, and term of employment. The second section addressed leadership types such as transformative, autocratic, charismatic, paternalistic, and visionary. The final section focused on employee performance questions (error reduction and quality). The independent variables (leadership styles) were rated on a five-point Likert scale, with 1 indicating least importance, 2 indicating less importance, 3 indicating importance, 4 indicating much importance, and 5 indicating most importance. Employee performance was also evaluated on a five-point Likert scale, with 1 denoting little impact, 2 denoting less impact, 3 denoting impact, 4 denoting much impact, and 5 denoting the greatest influence. Professors in the area reviewed the interview schedules for face and content validity, and their feedback was included into the final instrument before administration. The instrument was also examined for internal consistency dependability using the Cronbach Alpha reliability index, and the results revealed = 0.87, indicating that the instrument was trustworthy enough to produce reliable and valid data. The data collection took four months and involved 400 interview schedules. Because one of the conditions of regression requires a large sample size ([Chung-Wen, 2008](#)), the study guarantees that the regression criteria are taken into account. This ensures normalcy, generalization of results, validity, and reliability (Jeon, 2015). The Statistical Package for Social Science (SPSS) 16.0 version was used for data entry, data transformation, output formats, and analysis. Multiple linear regression was used to test hypotheses.

Employees' performance measures

Employees' performance measures refer to criteria established by the company to evaluate the performance of employees. These benchmarks for measuring the performance of employees can be seen from given individual tasks and responsibilities, the behavior of the employee ([Robbin, 2008](#)). It is critical to have a performance measurement system in place because it plays a vital role in formulating strategic plans and assessing the accomplishment of organizational objectives. The organization establishes this gauge of performance requirements ([Ittner & Larcker, 1998](#); [Kenney, 1992](#)). Previous research employed a variety of criteria to assess employee performance. Profitability, gross profit, return on asset (ROA), return on sale (ROS), revenue growth, liquidity, and operational efficiency are examples of these factors ([Ahuja, 2006](#); [Parnell & Wright, 1993](#); [Thomas & Ramaswamy, 1996](#); [Gimenez, 2000](#)). Despite the fact that there has been substantial debate regarding these issues of nomenclature and conceptual bases for performance evaluation, there have not been conventional standards on which to rely ([Ford & Schellenberg, 1982](#)). This implies that employee performance metrics are not fixed. There are various elements that contribute to total employee performance and can be measured based on the organization's strategic goals. [Hoogh, Hartog, Koopman, Berg, Berg, Weide, and Wilderom \(2004\)](#) critiqued much existing leadership-performance research for its limited perspective and reliance on a few subjective outcome indicators.

4. Results and discussions

Analysis of demographic variables

Table 1. Demographic Variable (N = 400)

Demographic variables	Response	Percentage
Sex		
Male	257	64.3
Female	143	35.8

Age		
18 – 25	70	17.5
25 – 35	180	45.0
35 – 45	113	28.3
45 – more years	37	9.3
Education		
Primary/JHS	13	3.3
Secondary/Technical	218	54.5
Tertiary	169	42.3
Department		
Human Resource	22	5.5
Marketing/Sales	44	11.0
Production	71	17.8
Security	56	14.0
Oil Refinery	23	5.8
Palm Kernel	42	10.5
Section	142	35.5
Tenure of service		
1 – 5 years	141	35.3
6 – 10 years	139	34.8
11 – 15 years	57	14.3
16 – 20 years	18	4.5
20 years and above	45	11.3

The results in Table 1 showed that out of the total of 400 respondents, 257 were male, representing 64.3 %, and 143 were female, representing 35.8 %. It can also be observed that 180 respondents representing 45.0 % were between the ages of 25 and 35 years, 113 respondents representing 28.3 % were between the age brackets of 35 and 45 years, 70 respondents representing 17.5 % were in the age bracket of 18 and 25 years, and 37 respondents representing 9.3 % were aged 45 years and above. The results revealed further than 218 respondents representing 54.5 % had secondary/technical education, 169 respondents representing 42.3 %, had tertiary education, and 13 respondents representing 3.3 % had primary/JHS education. It can also be observed that 142 respondents representing 35.5 %, were working in section, 71 respondents representing 17.8 % were working in the production department, 56 respondents representing 11.0 % were found working in the marketing/sales department, 42 respondents representing 10.5 % were working in the Palm Kernel department, 23 respondents representing 5.8 % were located in the Oil Refinery department, and 22 respondents representing 5.5 % were found working in the Human Resource department. It was further revealed in Table 2 that 141 respondents representing 35.3 % had worked 1 to 5 years, 139 respondents representing 34.8 % worked between 6 to 10 years, 57 respondents representing 14.3 % worked between 11 to 15 years, 45 respondents representing 11.3 % worked between 20 years and more, and 18 respondents representing 4.5 % worked between 16 to 20 years.

Hypothesis testing

H1: Transformational leadership style influences employees' performance.

H2: Autocratic leadership style influences employees' performance.

H3: Charismatic leadership style influences employees' performance.

H4: Paternalistic leadership style influences employees' performance.

H5: Visionary leadership style influences employees' performance.

Table 2. Relationship between leadership styles influences employees' performance

Predictors:	Std. Error	Std Coefficients	T	P – Value
Leadership Style		Beta(β)		
(Constant)	.966		10.345	.000

Transformational	.186	.017	.309	.758
Autocratic	.139	.135	2.646	.008
Charismatic	.158	-.127	-2.221	.027
Paternalistic	.167	.120	2.284	.023
Visionary	.145	.048	.881	.379

R Square = 0.69; Adjusted R Square = 0.48; P-value = 0.00

Table 2 shows the multiple linear regression results with employees' performance as the dependent variable and leadership styles the independent variables. Hypotheses 1 and 5 (H1, H5), which reads leadership styles: transformational ($\beta = .017$; $P > .758$) and visionary ($\beta = .043$; $P > .379$) influences employees' performance respectively was not supported. However, Hypotheses 2, 3 and 4 (H2, H3, and H4) which states leadership styles: autocratic ($\beta = .135$; $P < .008$), charismatic ($\beta = -.127$; $P < .027$), and paternalistic ($\beta = .120$; $P < .023$) respectively influences employees' performance was supported. Consequently, autocratic leadership style emerged as the strongest predictor with (Beta = .135), followed by charismatic (Beta = -.127) and paternalistic (Beta = .120).

H1a: Transformational leadership style influences employees' error reduction

H2a: Autocratic leadership style influences employees' error reduction.

H3a: Charismatic leadership style influences employees' error reduction.

H4a: Paternalistic leadership style influences employees' error reduction.

H5a: Visionary leadership style influences employees' error reduction.

Table 3. Relationship between leadership styles influences employees' error reduction

Predictors: Leadership Style	Std. Error	Std Coefficients Beta(β)	T	P – Value
(Constant)	.396		8.031	.000
Transformational	.076	-.055	-1.043	.297
Autocratic	.057	.235	4.827	.000
Charismatic	.065	-.167	-3.057	.002
Paternalistic	.069	.081	1.620	.106
Visionary	.059	-.210	-4.020	.000

R Square = .156; Adjusted R Square = .136; P-value = 0.00

Table 3 shows the results of multiple linear regression with employees' error reduction as the dependent variable and leadership styles as the independent factors. Hypotheses 1a and 4a (H1a, H4a), which reads leadership styles: transformational ($\beta = -.055$; $P > .297$) and paternalistic ($\beta = .081$; $P > .106$) influences employees' error reduction respectively was not supported. However, Hypotheses 2a, 3a and 4a (H2a, H3a, and H4a) which states leadership styles: autocratic ($\beta = .233$; $P < .000$), charismatic ($\beta = -.167$; $P < .002$), and visionary ($\beta = .210$; $P < .000$) respectively influences employees' error reduction was supported. Consequently, autocratic leadership style emerged as the

strongest predictor with (Beta = .233), followed by visionary (Beta = -.210) and charismatic (Beta = .120).

H1: Transformational leadership style influences employees' quality of work.

H2: Autocratic leadership style influences employees' quality of work.

H3: Charismatic leadership style influences employees' quality of work.

H4: Paternalistic leadership style influences employees' quality of work.

H5: Visionary leadership style influences employees' quality of work.

Table 4. Relationship between Leadership styles influences employees' quality of work

Predictors Leadership Style	Std. Error	Std Coefficients Beta(β)	T	P – Value
(Constant)	.335		7.278	.000
Transformational	.065	.050	.905	.366
Autocratic	.048	-.058	-1.150	.251
Charismatic	.055	-.036	-.644	.520
Paternalistic	.058	.112	2.148	.032
Visionary	.050	.235	4.347	.000

R Square = .090; Adjusted R Square = .069; P-value = 0.00

Table 4 presents the findings of multiple linear regression with employee work quality as the dependent variable and leadership styles as the predictors. Hypotheses 4b and 5b (H4b, H5b), which reads leadership styles: paternalistic ($\beta = .112$; $P > .032$) and visionary ($\beta = .235$; $P > .000$) influences employees' quality of work respectively was supported. However, Hypotheses 1b, 2b and 3b (H1b, H2b, and H3b) which states leadership styles: transformational ($\beta = .050$; $P > .366$), autocratic ($\beta = -.058$; $P > .251$), and charismatic ($\beta = -.036$; $P > .520$) respectively influences employees' quality of work was not supported. Consequently, visionary leadership style emerged as the strongest predictor with (Beta = .235), followed by paternalistic (Beta = .112).

Discussions

This study aimed to look into the relationship between leadership styles and employee performance at a family-owned manufacturing company. As a consequence, statistical data showed that H2, H3, and H4 were supported, indicating that autocratic, charismatic, and paternalistic leadership styles influence employee performance, respectively, and that there is a strong association between leadership styles and employee performance. The findings also revealed that H2a, H3a, and H5a, which state that autocratic, charismatic, and visionary leadership styles influence mistake reduction, respectively, were validated and shown a substantial association between leadership styles and employee error reduction. The results again demonstrated that H4b and H5b, which state that paternalistic and visionary leadership styles influence workers' job quality, respectively, have a substantial link and were supported. This suggests that interest in autocratic, charismatic, paternalistic, and visionary leadership styles will improve employee performance, reduce employee error, and improve employee job quality. These findings support [Anyango \(2015\)](#), [Amoah – Mensah and Darkwa \(2018\)](#), [Khuong and Hoang \(2015\)](#), [Waldman, Ramirez, Houseand, and Puranam \(2001\)](#), [Tosi, Misangyi, Fanelli, Waldman, and Yammarino \(2004\)](#), [Mishra, Grunewald and Neelufa \(2014\)](#), [Ozer and Tinaztepe \(2014\)](#) and [Kai \(2013\)](#) that autocratic, charismatic and paternalistic leadership styles respectively influence employees' performance. Similarly, Hypotheses 1, 5, 1a, 4a, 1b, 2b and 3b (H1, H5, H1a, H4a, H1b, H2b, and H3b) which reads leadership styles: transformational, paternalistic, autocratic, charismatic, and visionary respectively influence employees' performance,

employees' error reduction and quality of work were not supported, and it shows no significant relationship between these leadership styles and employees' performance, error reduction and quality of work. This demonstrates that these leadership styles' enhancement will not enhance employees' performance, quality and reduce error. This result does not support [Dhammika \(2014\)](#); however, it was consistent with [\(Obiwuru, Okwu, Akpa, & Nwankwere, 2011; Koech & Namusoge, 2012\)](#) that transformational and visionary leadership styles do not influence employees' performance. To ensure effectiveness and efficiency in a given situation. First, managers who were faced with and desired to achieve high performance should exhibit more autocratic, paternalistic, and charismatic leadership styles to achieve the needed target. Second, to reduce employees error, it is appropriate that managers demonstrate autocratic, visionary, and charismatic leadership styles because they have the chance to reduce work error. Third, to energize employees' to enhance quality of work, visionary and paternalistic leadership styles are more appropriate to encourage employees' to enhance the quality of work. The usage of these leadership styles should be situationally contingent.

5. Implications

The finding of this study has theoretical and practical implications. This result confirms autocratic, charismatic, paternalistic, and visionary indicated as the main leadership styles that influenced employees' performance, error reduction, and quality of work and therefore shine light on organization leaders who are driven by these leadership styles with the desire to achieve high employees' performance by exhibiting more characteristics and attributes of these leadership styles. Autocratic and visionary leadership styles emerged as the strongest predictors was not surprising because in the cultural setting of the study area, leaders generally believed a certain level of power, authority, and strategic focus needs to be exerted on employees' to work as business owners profit-oriented mentality demand more from leaders and employees. However, this may result in fear and lack of motivation and may cause problems for the organization. The importance of these leadership styles, especially charismatic, paternalistic, and visionary leadership styles, show strong resilience to quality as they exhibit kindness, virtue, authoritarian, discipline, fatherliness, care, strategic focus, and vision in the management of humans material resources available. It is evident that in society such as this, the manufacturing sector may face numerous challenges in regards to employees' performance, reduction in error, and quality of work, and this demands an effective demonstration of different leadership styles that would design and implement strategies to curb and motivate employees to always be present at their best performance in a different situation.

6. Conclusion

Previous literature has emphasized the significance of leadership and employee performance in the commercial and corporate environment. As a result, it is critical to investigate and establish any issue concerning leadership and employee performance in the industrial industry. This research aims to look into the relationships between leadership styles and employee performance in Ghana's industrial industry. The sample was based on one organization in Cape Coast, Central Region of Ghana. The study does add to the literature on leadership by concluding that autocratic, charismatic, and paternalistic had a significantly stronger influence on employees' performance as composite. Autocratic, charismatic, and visionary leadership styles significantly reduced employees' errors in work. Visionary and paternalistic leadership styles enhanced the quality of employees' work.

Limitations and study forward

The definition of the study's limitations is critical for academic investigations. As a result, before moving on, it is vital to state the current study's limitations. For starters, one of the study's major flaws is that it only looked at five different leadership styles. Another disadvantage is that the study only looked at how leadership styles affect employee performance in the workplace. Only a few studies have been done on the effects of leadership styles on the African continent, particularly Ghana, across different organizational levels, hierarchies, and subunits of organizations in the manufacturing sector, as mentioned previously in the introduction.

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