

**THE EFFECTS OF STRATEGIC LEADERSHIP ROLES ON ORGANIZATIONAL
PERFORMANCE, (A CASE STUDY OF METRO MASS TRANSIT LIMITED, KUMASI
DEPOT.)**

A Project Report Presented to the Department of Business Studies

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In partial fulfillment of the requirement for the award of

Bachelor of Business Administration (BBA)

(Human Resource Option)

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CHRISTIAN SERVICE UNIVERSITY COLLEGE

DEPARTMENT OF BUSINESS STUDIES

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STUDIES, CHRISTIAN SERVICE UNIVERSITY COLLEGE, KUMASI IN PARTIAL
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BUSINESS ADMINISTRATION (BBA)**

(HUMAN RESOURCE OPTION)

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STUDENT’S DECLARATION

I hereby declare that except references made to the works of other people which have been duly acknowledged, this report is as the result of our original research and that it has not been presented in whole or in part for any degree.

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CERTIFICATION

We hereby certify that this project is the candidates own account of their research.

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ABSTRACT

Leadership is vitally important at all levels in the organization. Leadership is the moral and intellectual ability to visualize and work for what is best for the company (Mullins, 2006). Strategic leadership on the other hand is a state of thinking strategically in all aspects of operations irrespective of which ever position or level the person finds himself or herself.

The intention of this study is assessing the effect of critical strategic leadership roles suitable to enhance organizational performance. The case study of the research is Metro Mass Transit limited, Kumasi depot. The research targeted point officers, being managers at the various terminals or loading points. Front-line employees being internal customers particularly drivers and conductors used the strategic leadership roles as a model to assess the level of implementation of strategic leadership among point officers.

The methodology being used is a multi method that involves the use of both quantitative and qualitative research methods. Probability sampling technique was used in taking data on front line employees of Metro Mass Transit Limited Kumasi mainly drivers and conductors. A stratified random sampling will be incorporated to give each member of the population an equal chance of being chosen. Thus, loading points or terminals will be divided into strata's and samples selected from each stratum.

The results demonstrated that out of the seven (7) strategic leadership roles used to assess the level of implementation of strategic leadership, Navigator and Mobilizer showed a negative level of implementation whiles Talent Advocate, Captivator, Global Thinker, Change Driver and Enterprise Guardian, demonstrated a positive level of implementation.

It is advised that a multiple case study should be applied in the near future so as to help generalize findings effectively. In spite of this, this research will contribute considerably to knowledge in respect to the application of strategic management in public transportation by aiding transport operators in gaining a competitive advantage in customer satisfaction and loyalty among internal and external customers of Metro Mass Transit Limited Kumasi depot.

DEDICATED TO

Our lecturers, Gabriel Dwomoh and Evelyn Owusu Frempong.

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CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Organizations require leaders in order to achieve organizational goals. Good leadership can result in success while poor leadership can result in failure (Armstrong 2001). Leadership has over the years been a key topic in management, organizational behavior, and industry and organizational psychology. It has however become an important new course in schools and colleges of Business Administration and Public Administration.

Torbert (2004) stressed that the word leadership has been used by most disciplines: political science, business executives, social workers and educationist. However, there is large disagreement as regards the exact meaning. Teaching and Research about leadership have surged for two key reasons. One is that, many business school faculties are convinced that effective leadership is required to meet most organizational challenges. Without effective leadership at all levels in private and public organizations, it is difficult to sustain profitability, productivity, quality and good customer service.

The achievement of objectives of an organization involves the leaders and cooperation of his team. The stories around good leaders seem to show that there are moments of crises or decision where the action of the person is pivotal (Torbert, 2004). Leaders have a vision of what can, and should be done and communicate these to others.

When effective leadership is absent there can be trouble. Good and effective leadership is important and central to the survival and success of groups and organizations (Bolman et al 1997).

Leaders convince and lead groups into action and they are people who take control of crisis. A perfect combination between leaders and employees would produce a winning team but suspicion between the two will not auger well for the achievement of organizational performance and objectives. Organizations are more competitive when employees are not ordered to perform task but instead are in the frame of mind and heart to do these tasks.

Employees who experience strategic leadership are likely to perform and increase productivity (Hersey, et al., 2008). There is also an assumption by Heifetz, R (1994), that strategic leadership leads to high morale, and high moral leads to higher performance and higher performance leads to higher productivity. Also good and effective strategic leadership reduces staff turnover and absenteeism, which ultimately raises productivity by minimizing training time and disruption caused by absent workers.

Torbert (2004) sees leadership as combination of persuasion and compulsion that result in making people to do things they might not otherwise have done. Further research by Bowery 2004 Strategic leaders on the other hand use leadership techniques that empower and motivate rather than bully employees. An added goal of strategic leadership is to create an environment in which employees foresee the company's needs in relation to their own job. Employees in a workplace environment led by a strategic leader are

optimistic about their own initiative. Strategic leaders reward quality workers by promoting them and offering incentives to do well for the company.

It is important to distinguish between leadership as an organizational function and as a personal quality. According to Bowery (2004) the latter entails special combination of personal characteristic, which brings to light qualities and abilities of individuals. The former refers to the distribution of power throughout an organization and it brings to focus the pattern of power and authority in the organization. However, it is necessary to buttress what strategic leadership is when it comes to our focus.

The philosophy behind the practice of strategic leadership is to use strategy in every act of decision making. A more thoughtful management approach can lead to greater success in the workplace if many factors are considered before action is implemented (Silverman, 2000).

The adoption of strategic leadership at all levels of the company will give adequate satisfaction, suitable working environment, compensation and efficient communication between employers and employees are important to promoting excellent organizational performance (Taffinder 2006), therefore the need for effective strategic leadership in the operations of the Metro Mass Transit Limited for optimum organizational performance.

1.2 STATEMENT OF THE PROBLEM

Leadership is important in providing direction for an organization and making decisions to achieve organizational performance and objectives (Heifetz, 1994). The achievement

of the objectives requires co-operation between the leader and the led. Employees are willing to give out their best when they work under preferred leadership roles.

There is the perception in Metro Mass Transit Limited Kumasi that the current crops of leaders are performing better than the previous leaders in terms of customer satisfaction, employee satisfaction and organizational efficiency in the work place. Also current leaders appear to possess some qualities which the pervious leaders were lacking. Hence the empowerment and inception of point officers or point managers at all loading points or terminals. This has come to pass because it is realized that most offences happen at loading points or terminals, thus ticket malpractice, under-issuing and over-issuing, reservation of tickets, loading of unauthorized goods, just to mention a few.

It is upon this background that the study seeks to unravel the particular qualities or leadership roles used by the current point officers which have improved organizational performance as against the previous management failures. Strategic leadership has become very important owing to the fact that, with the speed of change facing business today, the need for effective strategic leaders, who can formulate and execute business strategies to produce desired results, is seen as critical to the very survival of the business

1.3 OBJECTIVES OF THE STUDY

An organization with strategic leadership focuses on the balanced scorecard framework. As such the organization centers its activities on its financial, internal customers, internal business processes and learning and growth.

The main objective of this study is to determine the critical strategic leadership roles suitable to enhance organizational performance at the Metro Mass Transit Limited Kumasi.

The specific objectives of the study are;

- (1) Determine the effects of strategic leadership roles on internal customers.
- (2) Assess the effects of strategic leadership on internal business processes.
- (3) Assess the overall experience of strategic leadership roles exhibited by point officers.
- (4) Make recommendations about strategic leadership roles that need to be enhanced for optimum organizational performance.

1.4 RESEARCH QUESTIONS

The questions this research seeks to answer are;

What are the critical strategic leadership roles suitable to enhance organizational performance?

- (1) What are the effects of strategic leadership on internal customers?
- (2) What are the effects of strategic leadership on internal business processes?
- (3) What is the overall experience of strategic leadership roles exhibited by point?
- (4) What recommendations about strategic leadership roles need to be enhanced for optimum organizational performance?

1.5 SIGNIFICANCE OF THE STUDY

According to Robert Pricone (2003), most organizations face difficulties to maintain and improve strategic leader competencies and as such there is a natural progression into the research in the field of organizational leadership. The study would help management of Metro Mass Transit Limited Kumasi, to strategize its leaders (point officers) to suit the environment in order to increase productivity and performance.

The study will help leaders to know the kind of strategic leadership role that need to be adopted and developed to enhance organizational performance.

Finally, the study will help give the opportunity to frontline employees to contribute and make recommendations to management on strategic leadership roles suitable to enhance organizational performance.

1.6 METHODOLOGY

The sampling frame for the research is front line employees of the company that is focusing on employees who are in direct contact with external customers, mainly drivers and conductors.

The methodology being used is a multi method that involves triangulation that is the use of both quantitative and qualitative research methods. This will help verify interpretations and conclusions.

Probability sampling technique was used in taking data on front line employees of Metro Mass Transit Limited Kumasi mainly drivers and conductors. That is every member of the population had a known non-zero probability of selection, in that the chance or the probability of each member being selected from the population is known. A stratified

random sampling will be incorporated to give each member of the population an equal chance of being chosen. Thus, loading points or terminals will be divided into strata's and samples selected from each stratum.

1.7 SCOPE OF THE STUDY

The research is an exploratory study. Thus a valuable means of finding out “what is happening; to seek new insight; to ask questions and assess phenomena in a new light” (Robson, 2002). The study was undertaken within a period of three months.

The study will further focus on seven strategic leadership roles namely “Navigator, Mobilizer, Talent advocate, Captivator, Global thinker, Change driver and Enterprise guardian”, of which the researcher deem it important in relationship to the transport industry, out of the nine strategic leadership roles suitable to enhance the performance of an organization in the environment. That is, in light of this research “Strategist” and “Entrepreneur” as a strategic leadership role will not be used.

For the purpose of this study the two prospective of the balanced scorecard framework being the customer and internal business processes will be used to assess the organizational performance of the Metro Mass Transit Limited Kumasi.

1.8 ORGANIZATION OF THE STUDY

The study is divided into five chapters of which chapter one covers the introduction of the study. It is mainly made up of the background of the study, objectives, and the need for the study, methodology, scope, organization and limitations of the study.

Chapter two covers critical review of relevant literature relating to the study and

theoretical framework of the study. A deductive approach will be implemented thus identifying theories and ideas, and testing them using data.

Chapter three focuses on research design and methodology adopted for the study. It also covers the history of the company, sample size determination and sampling technique, questionnaire design, method of data collection, method of data analysis and reliability of questionnaire.

Chapter four presents a detailed analysis of findings from questionnaires administered and discussion of data.

Finally chapter five focuses on the summary of findings as well as recommendation and conclusions of the study.

1.9 LIMITATIONS TO THE STUDY

Although the Metro Mass Transit Limited operates within ten regions in Ghana and the subject area happens to be very important for the development of strategic leadership for the organization the single case study that is applied will not illustrate a true representation of the critical strategic leadership role that is dominant in the operations of the organization. Thus, time and budget constraint will not allow the study to be conducted in all the regional depots in Ghana.

Also it will also be impracticable to survey the entire population, owing to budget and time constraints owing to the large number of frontline employees.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter describe and help to set the study within its wider context and show how this work supplement the work that has already been done in area of strategic leadership in relationship to organizational performance.

According to Saunders (2007), a critical review of literature is necessary in helping to develop a thorough understanding of, and insight into, previous research that relates to the research questions and objectives. He further outlines that a literature review will set a research in context by critically discussing and referencing work that has already been undertaken, drawing out key points and presenting them in a logically argued way, and highlighting areas where fresh insights will be provided.

2.2 LEADERSHIP

Leadership is getting things done through people. It happens when there is an objective to be achieved, or a task to be carried out, and when more than one person is needed to do it. All managers are by definition leaders in that they can only be what they have to do with the support of their team, who must be inspired or persuaded to follow them.

Leadership is therefore about encouraging and inspiring individuals and teams to give their best to achieve desired results. Leadership is required because someone has to point the way and that some person has to ensure that everyone concerned gets there (Amstrong, 1994).

According to Marquardt, M, (1996) defines leadership as the process of directing and influencing the task-related activities of group members. Stogdill (1974) also sees leadership as the process of influencing the activities of an organized group toward goal setting and goal achievement.

Extensive work in the study of leadership by Schiermerhorn (1996) outlines that; leadership is a part of management but not all of it. Thus, it is the ability to persuade others to seek defined objectives enthusiastically. It is the human factor which binds a group together and motivates it towards goals;

2.3 LEADERSHIP THEORIES

Some of the leadership theories emphasize leadership from the point of view of the leader, which includes trait, functional, style and behavioral theories or approaches. Other theories also consider the follower (subordinate) and the context (place) where leadership is been practiced. These theories are situational leadership and path-goal theories. Also in the team leader theory, the leader's critical function is to assist the group in accomplishing goals by monitoring the group and taken requisite action (Northouse, 1997).

According to Hiran et al., (1998) the passage of time provided leadership models with increasing emphasis on individual capability and the need for a greater self sufficiency in the modern working world. To Mullins (2006), this progresses the thinking around of leadership or supervisory practices in relation to workers morale and productivity in organizations.

TABLE 2.1 THE THEORETICAL FRAME WORK OF LEADERSHIP THEORIES.

THEORY	Trait, functional and behavioral theories	Situational and path-goal theories	Team leader theory	Psycho-dynamic theory	Style
Focus	Leader	Subordinate and context (placed)	Group outcomes and productivity and complexity of team work to assist in accomplishing organizational goal	Arose from the methods of dealing with emotionally disturbed individuals and psychological theories or personality development	Leader

Source: Northouse (1997)

2.4 HISTORY OF STRATEGIC LEADERSHIP

According to Wong et. al., (2003) in the late 1980's, some researchers in the field of social science set in motion to question whether leadership actually made significant difference in organizations, while on the other hand others advocated that perhaps the study of leadership had reached its culminating point. However, the study of leadership

took on new energy with an emphasis on leadership of organizations, rather than the traditional leadership approaches. Thus, the notion of strategic leadership was established.

2.5 STRATEGIC LEADERSHIP

Leadership is very imperative in every organization since it channels the cause for the realization of visions and missions of every organization. As advocated by Appelbaum (2012) that, every leader is aware of the value of a well-defined business strategy but however, just a few give thought to the leadership that will be required to implement strategies that call for changes in the direction or capabilities of the organization. Also without proper leadership, even the best and boldest strategies die on the vine, their potential never realized.

Strategic leadership provides the vision and direction for the growth and success of an organization. To successfully deal with change, all executives need the skills and tools for both strategy formulation and implementation. Managing change and ambiguity requires strategic leaders who not only provide a sense of direction, but who can also build ownership and alignment within their workgroups to implement change (Wikipedia, 2012)

The Andersen Consulting Institute for Strategic Change (1999), in their publication, “The evolving role of executive leadership”, elaborate that strategic leadership basically means using strategy in the management of personnel. The main strategy usually employed in a strategic style of leadership is to motivate workers to take an initiative to improve their productive input into the company. Strategy involves thinking and planning. Leadership

inspires others to take the appropriate action. Strategic leadership is a management model that trains and encourages employees to best prepare the company for the future.

Strategic leaders are always looking ahead and analyzing the present in terms of preparation for what may be ahead for the business. Awareness is a big part of a strategic leadership style, but it must be followed up with well thought out action. Strategic leaders are adaptable and growth-oriented. They take responsibility for getting things done by training employees to think and act more effectively to achieve the best result possible for the company.

Kidd and Pricone (2010) also advocate that productivity is a main goal of strategic leadership. Yet, it's not about merely increasing the amount of work done, but rather its strategic productivity, or working harder for reasons best for the company. Although the strategic style of leadership always keeps the best interests of the business in mind, it's also appreciative of employees' unique talents and efforts.

Strategic leadership is the ability to anticipate, envision, maintain flexibility and empower others to create a strategic change as an upward mobility in performance.

2.6 THE NINE ROLES OF STRATEGIC LEADERSHIP

White Paper – “WHAT SENIOR LEADERS DO” by Development Dimension International, prepared by Appelbaum and Paese (2013), proposed nine strategic leadership roles for the cooperate world. These roles describe the situation of senior strategic leadership, and reflect the most vital and important functions of today’s successful leaders. While strategic leaders are not typically engaged in all nine roles “all the time,” they will often be involved in situations related to more than one role at any

given time. The relative importance placed on each role is dependent upon the business situation in which the leader is engaged.

These nine roles are important at senior strategic levels because they help leaders understand what to do to be strategic. They address the broader challenges leaders face as they transition from managing more narrowly focused “silos,” to taking on the challenges of more enterprise-wide leadership.

2.6.1 NAVIGATOR

Paese (2012), describe a navigator as someone who clearly and quickly works through the complexity of vital issues as they arise or to an extent leverage opportunities fast enough. He further outlines that a navigator is one who is able to analyze large amounts of conflicting information. Thus to an extent appreciate why things occur and identify practical courses of action to influence proceedings.

2.6.2 STRATEGIST

From Wikipedia (2012), a strategist is defined as a person who can create a sustainable commercial advantage by applying innovative and quantitative ideas and systems. Thus, a strategist is an effective planner. One who is able to analyze issues critically using procedures? A strategist is also a leader who is able to come up with effective long term cause of actions that are effective and sustainable.

A strategist is also seen to be someone who is able to develop a long-range course of action or set of goals to align with an organization’s vision (Appelbaum, 2012), bringing to the fact that strategists focus on creating a plan for the future. Noteworthy that part of this plan should involve capitalizing on current opportunities and future trends and

understanding complex information related to future events. That is, strategists formulate decisions that compel the organization toward its vision.

2.6.3 ENTREPRENEUR

The term entrepreneur is a loanword from French and was first defined by the Irish-French economist Richard Cantillon as the person who pays a certain price for a product to resell it at an uncertain price, thereby making decisions about obtaining and using the resources while consequently admitting the risk of the enterprise (Wikipedia, 2012).

Management skill and strong team building abilities are often perceived as essential leadership attributes for successful entrepreneurs. Reich (2009) considers leadership, management ability, and team-building as essential qualities of an entrepreneur of which a strategic leader should possess, thus making a strategic leader one who identifies and exploits opportunities for new products, services, and markets.

2.6.4 MOBILIZER

Proactively builds and aligns stakeholders, capabilities, and resources for getting things done quickly and achieving complex objectives.

Hornsby and Warkeoczeski (2000) sees a mobilize as one who is able to leverage and integrate the capabilities of resources across all levels of the organization productively, also he is one who anticipates and diffuses roadblocks to the achievement of organizational objective.

A mobilize uses necessary and appropriate lobbying techniques to gain support by empowering others relative to achieving the organizational strategy.

2.6.5 TALENT ADVOCATE

A strategic leader must attract, develop, and retain talent to ensure that people demonstrate the right skills and motivations to meet organizational needs at the right time. Talent Advocates ensure that the organization has people with potential to meet present and future organizational needs that is, relentlessly identifies and secures high-potential talent.

Forsyth (1995) indicates that being a talent advocate be having the ability to identify the best talents both internally and externally, getting to know them, and staying in touch with them to ensure that their efforts are been directed towards organizational goals.

A good talent will organize operations in relations to current and future needs of the organization by developing and training to ensure high levels of efficiency and reliability.

According to (Karia and Asaari, 2006) a good talent advocate concentrate on the readiness of high potential talent by providing developmental opportunities by minimizing barriers to achievement and the likelihood of an employee's success.

Palo and Padhi (2003) also contended that a strategic leader should be able to builds and facilitates a culture that embraces development and also promotes employee retention by analyzing and understanding its drivers.

2.6.6 CAPTIVATOR

According to Saddler (1996) a captivator should be able to build passion and commitment toward a common goal. Thus captivators build upon an established foundation of trust to instill people with feelings of excitement and belonging. Also captivators must have the ability to transfer the energy of their message in such a

compelling way that people take ownership of the strategy or vision and are empowered to carry it out. That is, a strategic leader should be able to convince other employees to buy into his ideas, thus being able to convey a simple vivid picture of the organization's vision and goals and also moves people from compliance to commitment.

A captivator must instill others with a strong sense of belonging by making them understand how they will benefit. Also being able to generate energy and enthusiasm through personal passion and conviction will go a long way to keeps the message alive and ongoing (DuBrin, 2007).

2.6.7 GLOBAL THINKER

Bolman and Deal (1997) have outlines that strategic leaders should be able to integrate information from all sources to develop a well-informed, diverse perspective that can be used to optimize organizational performance. That is, being abreast with the information world and continuously updating himself with up to date information.

Global Thinkers understand and accept international and cultural distinctions and behave in a way that accommodates people's varying perspectives. They are also able to discern the differences in individual styles and adapt their approaches accordingly.

Torbery (2011) concluded that a global thinker considers the implications of issues, decisions, and opportunities beyond the boundaries of own environment by understanding the different perspectives and approaches to leadership in order to effectively handle cross-cultural challenges or individual differences by identifying opportunities for global leverage.

2.6.8 CHANGE DRIVER

Hammersley (1992), referred to by Silverman (2000), advocate that a strategic leader should be able to create an environment that embraces change; makes change happen even if the change is radical and helps others to accept new ideas by effective communication. Wright (1996) found that, change drivers focus on continuous improvement by always challenging the status quo and breaking paradigms, they recognize ideas for change and become the force that help in driving the change. Then also according to Saddler (1996) a change driver sees the possibility for change and also recognizes the need for change before it turn out to be critical. Thus, sells ideas for change.

2.6.9 ENTERPRISE GUARDIAN

From Wikipedia (2012) an enterprise guardian is one who ensures shareholder value equity through courageous decision-making that supports the organization or unit-wide interests.

Enterprise Guardians rise above the narrow-minded environment of the job and make decisions that are good for the shareholder, even if the decisions cause pain to individuals or to the organization. That is to say a strategic leader refuses to trade long-term for short-term gain. Thus, possesses the courage to make difficult decisions whenever there is a need. It is further stressed that to be an effective enterprise guardian, the strategic leader should dispassionately uphold the interest of the enterprise by putting aside sentiments and personal relationships. That is, taking responsibility for unpopular decisions and their aftermath (Jacobsen 2002).

2.7 FUNCTIONS OF A STRATEGIC LEADER

In a book by Stephen R. Covey, “Three Roles of the Leader in the New Paradigm,” (1996), he outlined that while a list of leadership functions were very popular in the 1980s, contemporary literature limit strategic leadership to a few key skills and competencies. That is, he further illustrate that strategic leaders have three basic functions being; path finding, aligning, and empowering.

➤ Path Finding

Path finding deals with tying the organization’s value system and vision with the mission and environment through a strategic plan.

➤ Aligning

Aligning consists of ensuring the organizational structure, systems, and operational processes all contribute to achieving the mission and vision.

➤ Empowering

Empowering is igniting the latent talent, ingenuity, and creativity in the people to accomplish the mission.

Other leadership theorists bring up aspects of strategic leadership not included in the work of Covey (1996). In a future research on strategic leadership, James F. Bolt (2010) focuses less on the environment and more on the leader. He argues that there are three dimensions of a leader: business, leadership, and personal effectiveness. The business dimension has been traditionally the focus in executive development. This dimension includes the creation of new kinds of organizations, leading change, and how the organization works. The leadership dimension has typically been overlooked because many people do not believe it can be taught.

According to Zhang (2000), this dimension is developed by the study of a broad range of classical and contemporary leadership theories and skills. The personal effectiveness dimension, according to Bolt (2010), has been neglected because of the widespread view that work and personal matters must be separated. The personal dimension concentrates on helping to clarify and develop an individual's purpose, vision, values, and talents. The emphasis on self-reflection is found in the "self-leadership" literature that is becoming popular.

2.8 MEASURING ORGANIZATIONAL PERFORMANCE

A firm's performance indicates how well and healthy an organization is. According to Simmons (2000), performance measures can be financial or non-financial. Financial measures are typically derived from or directly related to chart of accounts and found in a company's profit and loss statement or balance sheet, such as inventory levels or cash on hand. Non-financial measures are ones not found in the chart of accounts, such as customer satisfaction scores or employee satisfaction. Also, Kellen (2003) indicates that, the performance of an organization may be related to inputs into a process, feedback on the performance of a process itself or outputs from the process. The measures may also be related to human performance, process performance or market conditions.

Kellen (2003) further identifies that the frameworks or approaches for measuring organizational performance to include Balanced Scorecard, Economic Value Added, Activity-Based Costing, Quality Management, Customer Value Analysis and Action-Profit Linkage Model. The two most influential frameworks for organizational

performance measurement are the balanced scorecard (Kaplan and Norton, 1992) and the Malcolm Baldrige Criteria for Performance Excellence.

Sila and Ebrahimpour (2005) and Kellen (2003) assert that, not all performance measures are directly related to the firm's strategy and are critical for successful execution of its strategy. Other researchers adopted different indicators for measuring organizational performance. An example is that; Ocran (2011) used the service quality model to measure performance in his study. This implies that certain performance measures may be applicable within a particular study context and thus are not significant predictors of performance. After the evaluation of the various business performance measures, this study decided to use the balanced scorecard as a model framework to measure performance of the Metro Mass Transit Limited Kumasi. Three indicators will be used out of the four. The three indicators being considered in the study are; internal business processes, customer and "learning and growth". The financial aspect of the company is not being considered because there is a constraint getting access to financial statements.

2.8.1 CUSTOMER

The customer will be assessed from the point of the customer's satisfaction with respect to this study. Anderson et al, (1994) define customer satisfaction as the degree to which a firm's customers continually perceive that their needs are being met by the firm's products and/or services. According to them, customer satisfaction is a more fundamental indicator of the firm's past, present and future performance. Customer satisfaction is the feeling of pleasure or displeasure resulting from comparing a product's performance against expectations.

Customers who are satisfied with continuously improving product or service of a firm express their loyalty through repeat buying as well as recommending it to others (Toledo, 2000). This assertion is parallel to the study of Martins (2000), which admits that market share can be increased by maintaining current customers and acquiring new ones. Thus, old customers are retained as new ones join. But when the customer is dissatisfied, he/she will switch to another competitor. Currently, attaining and maintaining satisfactory levels of customer satisfaction is seen as a fundamental determinant for business health, growth, and economic viability (Feigenbaum, 1983).

Practitioners and business excellence models recognize customer satisfaction as the key indicator of performance (Deming, 1986; Rao et al, 1996; Oakland, 2000). Firms exist only because they have customers.

2.8.2 INTERNAL BUSINESS PROCESSES

With respect to this study internal business processes will be assessed with organizational efficiency. Spector and Beer (1994) describe organizational efficiency as a state where an organization carries out its activity in a cost effective manner. Metro Mass Transit Limited guarantees maximum effectiveness and efficiency within the organization by putting in place processes and systems which ensure that every aspect of its activity is aligned to satisfy customer needs and all other objectives without waste of effort. According to Rao et. al., (1996), efficiency measures reflect the consumption of resources to complete a task. In other words, an efficient organization is the one which is capable of producing goods and services with less cost and less waste.

For Zaire and Simintiras (1991, cited in Oztas et al., 2004), combined total system processes toward doing the right things (externally), everything right (internally) at the

right time and all the time, with economic viability considered at each stage of each process. Doing everything right by the entire organization (every department, every single person at every level and every activity) reduces cost and time, prevent defects, reduces rework and scrap and increases productivity. According to Nabil and Gershon (1995), most organizations regard quality as a cost-saving tool through inventory/waste reduction.

CHAPTER THREE

METHODOLOGY

3.1 INTRODUCTION

This chapter provides a brief description of the case study employed. It also describes the research design and the sampling technique that is adopted in order to achieve the set objectives. The chapter deals with the Historical Background and profile of Metro Mass Transit Limited (MMT), Personnel and the strategic direction of Metro Mass Transit Limited.

Finally the chapter provides the data collection and data analysis techniques employed in the study.

3.2 SAMPLE SIZE DETERMINATION AND SAMPLING TECHNIQUES

A pilot test was conducted with the sole aim of improving the structure, clarity and understanding of questions and also to make sure that answering the questionnaire did not exceed the stipulated time. According to Hiran et. al., (1998) the purpose of the pilot test was to improve the research instrument. Fifteen front-line employees of the Metro Mass Transit Limited in Kumasi were selected for the pilot test. Afterwards the tested questionnaires were subjected to review.

Saunders (2007), suggest a sample size of 69 for a population of 83 at a 95% level of certainty and a 5% margin of error.

TABLE 3.1 SAMPLE SIZE FOR THE POPULATION AT A 95% LEVEL OF CERTAINTY

TARGET GROUP	POPULATION	MARGIN OF ERROR (%)	SAMPLE SIZE
Front line employees of the Metro Mass Transit Limited, Kumasi	83	5	69

Source: Researchers fieldwork, (March, 2013)

Sample formula proposed by Saunders (2007) is;
$$n = \frac{N}{1+N(e)^2}$$

Where

n = desired sample size

N = size of the population

e = Limit of error tolerance which is assured to be 5% (0.05); confidence limit.

Computing with the above formula, the number of questionnaires to be administered is;

N = 83

e = 5% or 0.05

$$n = \frac{83}{1+83(0.05)^2}$$

n = 68.765

n = 69

Therefore in order to arrive at a statistically valid conclusion, 69 questionnaires were administered.

Stratified random sampling was applied. The population was then be divided into non-overlapping groups or strata based on the five loading points or terminals. A sample was then taken from each stratum randomly.

Probability sampling technique was then used in taking data on front line employees of the Metro Mass Transit Limited; every member of the population had a known non-zero probability of selection. In that the chance or the probability of each member being selected from the population was known, thus loading points or terminals was divided into strata's and samples selected from each stratum. A simple random sampling was then incorporated to give each member of the population an equal chance of being chosen. This was achieved by using the staff number of each employee in the sampling frame. A more traditional method of drawing slips of staff numbers on paper from a box was used to obtain the sample size.

3.3 DESCRIPTION OF THE SAMPLE

The sampling frame for the research is internal customers being front line employees of the Metro Mass Transit Limited in Kumasi mainly drivers and conductors operating at the five loading points or terminals. The research considered front line employees being the reason that there is a shift from the idea that leadership is only limited to a particular

position. That is, with effective strategic leadership implementation in an organisation, leaders or management should empower all employees to think strategically.

Wisegeek (2012), outlines that the philosophy behind the practice of strategic leadership is to use strategy in every act of decision making at all levels of the organisational structure, thus the need to consider front line employees.

3.4 QUESTIONNAIRE DESIGN

The type of questions used in designing the questioner was open ended and closed questions. Open ended questions were to allow respondents to give answers in their own words, making up for what they expected from the questioner. Alternatively the closed ended questions were to give alternatives from which respondents are expected to opt from.

The questions used in assessing performance of the Metro Mass Transit Limited Kumasi were structured using the two prospective of the balanced scorecard framework being the customer and internal business processes. All two prospective of the balanced scorecard framework were measured using a five point scale anchored at “1 = strongly disagree” to “5 = strongly agree”. Then again, all seven (7) roles strategic roles were measured using the five point scale respectively.

3.5 METHOD OF DATA COLLECTION

Primary data was taken from front line employees in the sample frame by the use of self-administered questionnaires and unstructured interview. Secondary data was taken from the office of the Metro Mass Transit Limited Kumasi.

The methodology use was a multi method, which will involve the use of both quantitative and qualitative research methods. According to Sanders (2007), this will help verify interpretations and conclusions. Under the quantitative method questionnaires or structured observation was used. Whereas with the qualitative method, a non -structured interview observation was applied. This incorporates a one-to-one (face -to -face) interview. Thus, the interview was informal in order to explore the in depth of the subject area in which the researcher is interested. There is no predetermined list of questions to be worked through, although there is a clear sense of idea.

3.6 METHOD OF DATA ANALYSIS

Data collected was entered into Statistical Package for Social Science (SPSS) version 16.0 and also Microsoft Excel version 2010 for quantitative analysis. Descriptive statistical analysis was computed for each of the variables with tables showing frequencies, percentages, cumulative percentages, means, mean of means, standard deviations and coefficient of variation.

All two perspective of the balanced scorecard framework used in measuring performance was measured using a five point scale with multiple items anchored at “1 = strongly disagree” to “5 = strongly agree”. Weights were assigned to the five-point scale based on the degree of agreement or disagreement to the perspective. The mean-of-means of the perspectives was calculated and tabulated. Any mean of an individual perspective that falls below the mean-of-means was considered to have a negative level of attainment and

any mean that is above the mean-of-means is considered a positive level of attainment, the standard deviations and coefficient of variation helped in assessing deviations from the mean and as such recommendations made to that effect.

Afterwards the mean, the mean of means, standard deviations and coefficient of variation was also calculated for other variables.

3.7. HISTORY OF METRO MASS TRANSIT LIMITED

Metro Mass Transit Limited (MMT) was conceived as an idea by the Honorable ex-President Kufour who spoke of the need of introducing a Mass Transit Bus system in cities of Ghana at his inauguration speech on January 7th 2001. (Daily graphic, January 7th 2001).

As a result MMT was established in October 2003, with the Government of Ghana having 45%, the remaining 55% being held by private investors. By law MMT is a private company but in practice MMT aims to meet the public interest. MMT can moreover be labeled as a private – public initiative that aims to operate an effective and affordable transport system in an economical sustainable way (http://metromass.com/pub_trans_gh.htm, 2010).

3.7.1. PASSENGER BUS SERVICE ROUTES FOR KUMASI DEPOT

Metro Mass transit limited run bus services to and from all ten regions of Ghana. In addition to its intercity bus services it also run bus services within the various regions. Kumasi depot is the second largest in terms of facilities and manpower. Kumasi depot

operates from five loading points that forms five strata's from which samples were selected. Metro mass Transit is a company that since its introduction has covered the entire nation. The areas that have been benefiting for services provided by MMT are: Accra-Tema Metropolitan Area (Kaneshie, Adenta, Tema, Laterbiokorshie), Kumasi, Takoradi, Tamale, Koforidua, Sunyani, Cape Coast, Agona Swedru, Ho, Wa, Bolgatanga and Akim Oda. (http://metromass.com/back_fies_journalist.htm, 2013)

3.7.2 COMPANY VISION AND MISSION STATEMENT

In 2005 a new management team in MMT defined the following mission and vision:

The mission of MMT is: To provide an efficient urban mass transport system in Ghana through the use of buses.

The company's Vision is: To build a dominant, reliable, efficient, safe and affordable yet an economically sustainable mass transit public bus company in Ghana. Metro Mass Transit Limited also aims to introduce the Bus Rapid Transit System into Ghana.

(http://metromass.com/mission_vision.htm, 2010)

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION OF RESULTS

4.1. INTRODUCTION

Chapter four of this case study presents a detailed analysis of findings from questionnaires administered and discussion of data obtained from the field research undertaking. In carrying out this study formal and informal interview was conducted to employee of Metro Mass Transit limited Kumasi. The interviews were granted on specific questions but there was room for open discussion.

4.2. DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

Demography according to the Concise Oxford Dictionary (Tenth Edition) is the study of the structure of human populations. In conducting this research the demographic characteristics considered were; gender, age and level of education.

The demographic characteristics of the sample making up front line employees of Metro Mass Transit Limited Kumasi in this research are shown in the tables 4.1, 4.2 and 4.3 respectively.

Gender plays a very important role in today's business environment. There is the assertion that most companies are gender bias, in that most persons associate certain perfections to particular genders. It is upon this view that Metro Mass Transit Limited has introduced the concept of the female drivers. Although there are several female drivers operating with the company, there was a chance of sampling one. Thus out of the total female sample of 16, 1 was a female driver with the remaining 15 being conductor

Table 4.1 Gender Characteristics of front line employees.

Gender	Frequency	Percent	Cumulative Percent
MALE	53	75.7	75.7
FEMALE	16	24.3	100.0
Total	69	100.0	

Source: Researchers fieldwork, (March, 2012)

From table 4.1 it can be inferred that majority of the respondents were males. Out of the total number of 69 respondents for the case study 53 were males representing 75.7%, making up the majority. On the other hand 16 respondents out of the sample were females representing 24.3%, constituting the minority. This concludes that, there is no sense of balance gender wise.

Age plays an important role, since the age of a person affects all aspects of the person's life. From the age characteristics it can be seen that most of the front line employees are relatively very youthful that calls for most of them possessing technical/commercial and H. N. D. certificate.

Table 4.2 Age Characteristics of front line employees

	Age Range	Frequency	Valid Percent
Valid	20 – 35	55	79.7
	36 – 50	6	8.7
	ABOVE 50	8	11.6
	Total	69	100.0

Source: Researchers fieldwork, (March, 2013)

From the data collected on the age characteristics of the employees, it can be inferred from table 4.2 that majorities of the population fall within the ages of 20-35, this form 79.7% of the sample, then again having a frequency of 55 out off a total sample size of 69 respondents. These figures puts across that a majority of the point officers are relatively young and energetic. From table 4.2 it can also be distinguish that 6 were between the ages of 36-50 and 8 were above the age of 50, representing 8.7% and 11.6% correspondingly.

Table 4.3 Level of Education of Sample

Educational Level		Frequency	Valid Percent
Valid	S. S.C. E.	12	17.4
	TECHNICAL/COMMERCIAL	32	46.4
	H. N. D.	17	24.6
	OTHER	8	11.6
	Total	69	100.0

Source: Researchers fieldwork, (March, 2012)

From data taken from the field with respect to the level of education of the sample 12 were SSCE graduates, making up a percentage of 17.4 (17.4%) while 17 were H. N. D. holders forming a percentage of 24.6 (24.6%). Eight (8) respondents making 11.6% are holders of certificates including; single subject diplomas, ordinary level and advance level certificates and lastly diploma in business studies (DBS). The data taken clearly indicate that a relatively high number of respondents with a frequency of 32 and a percentage of 46.4 (46.4) are technical or commercial certificate holders with a good knowledge base and skills such that with adequate training will put them in the best position for effective implementation of strategic leadership roles to enhance organizational performance.

4.3. LEADERSHIP STYLES ADOPTED

Table 4.4 Means, standard deviation and coefficient of variation of the strategic leadership roles adopted by point officers of metro mass transit limited Kumasi.

Strategic Leadership Roles	Means	Standard Deviation	Coefficient Of Variation (%)
NAVIGATOR	2.87	0.50	17.42
MOBILIZER	3.11	0.59	18.97
TALENT ADVOCATE	3.61	0.16	4.43
CAPTIVATOR	3.46	0.40	11.56
GLOBAL THINKER	3.53	0.49	13.88
CHANGE DRIVER	3.59	0.16	4.46
ENTERPRISE GUARDIAN	3.51	0.66	18.8
MEAN OF MEANS	3.38		

Source: Researchers fieldwork, (March, 2012)

4.3.1 EVALUATION OF STRATEGIC LEADERSHIP ROLE 1: NAVIGATOR

The most basic role of all strategic leadership roles is "Navigator". Strategic leadership requires persons that are able to adapt to complex and conflicting issues by identifying actions to overcome them. This to an extent helps operations to exceed customers' expectations.

Role 1: “Navigator” recorded the lowest mean value of 2.87, which falls below the mean-of-means value of 3.38 with reference from table 4.4. This indicates that “Navigator” has

a negative level of implementation. Thus to an extent point officers are not able to anticipate demand and identify actions towards it.

Also a lower coefficient of variation recorded indicates that customers being front line employees and management are not content with the quality of service provided by point officers of Metro Mass Transit Limited Kumasi depot. This shows that point officers are not able to work through complexity of conflicting issues to give the very best result. Thus Service Quality is not satisfied. As such measures such as collecting data on customer expectations, relating customer data to overall service strategy, increasing management contact with customers, increasing internal communications and tracking performance on satisfaction should be incorporated into the service quality delivery program for point officers.

4.3.2 EVALUATION STRATEGIC LEADERSHIP ROLE 2: MOBILIZER AND ROLE 3: TALENT ADVOCATE

Mobilizing requires understanding how work is done, how output or results are achieved, and how value is provided to customers. Mobilize is also one who is able to ensure the effective and efficient use of resources. Results obtained from the field research showed that the ability of point officers to serve the role of a “mobilize” had a mean value of 3.11 and “talent advocate” recorded a mean of 3.61, as against the mean of means value of 3.38. This shows a negative level of implementation for role 2: mobilizer and a positive level of implementation for role 3: talent advocate, since its mean value is above the mean-of-means value with reference from table 4.4.

Further more role 2: mobilizer recorded the highest coefficient of variation of 18.97 while role 3: talent advocate recorded the lowest coefficient of variation value of 4.43 correspondingly. This gives a relatively high difference of 14.54. The high coefficient of variation for role 2 may be as a result of the fact that front line employees and management do not recognize greatly the contribution of point officers in the effective and efficient use of resources, also enough is not done when it comes to continual retraining. The low coefficient of variation for role 3 may also suggest that the point officers have challenging goals on improving, developing and retaining talents to ensure effectiveness and efficiency of processes.

Although role 3: talent advocate has a positive level of implementation over role 2: mobilizer, there is still room for improvement and as such management should concentrate on variables such as providing data on performance and definition of standards for excellent service. Also effort has to be made by top management to implementing strategic leadership programmes that provide opportunity to demonstrate the right skills and motivation for change and grow; lastly top management has to ensure the empowering of point officers and providing support to solving problems to meet organizational needs at the right time.

4.3.3 EVALUATION OF STRATEGIC LEADERSHIP ROLE 4: CAPTIVATOR AND ROLE 5: GLOBAL THINKER

Role 4 that is captivator was assessed on three variables ranging from “High passion for the work” to “Always focused towards a common goal”. Role 5: global thinker on the other hand was also assessed on three variables ranging from, “Point officers being well informed” to “Considering information to be important”

It can be observed from table 4.4 that both roles have mean values above the mean-of-means value of 3.38 respectively. This indicates that both roles have a positive level of implementation and that measures are in place in effecting these roles and that point officers are well informed in building passion and commitment towards a common goal for upward mobility. Nevertheless both principles have a relatively high coefficient of variation of 11.56 and 13.88 correspondingly. This further brings to the fact that although both principles have a positive level of implementation there is still much to be done in areas such as, providing opportunity to motivate employees so as to build passion and commitment towards a common goal, providing training and educating to front line employees and lastly harmonizing roles that define customer service terms by being well informed.

4.3.4 EVALUATION OF STRATEGIC LEADERSHIP ROLE 6: CHANGE DRIVER AND ROLE 7: ENTERPRISE GUARDIAN

Role 6: Change Driver; was assessed on two variables form “Recognizing the need for change” and “Focus on continuous improvement”. Strategic leadership role 7: Enterprise Guardian; on the other hand was also assessed on three variables ranging from whether, “point officers seek to improve processes” to whether “point officers ensure innovativeness”

Referencing from table 4.4, both strategic leadership roles have means above the mean-of-means value of 3.38. Meaning both roles has a positive level of implementation. But not withstanding, it is observed that role 6 has a lower standard deviation and coefficient of variation than role 7. However this can be interpreted that role 6 being the ability of

point officer to recognize the need for change before it happens. It also gives an indication that point officers do focus on continuous improvement. The high value obtained for the standard deviation and the coefficient of variation for principle 7: enterprise guardian may be as a result of the lack of openness, ineffective monitoring and internal communication on the part of shareholders.

In order for management to effectively improve the level at which point officers drive change and ensuring shareholders value is by, teamwork and a harmonized organizational culture. Variables such as; developing a team environment of working together, innovativeness and communicating policies and procedures effectively to employees will go a long way to help. Lastly there has to be the need of obtaining information that provides the imperative for improvement through research.

4.4 OVERALL EXPERIENCE OF STRATEGIC LEADERSHIP EXHIBITED BY POINT OFFICERS

Table 4.5 illustrates the overall experience of strategic leadership roles that is been depicted at the various loading points or terminals by point officers.

Table 4.5 Overall strategic leadership exhibited by point officers

Degree Of Strategic Leadership Exhibited	Frequency	Percent	Cumulative Percent
EXCELLENT	7	10.1	10.1
GOOD	47	68.1	78.3
FAIR	9	13.0	91.3
POOR	6	8.7	100.0
Total	69	100.0	

Source: Researches field work (April 2013)

As to the extent to which front line employees will rate their overall experience, it is observed from table 4.4 that a greater percentage of the population that is 68.1% opting for “good” and the second highest being 13.0 opting for “fair”. This means that a majority of the population witness the level of strategic leadership exhibited by point officers of Metro Mass Transit limited to be quit satisfactory to a degree. But as to the fact that 8.7% of the front line employees rating their overall experience “poor” as to only 10.5% of the population rating their overall experience “excellent”, means there is still much work to be done when it comes to service delivery to turn the tables around.

4.5. EFFECT OF LEADERSHIP ROLE ON ORGANIZATIONAL PERFORMANCE

According to Oztas et al (2004) Organizational performance is highly dependent on the leadership role adopted, thus its management plan, its business plans, its departmental and sectional plans, and so on. In effect, performance is based on the direction giving by leadership.

Table 4.6 Effects Of Leadership Roles On Organizational Performance

Module	Frequency	Valid Percent	Cumulative Percent
Employees who work under preferred strategic leadership roles give of their best to achieve organizational goals	49	71.0	71.0
Employees who are not happy with strategic leaderships role performs poorly and affect organizational performance	17	24.6	95.7
Customers who are satisfied with strategic leaderships roles express their loyalty through recommending the company to others	3	4.3	100.0
Total	69	100.0	

Source: Researches field work (April, 2013)

From table 4.6 it is established that “Employees who work under preferred strategic leadership roles give of their best to achieve organizational goals” had a percentage of 71% and a frequency of 49 out of 69 as against 24.6% and 4.3% for “Employees who are not happy with strategic leaderships roles performs poorly and affect organizational performance” and “Customers who are satisfied with strategic leaderships roles express their loyalty through recommendation of the company to others” correspondingly. This clearly establishes the fact that employees who work under preferred strategic leadership roles give of their best to achieve organizational goals, that is organizational performance is enhanced. To an extent working under preferred strategic leadership role helps in building passion and motivate employees to give out their best.

The achievement of the objectives of an organization involves the strategic leader and cooperation of his team. The stories around good strategic leaders seem to show that there are moments of crises or decision where the action of the leader is pivotal for organizational performance (Torbert, 2004). Appendix 3 shows the mean and standard deviation of the effect that strategic leadership roles have on the performance of Metro Mass Transit Limited Kumasi depot.

Appendix 3 also brings up the idea that it is not always the case that employees who are not satisfied with leaderships roles perform poorly and this intend affecting organizational performance. Further more if employees are not satisfied with the leadership roles in practice, this will not really affect organizational performance but to an extent will affect organizational performance negatively, Thus reducing the level of performance.

Appendix 3 shows that the effect of strategic leadership roles on organizational performance has a relatively high standard deviation of 0.53. That is, there is low consistency in the data giving and this may affect the true consistency of what is in practice. This means that data points are far from the mean and as such not consistent. This can be attributed to the fact that results obtained on the, “overall strategic leadership exhibited by point officers” with reference from table 4.8 indicates that only 10.1% of the sample expressed the strategic leadership exhibited by point officers to be “Excellent” and 68.1% opting for “Good” correspondingly. That is more work has to be done in the field of strategic leadership.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter covers a summary of findings whiles undertaking the fieldwork and specific recommendations to that effect. It also outlines specific areas for the improvement of strategic leadership and spells out areas for future improvement.

5.2 SUMMARY OF FINDINGS

In assessing the state of strategic leadership implementation on point officers at Metro Mass Transit limited Kumasi depot, a survey was conducted to cover internal customers being front line employees mostly being drivers and conductors at the five (5) loading points.

The assertions this study came up with are;

- In considering the seven (7) strategic leadership roles assessed by frontline employees mainly drivers and conductors in this study, the results confirm that not all seven strategic leadership roles were delivered consistently in the operations of point officers. However talent Advocator, Captivator, Global Thinker, Change Driver and Enterprise Guardian are on a positive level of implementation contrary to Navigator and Mobilizer.
- The figures obtained from the survey indicate that the overall strategic leadership role on the most part meets the expectation of the majority of front line employees, being that a majority of respondents rating their overall experience as excellent and good with 10.1% and 68.1% correspondingly.

- Yet strategic leadership role did not exceed the expectation of frontline employees since a high standard deviation 0.56 was recorded for strategic leadership in relation to organizational performance. Furthermore strategic leadership role exceeding the expectation of only 10.1% of frontline employees with their rating being excellent. It is therefore recommended that when management is considering the improvement of service quality to enhance organizational performance, these improvement steps are to be tailored to focus on processes that are considered as adding value on the part of the strategic leadership role
- Although a relatively large percentage of front line employees have a positive perception about the activities of point officers on the roles of strategic leadership of Metro Mass Transit Limited, keen competition in the transportation industry implies that management will have to be proactive in coming up with strategic leadership processes in order for the company to survive. Notably 93.0% of frontline employees suggesting the need for improvement, with reference to appendix 2.

5.3 CONCLUSION

In today's competitive business environment, organizations are searching for innovative ways to achieve competitive advantage and increase customer loyalty. Confronted with these challenges the long term success of Metro Mass Transit Limited in the competitive road transportation industry in Ghana will be determined by the company's ability to maintain and expand its customer base through customer satisfaction and loyalty. However it is essential to recognize that sustaining a satisfied and loyal customer base to

improve organizational performance is not a one time effort, but a process which leads to outcomes, thus the need for strategic leadership.

The company must therefore tailor its management and leadership efforts to improve the strategic leadership roles. Also service delivery system should conform to customer expectations and also to be more efficient and effective, to recompense role 1: “Navigator” and role 2: “Mobilizer” of the strategic leadership roles. This will go a long way to improve organizational performance.

On the part of the implementation of strategic leadership role to enhance organizational performance at Metro Mass Transit Limited, it is advised that management should develop a Walk-Through-Audit (WtA). That is a need for a detailed service audit from the customer’s perspective being it internal (front line employees) and external customers. That is to establish a WtA that is a customer focused survey to uncover areas for improvement of strategic leadership, within a period not more than every two years.

The study also ascertain with Wisegeek (2013), that strategic leaders are adaptable and growth-oriented such that, they take it upon themselves in getting objectives achieved by training employees to think and act more effectively to achieve the best result possible for the organization.

Wikipedia (2012) explains learning is a process of acquiring new, or modifying existing, knowledge, behaviors, skills, values, or preferences and it involve synthesizing different types of information. Hersey et. al., (2008) also view learning as a progress over time tends that follow learning curves. Growth on the other hand refers to an increase in some quantity over time (free dictionary, 2012). Learning and growth works hand in hand,

making learning a process of acquiring knowledge or information in relation to time. Thus making leaning and growth a very essential part of the strategic leadership process. This is necessary because, with reference to table 4.3, it is realized that only 24.6% of point officers have an H. N. D. of which they can be considered to be the ones with adequate analytical knowledge in service delivery. This calls for the need for leaning and growth. This help to build the efficiency and effectiveness of an organization (Karia and Asaari, 2006).

Finally, if strategic leadership is implemented consistently its benefits would be enough to place Metro Mass Transit Limited at a competitive position over its competitors.

5.4 RECOMMENDATIONS

Recommendations for the case study are in two parts, firstly it identifies the problem as a result of the survey undertaking and secondly it makes recommendations to that effect.

Since strategic leadership is a management philosophy that requires the use of facts and data, such as market research and process documentation, to achieve customer satisfaction and improve operational performance. It was found that a majority of front line employees were satisfied with the level of service delivery by point officers but nevertheless the standards set to compare their level of performance with is not known to them. To that effect top management should let point officers know the set targets so as to work towards it. Thus knowing your set targets helps to enhance goal-setting and organizational performance. It also helps to identify the measure of excellence. That is to establish that strategic leadership is about process improvement for customer satisfaction.

As established by the research that “Mobilizer” as a strategic leadership role has a negative level of implementation. Furthermore it recorded the highest coefficient of variation of 18.97 correspondingly. The high coefficient of variation for role 2 may be as a result of the fact that front line employees and management do not recognize greatly the contribution of point officers in the effective and efficient use of resources, also enough is not done when it comes to continual retraining. Therefore management should take into account areas that customers view as ineffective use of resources very important since the ineffective use of resources comes with a cost, thus a good “mobilize” help in value adding in the quality delivery process.

Strategic leaders are flexible and growth-oriented persons who seize the opportunity for getting things done by training employees to think and act more effectively to realize the best outcomes feasible for the upward mobility of the organization. As such strategic leadership is a long-term process, it is therefore recommended that management should undertake strategic leadership surveys within a period of not more than two years in order to assess roles of critical importance for positive implementation. There has to be standardization in processes though continues training and workshops.

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APPENDIX

Appendix 1: FRONT LINE EMPLOYEES QUESTIONNAIRE

INFORMATION SHEET

EFFECTS OF STRATEGIC LEADERSHIP ROLES ON ORGANIZATIONAL PERFORMANCE:

A Case Study on Metro Mass Transit Limited Kumasi Depot

Participant required: Front Line Employees of Metro Mass Transit limited (MMT)

The study is undertaken as part of the requirement of a Degree in Business Administration. The main objective of this study is to determine the critical strategic leadership roles suitable to enhance organizational performance at the Metro Mass Transit Limited Kumasi.

In agreement to participate in this study will necessitate you to fill this questionnaire which will take approximately seven (7) minutes. All answers and contributions will be treated with a high level of confidentiality.

Participation in this study is entirely voluntary.

All questions related to this case study can be directed to Kingsley Kessie, telephone: 0209733750, email: kin6myself@gmail.com

QUESTIONNAIRE

Section A: PERSONAL PROFILE

1. Gender Male.... Female...
2. Age 20-35 36-50..... Above 50....
3. Level of Education a. S. S. C. E.
 b. Technical/commercial
 c. H. N. D.
 e. Other specify

Section B: GENERAL INFORMATION

4. How long have you worked for the company
5. How would you describe the operations of M. M. T.?
 1. Excellent Good ... Average Poor Very poor
6. Would you like M. M. T. to improve on their services to better meet your expectation?
Yes..... No.....
7. If yes what will you suggest to improve in service delivery
.....
8. How will you rate your overall experience?
Excellent.... Good.... Fair..... Poor.... Very poor.....
9. Would you like point officers to improve on their services to better meet your expectation? Yes.... No.....
10. If yes what will you suggest to improve in service delivery

.....

Please circle the appropriate number to indicate the degree to which you agree with the following statements.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree

Section C: NAVIGATOR

1. Point officers are able to work under pressure? 1 2 3 4 5
2. Able to work through complexity of conflicting issues? 1 2 3 4 5
3. The ability of point officers to anticipate why things happen? 1 2 3
4 5
4. Promptness in identifying actions for problems? 1 2 3 4 5

Section D: MOBILIZER

1. Effective use of buses? 1 2 3 4 5
2. Do point officers have the support of other staff? 1 2 3 4 5
3. Use necessary and appropriate lobbying techniques? 1 2 3 4 5

Section E: TALENT ADVOCATE

1. Point officers ensure that the right skill demonstrated. 1 2 3
4 5
2. Motivation of other employees. 1 2 3 4 5
3. Help in sharpening the attitude. 1 2 3 4 5
4. Unsure that the driver drives carefully. 1 2 3 4 5

Section F: CAPTIVATOR

- | | | | | | |
|--|---|---|---|---|---|
| 1. High passion for the work. | 1 | 2 | 3 | 4 | 5 |
| 2. Very committed to his work. | 1 | 2 | 3 | 4 | 5 |
| 3. Always focused towards a common goal. | 1 | 2 | 3 | 4 | 5 |

Section G: GLOBAL THINKER

- | | | | | | |
|---|---|---|---|---|---|
| 1. Point officers are well informed. | 1 | 2 | 3 | 4 | 5 |
| 2. Treats information promptly. | 1 | 2 | 3 | 4 | 5 |
| 3. Considers information to be important. | 1 | 2 | 3 | 4 | 5 |

Section H: CHANGE DRIVER

- | | | | | | |
|------------------------------------|---|---|---|---|---|
| 1. Recognize the need for change | 1 | 2 | 3 | 4 | 5 |
| 2. Focus on continuous improvement | 1 | 2 | 3 | 4 | 5 |

Section I: ENTERPRISE GUARDIAN

- | | | | | | |
|---|---|---|---|---|---|
| 1. Always seek to improve processes | 1 | 2 | 3 | 4 | 5 |
| 2. demonstrate high level of dedication | 1 | 2 | 3 | 4 | 5 |
| 3. Ensure innovativeness | 1 | 2 | 3 | 4 | 5 |

Section J:

Please mark (x) in the boxes as appropriate unless otherwise indicated.

1. What are the effects of leadership styles on organizational performance?
 - a. Employees who work under preferred leadership roles give of their best to achieve organizational goals ()
 - b. Employees who are not happy with leaderships roles performs poorly and affect organizational performance ()
 - c. Customers who are satisfied with the leaderships roles express their loyalty through the recommendation of the company to others ()

2. The Need For Improvement For External Customers
 - a. Yes () b. No ()

3. In your own view how will you describe the activities of metro mass transit limited with respect to leadership?

.....

.....

.....

.....

Thank you for your participation in this survey

APPENDIX 2: THE NEED FOR IMPROVEMENT FOR EXTERNAL CUSTOMERS

The table describe how frontline employees urge for management to improve operations to suite external customers; 64 persons making up for 93% of the sample recommend that management should improve upon the state of operations to best suit external customers.

	Frequency	Percent	Cumulative Percent
YES	64	93.0	93.0
NO	5	7.0	100.0
Total	69	100.0	

Source: Researchers fieldwork, (March, 2013)

APPENDIX 3: MEAN AND STANDARD DEVIATIONS OF THE EFFECT OF STRATEGIC LEADERSHIP ROLES ON ORGANIZATIONAL PERFORMANCE

Mean and standard deviation	Effects of strategic leadership roles on organizational performance?
N Valid	69
Mean	1.33
Std. Deviation	0.56

Source: Researches field work (April, 2013)