

ISSN: 3134-562X

Website: <https://journals.pentvars.edu.gh/>

DOI: <https://doi.org/10.62868/pjlq.v1i1.298>

Effects of Leadership Style and Employee Commitment on Production Efficiency in Selected State Institutions in Ghana

Bismark Owusu-Sekyere Adu, PhD

Pentecost University, Ghana

E-mail: baowusu-sekyere@pentvars.edu.gh, ORCID ID: <https://orcid.org/0000-0002-4734-0972>.

Received 09/07/2026

Revised 13/08/2026

Accepted 20/09/2026

ABSTRACT

Background and Aim: This study investigated the effects of leadership style and employee commitment on production efficiency in ten selected state institutions in the Greater Accra Region of Ghana. Leadership style is widely recognised as a key driver of employee commitment and organisational performance, yet empirical evidence from Ghanaian and other West African public-sector settings remains scarce. The study examined how five leadership styles: autocratic, democratic, transformational, transactional, and laissez-faire relate to employee commitment (affective, continuance, normative, and organisational) and, in turn, to production efficiency. **Materials and Methods:** A cross-sectional descriptive correlational design was adopted, using a stratified sample of 100 respondents (50 senior and 50 junior officers) drawn from the ten institutions. Sample size was determined using Krejcie and Morgan's (1970) formula. Data were collected through a structured questionnaire and analysed using descriptive statistics, exploratory factor analysis (KMO = .607; explained variance = 53.5%), and multiple regression. **Results:** Laissez-faire leadership was found to be the most practiced leadership style (M = 3.76, SD = 0.81), followed by democratic leadership (M = 3.72, SD = 0.70). Transformational and transactional leadership styles were significant positive predictors of employee commitment: transformational leadership predicted affective commitment ($\beta = .391$, $*p < .001$) and organisational commitment ($\beta = .383$, $*p < .001$), while transactional leadership significantly predicted all four commitment dimensions ($\beta = .225$ to $.263$, $*p < .05$). Laissez-faire leadership was not a significant predictor of any commitment dimension ($*p > .05$). **Conclusion:** Leadership style is significantly associated with employee commitment in Ghanaian state institutions, with transformational and transactional styles offering the strongest levers for improving commitment. Because laissez-faire leadership was nonetheless the most prevalent style practiced, the findings point to a meaningful mismatch between current leadership practice and the styles most likely to strengthen commitment. Implications for leadership development and human resource policy in the public sector are discussed.

Keywords: Leadership Style; Employee Commitment; Production Efficiency; Ghana; Public Sector

INTRODUCTION

Public sector institutions in Ghana have long been criticised for underperformance, inefficiency, and low productivity, with leadership practices frequently cited as a contributing factor (Anfo, 2017; Fosu & Aryeetey, 2006). In both the state and private sectors, organisations are established to achieve specific goals and purposes. The relevance of human factors, specifically employees, in accomplishing these aims cannot be overstated (Gberevbie, 2017). Without human resources galvanising all other resources financial, material, and technological organisations cannot achieve anything significant in reaching their goals (Gberevbie et al., 2017; Jain & Duggal, 2015). Improved employee and organisational production efficiency have been attributed to, among other things, creative compensation structures, access to benefits, a positive work environment, and opportunities for career advancement, recognition, and staff development (Armstrong & Murlis, 2004; Armstrong & Taylor, 2014; Popli & Rizvi, 2016). However, these factors are mediated by the quality of leadership, which shapes how employees perceive and respond to organisational practices.

Many businesses have had to fight for survival because managing today's uncertain business environment is difficult. These survival tactics are shaped by the leadership demonstrated by managers, who must convince people to meet a firm's goals while increasing employee loyalty. Workers are usually the driving force behind companies; they establish their goals and give them life (Armstrong & Murlis, 2004). Armstrong and Murlis (2004) emphasise the importance of leadership in organisations, focusing on people as a firm's most valuable asset (Shafie et al., 2013). It is crucial to provide employees with a sense of purpose and psychological satisfaction to maximise their potential. Leaders are the ones who can provide this guidance, and every business needs effective leadership to accomplish its goals. The impact of leadership on an organisation's success is significant, as it directly affects the production efficiency of many organisations. Similarly, Paracha et al. (2012) note that leaders play a critical role in accomplishing goals and improving employee commitment by satisfying employees with their jobs.

Existing research indicates that leadership style can explain many production efficiency outcomes at both the individual and organisational levels. However, the literature is unevenly distributed across African economies, highlighting the need for a comprehensive understanding of Ghana's state-owned institutions (Anfo, 2017). Additionally, the relationship between leadership style and employee commitment remains conflicting, particularly in terms of how it affects productivity. Studies on this topic in African economies are scarce, especially in West Africa (Anfo, 2017). Most research has focused on private companies, leaving a gap in the understanding of state-owned institutions (Fosu & Aryeetey, 2006). Demographic factors such as the leader's age, gender, and experience, and their influence on production efficiency, have not been well explored.

Despite the growing body of research on leadership and employee commitment, significant gaps remain in the literature. First, most studies on leadership styles and employee commitment have focused on private sector organisations or developed country contexts, leaving a gap in understanding public-sector leadership in West Africa (Anfo, 2017). Second, the relationship between specific leadership styles and different dimensions of employee commitment (affective, continuance, normative) has not been systematically examined in Ghanaian state institutions. Third, the prevalence of different leadership styles in Ghana's public sector has not been empirically documented, limiting the evidence base for leadership development interventions. This study addresses these gaps by examining how five leadership styles relate to employee commitment and production efficiency in Ghanaian state institutions. The primary goal of this research is therefore to investigate the influence of leadership styles and employee commitment on the production efficiency of selected state institutions in Ghana. This is encapsulated in the following research question: In what way do leadership styles and employee commitment affect production efficiency?

Objectives

To sharpen the focus of the study beyond the general research question stated above, the following specific research questions guided the analysis:

RQ1: What is the relationship between leadership style (autocratic, democratic, transformational, transactional, and laissez-faire) and employee commitment (affective, continuance, normative, and organisational) in selected state institutions in Ghana?

RQ2: Which leadership style is most prevalent among managers in the selected state institutions?

RQ3: To what extent does employee commitment relate to production efficiency in the selected state institutions?

Hypotheses

H₁: Transformational leadership style has a significant positive effect on employee commitment.

H₂: Transactional leadership style has a significant positive effect on employee commitment.

H₀ (Null): There is no significant relationship between leadership style/employee commitment and production efficiency in selected state institutions in Ghana.

Contribution of the Study

This study makes several contributions to knowledge. Theoretically, it extends the application of the Full Range Leadership Model (Bass & Avolio, 1997) and Path-Goal Theory (House, 1971) to the Ghanaian public-sector context, providing empirical evidence from an underrepresented region. Empirically, it provides quantitative evidence on the prevalence and effectiveness of different leadership styles in Ghanaian state institutions, filling a gap in the literature on West African public-sector leadership. Practically, the findings provide actionable recommendations for leadership development and human resource policy in Ghana's public sector, addressing the leadership practice gap identified in the study.

LITERATURE REVIEW

Leadership Styles and Employee Commitment

Research has extensively examined the relationship between leadership styles and employee commitment. Rasool et al. (2015) studied Pakistan's healthcare system, discovering that transactional and transformational leadership styles positively impact employee commitment, with transactional leadership having a greater influence. Similarly, Raja and Palanichamy (2015) found a positive relationship between employee commitment and leadership styles in Indian public and private sector organisations, while noting a negative correlation with laissez-faire leadership. Aboshaqah et al. (2015) focused on hospital nurses, finding that transactional and transformational leadership were significantly more effective than laissez-faire leadership in fostering employee commitment. Pradeep and Prabhu (2011) in India, Kehinde and Banjo (2014) in Nigeria, and Ejere and Abasilim (2013) also reported substantial positive associations between employee commitment and leadership style.

In African contexts, Gimuguni et al. (2014) found that democratic, laissez-faire, and authoritarian leadership styles were all linked to high levels of commitment in the Ugandan public sector. Tsigu and Rao (2015) indicated that transformational leadership better explains employee commitment variance than

transactional leadership. The predominant view is that leadership style significantly impacts employee commitment and production efficiency (Yasir et al., 2016; Avolio et al., 2009; Trottier et al., 2008).

Top-down, command-and-control leadership approaches have been criticised for eliciting negative responses from subordinates, obstructing positive relations, and demotivating employees (Akinbode & Fagbohunde, 2012). These approaches can erode employee commitment, leading to emotional disengagement from the organisation when employees have no imminent opportunity to leave (Lok & Crawford, 2004; Nasurdin et al., 2014). In today's competitive corporate environment, fostering employee commitment is crucial for survival and achieving organisational objectives. Public sector organisations must offer leadership that enhances subordinate production efficiency, as human capital is one of an organisation's most valuable assets.

Taken together, this body of work shows reasonably consistent evidence that transformational and transactional leadership styles are positively associated with employee commitment across sectors and countries (Rasool et al., 2015; Aboshaqah et al., 2015; Tsigu & Rao, 2015). The evidence on laissez-faire leadership is markedly less consistent: some studies report a negative association with commitment (Raja & Palanichamy, 2015; Aboshaqah et al., 2015), while others report a positive association in public-sector settings (Gimuguni et al., 2014). This inconsistency is itself a gap the present study addresses, since laissez-faire leadership emerged as the most prevalent style in the Ghanaian state institutions sampled here.

Leadership Style and Production Efficiency

Recent studies have underscored the importance of appropriate leadership styles in enhancing employee commitment and increasing organisational production efficiency. Jensen et al. (2016) found that the right leadership style positively affects employee commitment and boosts production efficiency. Kehoe and Wright (2013) also highlighted the critical role of leadership in achieving employee commitment and organisational success. How well leaders understand and apply suitable leadership styles significantly impacts resource mobilisation, allocation, and utilisation, thus influencing organisational production efficiency. Akpala's (1998) research conducted in Nigeria identified detrimental factors such as attitudes towards work, leadership style, and motivation.

Collectively, these studies suggest that leadership style shapes production efficiency indirectly, primarily through its influence on how resources are mobilised, allocated, and utilised, and directly through its effect on employee motivation and effort. However, as Anfo (2017) and Fosu and Aryeetey (2006) note, very little of this evidence comes from Ghanaian or other West African public-sector settings, which is the specific gap this study addresses.

Employee Commitment and Production Efficiency

A smaller but related stream of research links employee commitment directly to production efficiency. Allen and Meyer's (1990) three-component model conceptualises commitment as affective (emotional attachment to the organisation), continuance (commitment based on the perceived cost of leaving), and normative (a felt obligation to remain). Employees with higher affective and normative commitment are generally found to exert greater discretionary effort, which in turn is associated with higher production efficiency (Allen & Meyer, 1996). This study examines this link empirically by testing how leadership style predicts each of the three commitment dimensions, and, ultimately, organisational commitment overall.

The literature provides scattered evidence regarding the influence of leadership style on employee commitment and production efficiency. Most studies highlight a strong relationship between transformational and transactional leadership styles and employee commitment, with transformational leadership having a substantial impact (Tsigu & Rao, 2015; Kehinde & Banjo, 2014; Rasool et al., 2015). However, the relationship between laissez-faire leadership and employee commitment has been inconsistent: Aboshaqah et al. (2015) found a negative association, while Gimuguni et al. (2014) reported a positive relationship, indicating inconclusive evidence on laissez-faire leadership.

The literature predominantly focuses on sectors such as hospitality (Ispas, 2012), petroleum (Kehinde & Banjo, 2014), healthcare (Rasool et al., 2015; Aboshaqah et al., 2015), and local governments (Gimuguni et al., 2014). There is a notable lack of research on African economies, particularly West Africa, and studies from South Africa (Howard et al., 2003) have not provided clear insights into the relationship between leadership style, employee commitment, and production efficiency.

Theoretical Framework: Path-Goal Theory and the Full Range Leadership Model

Robert House developed the Path-Goal theory in 1971 as a leadership contingency model, drawing on the expectancy theory of motivation and studies conducted by the Ohio State University group. This theory was advanced to show how a manager might successfully boost employee satisfaction and output. House (1971) asserted that a leader's role is to create a clear link between a follower's personal and professional objectives.

Two fundamental ideas support this theory. The first is that followers reward and embrace a leader's actions to the extent that they are seen as a direct source of satisfaction, or a source of future satisfaction. The second is that a leader will behave in an inspiring manner if they make their followers happy through successful production efficiency, and improve their working environment by offering direction, clear instructions, support, and incentives. House created four leadership behaviour styles directive, supportive, achievement-oriented, and participative — to test these assertions, noting that the use of any of these philosophies depends on the situation.

The relationship between the two independent variables of this study (leadership style and employee commitment) and the dependent variable (production efficiency of the selected state institutions in Ghana) is conceptually depicted in the study's framework: a leader who exercises effective leadership modalities increases the production efficiency of their institution, and individuals who exercise leadership have the potential to influence an organisation's performance (Datche, 2015).

Critical Evaluation of Path-Goal Theory

While Path-Goal theory provides a valuable framework for understanding how leaders influence follower outcomes, it has several limitations. First, the theory assumes that leaders can accurately assess situational factors and adapt their behaviour accordingly, which may not always be feasible in practice. Second, the theory focuses primarily on leader behaviour rather than leader characteristics, potentially overlooking the role of personality and values in leadership effectiveness. Third, the theory has been criticised for its complexity and the difficulty of empirically testing all its propositions (Northouse, 2021). Despite these limitations, Path-Goal theory remains a useful foundation for understanding the leadership-commitment relationship in public-sector contexts.

Full Range Leadership Model

House's (1971) Path-Goal theory specifies four leadership behaviours (directive, supportive, achievement-oriented, and participative), which does not directly map onto the five-style leadership typology measured in this study (autocratic, democratic, transformational, transactional, and laissez-faire). The study's operational framework is therefore explicitly grounded in the Full Range Leadership Model (Bass & Avolio, 1997), which directly encompasses transformational, transactional, and laissez-faire leadership, supplemented by the classical autocratic-democratic continuum (Lewin et al., 1939, as commonly cited in this literature). Path-Goal theory is retained as background motivation for why leadership style should matter for follower outcomes namely, that leaders influence performance by clarifying the path to valued rewards while the Full Range Leadership Model is the framework that generated the constructs and hypotheses measured in this study.

Critical Evaluation of the Full Range Leadership Model

The Full Range Leadership Model (Bass & Avolio, 1997) has been extensively validated across cultures and sectors, making it suitable for this study. However, critics have raised several concerns. First, the

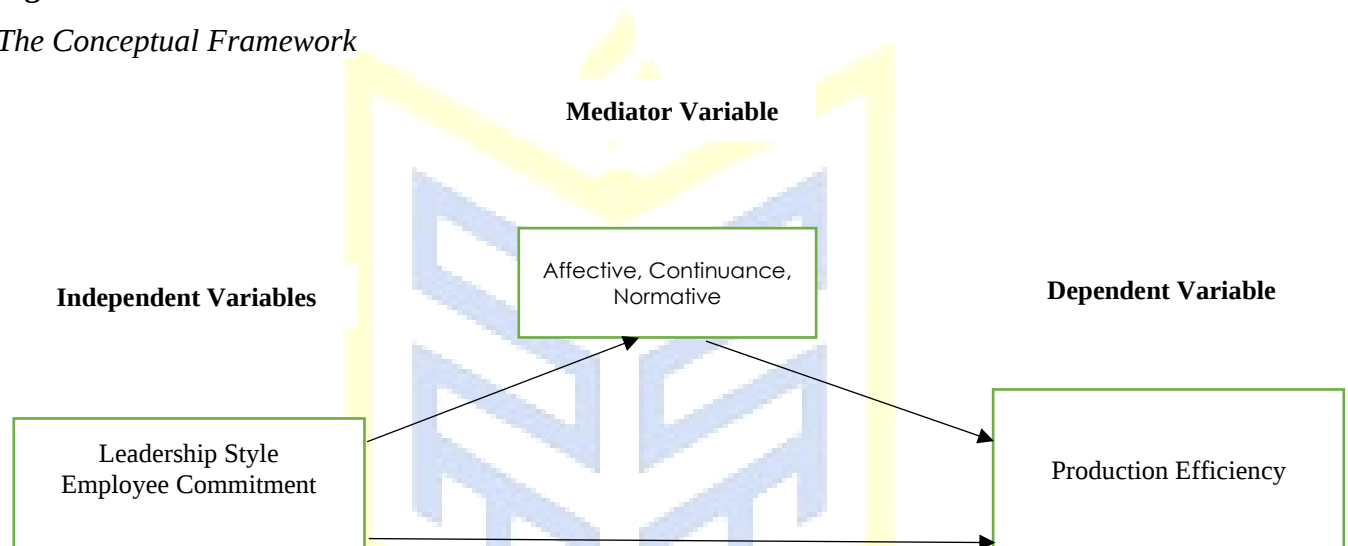
model's emphasis on transformational leadership may reflect Western cultural values, potentially limiting its applicability in non-Western contexts. Second, some researchers argue that the model conflates leadership behaviours with leadership outcomes, making it difficult to separate cause and effect. Third, the model has been criticised for its reliance on follower perceptions, which may be subject to bias (Tourish, 2020). Despite these concerns, the model's comprehensive coverage of leadership styles makes it appropriate for examining the full range of leadership practices in Ghanaian state institutions.

Conceptual Framework

The conceptual framework depicts the two independent variables — Leadership Style (autocratic, democratic, transformational, transactional, laissez-faire) and Employee Commitment (affective, continuance, normative) — as jointly influencing the dependent variable, Production Efficiency, in the selected state institutions. Employee Commitment is additionally modelled as a possible mediating pathway between Leadership Style and Production Efficiency: leadership style is expected to shape the level of employee commitment, which in turn is expected to shape production efficiency, in addition to any direct effect of leadership style on production efficiency.

Figure 1

The Conceptual Framework



Types of Leadership Styles

Autocratic Leadership Style

An autocratic leader is acutely aware of his or her position and has little faith or trust in subordinates (Manman, 2004). The essence of autocratic leaders is that they are traditional and directive, expecting subordinates to follow their orders (Al Khajeh, 2018); authoritarian leaders retain decision-making authority (Obiwuru et al., 2011) and tend to view remuneration as the primary driver of employee effort.

Autocratic leadership has several drawbacks, including the inability of subordinates to gain pride in accomplishment, denial of personal development or self-actualisation, and the erosion of long-term loyalty and cooperation. An autocratic leader directs subordinates' actions in an "I say" style; while this can provide clear direction, it can also lead managers to undervalue or ignore the views of team members (Obiwuru et al., 2011). An autocratic approach can nonetheless be suitable when a company is in crisis or a problem requires immediate attention (Bhargavi & Yaseen, 2016). Autocratic leadership is notorious for stifling commitment, creativity, and innovation (Al Khajeh, 2018), and followers of authoritarian leaders often bide their time awaiting a change in leadership (Iqbal et al., 2015; Michael, 2010).

Democratic Leadership Style

Democratic leadership, also known as participative leadership, is a style in which group members participate more actively in decision-making, focusing on both results and people (Bhargavi & Yaseen, 2016; Puni et al., 2014). It encourages employees to engage in the organisation's decision-making process (Nwokocha & Iheriohanma, 2015). According to Puni et al. (2014), decision-making in a democratic system is not centralised, and exceptional production efficiency is acknowledged and rewarded. Nwokocha and Iheriohanma (2015), however, argue that there is a risk of subordinates making incorrect decisions when a leader relies heavily on employee input, which can hurt the organisation and increase turnover intentions.

In theory, democratic leadership sounds appealing, but its slow decision-making process frequently stymies it, since any outcome requires significant time and effort (Nwokocha & Iheriohanma, 2015). Its advantages include encouraging subordinates to share ideas, leading to more innovative problem-solving (Sadia & Aman, 2018), and greater employee investment in outcomes. Democratic leadership is thought to contribute to increased productivity among group members, but it can also lead to communication breakdowns and incomplete initiatives where roles are unclear or time is limited, and it works best when group members are skilled and motivated to share their knowledge.

Transformational Leadership Style

According to Burns (1978), transformational leadership "occurs when one or more persons engage with others so that leaders and followers raise each other to higher levels of motivation and morality." Burns therefore characterised transformational leadership as a process rather than a fixed set of habits. Kark and Shamir (2013) argued that analysing the specific components of transformational leadership is critical when researching its practical implications; the construct comprises four elements.

Idealised influence refers to leaders who set an enticing example, exude a sense of conviction, make decisive high-impact decisions, and hold deeply held values (Bruch & Walter, 2010), emphasising trust and morality (Guay, 2013). Such leaders demonstrate perseverance and assurance in the pursuit of goals, hold elevated expectations of moral standards, sacrifice self-interest for the sake of others, and share both victories and setbacks with subordinates (Limsila & Ogunlana, 2018).

Inspirational motivation is the leader's excitement and optimistic thinking in creating a vision for the future and inspiring similar sentiments among followers (Masa'deh et al., 2016); such leaders set high standards, encourage optimistic thinking about future goals, and emphasise the importance of the work at hand (Bacha, 2014). Intellectual stimulation occurs when a leader encourages people to develop innovative ideas by questioning assumptions, addressing challenges, and approaching old situations in new ways (Erkutlu, 2008), while still placing emphasis on sound judgement (Limsila & Ogunlana, 2008). Individualised consideration reflects attention to employees' capacities and developmental needs while considering individual differences among subordinates (Masa'deh et al., 2016); leaders cultivate a supportive relationship with each individual, acting as mentors to develop subordinates' potential (Limsila & Ogunlana, 2008).

Transactional Leadership Style

Transactional leadership focuses on the exchanges that occur between leaders and followers. The leader provides rewards and recognition in exchange for the commitment and performance of followers (Bass, 1990). This style operates on a reward-and-punishment formula, where followers receive specific benefits for meeting performance expectations (Bass & Avolio, 1993). Transactional leadership is effective in maintaining the status quo, ensuring that routine tasks are completed efficiently, and providing clear expectations and feedback. However, it may not inspire followers to go beyond minimum requirements or to innovate (Bass, 1990).

Laissez-Faire Leadership Style

Laissez-faire leadership is characterised by a hands-off approach, where leaders provide minimal guidance and allow followers to make decisions independently (Bass, 1990). This style can be effective when followers are highly skilled and motivated, but it can also lead to confusion, lack of direction, and reduced

productivity when followers lack the necessary skills or motivation (James & Collins, 2008). In the context of this study, laissez-faire leadership was found to be the most prevalent style in Ghanaian state institutions, yet it was not a significant predictor of any commitment dimension, highlighting a critical gap in leadership practice.

Literature Review Synthesis

The literature reviewed reveals that leadership style is consistently associated with employee commitment across sectors and countries, with transformational and transactional leadership emerging as the most effective styles for fostering commitment. However, several gaps remain. First, most studies have focused on private sector organisations or developed country contexts, leaving a gap in understanding public-sector leadership in West Africa. Second, the relationship between specific leadership styles and different dimensions of employee commitment has not been systematically examined in Ghanaian state institutions. Third, the prevalence of different leadership styles in Ghana's public sector has not been empirically documented. This study addresses these gaps by examining how five leadership styles relate to employee commitment and production efficiency in Ghanaian state institutions.

METHODOLOGY

Research Philosophy

This research is grounded in the philosophy of critical realism, which facilitates exploring the relationship between leadership styles and employee commitment in the context of Ghanaian state institutions. Critical realism, as defined by Roy Bhaskar, identifies three layers of reality: empirical (observable events), actual (events that occur regardless of observation), and real (underlying structures and mechanisms). This approach acknowledges both objective and subjective factors, aiming to uncover the fundamental mechanisms that influence social phenomena while considering the impact of context and individual experience.

Research Design

This study employed a cross-sectional descriptive correlational design to examine the naturally occurring relationships between the independent variables (leadership style and employee commitment) and the dependent variable (production efficiency) among the ten selected state institutions, without any manipulation of variables or use of treatment/comparison groups. This design is appropriate because the study measures variables as they exist in the field at a single point in time rather than testing an intervention (Bryman, 2012). The approach ensures that the study is conducted objectively, minimising researcher bias and providing an accurate depiction of the subject matter (Bernard, 2016).

Study Area

The research focused on ten selected state institutions in the Greater Accra Region of Ghana. Greater Accra, located in the south-central part of the country, is bordered by the Gulf of Guinea to the south, the Eastern Region to the north, the Volta Region to the east, and the Central Region to the west. The region covers 3,245 square kilometres, or 1.4% of Ghana's total land area, and has a population of 5,455,692 as of 2021 (GSS, 2021). The study area was chosen due to its significant role in public policy formulation and implementation, providing valuable insights into the efficiency and impact of governmental policies and initiatives.

Study Population

The study population consisted of senior and junior officers from ten state institutions in Ghana. Senior officers included accountants, managers, auditors, and administrators, while junior officers included cooks, janitorial staff, drivers, and security personnel. The selection of institutions was based on their relevance to national service provision and their role in Ghana's development.

Sample Size and Sampling

Krejcie and Morgan's (1970) formula for sample size determination was used to determine the study sample, divided between senior and junior officers. The sample size of 100 was determined based on the population of the ten institutions and the need for adequate statistical power for regression analysis. A stratified sampling approach was used to select participants. Respondents were stratified first by institution (each of the ten selected state institutions forming a stratum) and then by staff category within each institution (senior officers versus junior officers), with participants sampled proportionally within each stratum to reach the target sample overall.

The institutions were purposively selected based on their significance in providing essential services and contributing to national development. The institutions sampled included:

1. Electricity Company of Ghana (ECG)
2. Ghana Water Company Limited (GWCL)
3. Ghana Ports and Harbours Authority (GPHA)
4. Ghana Revenue Authority (GRA)
5. National Health Insurance Authority (NHIA)
6. Social Security and National Insurance Trust (SSNIT)
7. National Pensions Regulatory Authority (NPRA)
8. National Communications Authority (NCA)
9. Ghana Civil Aviation Authority (GCAA)
10. Food and Drugs Authority (FDA)

Operational Definitions of Key Variables

- **Leadership Style:** The relatively consistent pattern of behaviour that a manager displays when directing the efforts of others, operationalised here along five dimensions — autocratic, democratic, transformational, transactional, and laissez-faire — measured using a Likert-type scale.
- **Employee Commitment:** The psychological attachment of an employee to the organisation, operationalised using Allen and Meyer's (1990) three-component model — affective commitment (emotional attachment), continuance commitment (perceived cost of leaving), and normative commitment (felt obligation to remain) with an additional composite measure of overall organisational commitment.
- **Production Efficiency:** The extent to which an institution converts its human and material resources into intended outputs and service delivery targets, measured in this study using employees' self-reported perceptions of output, resource use, and goal attainment within their institution.

Data Sources

This study used both primary and secondary data sources. Primary data were collected through surveys and interviews with the selected participants, whereas secondary data were gathered from institutional records and relevant literature.

Pre-testing

The data collection instruments were pre-tested to ensure validity and reliability. A pilot study was conducted with a small sample from the target population, allowing for adjustments and refinements of the instruments based on the feedback received.

Validity and Reliability of the Research Instrument

The research instrument was validated through a pilot study involving 60 respondents, who were subsequently excluded from the main study. Exploratory Factor Analysis (EFA) was employed, demonstrating good validity with a Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy of 0.607 and a significant Bartlett's Test of Sphericity ($p < .001$). The explained variance was 53.5% using an Oblimin rotation with factor loadings below 0.3 hidden. According to Streiner (1994), an explained variance of at least 50% is acceptable for constructs or instruments.

The reliability of the instrument was assessed using Cronbach's alpha, as shown in Table 1, and interpreted according to George and Mallery's (2003) rule of thumb ($> .9$ Excellent, $> .8$ Good, $> .7$ Acceptable, $> .6$ Questionable, $> .5$ Unsatisfactory, $< .5$ Unacceptable). All three scales demonstrated acceptable to good reliability, with Cronbach's alpha values ranging from .711 to .803.

Table 1: Cronbach Alpha Reliability Coefficients

Variable	Items	Cronbach Alpha Score	Verbal Interpretation
Leadership Style	11	0.711	Acceptable
Employee Commitment	11	0.803	Good
Production Efficiency	40	0.780	Acceptable

Fieldwork

The fieldwork involved administering questionnaires and conducting interviews with selected participants. The researcher ensured that data collection was conducted ethically and systematically, maintaining confidentiality and obtaining informed consent from all participants.

Data Analysis

Data evaluation involved quantitative analysis using statistical methods to identify patterns and relationships between the variables. Descriptive statistics were used to profile respondents and describe the prevalence of leadership styles. Multiple regression analysis was employed to test the predictive relationships between leadership styles and employee commitment dimensions. Prior to regression analysis, assumptions of normality, linearity, and homoscedasticity were assessed using standard diagnostic tests. Multicollinearity was assessed using Variance Inflation Factor (VIF), with all values below 10 indicating no serious multicollinearity. Exploratory Factor Analysis (EFA) was conducted to validate the factor structure of the instruments.

Ethical Considerations

Ethical considerations included obtaining informed consent from participants, ensuring confidentiality, and respecting individuals' privacy. The researcher adhered to ethical guidelines throughout the study, ensuring that the research was conducted with integrity and respect for the participants.

RESULTS

Demographic Characteristics of Respondents

The study provided a background of the respondents by analysing their age, work experience, and gender distribution (Table 2). According to Table 2, 55% of the participants were male, while the remaining 45% were female. In terms of age, around 47% were aged 26 to 35, 36% were between 36 and 45, and 14% were over 46 years old, while only 3.3% of participants were aged between 18 and 25. The results also indicated that the majority of respondents (38%) had 6 to 10 years of experience, while about 33% had 2 to 5 years of experience, 26% had between 11 and 15 years, and only 3% had less than one year of experience. Regarding roles, about 20% were accountants or account officers, 17% were managers, and 14% were auditors, while supervisors made up 12%, cooks and kitchen staff 14%, and various artisans 9.8%. Generally, the study sought the views of respondents from across the ranks of the sampled institutions.

Table 2: Demographic Data of the Participants

Variables	Category	Frequency	Percentage
Gender	Male	55	55
	Female	45	45
Age	18–25 yrs	3	3.3
	26–35 yrs	43	46.7
	36–45 yrs	33	35.9
	46+ yrs	13	14.1
Work Experience	< 1 yr	3	3.3
	1–5 yrs	30	32.6
	6–10 yrs	35	38.0
	11–15 yrs	24	26.1
Position	Manager	16	17.4
	Accountant	20	19.6
	Auditor	13	14.1
	Supervisor	11	12.0
	Cooks	13	14.1
	Architect	6	4.3
	Driver	7	5.4
	Artisans	9	9.8
	Secretary	5	3.3

These results support Doody and Doody's (2012) assertion that discussions in the social sciences should not relegate the demographic features (e.g., age, gender, experience, and education) of respondents, as the demographic profile of respondents provides a basis for differentiating between responses, since aggregated responses may obscure pertinent concerns.

Leadership Styles in Selected State Institutions

Table 3 depicts the frequency distribution and descriptive statistics of the five leadership styles from the employees' perspective in the selected state institutions. Laissez-faire leadership is the most practiced or displayed leadership style, with a mean of 3.76 ($SD = 0.81$), followed by democratic leadership with a mean of 3.72 ($SD = 0.70$), and transformational and transactional leadership with a mean of 3.25 ($SD = 0.65$) each, with autocratic leadership the least practiced ($M = 3.14$, $SD = 0.60$) among the managers or leaders in the selected state institutions. Employee commitment was rated with a mean of 3.14 ($SD = 0.60$), indicating relatively low overall employee commitment.

Table 3: Descriptive Statistics of Leadership Styles and Employee Commitment

Variable	N	Mean	Std. Deviation
Autocratic	100	3.14	0.60
Democratic	100	3.72	0.70
Transformational	100	3.25	0.65
Transactional	100	3.25	0.65
Laissez-Faire	100	3.76	0.81
Employee Commitment	100	3.14	0.60

Transformational Leadership Style

Transformational leaders are concerned with motivating and inspiring followers, demonstrating that completing a goal is essential. This style is, however, not very common in Ghanaian state institutions from the analysis, as depicted in Table 3. Transformational leaders are concerned with a group's dedication, but they also want to ensure that each individual reaches their full potential leaders with this profile value high ethical and moral standards.

Transactional Leadership Style

According to Bolden et al. (2003), the transactional leadership style focuses on gaining commitment through the transactional dealings formed between managers and followers during the leadership process. This style, although present in some state institutions in Ghana, is not as strong as laissez-faire leadership. Its advantages stem from a contract that rewards followers for the commitment leaders require from them for an organisation to succeed, focusing on supervisory, organisational, and group production efficiency functions and demonstrating that this leadership theory rests on a reward-and-punishment formula (Bass & Avolio, 1993).

Laissez-Faire Leadership Style

Autocratic and democratic leadership are said to actively intervene to prevent problems through various methods. Laissez-faire leadership (Bass, 1990) stands in contrast to this, as noted by Buinien and Kudien (2008). According to James and Collins (2008), the laissez-faire leader is a disproportionately passive leader who is hesitant to grant assistants higher levels of freedom and can eventually hand over all obligations (see Table 3). This style of leadership nonetheless seems to dominate most Ghanaian state institutions, a result that may explain why many state institutions do not meet the expected demand and productivity to serve the national interest.

Effects of Leadership Style on Employee Commitment

The a priori expectation is depicted by the following equation:

$$PE = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon$$

Where:

- PE = Production Efficiency
- X_1 = Affective commitment
- X_2 = Normative commitment
- X_3 = Continuance commitment
- X_4 = Transformational leadership
- X_5 = Transactional leadership
- β_0 = Constant Term
- $\beta_1, \beta_2, \beta_3, \beta_4, \beta_5$ = Beta coefficients
- ε = Error Term

Table 4: Effects of Leadership Style on Employee Commitment

Predictor	B	Std. Error	Beta	*t*	Sig.
Model 1 — DV: Affective Commitment					
(Constant)	.819	.392		2.090	.039
Transformational	.471	.104	.391	4.545	.000
Laissez-Faire	.020	.064	.022	.304	.762
Transactional	.280	.101	.237	2.75	.006
Model 2 — DV: Continuance Commitment					
(Constant)	1.257	.447		2.809	.006
Transformational	.187	.084	.217	2.235	.028
Laissez-Faire	-.066	.074	-.072	-.892	.374
Transactional	.295	.115	.246	2.552	.012
Model 3 — DV: Normative Commitment					
(Constant)	1.032	.392		2.630	.010
Transformational	.334	.104	.295	3.211	.002
Laissez-Faire	.009	.065	.011	.225	.888
Transactional	.249	.101	.225	2.455	.015
Model 4 — DV: Organisational Commitment					
(Constant)	1.040	.279		3.725	.000
Transformational	.334	.074	.383	4.514	.000
Laissez-Faire	.036	.046	.055	.780	.437

Transactional	.233	.072	.263	3.099	.002
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Note: Dependent variable in each model above is the respective employee-commitment dimension shown in the model header (Affective, Continuance, Normative, or Organisational Commitment). Sample size: 100. R² and F values are reported in Table 4.

Model Equations

Model 1 — Affective Commitment = 0.819 + 0.471(Transformational) + 0.020(Laissez-Faire) + 0.280(Transactional)

Model 2 — Continuance Commitment = 1.257 + 0.187(Transformational) - 0.066(Laissez-Faire) + 0.295(Transactional)

Model 3 — Normative Commitment = 1.032 + 0.334(Transformational) + 0.009(Laissez-Faire) + 0.249(Transactional)

Model 4 — Organisational Commitment = 1.040 + 0.334(Transformational) + 0.036(Laissez-Faire) + 0.233(Transactional)

Interpretation of Regression Results

Table 4 shows that transformational leadership had a direct and positive impact on affective commitment ($\beta = .391$, $*p < .001$), continuance commitment ($\beta = .217$, $*p = .028$), normative commitment ($\beta = .295$, $*p = .002$), and organisational commitment ($\beta = .383$, $*p < .001$). Transactional leadership had a direct and positive effect on affective commitment ($\beta = .237$, $*p = .006$), Transactional leadership was a significant predictor of continuance commitment ($\beta = .246$, $*p = .012$), normative commitment ($\beta = .225$, $*p = .015$), and organisational commitment ($\beta = .263$, $*p = .002$). Laissez-faire leadership was not a significant predictor of any commitment dimension — affective ($\beta = .022$, $*p = .762$), continuance ($\beta = -.072$, $*p = .374$), normative ($\beta = .011$, $*p = .888$), or organisational ($\beta = .055$, $*p = .437$).

Significant predictors of affective commitment are therefore transformational ($\beta = .391$, $*p < .001$) and transactional ($\beta = .237$, $*p = .006$) leadership styles; affective commitment was not significantly predicted by laissez-faire leadership ($\beta = .022$, $*p = .762$). Higher levels of transformational and transactional leadership are associated with higher affective commitment among staff.

Transactional leadership was the only significant predictor of continuance commitment ($\beta = .246$, $*p = .012$); higher levels of transactional leadership among supervisors are linked to higher levels of continuance commitment among subordinates. Transformational leadership ($\beta = .217$, $*p = .028$) was also a significant predictor, while laissez-faire leadership ($\beta = -.072$, $*p = .374$) was not.

Normative commitment followed the same pattern: transformational leadership ($\beta = .295$, $*p = .002$) and transactional leadership ($\beta = .225$, $*p = .015$) were both significant positive predictors, while laissez-faire leadership was not ($\beta = .011$, $*p = .888$). For organisational commitment overall, transformational leadership ($\beta = .383$, $*p < .001$) was the strongest predictor, followed by transactional leadership ($\beta = .263$, $*p = .002$); laissez-faire leadership again showed no significant effect ($\beta = .055$, $*p = .437$).

Hypothesis Testing

Given that transformational and transactional leadership styles were significant predictors of employee commitment across all four dimensions ($*p < .05$), the study rejects the null hypothesis (H_0) with respect to the leadership style–employee commitment relationship. **H₁** (Transformational leadership has a significant positive effect on employee commitment) and **H₂** (Transactional leadership has a significant positive effect on employee commitment) are both supported.

Laissez-faire leadership showed no significant relationship with any commitment dimension, so the null hypothesis is not rejected for that specific style.

DISCUSSION

Leadership Styles and Employee Commitment

The findings of this study are broadly consistent with the international literature reviewed above, while also surfacing a distinctive pattern in the Ghanaian public-sector context. Consistent with Rasool et al. (2015), Aboshaqah et al. (2015), and Tsigu and Rao (2015), transformational and transactional leadership emerged in this study as significant, positive predictors of employee commitment, with transformational leadership showing the strongest overall association with organisational commitment ($\beta = .383$, $*p < .001$). This supports the view that leaders who articulate a clear vision, provide individualized mentoring, and set high ethical standards are best positioned to build a committed workforce (Bass & Riggio, 2006).

The finding that transactional leadership significantly predicted all four commitment dimensions ($\beta = .225$ to $.263$, $*p < .05$) aligns closely with Rasool et al. (2015), who found transactional leadership to have an even greater influence than transformational leadership in a comparable public-service (healthcare) setting. This suggests that, in institutions where clear performance contracts and contingent rewards are well understood, transactional practices can be an effective and relatively fast-to-implement lever for strengthening commitment alongside longer-term transformational development.

The most striking finding of this study is the disconnect between the prevalence and the effectiveness of laissez-faire leadership. Laissez-faire leadership was the most practiced style among managers in the sampled state institutions ($M = 3.76$, $SD = 0.81$), yet it was not a significant predictor of any of the four commitment dimensions (all $*p > .05$). This mirrors the negative or null associations reported by Raja and Palanichamy (2015) and Aboshaqah et al. (2015), and stands in contrast to Gimuguni et al. (2014), who found a positive association between laissez-faire leadership and commitment in the Ugandan public sector. This inconsistency across the literature suggests that the effects of a hands-off leadership style may be highly context-dependent, and that in the Ghanaian state institutions sampled here, its prevalence appears to reflect a passive default rather than a deliberate, effective strategy (James & Collins, 2008).

The Leadership Practice Gap

Taken together, these results point to a meaningful mismatch between current leadership practice and the leadership styles most likely to strengthen employee commitment in Ghana's public sector: the style leaders most often display (laissez-faire) is the one least associated with commitment, while the styles most strongly associated with commitment (transformational and transactional) are comparatively underused. This is consistent with Anfo's (2017) observation that West African public-sector leadership research remains limited, and extends that literature by quantifying the specific commitment dimensions affected.

This mismatch has significant implications. The prevalence of laissez-faire leadership may explain why many state institutions do not meet expected productivity targets (Anfo, 2017). When leaders are passive and hands-off, employees may lack direction, motivation, and clarity about expectations, leading to reduced commitment and productivity. The finding that employee commitment was rated relatively low ($M = 3.14$, $SD = 0.60$) further supports this interpretation.

Implications for Theory

The findings contribute to the theoretical literature in several ways. First, they extend the application of the Full Range Leadership Model (Bass & Avolio, 1997) to the Ghanaian public-sector context, demonstrating that the model's core propositions — that transformational and transactional leadership positively influence follower outcomes while laissez-faire leadership does not hold in this setting. Second, the findings qualify Path-Goal theory (House, 1971) by showing that the effectiveness of leadership behaviours depends not only on situational factors but also on the specific leadership style employed. Third, the study contributes to the growing body of research on leadership in African contexts (Gberevbie et al., 2017; Amunkete &

Rothmann, 2015), providing empirical evidence from a West African public-sector setting that has been underrepresented in the literature.

Practical Implications

The findings have several practical implications for leadership development and human resource policy in Ghana's public sector:

1. **Leadership Development Programmes:** Given that transformational leadership was the strongest predictor of organisational commitment ($\beta = .383$, $*p < .001$), state institutions should invest in leadership development programmes that cultivate transformational competencies, including vision-setting, inspirational motivation, intellectual stimulation, and individualized consideration. These programmes should be tailored to the Ghanaian public-sector context, addressing the specific challenges and opportunities of state institutions.
2. **Addressing the Prevalence of Laissez-Faire Leadership:** Because laissez-faire leadership was the most practiced style yet had no significant positive effect on any commitment dimension, institutions should review promotion and leadership-appraisal criteria to reduce reliance on a hands-off leadership style. Performance evaluation systems should reward active leadership behaviours and discourage passivity.
3. **Transactional Leadership Training:** Given that transactional leadership significantly predicted all four commitment dimensions, institutions should train managers in effective transactional practices, including setting clear performance expectations, providing regular feedback, and using contingent rewards. This is particularly important for improving continuance commitment, which was strongly predicted by transactional leadership.
4. **Combined Leadership Approach:** The findings suggest that a combination of transformational and transactional leadership may be most effective. Leaders should be trained to use transformational approaches to inspire and motivate, while also using transactional approaches to provide structure and clarity.
5. **Enhancing Employee Commitment:** Institutions should implement strategies to boost affective, normative, and continuance commitment among employees. This includes providing opportunities for professional growth, recognising and rewarding performance, fostering a supportive work environment, and creating clear career progression pathways.
6. **Regular Assessments:** Regular evaluations of leadership styles and their impact on production efficiency should be conducted to ensure continuous improvement and adaptation to changing circumstances. These assessments should include feedback from subordinates, peers, and superiors.

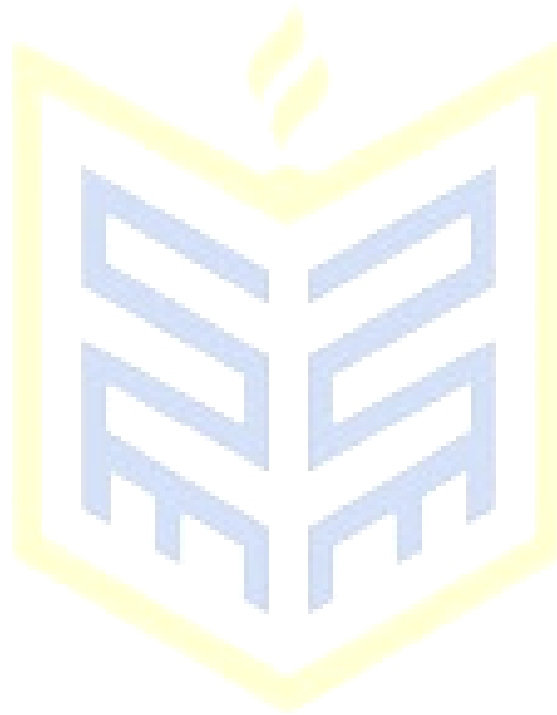
CONCLUSION

This study examined the effects of leadership style and employee commitment on production efficiency in ten selected state institutions in the Greater Accra Region of Ghana. The findings demonstrate that leadership style is significantly associated with employee commitment, with transformational and transactional leadership styles emerging as the strongest predictors of commitment across all four dimensions (affective, continuance, normative, and organisational).

The most striking finding is the mismatch between the prevalence and effectiveness of leadership styles in Ghanaian state institutions. Laissez-faire leadership was the most practiced style, yet it was not a significant predictor of any commitment dimension. In contrast, transformational and transactional leadership, which were comparatively underused, were significant positive predictors of commitment. This mismatch represents a critical opportunity for improving leadership practice and, consequently, employee commitment and production efficiency in Ghana's public sector.

The study makes several contributions to knowledge. Theoretically, it extends the application of the Full Range Leadership Model and Path-Goal theory to the Ghanaian public-sector context, providing empirical evidence from an underrepresented region. Empirically, it provides quantitative evidence on the prevalence and effectiveness of different leadership styles in Ghanaian state institutions, filling a gap in the literature on West African public-sector leadership. Practically, the findings provide actionable recommendations for leadership development and human resource policy in Ghana's public sector.

The study concludes that addressing the leadership practice gap reducing reliance on laissez-faire leadership and promoting transformational and transactional leadership is essential for improving employee commitment and, ultimately, production efficiency in Ghana's state institutions. This requires concerted efforts from policymakers, human resource practitioners, and organisational leaders to develop and implement effective leadership development programmes, performance evaluation systems, and accountability mechanisms.



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Corresponding Author

Bismark Owusu-Sekyere Adu, PhD
baowusu-sekyere@pentvars.edu.gh