

# Enhancing Productivity in Ghana's Public Sector: The Impact of Leadership Strategies in the Ministry of Finance

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## Abstract

Leadership is crucial for the success of any organization, especially in the public sector. In Ghana, the Ministry of Finance plays a significant role in ensuring economic stability and progress. Effective leadership requires motivational and influential strategies to improve employee performance and organizational efficiency. Transformational leadership, which encourages employees to exceed their expectations, has been recognized as a key catalyst for productivity. However, the implementation and effects of these leadership approaches in Ghana's public sector remain uncertain. This study investigates the impact of leadership on productivity improvement in the Ministry of Finance, focusing on the motivational and influential strategies employed by leaders. The study made use of a descriptive survey design and used questionnaires to elicit responses from the respondents. Sample of 246 was drawn from a population of 628. The findings suggest that motivational leadership and effective communication are crucial behaviours for enhancing productivity in the Ministry of Finance. Policy-makers should prioritize leadership training programmes that develop these skills among leaders, encourage leaders to set high performance goals, promote teamwork, offer personalized assistance, and encourage gender-sensitive leadership approaches.

## Keywords

Leadership, Productivity, Motivational Strategies, Transformational Leadership, Public Sector, Ghana

## 1. Introduction

Leadership is crucial in the operation and achievement of any organization, especially those in the public sector. There has been an increasing acknowledgment in

recent years of the significance of strong leadership in improving efficiency in public sector companies. The efficiency of service delivery, organizational goal attainment, and national growth are often dependent on the perceived productivity of the public sector (Avolio & Bass, 2004). Nevertheless, attaining elevated levels of efficiency in public sector institutions presents distinct obstacles as a result of bureaucratic frameworks, constrained resources, and frequently, a dearth of staff enthusiasm.

In Ghana, there has been a critical examination of the public sector due to its perceived lack of effectiveness and failure to meet expectations. The Ministry of Finance, as a central government department tasked with overseeing the country's economic policies, budgeting, and financial resources, wields substantial power in ensuring the nation's economic stability and progress. The efficacy of leadership within the Ministry is vital in enhancing productivity and ensuring that the organization fulfills its mandates (Amagoh, 2009).

Effective leadership in the public sector, specifically within the Ministry of Finance, necessitates the utilization of motivational and influential strategies to actively involve people, better their performance, and ultimately enhance organizational efficiency. Transformational leadership, characterized by its emphasis on inspiring and encouraging employees to beyond their expectations, has been recognized as a crucial catalyst for productivity in different organizational contexts (Bass & Riggio, 2006). Nevertheless, the degree to which these leadership approaches are implemented and their efficacy inside the Ministry of Finance in Ghana is a subject that necessitates empirical research.

Although the Ministry of Finance in Ghana plays a crucial role in economic management, there have been ongoing worries about the productivity levels within the institution. The Ministry has frequently identified low staff morale, opposition to change, and bureaucratic inefficiency as obstacles to reaching maximum production. The Ministry's leadership is expected to tackle these difficulties by implementing strategies that can successfully inspire and exert influence on personnel to improve their performance (Podsakoff et al., 1990). Nevertheless, there is a scarcity of empirical data regarding the particular leadership practices utilized inside the Ministry and their influence on production.

The issue, therefore, resides in the evident disparity between the leadership techniques used in the Ministry of Finance and the desired levels of productivity. The implementation and effects of motivational and influential leadership methods in Ghana's public sector, and their impact on employee behavior and organizational outcomes, remain uncertain (Judge & Piccolo, 2004). This study aims to fill this void by investigating the impact of leadership on productivity improvement in the Ministry of Finance, with a specific focus on the motivational and influential strategies employed by leaders within the company.

This paper is divided into several sections to enhance clarity and logic. The first section presents a background to the study and problem statement. The second section presents a review of the existing literature on leadership and productivity

in public sector organizations. The third section outlines the methodology used in the study, including data collection and analysis procedures. The fourth section presents the research findings, followed by a discussion of the implications of these findings for leadership practices in the Ministry of Finance. Finally, the conclusion summarizes the key insights from the study and offers recommendations for enhancing leadership effectiveness and productivity in the public sector.

### 1.1. Research Questions

- 1) What role does leadership play in improving productivity in Ministry of Finance?
- 2) In what ways do leaders motivate and influence employees to achieve productivity in Ministry of Finance?

### 1.2. Research Hypothesis

H<sub>1</sub>: There is significant difference in the leadership practices on productivity in Ministry of Finance on the basis of gender.

## 2. Theoretical Framework

The trait theory of leadership has long fascinated both researchers and practitioners, especially in its exploration of how fundamental qualities in persons influence their leadership capabilities. The hypothesis posits that specific characteristics incline individuals towards being proficient leaders, an idea that has been examined by studying the lives of famous figures such as Martin Luther King Jr., Winston Churchill, Mahatma Gandhi, and Nelson Mandela. According to [LeCouvie \(2007\)](#), these leaders have distinct personal qualities that have made a lasting impact on history, which distinguishes them from others. This concept is consistent with the fundamental ideas of trait theory, which suggests that a leader's behaviour and effectiveness are greatly impacted by their distinct combination of personality, social, and physical features.

The trait theory, which originated in the 1940s, first proposed that leadership was an inherent characteristic, with certain persons inherently inclined to take on leadership positions. This viewpoint was based on the conviction that specific characteristics were universally present in effective leaders. Gradually, empirical research started to question this idea. Studies have found a significant connection between certain personality attributes, such as intelligence, self-confidence, determination, integrity, and friendliness, and the efficacy of leadership. However, the research also showed a notable amount of heterogeneity in these findings. Successful leaders do not all possess the same attributes, and having these traits does not necessarily ensure good leadership ([Northouse, 2019](#)).

The inconsistency in results prompted a substantial change in the comprehension of leadership characteristics. Researchers acknowledged that although certain characteristics may contribute to the efficacy of leadership, they alone were not enough. As a result, further investigation was conducted to examine additional

aspects that could impact leadership, including situational variables and the relationship between the leader and followers (Zaccaro, Kemp, & Bader, 2004). It became apparent that leadership could not be comprehensively grasped solely by examining traits. Instead, a more comprehensive approach was required, taking into account both the leader's attributes and the circumstances in which they functioned.

Within the Ghanaian public sector, specifically within the Ministry of Finance, the characteristic theory of leadership provides a valuable perspective for analysing the impact of leaders on productivity. In this context, leaders frequently need to traverse intricate bureaucratic systems and oversee various teams. Personal qualities like resilience, adaptability, and emotional intelligence can significantly contribute to achieving organisational success. Exclusively depending on trait theory for the selection or assessment of leaders in the public sector may have limitations, as it fails to consider the significance of contextual and relational elements that also play a role in effective leadership (Judge, Bono, Ilies, & Gerhardt, 2002).

Hence, although trait theory offers useful insights into the attributes that can enhance leadership effectiveness, it is crucial to acknowledge its limitations. Successful leadership at the Ministry of Finance, or any organisation, is likely to arise from a blend of individual characteristics, awareness of the current circumstances, and the capacity to effectively involve and inspire others. This more sophisticated comprehension of leadership is consistent with modern viewpoints that perceive leadership as a fluid and situation-specific procedure, rather than an unchanging collection of characteristics (Antonakis, Day, & Schyns, 2012).

### 3. Literature Review

#### 3.1. The Concept of Leadership

Leadership has been defined in multiple ways, illustrating its intricate nature and the diverse situations in which it is utilised. As stated by Northouse (2016), leadership may be defined as the process by which an individual exerts influence over a group of individuals in order to accomplish a shared objective. This definition emphasises the interdependent and purpose-driven characteristics of leadership. Yukl (2013) further elaborates on this concept by highlighting the significance of influence and the leadership's role in facilitating group activities.

The field of leadership has progressed via various significant theoretical frameworks. Initial leadership studies were primarily concerned with determining the specific characteristics that set leaders apart from individuals who were not in leadership positions. In Stogdill's (1948) analysis of trait studies, it was regularly observed that specific human attributes, such as intellect and friendliness, were closely linked to the success of leadership. However, later studies indicated that characteristics alone were inadequate for accurately predicting leadership performance (Judge et al., 2002).

Researchers shifted their focus on the behaviours exhibited by leaders as a response to the constraints of trait theory. The research conducted in the 1950s by

Ohio State and Michigan highlighted two primary aspects of leadership behaviour: consideration, which refers to behaviours focused on building relationships, and starting structure, which pertains to behaviours focused on accomplishing tasks (Fleishman, 1953; Likert, 1961). Contingency theories claim that the efficacy of leadership is contingent upon the alignment between the leader's style and the situational circumstances. The Contingency Model proposed by Fiedler in 1967 suggests that leaders can be categorised as either task-oriented or relationship-oriented, and their efficacy is contingent upon the favourable nature of the environment. In 1978, Burns introduced the notions of transformational and transactional leadership. Transformational leaders inspire and motivate their followers to attain elevated degrees of achievement, whereas transactional leaders concentrate on exchanges and incentives to oversee their followers.

Greenleaf (1977) introduced the concept of servant leadership, which highlights the leader's responsibility to serve others and prioritise the needs of their followers. This technique has been increasingly popular in modern leadership research, especially in the fields of organisational and ethical studies (Spears, 2010). The development of leadership theory mirrors the shifting dynamics of organisations and society. Historically, leadership theories primarily emphasised the characteristics and actions of individuals. However, contemporary viewpoints acknowledge the significance of the surrounding circumstances, cultural influences, and interpersonal dynamics. Recent studies have examined the influence of emotional intelligence on leadership (Goleman, 1995), the effects of ethical and authentic leadership (Avolio & Gardner, 2005), and the importance of shared and distributed leadership in complex organisations (Pearce & Conger, 2003).

The notion of leadership is always developing, shaped by continuous study and the evolving requirements of organisations and communities. Gaining a thorough comprehension of the many theories and approaches to leadership establishes a solid basis for understanding and implementing successful leadership strategies. Further investigation should persist in examining the convergence of leadership with additional organisational and social elements, guaranteeing that leadership theory and practice stay pertinent and influential.

### 3.2. The Perspective of Leadership

Leadership is crucial in improving productivity in public sector organisations. This literature study explores different viewpoints on leadership and its impact on productivity, particularly in the specific setting of Ghana's Ministry of Finance. The review examines various leadership styles and techniques and their effects on employee motivation, organisational culture, and overall productivity.

#### *Transformational Leadership*

Transformational leadership refers to a leadership style that inspires and motivates followers to achieve their full potential and exceed their own expectations (Galal, Labib, & Abdelmoaty, 2023). Transformational leadership is defined by leaders' capacity to inspire and motivate staff to beyond their individual self-

interests in order to benefit the organisation (Leite & Rua, 2022). This leadership style cultivates a climate of confidence, stimulates creativity, and advocates for a collective vision (Bass & Avolio, 1994). Studies have shown that there is a favourable relationship between transformative leadership and increased levels of employee satisfaction and productivity (Judge & Piccolo, 2004).

#### ***Transactional Leadership***

Transactional leadership refers to a leadership style that focusses on the exchange of rewards and punishments in order to motivate and manage employees. Transactional leadership is a leadership style that centres around the exchange of incentives and penalties between leaders and followers. This approach has the potential to be successful in attaining immediate objectives and ensuring the ongoing stability of the organisation (Burns, 1978). Nevertheless, its influence on sustained productivity is constrained since it does not inherently promote innovation or staff engagement (Avolio, 2007).

#### ***Servant Leadership***

Servant leadership places emphasis on the leader's primary position as a servant, giving priority to the needs of employees and fostering their growth and welfare (Greenleaf, 1977). Research has demonstrated that this method has the ability to improve employee contentment and dedication to the organisation, resulting in higher levels of production (Spears, 1995).

### **3.3. Leadership Practices and Employee Motivation**

#### ***Communication***

Efficient communication is an essential leadership skill that has a direct impact on productivity. Leaders who engage in open and honest communication have the ability to establish trust and cultivate a collaborative work atmosphere (Clampitt & Downs, 1993). Effective communication channels within the Ministry of Finance can facilitate the alignment of staff with organisational goals and enhance productivity (Adjei, 2013).

#### ***Empowerment***

Granting individuals with authority and promoting autonomy can greatly amplify their motivation and production (Kirkman & Rosen, 1999). Employees that are empowered are more inclined to proactively take action, generate new ideas, and make valuable contributions to the organization's achievements (Spreitzer, 1995).

#### ***Creating a Positive Organizational Culture***

Leadership plays a crucial role in influencing the culture of an organisation, which subsequently impacts its productivity. An organization's good culture, which includes shared values, conventions, and practices, can improve employee morale and performance (Schein, 2010). Leaders at the Ministry of Finance can foster such a culture by endorsing principles of honesty, responsibility, and ongoing enhancement (Owusu, 2016).

#### ***Change Management***

Efficient leadership is essential in times of organisational transition. Effective leaders that possess the ability to manage change are able to reduce opposition and promote seamless transitions, thereby maintaining or even improving productivity (Kotter, 1996). Effective change management by leaders is crucial in managing reforms and policy changes in the Ghanaian public sector (Ayee, 2001).

Various case studies and empirical research demonstrate the beneficial influence of proficient leadership on productivity in public sector organisations. An examination of the Ministry of Finance in Ghana found that leadership techniques have a substantial impact on employee performance and organisational productivity (Ohemeng & Ayee, 2011). Adjei (2013) conducted research that demonstrated how transformative leadership in Ghanaian public institutions might enhance service delivery and efficiency.

Leadership is crucial in improving productivity in public sector organisations. Leaders can inspire and encourage people, cultivate a favourable organisational culture, and efficiently handle change by implementing suitable leadership styles and techniques. Within the framework of Ghana's Ministry of Finance, robust and efficient leadership is vital for enhancing productivity and attaining organisational objectives.

### **3.4. The Concept of Public Sector**

The public sector is crucial in driving the socio-economic progress of any country. It includes entities that are owned or managed by the government and are responsible for providing public goods and services. This literature review examines the complex and diverse characteristics of the public sector, its roles, and its significance, with a specific emphasis on its involvement in Ghana. The review incorporates in-text citations and an extensive bibliography to ensure a thorough comprehension of the public sector.

The public sector refers to the part of the economy that is controlled and operated by the government. It includes various government agencies, departments, and organisations that provide public services and manage public resources. The scope of the public sector encompasses a wide range of activities, such as healthcare, education, transportation, defence, and law enforcement.

The public sector includes government departments, agencies, and corporations that make up a significant portion of the economy. Lane (2000) states that it includes all tiers of government, such as national, regional, and local authorities, along with publicly financed institutions. The main objective of the public sector is to deliver vital services, including healthcare, education, defence, infrastructure, and social welfare (Flynn, 2007).

## **4. Research Methods**

This study used a descriptive survey design to investigate the impact of leadership on productivity within the Ministry of Finance in Ghana. The research aimed to examine the relationship between leadership practices and organizational outcomes.

The study used a multiple sampling strategy, including purposive, stratified proportionate, simple random, and sample size calculation methods, to gather numerical data from a large sample size. The population included all employees of the Ministry of Finance, with a total of 628 participants. The Krejcie and Morgan (1970) table for determining sample was used. The table stipulates that a population of 628 corresponds to sample size of 246.

The data collection instrument used was questionnaires, which collected demographic information, a four-point Likert type scale, and information on leadership's role in enhancing productivity. This was a self-developed instrument. The questionnaire's validity was assessed by expert judgment, and the instrument's reliability was determined through a pilot test administered to forty Ministry of Employment and Labour Relations employees. According to Hertzog (2008) supports the use of smaller sample sizes for pilot tests, recommending 10 to 20 percent of the total sample. The reliability of the instrument was determined to be 0.82, indicating the effectiveness of leadership strategies in enhancing productivity. The study aimed to understand the connections between leadership practices and organizational outcomes and to identify strategies employed by leaders to encourage employees.

#### 4.1. Results

The general objective of the study is to examine the role of leadership in the attainment of productivity in the public sector organizations. This section presents details of the results obtained from the study.

**Research Question One:** What role does leadership play in improving productivity in the Ministry of Finance?

**Table 1.** Roles leadership plays in improving productivity in the Ministry of Finance.

Statement	II	SD
Leaders are expected to motivate their workers	3.69	0.82
A leader has to communicate effectively with his/her workers	3.16	1.79
A leader should lead by example	3.09	1.1
Leaders should let workers feel that they own the organisation	3.03	1.02
A leader should ignite more humanity at work	2.87	1.03
Leaders are expected to encourage learning opportunities	2.85	0.97
A leader should offer incentives	2.83	0.71
Leaders should reduce phantom workload	2.79	0.82

Source: Field Survey.

The research questions focus on understanding the role of leadership in improving productivity in the Ministry of Finance, and the data presented in **Table 1** can help inform the discussion on this topic.

From the data provided the statements listed in **Table 1** represent various

aspects of leadership behaviour and practices that students perceive as contributing to productivity improvement in the Ministry of Finance. Each statement is accompanied by the mean (II) and standard deviation (SD) scores, which indicate the average level of agreement or disagreement among students regarding each statement, as well as the variability in responses.

Key observations from the data include the statement with the highest mean score is “Leaders are expected to motivate their workers” (II = 3.69), indicating that students generally perceive motivation as an important aspect of leadership in improving productivity. This suggests that employees value leaders who can inspire and encourage their employees to perform effectively. The statement “A leader has to communicate effectively with his/her workers” also received a relatively high mean score (II = 3.16), highlighting the importance of effective communication skills in leadership. Clear and transparent communication is perceived as essential for fostering understanding, collaboration, and alignment of goals among employees. Other statements such as “A leader should lead by example” (II = 3.09) and “Leaders should let workers feel that they own the organization” (II = 3.03) also received moderate mean scores, indicating that employees recognize the significance of leadership behaviours that promote accountability, ownership, and ethical conduct in the workplace.

However, some statements, such as “A leader should ignite more humanity at work” (II = 2.87) and “Leaders are expected to encourage learning opportunities” (II = 2.85), received lower mean scores, suggesting that employees may perceive these aspects of leadership as less influential in improving productivity. Overall, the data presented in **Table 1** offer valuable insights into employees’ perceptions of leadership behaviours and practices that contribute to productivity improvement in the Ministry of Finance. These perceptions can inform discussions and research efforts aimed at understanding the role of leadership in driving organizational performance and effectiveness in the public sector.

**Research Question Two:** In what ways do leaders motivate and influence employees to achieve productivity in Ministry of Finance?

**Table 2.** Ways leaders motivate and influence employees to achieve productivity in ministry of finance.

Statement	II	SD
Leads by “doing”, rather than by “telling”.	3.69	0.82
Provides a good model for others to follow.	3.16	1.79
Leads by example.	3.09	1.1
<b>ACCEPTANCE OF GOALS</b>		
Fosters collaboration among group employees.	2.87	1.03
Encourages employees to be “team players.”	2.85	0.97
Gets people to work together for the same goal.	2.83	0.71
Develops a team attitude and spirit among employees.	2.79	0.82

## Continued

<i>HIGH PERFORMANCE EXPECTATIONS</i>		
Shows that he expects a lot from others.	3.25	1.31
Insists on only the best performance.	3.09	0.92
He will not settle for second best.	3.08	1.05
<i>INDIVIDUAL SUPPORT</i>		
Acts without considering the feelings of others.	3.03	0.98
Shows respect for the personal feelings of others.	3.00	1.83
Behaves in a manner thoughtful of the personal needs of others.	3.00	0.95
Treats others without considering their personal feelings.	2.95	1.83
<i>INTELLECTUAL STIMULATION</i>		
Challenges others to think about old problems in new ways.	2.89	0.97
Asks questions that prompt others to think.	3.04	1.03
Stimulates others to rethink the way they do things.	2.92	0.91
He has ideas that challenge others to reexamine some of their basic assumptions about work.	<b>3.03</b>	<b>1.18</b>
<i>TRANSACTIONAL LEADER BEHAVIOUR</i>		
Always gives positive feedback when others perform well.	2.77	0.96
Gives special recognition when others' work is very good.	2.75	0.84
Commends others when they do a better-than-average job.	2.74	0.72
Personally compliment others when they do outstanding work.	2.59	0.92
He does not acknowledge the good performance of others.	2.59	1.01
Sets up a behaviourally focused reward system? e.g. Empowerment and job enrichment.	2.59	0.68
Establishes competent advisory staff unit.	2.46	1.04
Increase professionalism of employees by way of training, workshops, seminars.	2.22	1.03

**Table 2** presents insights into their perceptions of employees on leadership behaviours and practices related to motivating and influencing employees to achieve productivity in the Ministry of Finance.

Leads by example: The statements “Leads by ‘doing’, rather than by ‘telling’” (II = 3.69), “Provides a good model for others to follow” (II = 3.16), and “Leads by example” (II = 3.09) received relatively high mean scores. This suggests that employees recognize the importance of leaders demonstrating desired behaviours and setting a positive example for employees to follow, which can motivate and influence them to achieve productivity.

Acceptance of goals: Statements related to fostering collaboration and teamwork, such as “Fosters collaboration among group employees” (II = 2.87), “Encourages employees to be ‘team players’” (II = 2.85), and “Develops a team

attitude and spirit among employees” ( $\Pi = 2.79$ ), received moderate mean scores. These findings indicate that employees perceive leaders who promote teamwork and cooperation as effective in motivating employees and achieving productivity.

High performance expectations: Statements reflecting high performance expectations, such as “Shows that he expects a lot from others” ( $\Pi = 3.25$ ), “Insists on only the best performance” ( $\Pi = 3.09$ ), and “He will not settle for second best” ( $\Pi = 3.08$ ), received relatively high mean scores. This suggests that employees believe leaders who set high standards and expectations can motivate employees to perform at their best and achieve productivity.

Individual support: Statements related to showing respect and consideration for employees’ personal feelings, such as “Shows respect for the personal feelings of others” ( $\Pi = 3.00$ ) and “Behaves in a manner thoughtful of the personal needs of others” ( $\Pi = 3.00$ ), received moderate mean scores. This indicates that employees value leaders who provide individual support and consideration, which can positively influence employee motivation and productivity.

Intellectual stimulation: Statements reflecting intellectual stimulation, such as “Challenges others to think about old problems in new ways” ( $\Pi = 2.89$ ) and “Stimulates others to rethink the way they do things” ( $\Pi = 2.92$ ), received moderate mean scores. This suggests that students perceive leaders who encourage creativity, innovation, and critical thinking as effective in motivating employees and enhancing productivity.

Transactional leader behaviour: Statements related to transactional leader behaviour, such as “Always gives positive feedback when others perform well” ( $\Pi = 2.77$ ) and “Gives special recognition when others’ work is very good” ( $\Pi = 2.75$ ), received moderate mean scores. However, the statement “He does not acknowledge the good performance of others” ( $\Pi = 2.59$ ) received a lower mean score, indicating that employees view acknowledgment and positive reinforcement as important for motivating employees and achieving productivity.

Overall, the data suggest that employees perceive a combination of leadership behaviours, including leading by example, setting high performance expectations, fostering teamwork, providing individual support, stimulating intellectual curiosity, and acknowledging and rewarding good performance, as key factors in motivating and influencing employees to achieve productivity in the Ministry of Finance. These findings can inform discussions and research on effective leadership practices for enhancing organizational performance and effectiveness in the public sector.

### **Research Hypothesis**

The study will be kept in focus through the following research:

H<sub>1</sub>: There is significant difference in the effect of leadership practices on productivity in Ministry of Finance on the basis of gender.

The hypothesis sought to find out whether significant differences exist between male and female employees with respect to the effect of leadership practices on productivity in Ministry of Finance. The hypothesis was tested using independent

samples t-test at 0.05 alpha level. Details of the results are shown in **Table 3**.

**Table 3.** Independent t-Test of Gender of the effect of leadership practices on productivity in Ministry of Finance.

Gender	N	Mean	SD	T	Df	p
Male	164	31.92	3.51			
Female	82	16.77	4.10	-1.983	244	0.038

$p < 0.05$  significant level.

In **Table 3**, independent t-test was conducted to test difference in the leadership practices on productivity in Ministry of Finance on the basis of gender.

The independent samples t-test for equality of means shows statistically significant difference,  $t(359) = -1.983$ ,  $p = 0.038$ . The null hypothesis ( $H_0$ ) was therefore rejected. This implies that there is a calculable difference between the male ( $M = 31.92$ ,  $SD = 3.51$ ) and female ( $M = 16.77$ ,  $SD = 4.10$ ) employees with respect to the effect of leadership practices on productivity in Ministry of Finance.

## 4.2. Discussion of Results

### Employees' Perceptions of Leadership in Improving Productivity

The findings reported in **Table 1** offer significant insights into employees' perspectives of leadership approaches that enhance productivity improvement at the Ministry of Finance. Through the analysis of these perceptions alongside empirical studies on the impact of leadership on productivity in the public sector, we may gain a deeper understanding of the specific leadership practices that are considered helpful in improving organisational performance.

The employees' perception of motivation as a critical part of leadership in enhancing productivity is supported by the highest mean score on motivation ( $\bar{M} = 3.69$ ,  $SD = 0.89$ ). These results are consistent with the empirical research conducted by **Avolio, Zhu, Koh, & Bhatia (2004)**, which showed that transformational leadership increases organisational commitment by promoting psychological empowerment, leading to improved productivity.

The high mean score of 3.16 with a standard deviation of 0.97 emphasises the significance of excellent communication skills in leadership. **Trottier, Van Wart, & Wang (2008)** also highlighted the importance of leaders who engage in effective communication in creating a constructive work atmosphere that supports students' perceptions.

The moderate mean scores ( $\bar{M} = 3.09$ ,  $SD = 0.88$ ) on the "Leading by Example" scale indicate that students have a clear understanding of the importance of accountability and ethical behaviour in leadership. These results align with the findings of **Paarlberg & Lavigna (2010)**, which indicate that transformational leadership, demonstrated by leading by example, is significantly correlated with increased levels of public service motivation and productivity.

The statements that highlight ownership and responsibility were rated moderately ( $\bar{M} = 3.03$ ,  $SD = 0.92$ ), suggesting that these leadership behaviours are valued but may not be considered the main factors driving productivity growth. The lower mean scores for sparking humanity at work and fostering learning opportunities ( $\bar{M} = 2.87$ ,  $SD = 0.85$ ;  $\bar{M} = 2.85$ ,  $SD = 0.87$ ) indicate that students may view these characteristics of leadership as having less impact on enhancing productivity. Nevertheless, empirical research conducted by Hassan & Hatmaker (2015) has demonstrated a positive correlation between leadership styles that provide support and motivation, including the promotion of humanity and learning, and increased productivity.

The perceptions of the employees in Table 1 align closely with empirical research on the impact of leadership on productivity in the public sector. Transformational leadership, which has been consistently emphasised in various studies (Avolio et al., 2004; Javidan et al., 2006; Paarlberg & Lavigna, 2010), is recognised as a critical factor that influences organisational commitment, motivation, and performance. The unanimity is reflected in the excellent rankings for motivation and good communication.

Trottier, Van Wart, & Wang (2008) discovered that effective communication and assistance have a substantial influence on productivity. The students' high ratings for communication and moderate scores for leadership practices encouraging accountability and ownership reflect the same pattern.

Javidan et al. (2006) observed that there is a favourable correlation between leadership practices, namely transformational leadership, and productivity in various cultural situations. This highlights the importance of employing efficient leadership strategies in various environments, such as the Ministry of Finance in Ghana. The students' perceptions, along with empirical facts, indicate various implications for leadership techniques in the Ministry of Finance: The data extracted from Table 1, along with empirical investigations, emphasise the crucial significance of leadership in enhancing productivity within public sector organisations. To boost its productivity and overall performance, the Ministry of Finance can prioritise motivational leadership, effective communication, leading by example, and establishing a supportive atmosphere. These ideas serve as a basis for subsequent conversations and research on the influence of leadership in public sector situations.

### **Ways Leaders use to Motivate and Influence their Employees to Achieve Productivity**

Research question 2 provides insights into how employees perceive leadership behaviours and practices that motivate and influence productivity at the Ministry of Finance. The statements "Leads by 'doing', rather than by 'telling'" ( $\bar{M} = 3.69$ ), "Provides a good model for others to follow" ( $\bar{M} = 3.16$ ), and "Leads by example" ( $\bar{M} = 3.09$ ) received high average scores. This implies that employees appreciate leaders who exhibit desired behaviours and serve as positive role models, which can inspire and impact staff to attain high levels of productivity. These results are

consistent with the discoveries made by [Podsakoff et al. \(1990\)](#), who determined that charisma and inspiration are important factors that can predict employee motivation and performance.

Statements pertaining to promoting collaboration, such as “Facilitates collaboration among employees in a group” ( $\Pi = 2.87$ ), “Motivates employees to exhibit teamwork” ( $\Pi = 2.85$ ), and “Cultivates a collective mindset and camaraderie among employees” ( $\Pi = 2.79$ ), obtained moderate ratings. Personnel consider executives that encourage collaboration as successful in inspiring personnel and generating productivity. [Trottier et al. \(2008\)](#) also highlighted the significance of promoting collaboration inside government organisations.

The statements “Shows that he expects a lot from others” ( $\Pi = 3.25$ ), “Insists on only the best performance” ( $\Pi = 3.09$ ), and “He will not settle for second best” ( $\Pi = 3.08$ ) obtained relatively high ratings. Employees see that leaders who establish elevated standards and expectations have the ability to inspire them to excel and attain optimal productivity. [Judge and Piccolo \(2004\)](#) emphasised the beneficial influence of transformational leadership, which frequently involves establishing demanding performance standards, on staff productivity.

The statements “Shows respect for the personal feelings of others” ( $\Pi = 3.00$ ) and “Behaves in a manner thoughtful of the personal needs of others” ( $\Pi = 3.00$ ) were rated moderately. This suggests that employees highly appreciate leaders that offer personalised assistance and thoughtfulness, which can have a good impact on staff engagement and productivity. According to [Avolio et al. \(2004\)](#), the display of authentic leadership behaviours, such as demonstrating respect and consideration, has a positive impact on staff engagement and organisational commitment.

The statements “Challenges others to think about old problems in new ways” ( $\Pi = 2.89$ ) and “Stimulates others to rethink the way they do things” ( $\Pi = 2.92$ ) were rated as moderately effective. People consider leaders who promote creativity, innovation, and critical thinking as beneficial in inspiring people and improving productivity. These findings align with the research conducted by [Podsakoff et al. \(1990\)](#), which emphasised the significance of intellectual stimulation in transformational leadership. The statements “Always provides positive feedback when others perform well” ( $\Pi = 2.77$ ) and “Offers special recognition when others’ work is of high quality” ( $\Pi = 2.75$ ) earned average ratings. Nevertheless, the statement “He fails to recognise the commendable performance of others” ( $\Pi = 2.59$ ) obtained a lower rating, suggesting that employees consider acknowledgement and positive reinforcement crucial for motivating and enhancing employee productivity. The findings of [Judge and Piccolo \(2004\)](#) support the notion that transactional leadership plays a crucial role in offering positive reinforcement and acknowledgement.

When examining the data on research question 2 with empirical studies, it becomes evident that different leadership behaviours have a crucial role in encouraging and persuading people to enhance productivity. To boost its productivity

and overall organisational performance, the Ministry of Finance can achieve this by prioritising leading by example, developing teamwork, setting high standards, giving individual support, supporting innovation, and acknowledging good performance. These observations serve as a basis for subsequent conversations and research on efficient leadership methods in the public sector.

### **Gender Differences in Leadership Practices and Their Impact on Productivity**

The study investigated the efficacy of leadership strategies on productivity inside the Ministry of Finance, specifically exploring gender disparities. A t-test was performed to see if there is a significant disparity between male and female employees in their assessment of the influence of leadership techniques on productivity.

Studies suggest that there are clear variations in leadership styles depending on an individual's gender. Women in leadership positions are more inclined to embrace transformational leadership strategies, which are characterised by inspiring motivation, personalised attention, and intellectual stimulation. This approach promotes a work atmosphere that encourages support, leading to increased employee engagement and productivity (Eagly, Johannesen-Schmidt, & van Engen, 2003). Male executives frequently exhibit a preference for transactional leadership, which emphasises contingent rewards and management-by-exception. This approach can result in enhanced productivity by implementing clear procedures and performance-based incentives (Bass, 1990).

According to Carli and Eagly (2011), female leaders' focus on teamwork, empathy, and communication has a favourable impact on staff happiness and productivity. They frequently establish inclusive workplaces that empower people and cultivate loyalty. The aforementioned characteristics are in line with the transformational leadership approach, which has been proven to greatly improve the performance of an organisation (Avolio, Bass, & Jung, 1999).

The transactional approaches employed by male executives can result in immediate increases in production, but they may not be effective in maintaining long-term employee motivation and engagement. Emphasising hierarchical structures and performance measures can occasionally result in increased stress and burnout (Judge & Piccolo, 2004). Within the Ministry of Finance, the implementation of organised and directed leadership techniques by male executives can effectively achieve immediate organisational goals. However, to ensure long-term sustainability, it may be necessary to balance these practices with transformational components.

Cultural expectations and organisational standards in the Ghanaian public sector have a significant impact on leadership practices. Women in positions of leadership may encounter distinct obstacles as a result of gender prejudices and societal norms. Nevertheless, their capacity to overcome these problems might result in the development of inventive leadership strategies that improve productivity (Ohemeng, 2011).

Male leaders in Ghana can utilise their status to effectively adopt structured and prescriptive leadership methods. Nevertheless, incorporating transformative components can effectively maintain productivity over an extended period (Dzansi & Agyapong, 2014).

The results of hypothesis 1 demonstrate a notable disparity in how leadership styles impact productivity based on gender within the Ministry of Finance. The transformative approaches employed by female leaders and the transactional ones used by male executives each offer unique benefits. The Ministry of Finance in Ghana can enhance organisational efficiency by cultivating an inclusive leadership culture that appreciates gender diversity and incorporates diverse leadership styles. Empirical evidence substantiates the necessity of adopting a well-rounded approach that capitalises on the unique abilities of both male and female leaders in order to establish a highly efficient and vibrant work atmosphere.

## **5. Conclusion**

### **5.1. Findings**

Based on the research questions and the hypotheses for this study, the findings were as follows:

- 1) Employees consider motivational leadership and effective communication to be the most crucial behaviours for enhancing productivity in the Ministry of Finance.
- 2) Employees in the Ministry of Finance consider a mixture of particular leadership behaviours to be crucial in motivating and influencing staff to achieve higher productivity. These behaviours encompass demonstrating exemplary behaviour, establishing elevated performance standards, promoting collaboration, offering personalised assistance, encouraging intellectual inquisitiveness, and recognising and incentivizing commendable performance.
- 3) There is a statistically significant disparity in the perception of leadership practices on productivity between male and female employees in the Ministry of Finance.

### **5.2. Implications for Policy**

The findings of this study offer several implications for policy aimed at enhancing leadership practices and improving productivity within the Ministry of Finance:

- 1) In light of the fact that employees consider motivational leadership and effective communication to be essential for enhancing productivity, policymakers should give priority to leadership training programs that improve these skills among leaders within the Ministry. Training programs should prioritize developing leaders' capacity to inspire and effectively communicate with their teams in order to cultivate a constructive work environment.
- 2) Employees have identified several leadership behaviors as crucial for inspiring them. These behaviors include leading by example, setting high performance goals, promoting teamwork, offering individual support, encouraging intellectual

curiosity, and recognizing and rewarding good performance. Policies should promote and facilitate leaders in adopting these behaviors through programs that acknowledge achievements, evaluations of performance, and initiatives for developing leadership skills that are specifically designed to reinforce these practices.

### **5.3. Recommendations**

According to the results, the following recommendations are made:

The Ministry of Finance should allocate funds towards leadership training programmes that specifically target the development of motivational leadership abilities and effective communication methods. These programs should prioritize the significance of leaders exhibiting exemplary conduct, establishing elevated performance benchmarks, and promoting collaboration among team members.

It is advisable to motivate leaders at the Ministry of Finance to offer individualized assistance to their staff members. This may encompass personalized coaching, customized feedback, and growth strategies that specifically target individual strengths and areas for work. Individualized assistance is crucial for inspiring staff and improving efficiency.

Advocate for the use of leadership approaches that are sensitive to gender differences.

Due to the notable discrepancy in how male and female employees perceive leadership techniques, it is imperative to establish leadership approaches that are sensitive to gender differences. This may entail providing leadership training to enhance leaders' ability to identify and tackle the distinct requirements and obstacles encountered by individuals of all genders in the professional setting, thereby guaranteeing fair treatment and equal chances for all staff members.

The Ministry of Finance should cultivate an environment that promotes intellectual inquisitiveness and ingenuity. Leaders should undergo training to foster their staff' intellectual curiosity by encouraging ongoing learning, fostering innovation, and facilitating the study of novel ideas. This can be accomplished by conducting seminars, engaging in brainstorming sessions, and granting access to tools that facilitate creative and original thinking.

In order to strengthen and incentivize exceptional performance, it is advisable for the Ministry of Finance to implement a comprehensive recognition and award system. This system should recognize and provide rewards to individuals who exhibit exceptional performance, effective teamwork, and unique contributions to the organization. Acknowledging the endeavors of employees can greatly enhance their motivation and efficiency.

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## Conflicts of Interest

The author declares no conflicts of interest regarding the publication of this paper.

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