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Department of Economics and Business þÿMaster of Business Administration (œ''))

2019

The influence of leadership styles, work environment and job satisfaction of employee performance : a case study of the Ghana health service, Kumasi Metropolis

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THE INFLUENCE OF LEADERSHIP STYLES, WORK ENVIRONMENT AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE: A CASE STUDY OF THE GHANA HEALTH SERVICE, KUMASI METROPOLIS

By

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A Dissertation Submitted to the Neapolis University Pafos - Cyprus, in partial fulfillment of the requirement for the award of

MASTER OF BUSINESS ADMINISTRATION

School of Business, NUP

2019

DECLARATION

I, Kwabena Arhin hereby declare that this dissertation is the results of my original research except where indicated. All related references made to other peoples work has been duly acknowledged. The study was undertaken under the guidance and supervision of Dr. Christos Papademetriou of the School of Business, Neapolis University, Pafos – Cyprus. This work has not been submitted to any other University for a similar or any other degree award.

Kwabena Arhin **Signature:……** **Date:……..**
(Candidate)

CERTIFICATION

We hereby certify that this dissertation was supervised in accordance with the procedures laid down by the Neapolis University, Pafos – Cyprus. We therefore recommend for its acceptance.

Dr. Christos Papademetriou **Signature:……. Date:……**
(Supervisor)

Assoc. Prof Christos Christodoulou-Volos **Signature:……. Date:……**
(Co-supervisor)

ABSTRACT

The performance of employees has become a major concern for organizational changing environment presently. Individual's performance is surrounded with several factors which includes leadership style, work environment and job satisfaction. These variables have impacts on the employee's performance at workplace. A comfortable and comprehensive of the variables will improve the employee's performance accordingly. It is for this reason that this study sought to investigate the influence of leadership style, work environment and job satisfaction of employees on performance, a case study of Ghana Health Service (GHS), Kumasi Metropolis. Additionally, recommendations were made to assist employees and management of GHS in their provision of quality health care delivery to the people of Ghana. The objectives of the study includes; to establish the leadership styles used by the leaders at various management units of GHS; to identify employee perceptions of their leadership style, work environment and job satisfaction; to examine the relationship between leadership style, work environment, job satisfaction and employee performance; to establish the effect of leadership style, work environment and job satisfaction on employee performance at workplace; and to consider ways of enhancing employee performance as a result of organizational improvement. The study reviewed relevant literatures on the variables of leadership, work environment, job satisfaction and performance in the literature review. Quantitative tool was employed to examine information which was collected through a questionnaire and analyzed using the Statistical Package for Social Sciences (SPSS) version 25. Moreover, 200 employees were randomly selected from GHS facilities within the Kumasi Metropolis which temporary staffs were excluded for the study. Out of the sample size, 180 respondents fully answered the questionnaire in accordance with the objectives of the research. The study revealed that managers used laissez-faire, transformational and transactional leadership style depending on the situation but were more conversant with transformational leadership style. Laissez-faire leadership style was the least used by mangers. Findings also demonstrated that, workplace environment had an influence on employee performance as respondents strongly agree the comfortability of the physical work environment. Respondents exhibited moderate levels of job satisfaction. Findings also demonstrated that, the productivity level of employees was generally perceived to be 60% referring to be exceptional for the past six months. It was also revealed that their productivity level falls by 8.3% after six months and its needs improvement. This confirmed respondents rating 77.2% on their colleague that, improvement is needed to increase their job performance in various units. Employees performance will improve if the

issues discovered throughout the survey are addressed by management The findings of this study have implications for the policy development on Human Resource System.

ACKNOWLEDGEMENT

Completing my Master's qualification is apparently a testing action of my life. On account of the Almighty God who gave me the power and vitality to finish this dissertation with honour and dignity.

Obviously, it is difficult to complete successful research without the help of supervisor, respondents and other people.

I thank, Dr. Christos Papademetriou, my supervisor for his scholarly guidance. He patiently gave me the support and guidance needful for me to continue through the Master's program and complete my dissertation.

Special thanks to my committee, Associate Professor Christos Christodoulou-Volos and others for their support, guidance and helpful suggestions.

My earnest much gratitude goes to my Director and daddy, Dr. Alexis Nang-Beifubah and Mr. Boamah Augustine Yaw; my boss Miss. Abbem Modesta and Miss. Kwayisi Kuffour Andrea for their consolation and backing all through my Master's programme. I am appreciative to the Regional Director of Health Service, Ghana Health Service, Ashanti, management and staff for permitting me to use GHS as my contextual investigation.

I wish to thank my brother Mr. Adu Richson, whose affection and support enabled me to complete this program. I owe him everything and wish I could show him just how much I love and appreciate him.