

# TEXILA AMERICAN UNIVERSITY GUYANA



## **Research Title**

**AN INVESTIGATION OF LEADERSHIP STYLES ON  
EMPLOYEES IN GUYANA'S PUBLIC SECTOR – A CASE STUDY**

**AN INVESTIGATION OF LEADERSHIP STYLES ON EMPLOYEES IN GUYANA'S  
PUBLIC SECTOR – A CASE STUDY**

**DISSERTATION**

**Submitted to Texila American University**

**In partial fulfillment of the requirement for the award of the Degree of**

**Doctor of Management (Leadership)**

**Submitted by:        Sven Douglas – Student number GY 00040**

**Under the guidance of:        Dr. N. S. Shanthi**

**Research Assistants:**        Kathleen Douglas (Logistics Coordinator)  
   Angelica Humphrey (Distributor and Retriever of  
   data collection tools)

**Proofreader:**                Tash Van Doimen



**TEXILA AMERICAN UNIVERSITY**

## **CERTIFICATE**

This is to certify that the thesis, entitled **“AN INVESTIGATION OF LEADERSHIP STYLES ON EMPLOYEES IN GUYANA’S PUBLIC SECTOR – A CASE STUDY,”** submitted to Texila American University, in partial fulfillment of the requirements for the award of the Degree of **Doctor of Philosophy in Management** is a record of original research work done by **Sven Orion Michael Douglas**, under my supervision and guidance, and has not formed the basis for the award of any Degree/Diploma/Associateship/Fellowship or other similar title to any candidate of any University.

Signature of the Mentor with Seal

## DECLARATION

I, Sven Orion Michael Douglas, declare that this thesis entitled **AN INVESTIGATION OF LEADERSHIP STYLES ON EMPLOYEES IN GUYANA'S PUBLIC SECTOR – A CASE STUDY** submitted in partial fulfillment of the degree of **Doctor of Philosophy in Management** is a record of original work carried out by me under the supervision of **Dr. N S Shanthi**, and has not formed the basis for the award of any other degree or diploma, in this or any other Institution or University. In keeping with the ethical practice of reporting scientific information, due acknowledgments have been made wherever the findings of others have been cited.

Sven Orion Michael Douglas

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## **ABSTRACT**

Guyana's public service is not the country's largest employer. However, the employees of the public service, serve the entire nation, since they facilitate the provision of public goods. While there have been many studies which explored leadership's impact on, inter alia, the motivation of employees, there has been little focus on Guyana's public service. This research helped to fill that gap by comprehensively investigating the implications of leadership on the employees of Guyana's public sector. The significance of the study is in its potential to highlight the positive and negative leadership strategies and practices, which can either serve to hurt or contribute to the delivery of quality public services.

The research answered four research questions, with the main objective of determining the specific leadership practices which have significant impacts on the motivation of the employees of Guyana's public sector and made a few recommendations which are easy to implement, to enhance the employees' motivation, thereby improving the delivery of quality public services.

The methodology used is a mixed method case study design, with a mixture of qualitative and quantitative data. The targeted population was a mixture of employees from the junior and senior levels; across the skilled and unskilled levels of the public service in Guyana. Their selection was done through the simple random design; using relevance, representativeness, accessibility and variation as the selection criteria. No more than 30 cases in each organization were chosen and their data were collected via the use of questionnaires and structured interviews; the structured interviews were directed to the senior managers.

All ethical issues were addressed. The researcher, via a letter, and through reinforcement by the research assistant, informed all respondents that the collected data will be used strictly for the purpose of this research and the storage and security will be handled personally by the researcher; data continue to be secured. Further, the respondents were informed of their choice to refuse to respond to any and all questions and their identity will remain hidden.

There were some limitations, inter alia, the budget constraints and time allotted for the completion. Nevertheless, the outcome for this research is the identification of key leadership

practices in Guyana's public service, an understanding of the public sector's motivation factors, insights into leadership gaps in Guyana's public service and recommendations for improvements and enhanced public services in Guyana. **TO BE DONE AFTER OUTCOME WAS REACHED.**



## **i. INTRODUCTION**

Guyana's public service is not the country's largest employer. However, these employees serve the entire nation. Like any other, Guyana's public sector is crucial to the development of the nation, as it provides public goods, which include education, healthcare, defence and security to the citizens and visitors of the country (Columbia Southern University, 2020). Leadership plays a fundamental role in any organization, including the public sector organizations (ministries and businesses), in promoting a positive work environment, influencing the employees' motivation and by extension, achieving the organizations' goals (Engbers & Hameduddin, 2022).

The impact of leadership on employees' performance and job satisfaction has been widely acknowledged, as such, the concept of leadership has been on the front burner of researchers, policymakers and practitioners (Carton, 2022). The leaders within Guyana's public sector, as crucial as it is to the nation's governance, need to understand the impact of their leadership on the delivery of public services, as a result of their subordinates' motivation. While managers and supervisors ensure the offices are open and the staff are given direction, leaders shape the motivation of these staff; motivated staff produce more than the managed or supervised counterparts (Kailash, 2023).

While there are many studies which would have explored the leadership in the private sector as a whole, and various business organizations within the private sector, there is an inadequate amount that focuses on Guyana's public sector. Hence this research, which aims to address this gap by comprehensively investigating the implications of leadership on the employees within the public sector of Guyana. The researcher is determined to find out what the dominant leadership style is within Guyana's public sector, its connection to the motivation of the employees and to explore and recommend effective leadership practices that will serve to enhance the delivery of quality public services.

The significance of the study is in its potential to highlight positive and negative leadership strategies and practices, which can either serve to hurt or contribute to the delivery of quality public services. This research can serve to identify the areas in leadership techniques, which can offer current and potential leaders, and policymakers, valuable insights which would allow them

to boost employees' motivation and ultimately, job satisfaction and high performance in the public sector.

Further to the abovementioned, this research seeks to build the growing pool of knowledge on the topic of leadership's impact on employees, though the investigation will be specific to Guyana's public sector. At the end, this investigation will provide evidence-based recommendations, which can be used to enhance the performance of Guyana's public service, which by extension, will benefit the nation as a whole.

## **STATEMENT OF THE PROBLEM**

Ensuring that the public sector governance and the public institutions are effective lies in the capacity of the state institutions to respond to the needs of the citizens. There is need for core state functions to be strong enough for all citizens, including the minority groups within society, to enjoy a full range of quality public goods and services; including security, healthcare, defence and education (OECD, n.d.). Guyana's state apparatus, the public service has been labeled, among other things, to be ineffective in delivering public goods and services.

The issue of an ineffective public sector has far-reaching consequences. The socio-economic progress of the country depends on the public sector functioning in an effective manner. With high levels of motivation, comes high levels of performance and good problem-solving, all leading to superior public service (Schooley, 2023).

Without a clear understanding of the driving factors behind employees' motivation in the context of Guyana's public sector, the relevant authorities (leaders and policymakers) may not know exactly what must be done in order to enhance the motivation of their subordinates. Such a gap in knowledge hinders their ability to craft the necessary policies and initiatives which would serve to address the specific challenges faced by Guyana's public sector employees.

There are many areas of Guyana's public sector which receive almost daily complaints from the citizens about the poor quality of service they deliver as a result of employees who seem to be simply going through a motion, in order to earn their salaries, until they can grab onto a better

employment opportunity. These employees, when asked in confidence, oftentimes relate that, over the years of their employment, they would have lost the motivation with which they would have joined organization. But how does this correlate with the delivery of Guyana's public goods? And what causes the loss of motivation of the public sector employees in Guyana?

This research aims to close this knowledge gap by comprehensively exploring the impact of leadership on employees in Guyana's public sector, with a view of defining the key determinants, barriers and enablers of workers' drive and understanding the underlying instruments that impact their enthusiasm levels.

## **RESEARCH GAP**

There exists a lack of comprehensive localized studies, which focuses on leadership and its impact on employees' motivation in Guyana's public service. In-depth research that specifically examines the unique leadership styles and practices, and their direct impact on employee motivation in Guyana's public service. The identification and investigation of existing issues and experiences within the local context is essential to understand the challenges and opportunities, that may not adequately be addressed in general case studies.

Such targeted interventions would serve to enhance the motivation of employees in Guyana's public sector. With the lack of this necessary understanding, it would be challenging to develop tailored strategies and solutions apply to the uniqueness of Guyana's public service.

It is based on the foregoing, that this localized input is necessary, as such, this research is timely.

## **THESIS STATEMENT**

This research aims to investigate and identify how leadership influences employees within Guyana's public sector, with the goal of providing recommendations for enhanced leadership practices.

## **RESEARCH QUESTIONS**

This research was done with the intention of answering the following questions:

1. What is the dominant leadership style within Guyana's public sector?
2. How does the dominant leadership style of Guyana's public sector influence employees' motivation?
3. What specific leadership practices in the public sector, negatively affect employees' motivation?
4. What is the most suitable style of leadership for encouraging high levels of motivation among public sector employees?

## **RESEARCH OBJECTIVES**

The following were the objectives of this research:

To understand the prevalent leadership style in Guyana's public sector.

To evaluate the connection between the employed dominant leadership style and employee motivation within Guyana's public sector.

To investigate the impact of leadership on motivation in Guyana's public sector.

To determine the specific leadership practices which have significant impact on employees' motivation within Guyana's public sector.

To explore and recommend effective leadership practices which can be easily implemented to enhance the motivation of employees within the public sector of Guyana.

**RESEARCH AIM**

The aim of this research is to provide evidence-based recommendations for leadership approaches that can serve to improve Guyana's public sector employees' motivation.

## **ii. REVIEW OF LITERATURE**

“The most important job of a leader is to motivate their employees to do outstanding work” (Tenney, 2023). The impact of leadership styles on employee motivation has been widely studied. However, there is not too much focus on Guyana’s public sector. Intrinsic motivation accounts for the highest form of motivation in many organizations. Such form of motivation contributes to both organizational and individual success (Barnett, 2020). Studies have shown that when employees feel a sense of belonging to an organization, they are more motivated and perform better than those who are otherwise influenced (Barnett, 2020). In fact, with the sense of belonging, employees tend to perform more than 50% greater; as employees who feel like they belong to the organization, deliver their best (Robinson, 2022).

A key factor to consider in achieving success in the delivery of quality public service, is motivated employees. Leadership styles serve as a crucial element in motivating employees. It serves to shape the manager’s brand of leadership (Root, 2023). There are various ways through which leadership can serve to motivate employees. These include, but are not limited to, effective communication, employee recognition, offering professional growth opportunities and maintaining a healthy work environment (Tenney, 2023). Good leadership results in motivated employees, which translates to high performance. In the case of public employees, the results are the delivery of quality public service.

Poor leadership on the other hand, serves to crush the morale of the employees, resulting in a demotivated team, which means limited employee engagement, low productivity, high employee churn and poor service delivery (Kirwan, 2022). Leadership plays a crucial role in achieving the organization’s goals. Therefore, it is imperative for the leader to have a positive influence on the morale and general work environment of their subordinates. Further to low productivity and other pitfalls mentioned above, poor leadership results in unwanted expenses for the organization (Wolor, et. al, 2022). These come in the form of recruitment and training costs, manhour loss and other factors which causes downtime (Wolor, et. al, 2022). Toxic leaders may well be high performers, and effective in their function outside of leadership, but they are often harmful for their team and by extension, the organization (Wolor, et. al, 2022).

Most leaders subconsciously adopt a particular leadership style, which generally serves to direct the way the leader performs; it not only usually shapes his or her character, but it determines how that particular leader is perceived in the workplace (Harvard Business School online, 2023).

Based on the foregoing, it is important for leaders to understand the various leadership styles and adopt the one that is most suitable for their particular situation. As, different conditions, demand different leadership styles for success (Wolf, 2022).

Within the public sector, there are various leadership styles, which, if applied correctly, and in the correct situations, can serve to motivate the employees and lead them to the achievement of the organizations' goals. The most common leadership styles found in public sector organizations, include, but is not limited to: transformational, transactional, autocratic, democratic and laissez-faire leadership.

#### Transformational Leaders

Transformational leadership is one of the most extensively studied style of leadership, in relation to employee motivation. This style of leadership is that situation where leaders influence followers to go beyond the exchange of work for remuneration. They push their subordinates towards a shared team vision (University of Massachusetts Global, n.d.). The main characteristics of these leaders are their strong self-awareness, open -mindedness and their ability to adopt and innovate quickly. They are proactive individuals, who lead with humility (University of Massachusetts Global, n.d.). These leaders place most of their focus on organizational or team collaboration. This is important to them, as they are not adept in recognizing and rewarding individual accomplishments (University of Massachusetts Global, n.d.).

According to Givens (2008), transformational leadership rests on four pillars. Idealized influence, inspirational motivation, individualized consideration and intellectual stimulation. This form of leadership serves to enlighten subordinates on the role they play in the organization. It gives them the big picture and this makes them feel a sense of purpose, inclusion and belonging (Givens, 2008). Such leadership raises the motivation level of the employees and they become more willing to produce. As employees believe that they are a part of the organization,

beyond the level of a mere service provider, their long-term commitment, performance and behaviour become their drive for excellence. In this way, transformational leadership impacts the organizational culture and vision in a positive way. On a personal level, inter alia, the employees' empowerment, trust, self-efficacy beliefs and overall drive are vastly improved (Givens, 2008). The outcome is an engaged workforce in a comfortable and enabling environment, that is empowered to innovate and positively shape the future of the organization (University of Massachusetts Global, n.d.). For the public sector, this translates to productivity and delivery of quality public goods and services

### Transactional Leaders

In contrast to transformational leadership, transactional leadership is based on a system of exchange between leaders and followers. Leaders set the goals, and followers are expected to work towards and achieve those goals in a timely manner. If they do achieve the goals within the specified time, they are positively rewarded; if they fail to meet deadlines, then they are greeted with some form of coercive measure (University of Massachusetts Global, n.d.). A transactional leader values structure and order. These leaders are often against innovation and ideas. Their leadership is rigid and they expect subordinates to do exactly as they are told, when they are told and to the specification/s given to them; in other words, it is a "telling" as opposed to "selling" type of leadership (St. Thomas University, 2014). Such leaders are predominately found in the military and paramilitary environments. However, they are not confined to these environments. The emphasis of transactional leadership is on management of individuals' performances and determining how well they meet the established standards, in a structured environment (St. Thomas University, 2014). As a result of the leadership style's appeal to the personal interests of the individuals (do, you gain; don't you lose or is punished), it is more reactive by nature.

In multiple environments, including the military/paramilitary, sports and the business environments, transactional leadership has been successfully applied. Notably in the military environment, was General Norman Schwarzkopf. General Schwarzkopf, a four-star general Officer in the United States Army, was noted for his ability to command and coordinate tens of thousands of troops in Iraq and Kuwait during operation "DESSERT STORM." General Schwarzkopf attributed his ability to coordinate successful military operations on multiple



continents to his leadership style of sticking rigidly to the rules and regulations of the military (St. Thomas University, 2014). The General's leadership style was characterized by a framework that rewarded compliant behaviour (IvyPanda, 2023). Thus, it greatly contributed to the delivery of the public good defence to the people of the United States of America. The question, however, remains whether or not his subordinates were positively motivated under his leadership.

In the same way, when we look in the world of business, the names "Bill Gates" and "Howard Schultz" stand out as two of the most successful men of all times. With a focus on Bill Gates; he is an American computer programmer who made it in the world of business and technology when he cofounded the world's largest personal computer company, Microsoft (Britannica, 2023). While many sources argue that Gates was a transformational, visionary and some, an autocratic leader, he was indeed a transactional leader. His leadership style was directed to the personal interests of the individuals he led. In fact, he would constantly question his teams to ensure they understood the organizational goal and ensure that they did not deviate from the path of course he would have set in order to achieve them (St. Thomas University, 2014). In this way, Gates ensured that his company grew at a pace in which he envisioned.

Throughout his leadership tenure, Bill Gates continued to provide extrinsic rewards to his leadership team and other subordinates. These came in the form of laptop computers, and other product discounts (JMW Consultants Inc, 2022). These characteristics of transactional leadership, were successful in staff retention and ultimately, Gate's success. As his personnel always felt as though they were appreciated and they were benefiting from being a part of the firm.

Sports is another environment where transactional leadership was successful. Vince Lombardi proved this leadership style's success as he is one of the most successful sportsmen to use transactional leadership. Best known for his leadership of the Green bay Packers, as their Coach, Lombardi believed that players had to put in the effort if they were to be successful. Lombardi continued to rigidly demand commitment from his players (Blefari, 2020). He never allowed his players to develop their own strategies or game play. The players ran through the same plays in

practice on multiple occasions. The results? 98-30-4 record and five championships for the Green Bay Packers and personally, the Superbowl trophy named after him (St. Thomas University, 2014). Certainly, the results of Lombardi's leadership style were as a result of motivated subordinates, who were determined to get the job done in return for personal gains.

It is clear, that when applied correctly, transactional leadership serves to achieve organizational goals, as well as motivate employees, thereby proving to be successful.

### Autocratic Leaders

It must first be noted, that autocratic leadership is not necessarily dictatorship. In fact, all dictators are autocratic leaders. However, not all autocratic leaders are dictators (Western Governors University, 2020). Leadership characterized by the exercise of individual control of decisions and little to no input by subordinates is called autocratic leadership. This form of leadership is also known as authoritarian leadership (Cherry, 2023). In this leadership form, power is concentrated in one person who is usually very strict and rigid, insulating themselves with followers who accepts and agrees with their style. Their approach to problem-solving and management/supervision is top-down and is usually based on the leaders' moral value or, in many cases, political ideology (Cornell, 2024).

Autocratic leadership is predominantly found in the military environment, however, it also exists in other arenas of leadership, including politics, business, cults and religious bodies (Cornell, 2024). Much like any other leadership styles, autocratic leadership can be beneficial or a hinderance. Dictatorship can, indeed have benefits. Especially in emergency situations, or other situations where speed is the primary requirement for a decision; like where strong directive is necessary (Cherry, 2023). Such benefits include a clear structure, the relief of pressure in particularly stressful situations (conflict, etc.) and strong direction.

Notwithstanding these benefits, there are demerits of autocratic leadership. Some of these are major, as they serve to negatively affect the organization, and by extension, the audience, or population the organization serves. Since this leadership style discourages inputs from the subordinates or followers, it serves to hurt their morale, leaving the followers' feeling stifled,

dissatisfied and unhappy.

There are many examples where autocratic leadership was successful. Notable in the business environment is American businessman, inventor and investor, Steve Jobs. Jobs was the former Chief Executive Officer of Apple and during his tenure at the helm of the organization, he was a micromanager, who was highly controlling (Cornell, 2024). Jobs, nevertheless, had a clear vision for his employees and how he wanted things done (EWOR, 2022). Steve Jobs effectively applied autocratic leadership style in the business environment. As a result of this, Apple was successful and always ahead of its competitors (EWOR, 2022).

In the military environment, autocratic leadership is common. This is so, because in many cases, leaders may need to make fast decisions, which may have life – or – death consequences. In these situations, there is seldom time for debates (Michael, 2023). Notwithstanding the fact that the subordinates are soldiers and they are trained to follow orders, the demerits of autocratic leadership still apply in this environment. Nevertheless, there are many military leaders, who cushioned the negative effects of this form of leadership, with success.

Napoleon Bonaparte, a French military commander of the 19<sup>th</sup> century, was considered one of the greatest military leaders in history (Lee, 2023). During Napoleon's leadership, he always withheld his ideas from his subordinates. However, he creative and always maintained his focus on a single objective at a time, as opposed to his opponents who would insist on multitasking. This approach to leadership made Bonaparte successful in nearly 90 percent of his battles, leading to him conquering most of Europe (Carlin, 2019).

Finally, in politics, Singapore is known as one of the most prosperous countries of the world. The country falls well within the top ten richest countries and they had a high per capita GDP and per capita income in the years 2022 and 2023 respectively (Focuseconomics, 2024). The country was not always wealthy. Prior to the year 1966, Singapore was a poor with a struggling economy (PBS Organization, n.d.). Under the leadership of Lee Kuan Yew, by the year 1965, Singapore began to positively transform economically, socially and politically (Yeo, 2021).

Lee Kuan Yew was an authoritarian leader, whose leadership style was the pillar of his success. On his death, it was noted that Yew left a legacy of authoritarian pragmatism (Tan, 2015). Having ruled as the country's Prime Minister for over 3 decades, Yew built the country in his own image and transformed it to the prosperous City - State it is today (Tan, 2015).

Yew just cared about whether or not his plan would work and if it would ensure the country's survival and guarantee its success (Tan, 2015). Among the successes of Yew's leadership are an abundance of public goods. Singapore has and has had for a long time, an efficient bureaucracy, a corruption-free government, clean air, high home ownership, affordable healthcare and excellent schools (Tan, 2015).

Yew's leadership style was characterized by dominating his people/subordinates and doing things the way he believed would yield the best results. This style was very successful, as it turned the country around in a matter of just a few years. Certainly, one man could not have been responsible for the transformation of an entire country. As a result of his honesty and selfless nature to see Singapore grow, Yew was strongly supported and admired by his subordinates (Leong, 2023). Yew's subordinates were highly motivated, notwithstanding his authoritarian leadership style.

#### Democratic Leaders

The exact opposite of the autocratic leadership style; the democratic leadership is the leadership form where those who are in-charge include their subordinates in the decision-making and setting the direction of their leadership situation. These leaders offer guidance to their subordinates, but they encourage initiatives and general inputs from below their level; it fosters a culture of teamwork (Forbes, 2022). Commonly known as participative leadership, democratic leadership can be found in most governments and large businesses (Laoyan, 2022). However, like all other leadership styles, democratic leadership is neither confined to any particular situation, nor does it define any particular individual. Leaders tend to choose what works well for them in any given situation. As with the other styles, one can be a democratic leader in one situation and an authoritarian in another.

In many instances, democratic leadership is good for organizations. Since employees/subordinates are involved in the decision-making process, they feel included, valued, and like they are important to the direction of the organization; employees are highly motivated in this form of leadership and this organizational culture (Forbes, 2022). This would have resulted in organizations being successful/effective, as with highly motivated employees, comes retention and performance; increased and sustained production (Schooley, 2023).

Among the characteristics of democratic leadership are high employee engagement, opportunities for brainstorming and positive company culture. These characteristics are all positive and with the proper execution of them, they result in the solving of complex problems through collaboration among the team; pooling of ideas (Laoyan, 2022). Nevertheless, these characteristics have their pitfalls. As a result of the involvement of a wider team in the decision-making process, decision-making can be slow, since every member of the team will want to have their input. Further, in this form of engagement, there is the potential for misleading advice, which members would offer as a result of them speaking outside of their specialty or worse, feelings of rejection if their ideas are not taken onboard (Laoyan, 2022).

Notwithstanding the mentioned pitfalls, there are many cases where democratic leadership was successful. Carol Moseley Braun was a democratic leader. She believed that consensus in decision making was a necessity. For Braun, everyone must agree to moving in a particular direction (Moseley Braun, 2014). In government, in the United States of America, Carol Moseley Braun served in the State House of representatives before entering national politics. As a Congresswoman elected in the early 90's, among her successes, was the blockage of the renewal of the design patent for the United Daughters of the Confederacy's symbol, which had a confederate flag (Tikkanen, n.d.).

In the world of business, there is Satya Nadella. Nadella is an Indian American businessman; the Chief Executive Officer of Microsoft. He is known for his collaborative and inclusive leadership style. It is through this; Nadella's leadership style, that the employees of Microsoft are a highly motivated team, that work towards the success of the organization. Microsoft has become more innovative and customer focused under the leadership of Nadella (Effy, 2023).

Nadella, a humble and people-oriented person, has been effective in motivating his employees through his leadership style. He shared his employees' success and utilized their mistakes as opportunities for them to learn, grow and rethink their ideas (Dhiraj, 2022).

It is based on the leadership style of Nadella, that a company, which was viewed as outdated, could have been turned around to become one of the most valuable companies in the world; with a strong positive culture (Morgan, 2020).

### Laissez-faire Leaders

Leadership characterized by minimal interference and/or direction, wide-scale autonomy and decision-making at the level of the team members, is called laissez-faire leadership (Entrepreneur, 2023). An early contributor to the study of social psychology, Kurt Lewin is often credited with the development of the term "laissez faire leadership", which he identified, along with researchers Ronald Lippitt and Ralph White, in the 1930s study "leadership and group life" (St Thomas University, 2014). The major characteristic of their leadership style is autonomy. Allowing team members/employees to have the autonomy to supervise themselves, within the major guidelines of achieving the organizational goals.

Essentially, such a leadership style can, in many situations, prove to be effective, as it is advantageous when leaders are seeking to develop their subordinates' personal growth, increase employees' job satisfaction and retention, improve decision-making efficiency and promote creativity and innovation (Entrepreneur, 2023). Nevertheless, purely focusing on the employees' benefits of a particular leadership style, can prove to be disadvantageous to the organization. As the pitfalls of laissez faire leadership can lead to, inter alia, the lack of direction and accountability among the subordinates and management's failure to tend to the needs of the employees/subordinates (Entrepreneur, 2023).

Laissez faire leadership is most successful in projects or field of works where creativity is essential for success. Such areas include advertising, entertaining, technology and retailing (National Society of Leadership and Success, 2022). Notwithstanding these areas where this leadership style is most successful, laissez faire leadership can also be effective and successful in

public service and businesses; as it has been in the past, and present (St Thomas University, 2014).

The 40<sup>th</sup> President of the United States of America, Mr. Ronald Reagan was identified as a charismatic, laissez faire leader (St Thomas University, 2014). He was known for allowing his subordinate full autonomy over their responsibilities. Reagan's success was not by pure luck; he increased his chances of success with this leadership style, by employing staff who were among the best of the best. Among his high-level leadership selections were engineering and aerospace contractors and experienced captains of industries from Wall Street. With his leadership style, Reagan was referred to as the strong, but hands-off leader (St Thomas University, 2014).

In the business arena; once an autocratic leader, the late Jack Welch, former Chief Executive Officer of General Electric (GE) was always on a quest for near perfect quality control tolerances in all of GE's manufacturing facilities. At this stage, Jack Welch stopped his delegation at the executive level; he mentored his executive by allowing them the autonomy to run their operations without hinderance. Such actions earned Welch the reputation "hard-driving perfectionist." However, once he made the decision to launch new operations or acquire subsidiaries, Welch had to delegate authority to experts. This new leadership style, resulted in the increase in GE's value 4000-fold (St Thomas University, 2014).

Leadership styles do not guarantee success once implemented. Depending on the leadership situation or the particular organization, various styles of leadership can prove to be successful, or fail. No one leadership style is a panacea; leaders have to adjust their particular style and/or adopt other styles of leadership in order to be effective and achieve the organizations' goals. For instance, in the public sector, organizational leaders do not control what is deemed to be the most important extrinsic benefit, remuneration. Therefore, in order to motivate the employees of the public sector of Guyana, leaders have to depend heavily on leadership.

### **iii. RATIONALE FOR THE STUDY**

This study was designed to investigate the relationship between the leadership styles and practices of leaders in Guyana's public sector and the poor delivery of public goods and services, as a result of low motivation levels among the employees of public organizations.

Understanding the impact of leadership styles on employees within the public sector is essential for effective governance, employees' motivational practices and organizational performance. Guyana's public sector plays a crucial role in the development of the country and the delivery of public goods and services. While many studies were conducted into the relationship between leadership and employees' motivation, they were predominantly done in the private sector, and within private sector business. There is inadequate research that focuses on Guyana's public sector. Hence, this research aims to address this gap in knowledge by providing insights tailored to the Guyanese context.

Effective leadership is vital for organizational success. By studying the influence of leadership styles on employees, this research aims to identify, inter alia, which leadership approaches are most beneficial for enhancing employee motivation in the public sector; thereby leading to enhanced delivery of public goods and services. Findings from this study can inform policymakers and organizational leaders in the public sector about the most effective leadership styles for promoting employee motivation, well-being and organizational performance. Practical recommendations derived from the research can guide leadership development initiatives in the sector.

This study will contribute to the existing body of knowledge on leadership by providing a detailed analysis of leadership styles and their impacts in the specific context of Guyana's public sector. The findings, further to informing policy makers and organizational leaders, can be used by researchers and scholars interested in leadership theory and practice within the public sector. By conducting this investigation, the aim is to shed light on the nuanced relationship between leadership styles and employee outcomes within Guyana's public sector, ultimately aiming to improve organizational effectiveness, employees' motivation and well-being, and the delivery of public goods and services, which is an important aspect of good governance.



#### **iv. MATERIALS AND METHODS**

The research topic focuses on investigating the relationship between leadership and employees of Guyana's public sector's motivation, through the conduct of a case study. Essentially, the research will be done with a view of defining the key determinants, barriers and enablers of workers' motivation and understanding the underlying instruments that impact their levels of enthusiasm. The results of this investigation are meant to provide a framework for the development of appropriate recommendations for the enhancement of the leadership approaches and practices, which will serve to improve the employees' motivation, thereby resulting in quality public services.

The citizens of Guyana complain on a daily basis about the meagre services they receive in, inter alia, the security and health sectors, as a result of, what may be, poor performance by the agents of the public sector. The reason related by informal investigations, seem to be a lack of motivation by the public servants, because of the poor leadership they receive. Therefore, this research intends to answer the following research questions: What is the dominant leadership style within Guyana's public sector? How does the dominant leadership style influence the employees' motivation? What specific leadership practices negatively affect the employees' motivation? What is the most suitable style of leadership for encouraging high levels of motivation among public sector employees? These research questions were designed with the aim of, among other objectives: understanding the prevalent leadership style in Guyana's public sector, evaluating the connection between the employed leadership style and employees' motivation within Guyana's public sector, determining the specific practices which have significant impact on employees' motivation in Guyana's public sector and exploring and recommending effective leadership practices which can be easily implemented to enhance the motivation of employees within Guyana's public sector.

#### **RESEARCH DESIGN**

This research is a mixed method type. It will be qualitative as well as quantitative. As a consequence, the case study approach was chosen. The case study approach is used to answer research questions by conducting in-depth investigations of a real issue, in its context (Lohman, 2023). Though case studies pose a risk of bias, it is difficult to convince readers who prefer clear

cut statistics and have difficulty generalizing findings from one case study to settings, it was determined to be the most effective approach for this research; case studies also have the ability to see relationship between issue, people and context (which is most important for this research), they offer flexibility to collect data through various means and they have the ability to capture the context and lived realities of the respondents (Lohman, 2023).

## **SAMPLING STRATEGY**

The portion of the population to be used, in your research area, that represent the entire population, is called the sample. Essentially, it is that sub-set which a researcher will select to participate in his/her research data collection process (Landreneau, n.d). The target population of this research will be the employees of the public sector in Guyana. More specifically, it will be the staff in the senior and junior management, supervisory and lower skilled and unskilled levels of the organizations. Their selection will be done through the simple random design, since this would give each potential participant an equal independent opportunity of being chosen for the study (Onwuegbuzie & Collins, 2007).

The criteria for selecting the cases which will be included in the study will be based on a few areas. These include:

1.       Relevance – The selected cases must be relevant to the impact of leadership on employee's motivation.
2.       Representativeness – The cases must be representative of the larger population of the public sector employees, who are dependent on leadership for their motivation and job performance. The selected sample must also adequately reflect the correct diversity of the public sector employees, relative to their skills, appointments and levels of experience.
3.       Accessibility – The sample population (cases) must be accessible for proper data collection. Access must not put a strain on the researcher's logistics and the potential respondents must be willing to participate, in a timely manner, in the data collection procedure; without too many motivational inducements.

4. Variation – The cases must be adequately varied in the form of their leadership styles, motivational impacts and organizational contexts, so as to provide a comprehensive analysis and results.

## **SAMPLE SIZE**

In research, the sample size refers to the number of participants included in a study (Sample size and power, 2008). The sample size is crucial to the generatability and the validity of the research findings, as an inadequate sample, will serve to provide misleading evidence; it will be unethical (Fitzpatrick, 2022). The selection of the sample size for this research was guided by the research objectives. Since this is a case study, the focus was on rich and detailed insights from a limited number of cases. The adequacy of the sample size was be the guiding factor for the selection of the number of respondents. According to an official report (most recent survey) from the Bureau of Statistics (Guyana), the vast majority of the employees, which amounts to 68%, work in the private sector, while 10% work in not-for-profit organizations. The remainder (22%) make up the public sector. Guyana's employed population amounts to 262,428, 22% of which is 57,734. The researcher used 500 questionnaires across the various levels, skills and appointments. No more than 30 respondents in each organization were chosen. Based on this sample size and the margin of error calculation formula of  $Z * \sqrt{[p * (1 - p)] / n}$ ; where Z represents the z-score associated with the desired confidence level (e.g., for a 95% confidence level, the z-score is approximately 1.96), p is the estimated proportion of the population with the attribute of interest. If the population proportion is not known, a conservative estimate of 50% is typically used to yield the maximum possible margin of error. n is the sample size (Zach, 2020). Based on this formula, sample and population, using a 95% confidence level, the results should have a marginal error of  $\pm 3.1\%$ . The margin of error for this research was 2.16%.

The proposed sample size was selected as a result of the availability of resources on the part of the researcher, time and logistical constraints as it relates to accessing the targeted population. The researcher was based outside of Guyana, as such, as opposed to collecting data from small groupings across many organizations, the researcher will collect data from large groupings, across most of the organizations in Guyana's public sector, thus capturing a good sample, with the little available resources. Further to these limitations, it must be noted that all of the public

service employees (ministries), with the exception of the Disciplined Services, fall under the Public Service Ministry (PSM) umbrella. The actual organizations which were chosen to conduct the data collection were among the largest public organizations in Guyana; including the disciplined services. This provided the opportunity to gather data from a relatively large pool of public employees, without the heavy logistical pressures.

## **DATA COLLECTION METHODS**

It is important note that depending on the type of research, a different type of data collection tool may be necessary. As such, it is important that the researcher use the objectives of the research and the research questions, as guides when selecting the appropriate data collection tool for his/her research (Twohig, 2023). For the primary data collection, the questionnaire, comprised of closed and open-ended questions and structured interviews were selected by the researcher. The structured interviews were for data gathering from the senior managers, while the questionnaires were distributed to all other levels of the selected public service organizations.

Questionnaires were selected because, in addition to them being a convenient means of data collection, they offer a number of advantages. Some of these are as follows:

1. Cost efficient – Questionnaires can be delivered to and collected from the respondents in a cost-efficient manner. They can simply be emailed or hand delivered, personally or via third party.
2. Scalability – Questionnaires can be distributed to respondents across the globe in an almost instantaneous manner. Their collection is also possible, as the same means of distribution can be used to collect the completed questionnaires.
3. Practicality – Target audiences can be strategically managed by the researchers. The questions and format can also be properly controlled while gathering large quantities of data on a plethora of topics.
4. Comparability- The same questionnaires can be used over two or more periods, in

order to compare the responses. This can be useful in a number of ways, but importantly, for minimizing translation errors and for gaining valuable insights.

5. Speed – Respondents, once they are willing, can respond quickly and return the completed questionnaire. This can often be done in as little as 2 to 3 hours, saving much time for the researcher to begin the analysis of the tool.

6. Respondent Comfort – With questionnaires, respondents do not feel the pressure of the researcher's presence when responding. This way, they are more likely to respond honestly and they know that they can maintain their anonymity if necessary.

7. Easy to analyze – Questionnaires are easy to analyze, especially for large-scale projects; they make the data fast and easy to interpret (Cint, 2022).

These advantages do not mean that the questionnaires are flawless. There are a few demerits in using the questionnaire as a data collection tool. Some of these include, inter alia, dishonest responses, question skipping and interpretation issues (Cint, 2022). Nevertheless, the situation dictates if the pros outweigh the cons and, in the researcher's current situation, the merits do outweigh the demerits.

As a result of their advantages, structured interviews were also selected as a data gathering tool for this research. Structured interviews are a set of pre-defined, standardized questions which the interviewer poses to the interviewee. The same set of questions are posed to all of the respondents.

The researcher already knew what was required from the senior managers of the public service organizations in Guyana. Also, the researcher was looking to establish non-bias criteria.

Therefore, the structured interviews were the most suitable tool for the senior managers. Among the advantages of using structured interviews as a data gathering tool are:

1. Using standardized questions enables objective comparison.

2. The researcher can easily compare multiple job candidates.
3. They reduce biased opinions of potential candidates.
4. The questions can be readily repeated for confirmation.
5. They are simple, cost effective and efficient.
6. They are less stressful on the interviewer.
7. They are easy to transition into semi-structured format if necessary (Beaumont-Oates, 2023).

Notwithstanding these advantages, the structured interviews make it possible for the interviewee to withhold information which may be valuable, they do not allow a rapport between the interviewee and the interviewer and they burden the candidates with planning more in advance (Beaumont-Oates, 2023). Nevertheless, they are still the most suitable option for this research.

In obtaining the data, all ethical issues were addressed. These include the researcher properly informed the respondents of the data collection process. The respondents will be assured of the way the data will be used (strictly for the purpose of this research), stored and protected. Storage and protection were handled personally via a protected storage facility. The respondents' identity will continue to be protected and this was be communicated to them. Respondents were also reassured that only data that is important to this research were collected from them. Regular assessments and examinations were done, to ensure that the data security measures are still effective, throughout the research and report completion. All data and materials used to collect the information will be destroyed after the publication of this research.

## **VALIDITY AND RELIABILITY**

Validity and reliability are important in order to ensure that data are sound and the results are accurate; they are the two most important criteria in the evaluation of tools or instruments of measurement for good research (Mohajan, 2017).

Reliability refers to the measurement that supplies consistent results. The researcher will be weary of possible subjectivity in order to avoid potential biases and enhance the study's validity. Methods such as test - re-test and inter-rater reliability tests will be applied to the data gathering. Further, the participants involved in data collection and planning ahead will be areas of focus in ensuring reliability and validity of the results of this research. A pilot test of the data collection tools was conducted and the tools were adjusted as recommended by the pilot sample.

## **CHALLENGES AND LIMITATIONS**

There are a few challenges and some limitations which had a little effect on this research. Nevertheless, efforts will be made to cushion these effects. Notwithstanding, some issues were experienced.

### **CHALLENGES**

1. Access to participants – The researcher had some amount of difficulties accessing the senior level managers for the data collection. Most of these managers immediately expressed their desire to not participate, while others agreed, then made themselves unavailable through numerous means. Nevertheless, 10 were willing participants, and they repeatedly asked to not be named in the preparation of the draft and final reports.
2. Representative sample – The sample population was well represented with respondents from all of the departments of the ministries. However, within the disciplined services, only a few departments were accessible. Areas such as the logistics, intelligence and special operations were not accessible by the public. Therefore, the representation in these organizations was somewhat limited.
3. Time and resource constraints – At the time of the investigation, the researcher was not residing in Guyana (overseas deployment). Therefore, with the need for extensive data collection, there was a high demand for time, other resource and effort on the part of the researcher. This was challenging. However, it was mitigated by the addition of a research assistant to distribute the retrieve the data collection tools. This addition caused the process to run smoothly, as the senior managers who participated, had the interview questions in their hand,

then they responded via a telephone interview with the researcher.

## **LIMITATIONS**

The research only considered public sector organizations in Guyana, and therefore the findings may not be applicable to private sector organizations or public sector organizations in other countries.

Due to time and budget constraints, the study will relied heavily on self-reported data, which may have introduced bias.

Even after a successful pilot study of the questionnaires and the structured interview questions, the study assumed that all respondents interpreted and responded to the questions as intended, which may not always be the case.



## **v. RESULTS AND DISCUSSION**

A total of 500 questionnaires were distributed across 18 Public organizations, including the joint services, the judiciary and ministries. Meanwhile, the researcher attempted 50 structured interviews within the same organizations. However, only 10 were successfully conducted; as the senior managers were reluctant to participate in the survey. The middle and junior level staff were anxious and excited to participate, as they saw the research as a voice for their concerns. Of the 500 questionnaires distributed across the 18 agencies, 492 were successfully returned within the stipulated timeframe. The other 8 participants were reaching out to the researcher, however, the research assistant had already left the country, so their questionnaires were not retrieved.

The results of those questionnaires and interviews are presented below. Further, in appendix ... is the tabular representation of these results.

NOTE... GO about it as per question.

## **vi. SUMMARY**

## **vii. CONCLUSION**

## **viii. Contribution to knowledge**

## **ix. Suggestion for future research**

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**xi. APPENDICES**

**Appendix A – Questionnaire analysis**

**Middle management and junior staff**

<b>QUESTION NUMBER</b>	<b>QUESTIONNAIRE ITEM</b>	<b>RESPONSE</b>	<b>COUNT</b>	<b>PERCENTAGE</b>
1	How motivated do you feel in your current role?	Very	81	16.5
		Fairly	200	40.7
		A bit	134	27.2
		Not	36	7.3
		Demotivated	41	8.3
2	To what extent do you believe that leadership behaviors affect your motivation at work?	Great Extent	122	24.8
		A lot	195	39.6
		Moderately	107	21.7
		Not Much	52	10.6
		Not at All	16	3.3
3	How often does your immediate supervisor provide clear performance expectations?	Quarterly	155	31.5
		Bi-annually	71	14.4
		Annually	109	22.2
		Hardly	132	26.8
		Not at All	25	5.1
4	How frequently does your supervisor recognize and reward your achievements?	Quarterly	74	15
		Bi-annually	65	13.2
		Annually	82	16.7
		Hardly	169	34.3
		Not at All	102	20.7
5	How often do you receive	Quarterly	130	26.4

	constructive feedback and support from your supervisor?	Bi-annually	62	12.6
		Annually	100	20.3
		Hardly	146	29.7
		Not at All	54	11
<b>QUESTION NUMBER</b>	<b>QUESTIONNAIRE ITEM</b>	<b>RESPONSE</b>	<b>COUNT</b>	<b>PERCENTAGE</b>
6	How empowered do you feel in decision-making processes at work?	Great Extent	32	6.5
		A lot	87	17.7
		Moderately	181	36.8
		Not Much	126	25.6
		Not at All	66	13.4
7	How often are you involved in goal-setting and planning discussions with your supervisor?	Quarterly	122	24.8
		Bi-annually	63	12.8
		Annually	90	18.3
		Hardly	159	32.3
		Not at All	58	11.8
8	Please rate the level of communication and transparency within your organization.	Excellent	49	10
		Good	121	24.6
		Fair	175	35.6
		Bad	75	15.2
		Terrible	72	14.6
9	How well do you feel your supervisor listens to your ideas and concerns?	Great Extent	66	13.4
		A lot	112	22.8
		Moderately	155	31.5
		Not Much	115	23.4
		Not at All	44	8.9
10	How well does your supervisor understand your professional goals and aspirations?	Great Extent	46	9.3
		A lot	89	18.1
		Moderately	187	38
		Not Much	116	23.6

		Not at All	54	11
11	How frequently does your supervisor provide opportunities for professional growth and development?	Quarterly	83	16.9
		Bi-annually	71	14.4
		Annually	143	29.1
		Hardly	149	30.3
		Not at All	46	9.3
<b>QUESTION NUMBER</b>	<b>QUESTIONNAIRE ITEM</b>	<b>RESPONSE</b>	<b>COUNT</b>	<b>PERCENTAGE</b>
12	To what extent does your supervisor exhibit empathy towards your work-related challenges and concerns?	Great Extent	69	14
		A lot	109	22.2
		Moderately	153	31.1
		Not Much	102	20.7
		Not at All	59	12
13	How often does your supervisor involve you in decision-making processes that affect your work?	Quarterly	121	24.6
		Bi-annually	73	14.8
		Annually	91	18.5
		Hardly	155	31.5
		Not at All	52	10.6
14	How motivated do you feel when your supervisor gives you autonomy and independence to complete your tasks?	Great Extent	89	18.1
		A lot	173	35.2
		Moderately	112	22.8
		Not Much	88	17.9
		Not at All	30	6.1
15	How frequently does your supervisor commend your efforts and provide positive reinforcement?	Quarterly	121	24.6
		Bi-annually	60	12.2
		Annually	108	22
		Hardly	158	32.1
		Not at All	45	9.1
16	How well does your supervisor communicate	Great Extent	75	15.2
		A lot	95	19.3

	the organization's vision and goals?	Moderately	174	35.4
		Not Much	103	20.9
		Not at All	45	9.1
17	To what extent does your supervisor encourage open and honest communication among team members?	Great Extent	70	14.2
		A lot	98	19.9
		Moderately	169	34.3
		Not Much	112	22.8
		Not at All	43	8.7
<b>QUESTION NUMBER</b>	<b>QUESTIONNAIRE ITEM</b>	<b>RESPONSE</b>	<b>COUNT</b>	<b>PERCENTAGE</b>
18	How often does your supervisor recognize and reward collective achievements within your team?	Quarterly	94	19.1
		Bi-annually	57	11.6
		Annually	120	24.4
		Hardly	148	30.1
		Not at All	73	14.8
19	How well does your supervisor manage conflicts and promote a harmonious work environment?	Great Extent	65	13.2
		A lot	98	19.9
		Moderately	173	35.2
		Not Much	102	20.7
		Not at All	54	11
20	How frequently does your supervisor provide opportunities for skill-building and training?	Quarterly	84	17.1
		Bi-annually	68	13.8
		Annually	145	29.5
		Hardly	158	32.1
		Not at All	37	7.5
21	To what extent does your supervisor create a sense of belonging and inclusion within the team?	Great Extent	68	13.8
		A lot	100	20.3
		Moderately	154	31.3
		Not Much	119	24.2
		Not at All	51	10.4

22	To what extent does your supervisor promote a positive work culture that fosters innovation and creativity?	Great Extent	66	13.4
		A lot	114	23.2
		Moderately	162	32.9
		Not Much	107	21.7
		Not at All	43	8.7
<b>QUESTION NUMBER</b>	<b>QUESTIONNAIRE ITEM</b>	<b>RESPONSE</b>	<b>COUNT</b>	<b>PERCENTAGE</b>
23	How frequently does your supervisor provide timely and constructive feedback on your performance?	Quarterly	117	23.8
		Bi-annually	65	13.2
		Annually	133	27
		Hardly	130	26.4
		Not at All	47	9.6
24	How motivated do you feel when your supervisor demonstrates a strong commitment to ethical leadership practices?	Great Extent	86	17.5
		A lot	159	32.3
		Moderately	111	22.6
		Not Much	104	21.1
		Not at All	32	6.5
25	How well does your supervisor support a healthy work-life balance for employees?	Great Extent	84	17.1
		A lot	102	20.3
		Moderately	134	27.2
		Not Much	119	24.2
		Not at All	53	10.8
26	How often does your supervisor prioritize employee well-being and mental health?	Quarterly	98	19.9
		Bi-annually	77	15.7
		Annually	100	20.3
		Hardly	134	27.2
		Not at All	83	16.9
27	To what extent does your supervisor advocate for resources and support	Great Extent	74	15
		A lot	109	22.2
		Moderately	176	35.8

	needed to accomplish your job responsibilities?	Not Much	103	20.9
		Not at All	30	6.1
<b>QUESTION NUMBER</b>	<b>QUESTIONNAIRE ITEM</b>	<b>RESPONSE</b>	<b>COUNT</b>	<b>PERCENTAGE</b>
28	How often does your supervisor encourage and empower you to contribute ideas and suggestions?	Quarterly	126	25.6
		Bi-annually	73	14.8
		Annually	116	23.6
		Hardly	132	26.8
		Not at All	45	9.1
29	How well does your supervisor foster a sense of pride and ownership in the work you do?	Great Extent	54	11
		A lot	120	24.4
		Moderately	148	30.1
		Not Much	115	23.4
		Not at All	55	11.2
30	To what extent does your supervisor promote a supportive and collaborative relationship with team members?	Great Extent	75	15.2
		A lot	107	21.7
		Moderately	159	32.3
		Not Much	101	20.5
		Not at All	50	10.2

#### Senior Staff

<b>QUESTION NUMBER</b>	<b>QUESTIONNAIRE ITEM</b>	<b>RESPONSE</b>	<b>COUNT</b>	<b>PERCENTAGE</b>
1	Do you subscribe to any particular leadership style?	Democratic	4	40
		Autocratic	2	20
		Transformational	4	40
2	Do you believe leadership impacts employees'	Yes	10	100
		No	0	0



	motivation?			
3	Do you support involving subordinates in decision-making for the organization?	Yes No	8 2	80 20
<b>QUESTION NUMBER</b>	<b>QUESTIONNAIRE ITEM</b>	<b>RESPONSE</b>	<b>COUNT</b>	<b>PERCENTAGE</b>
4-a	Do you try to encourage your staff to be motivated?	Yes	10	100
		No	0	0
4-b	If so, what steps or measures do you employ to encourage your subordinates?	Coercive measures	2	20
		Targets and flexible hours	3	30
		Discussion and encouragement	3	30
		Positive work environment and Opportunities	1	10
		Fair performance evals	1	10
4-c	If not, what impact do you believe it is having on the employees' functions?	Not Applicable	N/A	Not Applicable
5	Would you be willing to accept and adopt the recommendations of a scientific research in the area of leadership and its impact on the	Yes	10	100
		No	0	0

	motivation of employees in Guyana's public sector?			
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## xii. LIST OF PUBLICATIONS BASED ON THE THESIS

- The
- The

### Appendix

Link to responded questionnaires

[https://1drv.ms/x/s!Aj\\_5oBAvIFsZgaJY-osH1PK4cQWcRw?e=alpY6O](https://1drv.ms/x/s!Aj_5oBAvIFsZgaJY-osH1PK4cQWcRw?e=alpY6O)

### Appendix

#### Participating Government Agencies

Guyana Civil Aviation Authority

The High Court

The Education Assessment Agency (Ministry of Education Annex)

St. Joseph High School

Georgetown public Hospital Cooperation

Guyana Fire Service

Guyana Defence Force

Hydrometeorological Office (Ministry of Agriculture)

Ministry of Health

Ministry of Home Affairs

Ministry of Housing and Water

Ministry of Education

Ministry of Finance

Ministry of Legal Affairs  
Ministry of Foreign Affairs and International Cooperation  
Ministry of Public Service  
Ministry of Agriculture  
Ministry of Local Government

## **Appendix**

Validity and reliability testing of data collection tools – Questionnaires and Structured interview questions.

A pilot study of the designed questionnaires and the structured interview form are below.

### **Defining the purpose.**

The objective of this study is to test the clarity of the questions of both the questionnaires and the structured interview. Further, the researcher also intends to test the amount of time required to complete a questionnaire; what is the opportunity cost of the respondents for participating in the research.

### **Sample for the test**

A total of 12 participants were selected to participate in the pilot study. These participants were random and they accurately represent the diversity of the intended population for the research, as they were persons from the public service sector of Guyana, who were working at the Consul General's office and the Permanent Mission of Guyana to the United Nations. This pool of participants comprises of persons who were seconded from the Guyana Defence Force, staff members of the Ministry of Foreign Affairs and International Cooperation and a member of staff from the Ministry of Agriculture; the staff included senior, middle and junior level employees. No issues were identified with this sample.

## **Design of the Pilot Study**

This pilot study was done via hard copy (printed) questionnaires and structured questions. They were administered just as intended for the targeted population. This was done to mimic the conditions of the full study, as closely as possible to identify realistic problems. No issues were identified here. Participants were asked to compare the data collection tools with the following evaluation criteria:

Clarity;

Relevance;

Comprehensiveness; and

Ease of completion.

They were asked to provide their comment/feedback on the particular questions that they had the issues with.

## **Results**

After the participants returned the data collection tools, the responses were analyzed for incomplete and incorrect responses. The consistent issues were the demographic questions. Respondents were not comfortable with listing their age, gender, marital status, race and religion. The researcher then conducted a debriefing session to gather feedback from them about the questions, format and method of collection; including the length of time it took them to complete the documents. They were also encouraged to suggest improvements. Respondents stated that the demographic questions would have aided management in identifying them. Notwithstanding my commitment to have them remain anonymous, that risk, they were not willing to take. Some also stated that some of the questions were duplicated with mere synonyms. This caused the researcher to decrease the questions on the questionnaires from 45 questions to 30 questions; including the deletion of the demographic questions.

A repeat of the exercise was done and the data collection tools were given a green light by all participants.