

Managerial Leadership Style and Employee's Performance of tertiary Institutions in Nigeria

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ABSTRACT

The study investigated the effect of leadership style on the performance and examined the leadership styles adopted by the Provost of Federal cooperative College, Eleyele, Ibadan, with a view to providing information on the role of leadership styles in an organization. The study adopted survey research design in carrying out the study. Primary data were used through the administration of 120 questionnaires to the staff of Federal cooperative College distributed but 110 questionnaires were properly completed, Ibadan. The sample size was determined using taro Yamane Formula. Data collected were analyzed using percentage and regression analyses.

The study found out that Leadership styles had significant effect on the performance of Federal cooperative College, Ibadan as indicated by the beta value and t values ($B= 2.505$; $t= 5.763$; $p<0.05$). The study concluded that leadership styles have not only enhanced the performance of Federal cooperative College Eleyele, Ibadan but improving on it will bring better performance.

I. INTRODUCTION

The purpose of Organizations is to realize some set goals (Glantz,2002; Johnson, 2006). The goals and objective will solely be achieved if solely the human factors will be given correct attention (HowellandAvolio, 1992; Kouzes and Posner, 2003; David Ricardo and Wade,2001). The factors that play vital role in enhancing the interest and commitment of the people within the organization area are leadership Style (Unamaka, 1995; ObiruwuOkwu,Akpa and Nwankwere,2011). However, Glantz (2002) emphasizes the necessity for a manager to seek out his leadership style.

Micheal (2011) indicates that leadership contains a direct cause and result relationship upon organizations and their success. Kim (2004) is of the opinion that to an oversized extent, organization valued outcomes like low ratio, reduced absence, client satisfaction, and structure effectiveness area unit been influence by the type of leadership style utilized by managers. Therefore, effective leadership designs area unit to be utilized by leader's to market standards of excellence within the skilled development of the members of the organization (La Rue, Childs, Larson, 2004). The extent to that members of a corporation contribute in harnessing the resources of the organization equally depends on however well the managers (leaders) of the organization perceive and adopt applicable leadership style in playacting their roles as managers and leaders (Obiwuru, Okwu,Akpa& Nwankwere,2011). Lee and Chuang (2009), says that the wonderful leader not solely conjures up subordinates potential to enhance potency however additionally meets their needs within the method of accomplishing structure objectives, within the competitive globalized world.

The goal of any organization isn't solely to survive, however additionally to sustain its existence by up performance (Arslan&Staub 2013).Andersen (2016) opine that leaders shoulders the responsibility stimulate, motivate, and acknowledge their workers so as to urge work done and reach the required result, Leadersadopt varied leadership designs so as to encourage and stimulate the workers.However, structure performance are often influenced by completely different leadership designs (Nahavandi, 2002).Peterson, Ederson, and

Gove (2003) opine that for a corporation to realize a high level of performance, leadership plays a big half that's vital.

Leadership style and behavior of a frontrunner will have a colossal impact on workers and structure outcome (Waldman, Peterson, Colley&Samson 2001). Colley Waldman, Peterson, associate degreeed Samson (2004) posit that in an structure setting, leadership may be a social tool for molding members and resources of the organization within themanner to result attainment of structure goals and objective.

1.2 Statement of the problem

In African country nowadays, leadership has been a difficulty of concern in each organization. The type of leadership style to be adopted by managers associated leaders in African country continues to be an in progress discussion by researchers. Ukaidi (2016) argues that democratic leadership vogue contributed considerably to structure performance, than the autocratic and laissez faire style, Akor (2014) concluded that the librarian managers in Benue State of Nigeria adopted more of democratic leadership style which is followed by bureaucratic leadership style and autocratic style with laissez-faire leadership style been last wheras Igbaekemen (2014) inferred that a democratic or participative sort of leadership is that the better of all the leadership designs. Saasongu (2015) opine that transactional leadership is a lot of acceptable in causation performance in little scale enterprises than transformational leadership vogue, Also, the work of Timothy, Andy, Victoria and Idowu (2011) concludes that transactional leadership style is a lot of acceptable in causation performance in little scale enterprises than transformational leadership style. however David (2014) implies that transformational leadership style is deemed acceptable for guaranteeing organisational performance in Nigerian work context whereas, Dele, Adegboyega, Taiwo (2015) argues that each transactional and transformational leaders can increase the performance of banks in AdoEkiti. Ojokuku, Odetayo&Sajuyigbe (2012) terminated that transformational and democratic leadership designs are the simplest for the management of Nigerian banks.

Regarding the contestation of research worker to spot the simplest leadership style to be adopted by managers, thence this study probe additional to look at the result of leadership designs on the performance of federal Co-operative school Eleyele metropolis.

In addition, studies have equally been inadequate on the sort of the leadership style exhibited by decision maker, Rector, academic administrator of tertiary establishment in Nigeria and African country. Studies by Igbaekemen (2014), Ukaidi (2016) and Akor (2014) were the few studies that were done in (Kano, Calabar&Minna) Nigeria tertiary establishment that examine the impact of leadership on performance which can be tough to admit within the case of Federal Co-operative school Eleyele, Ibadan, Nigeria. Hence, this study can investigate the impact of leadership style on the performance of Federal co-operative school, Ibadan, Nigeria.

Consequent upon the gap within the literature as articulated within the statement of problem, this research question was raised.

i. what's the effect of Managerial leadership style on the performance of federal Co-operative College Eleyele, Ibadan?

The study examined the effect of managerial leadership style on the performance of employee of federal co-operative college eleyele, Ibadan.

This hypothesis was tested there is no significant relationship between managerial leadership style and its effect on organizational performance.

II. LITERATURE REVIEW

According to Moshane associated Vanglino (2000) maintained that leadership is that the method of influencing individuals and providing an sanctioning surroundings for them to realize team or organisational goals and objectives. Inyang (2004) outlined leadership as a method that involves the utilization of non-coercive influence to form a bunch or structure goals, encourage behavior towards achieving the goals in addition as outline the group's culture. Nwachukwu, (2000), sees "Leadership merely as associate act that involves influencing others to act toward the attainment of a goal. Omolayole (2006) views leadership as that sort of direction, that an individual will provide to a bunch of individuals below him in such how that these can influence the behavior of another individual, or group. Ngodo (2008) perceives leadership to be a reciprocal method of social influence, within which leaders and subordinates influence one another so as to realize company goals. Leadership is that the art of moving others in achieving shared goals (Robbins, 2006), for the aim of the study Ngodo (2008) are adopted for the study.

2.1.1 forms of Leadership style

Levin and white (1953) on leadership style, known three major leadership style, this leadership three are adopted for the aim of this study.

(i) Autocratic leadership style (ii) Laissez faire leadership style and (iii) Democratic leadership style

2.1.1.1 Autocratic leadership style

Adebakin associated Gbadamosi (1996) delineate an autocratic managers as one who is very cognizance of his position and has little trust or faith in subordinates, he feels that pay could be a simply reward for work and it's solely the reward that may encourage The leader offers order and insists they have to be disbursed.

2.1.1.2 Laissez faire leadership style

An avoidant leader could either not intervene within the work affairs of subordinates or could utterly avoid responsibilities as a superior and is unlikely to place in effort to create a relationship with them. Laissez-faire style is related to discontentedness, fruitlessness and ineffectiveness (Deluga, 1992). Laissez—faire sort of leadership is at the opposite end of the time from the autocratic style. With this sort, leaders decide to pass the responsibility of higher cognitive {process} process to the cluster. The cluster or group is loosely structured, because the leader has no confidence in his leadership ability. Decision making process underneath this leadership is performed by whoever that's willing to just accept it. higher cognitive process is additionally terribly slow and there are often an excellent deal of "buck passing". As a result, the task might not be undertaken and until not absolutely become chaotic (Flippoet, European & work (1982) as quoted by Akpala (1990).

2.1.1.3 Democratic leadership vogue

The democratic leader permits for decision making process to be shared by the leader and also the group or cluster. Criticism and appreciation are objectively given and a sense of responsibility is developed inside the group. Akpala (1990) argued that this type of leadership is claimed to be earliest amongst all alternative leadership style. The managers consult with the subordinates before he gives general or broad orders from that subordinates be at liberty to act on. The superior permits the subordinates chance to use their initiative and make a contribution. The leaders additionally provide supports to the subordinates in accomplishing task.

2.1.2 Organization Performance

Organizational performance is one among the foremost vital variable of interests for researchers involved with reference to any space of management (Richard et al., 2008). Organizational performance relates to the particular output or results of a company as measured against its supposed objectives. in line with Chen, et al. (2006), structure performance means that the "transformation of inputs into outputs for achieving sure outcomes.

According to (Scherbaum et al 2006) in Avery 2008 a way to measure structure performance has been a persistent supply of dialogue and critique. They aforesaid that previous scholars are heavily criticized for the measures of performance used. Such performance measures in line with Hoogh, Bennis and small person (2004) in (Avery 2008) includes: information of previous performance, self- reports of commitment to structure goals, satisfaction with the leader and perceived leader effectiveness. alternative researchers like Koene , Vogelaar, and Soerters (2002); in (Avery 2008) are of the opinion that structure performance are often done through the utilization of net income margin, business unit sales and proportion of goals met relating to business unit performance. In their read, the on top of performance methodology will solely be applied to organizations that area unit profit oriented which noncommercial creating organizations will accept performance measures mistreatment such strategies as environmental constraints which can replicate forces outside the management of the leader. Avery is also of the read that many students have neglected to focus attention on problems like the correlation between monetary performance, client satisfaction and worker satisfaction once considering structure performance which if world wide web monetary and value manageable area unit combined with the environmental constraints, workers and client satisfaction can enhance the validity of the analysis work. various empirical studies like Baur1988; patron saint, 1990; Johnson, 1996; Reynierse and Harncer, 1992; and plenty others as given by Avery (2008) recommend that positive changes in worker satisfaction and client satisfaction can result in positive changes in structure performance. Therefore, they're powerfully convinced that worker satisfaction and client satisfaction stay helpful measures of structure performance. this can be terribly relevant to the study in this many of the staff in National Youth Service Corps Kogi State aren't glad by the standard of leadership behavior and intrinsically it's

affected the performance of the staff. On the opposite hand, the purchasers each the organizations wherever corps members are announce to and also the corps members aren't too glad as a results of posting of corps members while not considering their coaching and also the connectedness of their discipline to their places of primary assignments that has resulted in many corps members being rejected that cause frustration among the corps members and lack of satisfaction (Avery 2009).

2.1.2.1 Leadership And Organisational Performance

Leadership has been a bone of contention during this ever-changing business atmosphere, for any Organization to achieve success during this competitive World, the leadership vogue in use plays a major role and an important half within the success of the organization. Leadership has been seen as an important focus within the field of organizational behavior within which it's one among the dynamics impact throughout individual and structure interactions (Obiwuru et al., 2011). Leadership with success via a major role within the success of any project within which all known leadership designs have variable outcomes underneath totally different things (Khan, Jugde, Watford., 2012). Fry (2003) explains that leadership plays as a strategic tool to encourage the employees to reinforce their potential growth and development. The force that drives the performance of organization is leadership vogue. Effective leadership is seen as a potent supply of management development and sustained competitive advantage for structure performance improvement (Avolio, 1999; Lado, Boyd and Wright, 1992; Rowe, 2001). Some students like Zhu, Chew, and Spangler, (2005), recommend that visionary leadership can end in high levels of cohesion, commitment, trust, motivation, and enhance performance within the new structure environments.

According to Bolman & Deal (2003), DeClerk (2008) and Scott & Davis (2015), there's no general agreement within the literature on the standards to be employed in measure the organisational performance. However, there are four main dominant approaches:

Goal Approach. people established organizations for a particular purpose that is set by the stakeholders. The structure performance is that the ability of the organization to realize its goals.

The System Resource Approach. This approach discovers the relation between the organization and also the atmosphere. As aforesaid by dealer (2003)

a company is effective once it takes advantage of its atmosphere within the attainment of high worth and rare resources to approve its operations.

Constituency Approach. in line with Agle, et al. (2006), a company is effective once multiple stakeholders understand the organization as effective. The organizations with a lot of management over resources are possible to own the foremost influence on the performance (Scott, Davis, 2007).

Competing Values Approach. it absolutely was developed by Cameron and Quinn (2006) and it states that Organizational goals are created in numerous ways that by the assorted expectations of multiple districts. Therefore, organizations could have totally different criteria to live performance. in line with Cameron, Avary & Gudge (2014), stakeholders support the ability of their organizations; they require them to be versatile, stable and effective. in line with Cohen & Bradford (2005), a performance and effective organization incorporates a high degree of collaboration and commitment among stakeholders through workgroups and management.

2.2 Theories of Leadership

Among the various theories of leadership and motivation relating to effective organizational change management, perhaps the most prominent is the transformational-transactional theory of leadership. As explained in Saowalux and Peng (2007), Burns (1978), conceptualizes two factors to differentiate "ordinary" from "extraordinary" leadership: transactional and transformational leadership. Transactional leadership is based on conventional exchange relationship in which followers' compliance (effort, productivity, and loyalty) is exchanged for expected rewards. In contrast, transformational (extraordinary) leaders raise followers' consciousness levels about the importance and value of designated outcomes and ways of achieving them. They also motivate followers to transcend their own immediate self-interest for the sake of the mission and vision of the organization.

Such total engagement (emotional, intellectual and moral) encourages followers to develop and perform beyond expectations (Burns, 1978; Bass, 1985). Burns (1978), observes that transformational leadership involves the process of influencing major changes in organizational attitudes in order to achieve the organization's objectives and strategies. Bass (1985), observed that transactional leaders work their organizational cultures following existing rules and procedures, while transformational leaders change their cultures

based on a new vision and a revision of shared assumptions, values and norms. When an organization must adapt to changes in technology, its leadership is a critical factor in its successful change.

Bass (1985) operationalized the work of Burns (1978) by developing a model of transformational and transactional leadership, referred to in more recent publications as the “full range leadership model” (Bass and Avolio, 1997).

2.3 Empirical Review

Obiwuru, Okwu, Akpa and Nwankwere (2011) in their study examine the effect of leadership styles on performance in small scale enterprises. The study used a survey design, and employed evaluative quantitative analysis method. Analysis was based on primary data generated through a structured Multifactor Leadership Questionnaire (MLQ) administered on respondents. Responses to research statements were scaled and converted to quantitative data via code manual developed for the study to enable segmentation of the data responses into dependent and independent variable based on leadership behaviors and associated performance variables. OLS multiple regression models were specified, estimated and evaluated. The result indicated that while transactional leadership style had significant positive effect on performance, transformational leadership style had positive but insignificant effect on performance. The study concluded that transactional leadership style was more appropriate in inducing performance in small scale enterprises than transformational leadership style.

Hazira, Raslan, Sharidatul and Adlan (2014) in the study sought to examine the relationship between the leadership styles and the organizational performance among the Malaysian Public Universities (IPTA) academic leaders in Klang Valley Area. This study is a quantitative research. A total number of 300 set of questionnaires were distributed and only 156 set of questionnaires were collected. The findings indicated that all leadership styles discussed on Transformational leadership, Transactional leadership and Laissez Faire leadership had a positive and significant relationship with organizational performance.

Chris (2016) in the study to examine the leadership styles of two Nigerian University (University of Calabar, Cross River state, Nigeria and University of Uyo Akwalbom State Nigeria) and how they affect performance the leadership style scale developed by Simon Oates (2011) was adopted and 84 usable responses obtained. The

predictor variable was Leadership Style [Democratic, Autocratic and laissez faire] and the criterion variable was firm’s performance. Cronbach alpha > 0.9 using one way Anova etc. It was found that managers with democratic inclinations account for more variance in performance than autocratic and laissez faire.

Philip (2014) determines the influence of autocratic leadership style on the job performance of academic librarians in higher institutions of learning in Benue State of Nigeria. In carrying out this study 3 research questions were posed. The entire population which consisted of all the 87 librarians: this includes 9 librarian managers in the 9 higher institutions of learning in Benue State. Two sets of data collection instruments which include: Autocratic leadership style questionnaire {ALSQ} and the Job Performance of Academic Librarians Questionnaire {JPALQ} were used. The major findings of the study showed that the Librarian Managers in Benue State adopted more of democratic leadership style. This is followed by the bureaucratic leadership style then laissez-faire leadership style and lastly autocratic leadership style

III. METHODOLOGY

This chapter addresses the methodology adopted for the analysis of leadership style and on the performance of organization. A cross-sectional survey analysis style was adapted for this study. A cross-sectional survey offers the opportunity to collect data across different sectors per time period. The population of the study consisted of the employees of federal cooperative school city each educational and non-academic staffs, that are 340. The sample size is 120 out of the total population using random sampling techniques. In adopting any method in Research study, it is imperative to put into consideration the approach that will yield the most productive result relevant to the problems at hand. In regard, data for this study were gathered from Primary data and Secondary data. The main instrument for the data collection was structured questionnaire designed in five point Likert scale of strongly agree to strongly disagree, and excellent, above average, below average and poor. As regards this study, after the questionnaire was collected, the descriptive statistics of samples percentage and the regression model was used for testing the hypothesis.

IV. DATA PRESENTATION AND ANALYSIS

This was used for analysis and interpretation of data collected throughout field

survey. The hypothesis was tested for this study. hundred and twenty questionnaires were administered and distributed however a hundred

and ten(110) questionnaires were properly completed.

Respondent Personal Data

Table 4.1: Sex Distribution of Respondents

Sex	Frequency	Percentage %
Male	77	70
Female	33	30
Total	110	100

Source: field survey, 2020

Table 4.1 shows that 77 respondents representing 70% were Male while 30% were Female. This shows that more male respondent responded to the questions than their Female

counterpart. This shows that we have more male workers in the organization that responded to study.

Table 4.2: Age distribution of Respondents

Age (year)	Frequency	Percentage%
Below 30	50	45.5
31-39	20	18.2
40-49	25	22.7
50 and above	15	13.6
Total	110	100

Source: field Survey, 2020

Table 4.2 shows that respondents that were below 30 years represents 50(45.5), those between the range of 31-39 years represents 20 (18.2%), while age group within the range of 40-49

indicates 25(22.7%) and finally age group within 50 years and above indicates 15(13.6%).the implication is that staff within age 31-39 are the majority of staff in the organization

Table 4.3: Nature of employment of Respondents

Nature of employment	Frequency	Percentage %
Academic	59	53.6
Non-Academic	51	46.4
Total	110	100

Source: field Survey, 2020

Table 4.3 shows that 59, representing (53.6%), while non-Academic staff were 57 (46.4%). This implies that majority of the respondent are academic staff of the organization.

Table 4.4: The types of leadership style adopted by the management of Federal Cooperative College

Leadership style	Frequency	Percentage %
Autocratic	33	30
Laissez fair	12	10.9
Democratic	65	59.1
Total	110	100

Source: field Survey, 2020

The above table 4.3 reveals that 65 (59.1%) of the respondents strongly agreed that Democratic leadership style is been used by the management of the college, 33(30%) of the

respondents agreed that the management are autocratic in nature, while 12 (10.9%) of the respondents decided that the management should adopt laissez fair leadership style

TEST OF HYPOTHESIS

Table 4.5

Regression Analysis showing that there is no relationship between leadership style and organizational performance.

Model	B	Standard Error	T	Sig. T	R	R2	R2	F
Constant	15.421	2.121	7.271	0.000	.482	.235	.228	33.197
Leadership Style	2.505	.435	5.763	0.000				

Dependent Variable: Performance

From the above table 4.5, the estimated regression model for the relationship between leadership style and Organizational performance.

The table above reveals that the value of the correlation coefficient (r) was .482. it implies that there is positive relationship between leadership style and organizational performance . The results reveal that the coefficient of determination was .235; which implies that 23.5% variation in employee's performance in an organization can only be leadership style. The remaining 76.5% was largely due to other variables outside the regression model.

Testing the impact of independent variable (leadership style) on dependent variable (performance), that t value was 5.762 at 0.05 level of significant. Therefore, the null hypothesis is rejected, while the alternative hypothesis is accepted. Hence, there is a positive relationship between leadership style and organizational performance.

The overall regression model is significant in terms of goodness of fit ($F=33.197, p<0.05$).

V. DISCUSSION

It is evident that democratic leadership style contributed significantly to organizational performance, than the autocratic and laissez faire style. This is because democratic leadership shares decision making with the group. Criticism and praise are objectively given. A feeling of responsibility is developed within the group. Inyang (2004). Followers are committed towards executing task associated with the decision they were part of, thereby resulting in high employee productivity Choi (2007).

Also the low and value for autocratic and laissez faire style is an indication that there was little freedom for the in group hostility and aggression, high level of mediocrity associated with atavistic emotions, based on irrational motive. Their motivational level was very low and they feel insecure. The finding of the study is in agreement with the proposition of Ogilvis (2000) and Pathack (2005) that leadership style adopted actually

influence workplace performance or organization productivity.

VI. CONCLUSION AND RECOMMENDATION

The study concludes that leadership style of the organization greatly influence the performance and organizational output. Organization will function effectively when management employs a proper leadership style. Therefore harmony should be created between workers, management and the task environment.

I recommend that democratic, participatory and supportive leadership should exist within the organization; leaders should set vibrant high performance organizational culture through interpersonal relation, dialogues and transparency. Leaders should adopt effective communication pattern to produce enthusiasm and foster an atmosphere of confidence within the organization. It should note that the aforementioned as indices and indexes of democratic leadership style which culminated to high performance.

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