

Leadership And Management Styles of Ghanaian Entrepreneurs and Civil Servants: A Comparative Study

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ABSTRACT: This study examines the leadership and management styles of Ghanaian entrepreneurs and civil servants, highlighting their distinct approaches and contributions to organizational and national development. Employing a comparative qualitative design, data were collected through semi-structured interviews with entrepreneurs and civil servants across multiple sectors, including ICT, agriculture, and health. Thematic analysis revealed that entrepreneurs predominantly employ transformational and participatory leadership styles, fostering innovation, adaptability, and team engagement, whereas civil servants adopt transactional and compliance-oriented approaches that emphasize procedural adherence, hierarchical structures, and policy implementation. The study further identifies areas of synergy, noting that effective collaboration between the two sectors through public-private partnerships can amplify developmental outcomes and support Ghana's Vision 2030 and the Sustainable Development Goals. Recommendations include enhancing capacity-building programs for civil servants, aligning entrepreneurial initiatives with public sector priorities, and creating institutional frameworks that encourage cross-sector collaboration while maintaining accountability. The study contributes to a nuanced understanding of how leadership dynamics in both the private and public sectors can be leveraged to achieve sustainable socio-economic development in Ghana.

KEYWORDS: Leadership styles, Management practices, Entrepreneurs, Civil servants, National development

INTRODUCTION

Leadership and management practices play a critical role in shaping organizational outcomes, influencing innovation, employee motivation, and overall productivity. In Ghana, the public and private sectors exhibit distinct organizational cultures and operational challenges, making the comparison of leadership and management styles particularly pertinent. Entrepreneurs, often operating within the private sector, typically adopt flexible, risk-oriented, and innovative leadership approaches to navigate dynamic market conditions and drive business growth. Conversely, civil servants function within structured bureaucratic frameworks, where leadership and management practices are guided by formal policies, hierarchical procedures, and regulatory compliance requirements.

Empirical observations suggest that entrepreneurial leadership in Ghana emphasizes agility, creative problem-solving, and proactive decision-making, while public sector leadership tends to focus on accountability, policy adherence, and procedural stability. These differences impact not only organizational performance but also employee satisfaction, commitment, and productivity. Furthermore, the interplay between leadership and management styles in both sectors shapes the capacity of organizations to respond to contemporary challenges, such as technological change, economic fluctuations, and evolving societal expectations.

Despite the significance of leadership in both sectors, limited research has examined comparative insights between entrepreneurial and civil service leadership in Ghana. Most studies have either focused on public administration reforms or private sector entrepreneurial practices in isolation, leaving a gap in understanding how leadership and management styles differ and intersect across sectors. Additionally, existing literature often overlooks contextual influences, such as cultural norms, institutional constraints, and policy frameworks, which are crucial for interpreting leadership effectiveness within Ghanaian organizations.

This study aims to address these gaps by exploring and comparing the leadership and management styles of Ghanaian entrepreneurs and civil servants. By investigating the characteristics, strategies, and impacts of leadership practices across sectors, the research seeks to provide actionable insights for enhancing organizational efficiency, fostering innovation, and improving employee engagement. Understanding these dynamics is particularly relevant for policy formulation, leadership development programs, and cross-sector collaboration initiatives that aim to strengthen Ghana's economic and institutional development.

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STATEMENT OF THE PROBLEM

Leadership and management play a pivotal role in determining organizational effectiveness, employee engagement, and innovation outcomes. In Ghana, entrepreneurs and civil servants operate within markedly different organizational and institutional contexts, yet both sectors significantly contribute to national development. Entrepreneurs often adopt flexible, innovative, and market-driven leadership approaches to navigate competitive and uncertain environments. In contrast, civil servants operate under formalized bureaucratic systems that prioritize policy compliance, procedural efficiency, and hierarchical accountability.

Despite the recognized importance of effective leadership, there is limited empirical research comparing the leadership and management styles of Ghanaian entrepreneurs and civil servants. Existing studies frequently focus on sector-specific challenges or reforms, without systematically examining the interplay between leadership style, decision-making processes, and employee outcomes across both sectors. This knowledge gap hinders policymakers, organizational leaders, and leadership development practitioners from understanding how cross-sector insights can be leveraged to enhance organizational performance and national development outcomes. Consequently, it remains unclear which leadership practices are most effective under varying organizational contexts and how lessons from one sector can inform the other.

PURPOSE OF THE STUDY

The purpose of this study is to examine and compare the leadership and management styles of Ghanaian entrepreneurs and civil servants. The study seeks to identify the characteristics, strategies, and impacts of leadership practices across sectors and to provide insights into how these practices influence organizational performance, innovation, and employee engagement. By generating a comparative understanding, the research aims to inform leadership development initiatives, policy interventions, and cross-sector collaborations that can strengthen organizational effectiveness in Ghana.

Research Objectives

To identify and analyze the predominant leadership and management styles adopted by Ghanaian entrepreneurs.

To examine the leadership and management styles practiced by civil servants in Ghana.

To compare the similarities and differences in leadership and management approaches between entrepreneurs and civil servants.

To evaluate the impact of these leadership styles on organizational performance, employee engagement, and innovation.

To provide evidence-based recommendations for improving leadership effectiveness in both the private and public sectors in Ghana.

Research Questions

□ What are the predominant leadership and management styles adopted by Ghanaian entrepreneurs?

□ What leadership and management styles are practiced by civil servants in Ghana?

□ What are the similarities and differences in leadership and management approaches between entrepreneurs and civil servants?

□ How do the leadership and management styles of entrepreneurs and civil servants' impact organizational performance, employee engagement, and innovation?

□ What strategies can be recommended to enhance leadership effectiveness across both the private and public sectors in Ghana?

LITERATURE REVIEW

Theoretical Framework

This study draws primarily on Transformational and Transactional Leadership Theory and Contingency Theory to examine leadership and management styles among Ghanaian entrepreneurs and civil servants.

Transformational and Transactional Leadership Theory, proposed by Burns (1978) and further developed by Bass (1985), provides a dual lens for understanding leadership behaviors. Transformational leadership emphasizes vision, inspiration, innovation, and the ability to motivate followers toward higher levels of performance. This approach is often associated with entrepreneurial settings, where adaptability, creativity, and strategic foresight are critical for success. Conversely, transactional leadership focuses on structured processes, compliance, reward systems, and monitoring of performance, which is more commonly observed in bureaucratic public sector contexts. Applying this framework allows the study to identify the types of leadership prevalent in each sector and their impact on organizational outcomes.

Contingency Theory, as developed by Fiedler (1967), posits that the effectiveness of a leadership style depends on situational factors, including organizational structure, task complexity, and workforce characteristics. This theory is particularly relevant for comparing entrepreneurs and civil servants because the private sector often requires flexible, adaptive, and innovative leadership to respond to market demands, while public sector leadership may be constrained by rules, regulations, and hierarchical structures. Contingency Theory helps contextualize why certain leadership and management styles emerge in different environments and how they influence productivity, employee motivation, and innovation capacity.

Together, these theories provide a comprehensive framework for examining the interplay between individual leadership behaviors, organizational contexts, and sectoral differences. By integrating transformational/transactional dimensions with contingency

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considerations, the study can explore not only what leadership styles are present but also why they emerge and how they affect organizational performance and workforce engagement.

This theoretical lens also facilitates the comparison of Ghanaian entrepreneurs and civil servants by highlighting both the personal and structural factors that shape leadership effectiveness. It enables the study to analyze whether sectoral differences influence leadership outcomes, and whether lessons from one sector can inform practices in the other, ultimately providing insights relevant for policy development, managerial training, and organizational improvement initiatives in Ghana.

Empirical Review

Empirical studies examining leadership and management styles across sectors provide valuable insights into how leaders influence organizational performance, employee motivation, and innovation. In the Ghanaian context, research has highlighted distinct differences between private sector entrepreneurs and public sector civil servants, reflecting variations in sectoral goals, institutional constraints, and workforce expectations.

Several studies emphasize the entrepreneurial sector's reliance on transformational leadership to drive innovation, growth, and market responsiveness. For instance, Agyapong (2019) found that Ghanaian entrepreneurs who adopted visionary and inspirational leadership approaches were better able to motivate employees, foster creativity, and navigate competitive market environments. Similarly, Boakye (2020) demonstrated that entrepreneurial leadership characterized by risk-taking, adaptability, and participatory decision-making significantly correlated with business performance and employee engagement in SMEs. These studies suggest that leadership in entrepreneurial contexts is often flexible, innovation-oriented, and focused on achieving strategic objectives under uncertain conditions.

Conversely, research on civil service leadership in Ghana has highlighted a stronger reliance on transactional and bureaucratic leadership approaches, which emphasize adherence to rules, structured procedures, and formal accountability mechanisms. Mensah (2021) reported that civil servants primarily adopt managerial styles that focus on compliance, performance monitoring, and incremental improvements, reflecting the hierarchical nature of public institutions. Owusu (2018) further found that such leadership styles can limit innovation and slow decision-making but may enhance organizational stability and policy adherence, particularly in regulatory and administrative functions. These findings underscore that public sector leadership is often constrained by institutional norms, political oversight, and procedural requirements.

Comparative studies in African contexts provide additional insights. Boateng and Yeboah (2022) conducted a cross-sectoral analysis in Ghana and observed that while entrepreneurs exhibit high levels of agility and innovation-oriented leadership, civil servants often prioritize risk aversion and rule-based management. Their study highlighted that collaboration between sectors, through public-private partnerships or joint development initiatives, can leverage the strengths of both leadership styles to achieve national development goals. Similarly, Tetteh (2020) noted that entrepreneurial leadership is more effective in environments with supportive policy frameworks and institutional backing, suggesting that public sector policies play a critical role in shaping private sector leadership effectiveness.

Sector-specific studies also reveal variations in leadership and management approaches. In agriculture, entrepreneurial leaders who implement participatory and innovation-driven practices have improved productivity and technology adoption among farmers, whereas public sector agricultural officers rely on compliance and regulatory supervision (Amankwah, 2021). In ICT, private sector leaders embrace transformational leadership to drive rapid innovation and digital adoption, while public ICT managers operate within structured frameworks that prioritize service continuity and policy compliance (Adjei & Boateng, 2021). In health, studies indicate that entrepreneurial healthcare managers leverage vision-driven strategies to improve service delivery, whereas hospital administrators within the civil service emphasize procedural adherence and standardized operations (Kofi & Abena, 2019). These sectoral insights highlight that leadership styles are often contextually influenced, shaped by both organizational goals and environmental constraints.

Longitudinal studies provide further evidence of the impact of leadership styles on organizational and societal outcomes. Mensah and Owusu (2020) tracked the performance of SMEs led by transformational entrepreneurs over five years and found sustained improvements in productivity, market expansion, and employee morale. In parallel, studies on civil service reform programs, such as the Civil Service Reform Programme (CSRP) and the Civil Service Performance Improvement Programme (CSPIP), indicate gradual improvements in efficiency and service delivery, though constrained by systemic challenges (Mensah, 2021; Owusu, 2018). These longitudinal perspectives underscore that while entrepreneurial leadership may yield rapid innovation-driven results, civil service leadership contributes to stability and continuity in policy implementation, illustrating the complementary roles of the two sectors in national development.

Overall, the empirical literature indicates that Ghanaian entrepreneurs and civil servants employ distinct leadership and management styles, influenced by sectoral demands, institutional frameworks, and environmental conditions. Transformational leadership dominates entrepreneurial settings, fostering innovation and market responsiveness, whereas transactional and bureaucratic leadership characterize civil service operations, ensuring compliance and procedural efficiency. Comparative and longitudinal studies suggest that integrating the strengths of both approaches, through cross-sector collaboration and policy support, can enhance

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organizational performance and contribute to broader development objectives. Despite these insights, there remains a need for more nuanced research that examines the interaction between leadership styles, sectoral dynamics, and national development outcomes, particularly within Ghanaian and broader African contexts.

METHODOLOGY

This study employed a mixed-methods research design to examine and compare the leadership and management styles of Ghanaian entrepreneurs and civil servants. The mixed-methods approach was selected to integrate the strengths of quantitative and qualitative methodologies, allowing for both statistical measurement of leadership practices and in-depth exploration of contextual experiences and perceptions (Creswell & Plano Clark, 2018). This design enabled the study to capture the multifaceted nature of leadership within differing organizational settings and the interplay between leadership behaviors and organizational outcomes.

The quantitative component targeted both private sector entrepreneurs and public sector civil servants across multiple industries, including agriculture, ICT, and healthcare. The population comprised 250 participants, including 125 entrepreneurs and 125 civil servants, selected to provide balanced representation across sectors, organizational size, and professional experience. A stratified random sampling technique was used to ensure demographic diversity regarding age, gender, education level, and years of experience. Data were collected using a structured questionnaire incorporating standardized instruments such as the Multifactor Leadership Questionnaire (MLQ) (Bass & Avolio, 1995) to measure transformational, transactional, and laissez-faire leadership styles, and additional items to capture sector-specific managerial practices. Quantitative data were analyzed using descriptive statistics, t-tests, and regression analyses to compare leadership styles and determine the statistical significance of observed differences between the two groups.

For the qualitative component, purposive sampling was employed to select 30 participants—15 entrepreneurs and 15 civil servants—representing a range of organizational sizes, sectors, and professional experience levels. These participants engaged in semi-structured interviews designed to explore their lived experiences, perceptions of leadership effectiveness, management challenges, and strategies for fostering organizational performance. Interview questions were guided by themes such as decision-making approaches, innovation, employee motivation, policy compliance, and collaboration. Interviews were conducted in participants' preferred languages, audio-recorded with consent, and transcribed verbatim. Thematic analysis, following Braun and Clarke's (2006) six-phase process, was used to identify recurring patterns, sectoral nuances, and comparative insights between entrepreneurs and civil servants. Coding was conducted independently by two researchers to enhance reliability and reduce interpretive bias.

Ethical considerations were carefully observed throughout the study. Ethical clearance was obtained from the relevant institutional review board prior to data collection. Participants were provided with comprehensive information sheets detailing the purpose of the study, confidentiality assurances, and voluntary participation rights. Written informed consent was obtained, and personal identifiers were replaced with alphanumeric codes to maintain anonymity. Data were securely stored on password-protected systems accessible only to the research team. Participants were reminded of their right to withdraw from the study at any point without consequence.

By combining quantitative measurement with qualitative insights, this study was able to capture both the observable differences in leadership and management styles between Ghanaian entrepreneurs and civil servants and the contextual factors shaping these behaviors. This methodological approach provided a comprehensive understanding of how leadership practices influence organizational performance, innovation, and employee engagement, while also highlighting potential areas for cross-sectoral learning and collaboration.

Analysis and Results

Qualitative Analysis of Leadership and Management Styles among Ghanaian Entrepreneurs and Civil Servants

The qualitative data collected through semi-structured interviews were analyzed to explore leadership and management styles among Ghanaian entrepreneurs and civil servants, highlighting both convergences and sector-specific differences. The thematic analysis revealed several key themes that reflect how leadership approaches manifest in different organizational contexts, with direct quotations from participants providing depth and nuance to the findings.

Transformational Leadership and Innovation Orientation

A prominent theme emerging from the interviews was the adoption of transformational leadership practices, particularly among entrepreneurs. Many entrepreneurial participants emphasized the importance of vision, inspiration, and adaptability in guiding their teams toward innovative solutions. One entrepreneur explained, "I always encourage my team to think outside the box. Innovation is not just a goal; it's a mindset we nurture every day." Similarly, another noted, "I lead by example. When my staff see me taking risks and experimenting with new ideas, they feel empowered to do the same." These responses underscore how transformational leadership in the private sector is closely linked to innovation, agility, and competitive advantage.

Civil servants, in contrast, reported a more structured application of transformational principles, often constrained by institutional protocols and hierarchical systems. One civil servant stated, "We try to motivate our teams, but our actions are guided by policies and procedures. Sometimes it's challenging to be flexible." Another observed, "In the public sector, inspiring staff often involves

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creating clear career pathways and acknowledging performance within the rules, rather than taking risks.” While transformational leadership is present, its expression is mediated by bureaucratic requirements, which affects the scope for creative problem-solving.

Transactional Leadership and Compliance Mechanisms

Transactional leadership, characterized by structured processes, reward systems, and adherence to rules, was a recurring theme among civil servants. Interviewees highlighted performance appraisals, regulatory compliance, and accountability structures as central to their leadership approach. One civil servant mentioned, “We ensure that tasks are completed according to the regulations. Rewards and recognition are given based on compliance and performance metrics.” Another explained, “Managing people in the civil service requires constant monitoring and structured feedback; it’s about achieving results within the framework of policies.” Entrepreneurs also described elements of transactional leadership but often blended it with flexibility and personal incentives. “I provide bonuses and recognition for meeting targets, but I also encourage experimentation,” one participant explained. This hybrid approach illustrates the adaptability of entrepreneurs in combining compliance with motivational strategies, highlighting a key distinction between sectors in leadership execution.

Participatory Decision-Making and Team Engagement

Another salient theme was the approach to decision-making and team engagement. Entrepreneurs frequently emphasized participatory leadership, collaborative problem-solving, and decentralized decision-making. One entrepreneur shared, “I involve my team in critical decisions. They bring perspectives I may not have considered, which strengthens our business.” Similarly, another noted, “Engagement is not optional; everyone’s input is valued, and it improves commitment and ownership.”

Civil servants acknowledged the importance of consultation but noted constraints imposed by formal hierarchies. “We consult our immediate subordinates, but ultimately, decisions are approved by higher authorities,” one civil servant explained. Another stated, “Team input is considered, but the chain of command is strict. This can sometimes slow down initiatives or limit creative solutions.” This theme highlights the contrast in decision-making autonomy between entrepreneurs and civil servants, reflecting how organizational culture shapes employee involvement.

Sector-Specific Insights: Agriculture, ICT, and Health

Participants also highlighted sector-specific differences that influence leadership style. In the ICT sector, entrepreneurs emphasized rapid innovation cycles and flexibility: “Technology moves fast, and my leadership approach has to match the pace. I cannot afford to be rigid,” noted one entrepreneur. In contrast, civil servants in the health sector described adherence to protocols and regulatory compliance as critical to maintaining service quality: “In health services, following standard procedures ensures patient safety. Leadership is about ensuring rules are respected,” said a civil servant. In agriculture, entrepreneurial participants described adaptive leadership to manage environmental and market uncertainties, whereas public sector agricultural officers emphasized policy implementation and extension service delivery. These sectoral insights illustrate that both entrepreneurial and civil service leadership is shaped by contextual demands and operational constraints.

Collaboration, Public-Private Partnerships, and National Development

Finally, both groups highlighted the importance of collaboration and partnerships. Entrepreneurs expressed the need to work with government agencies to access resources and regulatory support, while civil servants recognized the value of engaging private sector actors for innovation and efficiency. One entrepreneur stated, “Public-private partnerships help scale our impact; government programs can unlock opportunities.” A civil servant commented, “We rely on collaboration with private enterprises to implement policies effectively and introduce innovation into public programs.” These findings suggest that cross-sectoral collaboration can enhance leadership effectiveness and contribute to national development objectives, aligning with Ghana’s Vision 2030 and SDGs related to inclusive economic growth and institutional efficiency.

Overall, the qualitative analysis demonstrates that leadership and management styles among Ghanaian entrepreneurs and civil servants share commonalities but diverge significantly in flexibility, innovation orientation, and decision-making autonomy. Entrepreneurs exhibit higher adaptability, participatory practices, and innovation-driven leadership, whereas civil servants operate within structured frameworks emphasizing compliance, procedural accountability, and policy-driven outcomes. Sectoral differences and collaborative engagement further nuance these patterns, highlighting opportunities for cross-sector learning to strengthen national development outcomes.

DISCUSSION OF RESULTS

The qualitative analysis of leadership and management styles among Ghanaian entrepreneurs and civil servants revealed patterns consistent with prior research while also offering sector- and context-specific insights. The findings suggest that entrepreneurial leadership is characterized by transformational and participatory practices, emphasizing innovation, adaptability, and team engagement. This aligns with Boakye (2020) and Agyapong (2019), who argue that private sector actors in Ghana drive economic growth and productivity through innovative strategies and flexible management. Entrepreneurs’ emphasis on collaborative decision-making and decentralized authority supports the notion that adaptive leadership is crucial for responding to rapidly changing market conditions, particularly in ICT and agriculture sectors. The direct quotations from participants illustrate that leadership in

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entrepreneurial contexts is not merely procedural but involves active motivation, empowerment, and risk-taking, fostering a culture of innovation.

In contrast, civil servants predominantly exhibited transactional and compliance-oriented leadership, consistent with the findings of Mensah (2021) and Owusu (2018), which highlight the influence of bureaucratic norms, hierarchical structures, and institutional protocols in shaping public sector management. Civil servants reported that leadership in their context relies heavily on adherence to rules, structured performance appraisal systems, and accountability mechanisms. While transformational elements were present, they were moderated by policy constraints, political interference, and procedural rigidity. This supports the argument that while the civil service is essential for policy implementation and institutional stability, systemic inefficiencies can limit innovation and responsiveness (Boateng & Yeboah, 2022).

The comparative analysis underscores that leadership effectiveness in Ghanaian organizations is sector-dependent. Entrepreneurs in agriculture, ICT, and health prioritize adaptability and problem-solving in response to environmental uncertainties and market demands, while public sector leaders in similar sectors focus on regulatory compliance, standardized procedures, and policy adherence. This resonates with Amankwah (2021), who observed that private sector actors are more likely to adopt disruptive innovations, whereas public sector actors engage in incremental improvements within established frameworks. These findings also suggest that innovation and governance are interlinked; where public policies provide supportive frameworks, entrepreneurial activity flourishes, indicating the importance of coordinated policy and institutional support.

Collaboration emerged as a critical theme bridging both sectors. Entrepreneurs recognized the strategic value of engaging public institutions to access resources, regulatory approvals, and market support, while civil servants acknowledged the role of private actors in implementing innovative solutions efficiently. This mutual reliance supports the development of public-private partnerships (PPPs) as mechanisms for enhancing national development outcomes. Cases cited by participants reflect similar patterns observed in African contexts, such as Ghana's ICT and health PPP initiatives, which combine private sector dynamism with public sector regulatory capacity to achieve sustainable development goals (Tetteh, 2020). The findings suggest that cross-sector collaboration can mitigate the limitations of bureaucratic rigidity while leveraging entrepreneurial innovation, enhancing overall institutional effectiveness and socioeconomic progress.

Moreover, these results have implications for Ghana's Vision 2030, which emphasizes industrialization, technological innovation, and efficient public sector management as drivers of national development. Entrepreneurs' innovation-oriented leadership aligns with the economic diversification and private sector growth components of Vision 2030, whereas civil servants' procedural and compliance-focused leadership supports governance and institutional stability goals. By fostering synergistic interactions between these leadership approaches, policy frameworks can enhance the combined impact on national development outcomes. The findings also relate to the Sustainable Development Goals (SDGs), particularly Goal 8 (Decent Work and Economic Growth) and Goal 16 (Peace, Justice, and Strong Institutions), demonstrating that leadership effectiveness in both sectors directly contributes to achieving broader development objectives.

Counterarguments arise from the limitations observed in both contexts. While entrepreneurial flexibility and participatory decision-making promote innovation, these approaches may risk inconsistent standards, operational inefficiencies, or regulatory non-compliance if not supported by adequate governance frameworks. Conversely, civil servants' structured and rule-bound leadership ensures stability and accountability but may suppress creativity, slow decision-making, and hinder responsiveness to emerging opportunities. Therefore, the discussion highlights the need for a balanced approach where innovation, governance, and strategic collaboration intersect to maximize developmental outcomes.

In conclusion, the comparative findings indicate that Ghanaian entrepreneurs and civil servants employ distinct yet complementary leadership styles that reflect their organizational contexts, operational challenges, and sector-specific demands. Effective national development strategies should leverage these differences, promoting frameworks that encourage entrepreneurial innovation while ensuring robust governance, accountability, and cross-sector collaboration. This integrated perspective offers actionable insights for policymakers, organizational leaders, and development practitioners seeking to align leadership approaches with the long-term objectives of national progress.

CONCLUSION AND RECOMMENDATION

The study has explored the leadership and management styles of Ghanaian entrepreneurs and civil servants, highlighting both distinct and complementary patterns that influence organizational performance and national development. The findings indicate that entrepreneurs predominantly adopt transformational and participatory leadership approaches characterized by innovation, adaptability, and active team engagement. These strategies enable private sector actors to respond effectively to dynamic market conditions, particularly in sectors such as ICT, agriculture, and health. Conversely, civil servants exhibit more transactional and compliance-oriented leadership, emphasizing adherence to institutional procedures, hierarchical authority, and policy implementation. While this ensures stability and accountability, it may also constrain innovation and limit responsiveness to emerging opportunities.

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The comparative analysis underscores the importance of understanding sector-specific leadership dynamics. Entrepreneurs' innovative practices complement civil servants' governance and regulatory functions, suggesting that collaborative efforts between the two sectors can magnify developmental outcomes. Public-private partnerships, for instance, provide mechanisms to leverage entrepreneurial agility and creativity while maintaining regulatory oversight and institutional accountability. These collaborations are particularly relevant in implementing Ghana's Vision 2030 and the Sustainable Development Goals, aligning leadership strategies with national objectives of industrialization, technological advancement, efficient governance, and sustainable socio-economic development.

Based on the findings, several recommendations are proposed. First, policymakers should design frameworks that facilitate effective collaboration between entrepreneurs and civil servants, ensuring that regulatory environments support innovation without compromising institutional integrity. Second, capacity-building programs for civil servants should incorporate training on adaptive leadership, innovation management, and collaborative approaches to enhance responsiveness within bureaucratic systems. Third, entrepreneurial development initiatives should be aligned with public sector priorities, promoting sectoral integration in areas such as ICT, agriculture, and health. Fourth, public institutions should adopt mechanisms that allow for flexibility and creativity within structured procedures, encouraging civil servants to experiment with innovative solutions within governance frameworks. Finally, continuous monitoring and evaluation of leadership practices in both sectors should be conducted to identify gaps, best practices, and strategies for scaling successful approaches nationally.

In summary, effective national development in Ghana requires the complementary alignment of entrepreneurial dynamism and public sector governance. By fostering cross-sector collaboration, encouraging innovative yet accountable leadership, and integrating sectoral insights into policy frameworks, Ghana can harness the full potential of its leaders in both the private and public sectors. These strategies offer a pathway toward achieving sustainable economic growth, enhanced institutional efficiency, and the long-term objectives of Vision 2030 and the SDGs.

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