

Leadership Styles and Organisational Performance in Nigeria: Qualitative Perspective

Akpa, Victoria O.¹, Asikhia, Olalekan U.² and Okusanya, Adedoyin, O.³

¹Reader, Department of Business Administration and Marketing, Babcock University, Ilishan Remo, Ogun State, NIGERIA

²Professor, Department of Business Administration and Marketing, Babcock University, Ilishan Remo, Ogun State, NIGERIA

³Doctoral Student, Department of Business Administration and Marketing, Babcock University, Ilishan Remo, Ogun State, NIGERIA

³Corresponding Author: olualase1971@gmail.com

ABSTRACT

Organizations in different sectors of the Nigerian economy continue to record high cases of misappropriation, embezzlement, immoral and unethical practices, gratifications, high labour turnover, inability to meet basic required obligations, and employees' dissatisfaction, which have further resulted in poor performance. The theoretical paper dwelled on the concepts of leadership styles as opined by several scholars in the literature and used these as springboards to arrive at elaborate ones that encapsulated all and introduced a range of common and contemporary models and approaches, including an addition of a cutting-edge competitive list to help managers discover, devise and adjust their individual management practice and style for navigation towards a sustainable organizational performance.

Keywords-- Leadership Styles, Organisational Performance, Nigeria

to be reliable means living up to peoples' expectations in all ramifications. Adopting the right style of leadership helps executive managers to establish time-tested relationships, count-on and respect, involve and motivate their subordinates and ensure a conducive task environment. On the other way round, engaging the wrong and unpopular style may result to dissatisfied, disengaged or demotivated employees and at the end of the day cause high labour turnover. Similarly, executive managers who practise a style that is strange and that is against the ethos of their organisations are unlikely to be successful. Majority of scholars are now of the view that managers need to find a style which is authentic for them and that they will need to adjust their styles according to the contextual realities and then, the culture of the organization where they work, the peculiarities of the tasks to be delivered and the characteristics and expectations of their team members..

Leadership style has been embraced lately rather than management style among professional managers and therefore, the academia. Leadership style is that the manner during which managers exercise their authority within the workplace and make sure that their objectives are achieved. It covers how managers plan and organise add their area of responsibilities and, especially, about how they converse with, and affect their colleagues and team members. The main subsets of leadership style are behaviours and attitudes, including: the knowledge the executives pass; how they pass it across; the instance they set also because the foundation they need laid plus the impression they need entrenched over time among their followers; their body language; and their actions, inactions and general conduct.

II. CONCEPTUAL CLARIFICATIONS

Leadership Styles

Leadership style involves the mixture of traits, skills, behaviours and characteristics that leaders practice to interact their subordinates so on get work done. Fiedler

I. INTRODUCTION

Nowadays, organizations in different sectors of the Nigerian economy continue to record high cases of misappropriation, embezzlement, immoral and unethical practices, gratifications, high labour turnover, inability to meet basic required obligations, and employees' dissatisfaction, which have further resulted in poor staff performance, absence of motivation, poor growth and development of the institutions and forced some to relocate to neighbouring countries: This has been traced to private and public establishments' inability to raise a crop of time-tested, heroic and authentic leaders (Abiso, Okuboyejo, Ilori & Adeogun, 2016; Igbaekemen, 2014; Ojokuku, Odetayo & Sajuyigbe, 2012; Ukaidi, 2016). Igbaekemen (2014) and Ukaidi, (2016) found that leadership vacuum has been noticed and confirmed in every sphere of the Nigerian nation and there is desperate need for competent and principled leaders across the Nigerian sectors.

Abiso, Okuboyejo, Ilori & Adeogun, (2016) found that a reliable leader is what is needed now and that

(1964) postulates that leadership style involves a sort of relationship whereby someone uses his ways and methods to form group of employees work together for the aim of accomplishing a standard goal. Leadership style may be a concept mostly used lately rather than management style among professional managers.

Leadership style encompasses the ways during which managers set about exercising their powers and spending orders in their units, departments and sections so as to accomplish their set objectives. It considers the world of designing, organizing and coordinating of labor and therefore the workforce as far as their roles are concerned, and above all, about how the managers relate to, and affect other co-workers at an equivalent level and team members. Subsets of leadership style include attitudes and behaviours, including: the knowledge the manager passes; how he passes it; the instance they set; their body language; and their general conduct. Ngodo (2008) sees leadership as a give-and-take role during which leaders and subordinates cooperate so on make sure the set goals and objectives are attained. Leadership theories commonly discussed are charismatic leadership, transactional leadership, transformational leadership, visionary leadership, and culture-based leadership (Yuki, 2002; Bass, 1999).

Tannenbanum and Schmidt (1958) popularized leadership styles that centered around Mc Gregor's Theory 'X and Y' assumptions, and that they are democratic, autocratic, dictatorial, and individualism leadership styles. Brief discussions about earlier and contemporary leadership style dimensions are hereby presented: Autocratic leadership style is characterized by personal influence over the choices and tiny input from other team members (Gimuguni, et al., 2014). These leaders emphasize loyalty and commitment and are described because the ones who decide themselves and need strict compliance to regulations (Ipas, 2012). Democratic leadership, also referred to as participatory leadership, may be a quite leadership style during which members of the group play a more participatory part within the decision-making process. Success and other people are the themes of this leadership style (Bhargavi & Yaseen, 2016). Burns (1978) defined transformational leadership as a process that takes place when one or more individuals interact with others in such how that leaders and followers lift one another to higher levels of motivation and morality. Transactional leadership style implies that reward or punishment is premised on individual performance (Anbazhagan & Kotur, 2014), and this is often because reward is contingent to performance and punishment for failure to performance effectively (Anbazhagan & Kotur, 2014). Dynamic leadership style (Epstein, 2014) is often a dual-focused sort of leadership style that's adaptive in nature (Negreiros, Pequeno, Garcia, Aguiar, Moreira, &

Flor, 2017). This leadership style changes and reacts to different situations (Gopal & Chowdhury, 2014). the idea of dynamic leadership holds that a pacesetter should use a fluid sort of leadership to regulate consistent with the team that's being led (Bahmanabadi, 2015).

Some researchers have concluded that the use of positive leadership styles encourages and helps their workers to excel (Bhargavi & Yaseen, 2016). Leaders need to use positive leadership styles to promote success levels of company employee professional development. The types of leadership and organizational effectiveness are closely related (Pradeep & Prabhu, 2011). Efficient leadership style is seen as a clear source of sustained competitive advantage and management of growth (Al Khajeh, 2018). It is on the basis of this that this work is discussing the contemporary leadership styles of heroic and authentic dimensions.

Heroic leadership style by Goleman (2000) reported on research into the leadership styles of over 3,000 executives worldwide carried out by consulting firm Hay McBer. The findings revealed six distinct leadership styles, each emerging from varying elements of emotional intelligence: coercive leader –one who demands the instant compliance of others; authoritative leader – one who marshals others towards their vision; affiliative leader – one who creates emotional connections and seeks harmony; democratic leader – one who seeks consensus achieved through participation; pacesetter leader – one who expects excellence from others; encouraging self-direction; coaching leader – one who seeks to develop and equip others for the future. Goleman believes that executive leaders need a combination of styles to navigate in our competitive world as change remains constant all over the world. The modern style of 'heroic leadership' follows this multi-styled approach – the notion of the manager as a chameleon. However, managers need to be mindful that a constant switching of styles can confuse those they are trying to lead.

Authentic leadership style (Goffee & Gareth, 2015): This advocates genuineness, trustworthiness and honesty in your dealings with subordinates and colleagues. Authentic leaders should always act their talks and be highly principled and not talk from both sides of their mouth so as not to be taken for granted by their subordinates. In view of recent corporate, financial and governmental scandals and misconduct all over the globe, most especially in developing countries of the world, there is need to promote a leadership style which along with others will promote and encourage the display and exhibition of utmost sincerity and defend individual integrity in one's dealings and leading position.

Performance and Performance Determinants in Organisations

Performance is the accomplishment of particular objectives measured on the basis of identified set standards (Richard, 2009). Performance can be measured from two angles/dimensions (Agarwal, Erramilli & Dev, cited in Bhatti, Awan & Razaq 2013). Performance can be measured from the objective angle which involves financial and market-based measures, such as capacity utilisation, profitability and market share. The other, the subjective performance, (judgmental) includes customer and employee based measures, such as service quality, employee and customer satisfaction. The latter measures important prerequisites for profitability and it implies that for a company to achieve successful objective performance, careful attention must be paid to the service quality offered, as well as to both customer and employees’ satisfaction (Agarwal et al., cited in Bhatti, et al., 2013).

It has, however, been observed that the roles of financial performance used by organisations are becoming inadequate because of rapid changes such as increased product quality and movement of people and accelerated technologies across the globe as a result of which firms now tend to be multi- cultured in nature (Moers, 2015). It is in view of this that this work considered performance from the non-financial angle of leadership styles. Organisational performance is measured based on how well a stakeholder is led. Thus, as far as this work is concerned, the level of influence a leader can exert amongst his subordinates as far as attaining set goals and objectives will go a long way to improving the performance of the organization. Performance is defined as the accomplishment or completion of work, tasks or goal to a certain level of desired satisfaction occasioned by the leadership style(s) adopted or adapted by whoever is occupying the office of leadership. Performance is thus, seen as the ability of an organisation to satisfy the desired expectations of its employees through the leadership style(s) embraced by the managers.

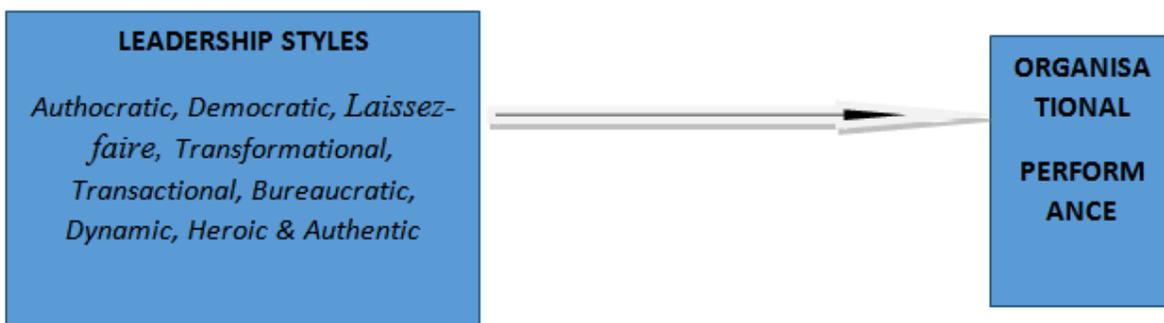
Leadership Styles and Performance

Researches have revealed that leadership style has conflicting relationships with organizational performance and that leadership styles may be positively correlated or negatively correlated to organizational performance (Fu-Jin et al., 2011; Widayanti & Putranto, 2015; Dalluay & Jalagat, 2016). Significant relationship has been determined between leadership styles and organizational performance (McGrath and MacMillan, 2000).

Abiso, Okuboyejo, Ilori & Adeogun, (2016) posited that organizational performance is a replication of productivity of employees of a company assessed in terms of revenue, profit, growth, development and organizational expansion. The researcher stressed that studying the impact of organizational leadership on organizational performance is also essential because leadership is perceived by certain scholars as among the determinants of firm performance. Therefore, leadership effectiveness represents a potent source of management development and sustained competitive advantage for organizational performance enhancement (Avolio; Bolden & Terry; Zhu et al., in Abiso, Okuboyejo, Ilori & Adeogun, 2016).

Leadership has a direct cause-effect relationship on organizations and their performance. Leaders determine values, culture, tolerance for change, and motivation for employees (Aboshaqah *et al.*, 2015). They shape organizational approaches, including their efficacy and implementation. It must be emphasized that leaders could be seen at any organizational level and are not exclusive to management (Igbaekemen, 2014). Leaders must be capable of determining whether their leadership skills affect their followers as it supports or does not help the followers. This may have an effect on the actions of employees to follow their leaders; followers or employees who do not have respect towards the leaders may be susceptible to disappointment, which may give rise to an employee's intention of leaving (Aboshaqah *et al.*, 2015).

2.1. Conceptual Framework



Source: Authors’ conceptualization (2020).

III. THEORETICAL FRAMEWORK

This paper is hinged on the works of Fred Fielder in 1964. Fiedler's (1964) contingency theory which asserted that; the leader's ability to lead is contingent upon various situational factors, including the leaders preferred style, the capabilities and behaviors of workers that depend heavily on the situational factors and then, Situational leadership theory developed by Hershey and Blanchard in 1969. The situational theory of leadership discusses leaders who embrace different leadership styles in line with the situation on ground and the development level of their team members (McCleskey, 2014). In addition to the theories above, authentic leadership style (Goffee & Gareth, 2015) which advocates genuineness, trustworthiness and honesty in leadership dealings with subordinates and colleagues is of paramount importance in this paper.

IV. LITERATURE REVIEW

Research on leadership styles found that teams led by transformational leaders (which are more relationship-oriented) have a significantly higher performance than groups led by leaders who use other leadership styles (Lussier, 2008). Lussier (2008) suggested a significant relationship exists between transformational leadership, employee engagement strategies, and performance of employees. Achua and Lussier (2013) later found that transformational leadership aims to shift the status quo by articulating the issues in the existing structure to followers and a clear vision of what might be new organizations. In Chad, Sougui, Bon, and Hassan (2016) conducted research into the effect of leadership styles on the performance of employees in the Telecom sector. They used the four path-goal types of guidance, encouragement, participatory, and achievement-oriented theory (Daft, 2011). Findings showed that the effect of leadership styles was important on the performance of the employees.

In Kenya, Machuki, Aosa, and Letting (2012) developed that there is a very strong positive relationship between leadership style and performance citing productivity among employees. Likewise, Nderu's (2013) findings indicated that the organizational climate is proving to be very different from that of the past. The author pointed out that global rivalry, information technology, a revolution in the standard of service, diversity and ethics influenced the leadership style one uses. New leadership models are evolving as a result of the paradigm change. These are more open to both their internal and external environments with the aim of achieving improved efficiency and gaining competitive

advantage within their industries (Machuki, 2012; Nderu, 2013).

A research by Koech and Namusonge (2012) examined the key effects of leadership styles on performance in Kenya's state-owned companies and found a positive and meaningful impact of transactional and transformation leadership styles on organizational performance while documenting a negative and negligible effect on performance of laissez-faire leadership styles. This finding suggested that managers should follow a more participatory leadership style in directing their subordinates; public managers should devise and enforce efficient schemes of compensation and acknowledgement, and Nderu (2013) also supported that view. Likewise, the findings of Koech and Namusonge (2012) also showed that managers should aim to adopt a leadership style that makes it easier for them to become role models for their subordinates; a style that encourages and promotes subordinates to become more inventive and creative; and a style that allows them to pay more attention to the need for achievement and development of each person. This result is also consistent with the Chaudhry and Husnain research (2012).

Different researches in Kenya and Chad have explored how passive leaders affect their workers' performance as well as the organisation's overall success. The study found that leadership either has a negative or a positive impact on accelerating service delivery as leadership plays a major role in service delivery and lack of effectiveness can hamper the ultimate anticipated accelerated outcomes. Studies show that at least 9 of the company's 13 (69 percent) experience performance issues with workers. These problems emanate from the types of models implemented in leadership. The issues included inadequate communication, lack of gender-related challenges, high employee turnover, lack of employee participation in decision-making, lack of employee creativity, major financial losses (Mugwe, 2012; Juma, 2014; Nyamemba, 2012; Omboi & Kubai, 2011; Awuor & Manyallah, 2013), decreased employee efficiency, decreased morale, increased recruiting costs.

In the same vein, further Nigerian studies (Abiso, Okuboyejo, Ilori & Adeogun 2016; Igbaekemen, 2014; Kajola, 2008; Sanda, Mikailu, & Garba, 2010; Akpan & Amran, 2014; Ironkwe & Adeee, 2014; Ilaboya & Obaretin, 2015; Ojokuku, Odetayo & Sajuyigbe, 2012) and non-Nigerian studies (Adams & Mehran, 2012; Owusu, 2012) found a positive relationship between board size and firm results. Kajola (2008) found a positive and statistically relevant relationship using a sample of 20 Nigerian listed firms from 2000 to 2006 as calculated by ROE. Ironkwe and Adeee (2014) have found a positive and statistically relevant relationship between board size and success in the financial sector.

Using time series data from 166 firms quoted in the Food and Beverages sector on the Nigerian Stock Exchange market from 2005 to 2012, Abiso, Okuboyejo, Ilori & Adeogun (2016) and Ojokuku, Odetayo & Sajuyigbe (2012) examined the impact of leadership style on organizational performance in selected Banks, in Ibadan Nigeria. Purposive sampling technique was adopted in selecting a total of sixty (60) respondents as sample for the study, while relevant data was gathered with the aid of a structured questionnaire. One hypothesis was formulated and inferential statistical tool was used to analyze the data specifically Pearson product moment correlation was used to examine the relationship between leadership style dimensions and organizational performance, while multivariate analysis was used to examine the many effect of leadership style dimensions on followers and performance. Findings showed positive and indirect correlation between leadership style dimensions and organizational performance.

Ilaboya and Obaretin (2015) found a positive relationship between board size and profitability-measured corporate financial performances. Adeyemi (2010), Nuhu (2010) and Belonio (2011) found that autocratic leadership style had a significant impact on employee performance while Dolatabadi and Safa (2010) and Obiwuru, Okwu, Akpa and Nwankwere (2011) found that the two variables had no significant effect. Moreover, the style of democratic leadership has a significant impact on the performance of employees (Nuhu, 2010; Belonio, 2011; Umer, Adnan, Adnam and Inam-ul-Hassan, 2012) while Tandoh (2011) found that people-centered and democratic leadership models have no significant effect on the performance of staff.

Thus, while the leadership and employee performance literature is dispersed throughout countries and across industry, evidence of the impact of leadership style on employee performance is also varied. Although most of the literature reviewed is somewhat consistent in suggesting that transformative and transactional leadership styles are significantly linked to employee performance, and that the impact of transformation style is more pronounced than that of transactional leadership style (Rasool, et al., 2015; Kehinde & Banjo, 2014; Tsigu & Rao, 2015), evidence on relationships some reported negative relationships (Aboushaqah et., al 2015). A research by Mazzarol, Reboud, and Soutar (2009) also revealed that owner / manager's personal dreams correlate with a high degree of turnover in sales.

Managers' cognitive capacity contributes a lot to their performance and behaviour (Panagiotou, 2006). In both Benin and Malawi, Fafchamps and Gabre-Madhin (2001) found a clear negative connection between women's ownership and earnings. Board size and firm efficiency were investigated by Adams and Mehran (2012) and found

a negative association between board size and profitability. This result is robust with a company's unique characteristics including firm size, growth potential, board composition, manager control and business field. The authors in particular suggest that if the board size is between four and ten directors, corporate efficiency would gradually decline. There is no effect beyond that limit between board size and company results.

Despite geographical difference, sector difference and industry difference, majority of the studies revealed that leadership is an important factor in any organization. Findings from majority of the studies in Nigeria, Kenya, Chad, India and so on showed conflicting effects of leadership styles on organizational performance. It is in light of this that this review indicate that leadership styles in organisations need additional attention to be able to propose a time-tested fashion for organizational survival especially as it relates to a developing country like Nigeria.

V. CONCLUSION

This study reviewed leadership styles and its impact on organizational performance literature across different climes. This review discovered that leadership styles, though, of paramount importance, there has been inconsistent relationship and impact between it and organizational performance almost across different climes. Teams specifically need the support and encouragement of a sincere leader they can count on, who always and at all time live up to the expectations of his subordinates. Therefore, the efficiency and potential of a leader has a large impact on the motivation levels of a team. Further, in the current business environment, there is a need for a combination of authentic, dynamic, heroic, situational and contingency leadership styles. Major leadership styles such as transformational, transactional, democratic and dynamic leadership influence motivation and performance but should be in addition to the authentic leadership style which seeks to promote genuineness, utmost sincerity and straightforwardness in one's dealings with his subordinates and colleagues and in other leading positions.

Though, self-knowledge is of importance as far as the authentic leadership style is concerned, the leadership rot (recent corporate, financial and governmental scandals and misconduct) in the Nigerian nation has however called for a need to think out of the box and fall in line with the contemporary- Authentic leadership style and then, the situational, contingency, dynamic, heroic styles, the combination of which this paper is proposing. The ability of a leader to combine the different leadership styles along with the contemporary style of authentic leadership style which encourages the display and exhibition of utmost sincerity and individual integrity in one's dealings and leading positions will see the Nigerian nation through in

the leadership quagmire. It is recommended that leaders focus on leadership styles that further help to motivate members of an organization and entrench utmost sincerity.

AREAS OF FUTURE RESEARCH

This study provides an effective framework for determining the association between different leadership styles and their influences on organizational performance. Hence, this paper provides opportunities to improve leadership in organizations. However, this study was purely qualitative in nature: Future studies can focus on developing other frameworks for investigating the relationship between aspects such as leadership style and employee satisfaction and commitment. Also, empirical study is needed to affirm the level at which authentic leadership style will influence organizational performance.

REFERENCES

- [1] Abiso, K., Okuboyejo, S., Ilori, G., & Adeogun, O. (2016). Influence of organizational leadership on organizational performance in the service sector in Nigeria. *Int'l Journal of Economics, Commerce and Management*, 4(12), 574-590.
- [2] Aboshaiqah, A. E., Hamdan-Mansour, A. M., Sherrod, D. R. Alkhaibary, A., & Alkhaibary, S. (2014). Nurses' perception of managers' leadership styles and its associated outcomes. *American Journal of Nursing Research*, 2(4), 57-62.
- [3] Achua, C. F., & Lussier, R. N. (2013). *Effective leadership* (5th ed.). Canada: South Western Publishing.
- [4] Adams, R. B. & Mehan, H. (2012). Bank board structure and performance: Evidence for large bank holding companies. *Journal of Financial Intermediation*, 21, 243-267.
- [5] Adeyemi, T. O. (2010). Principals' leadership styles and teachers' job performance in senior secondary schools in Ondo State, Nigeria. *Journal of Education Administration and Policy Studies*, 2, 83-91.
- [6] Akpan, E. O. & Amran, N. A. (2014). Board characteristics and company performance: Evidence from Nigeria. *Journal of Finance and Accounting*, 2(3), 81-89.
- [7] Al Khajeh, E. H. (2018). *Impact of leadership styles on organizational performance*. Available at: <https://ibimapublishing.com/articles/JHRMR/2018/687849/687849-1.pdf>. Accessed on September 2020.
- [8] Anbazhagan, S. & Kotur, B. R. (2014). Worker productivity, leadership style relationship. *IOSR Journal of Business and Management (IOSR-JBM)*, 16(8), 62-70.
- [9] Awuor, E. O. & Manyallah, F. (2013). Blowplast Kenya limited: Work, information flow analysis and design. *Journal of Information and Knowledge Management*, 3(5), 1-9.
- [10] Bahmanabadi, S. (2015). *A case study of the impact of leadership styles on bank employees' job satisfaction*. Unpublished Bachelor's thesis, Södertörn university, Huddinge, Sweden.
- [11] Bass, B.M. (1999). Two decades of research and development in transformational leadership. *European Journal of Work and Organizational Psychology*, 8, 9-32.
- [12] Belonio, R.J. (2011). *The effect of leadership style on employee satisfaction and performance of bank employee on Bangkok*. Available at: www.graduate.au.edu/.../Rochelle.pdf (12/1/13). Accessed on September 2020.
- [13] Bhargavi, S. & Yaseen, A. (2016). Leadership styles and organizational performance. *Strategic Management Quarterly*, 4(1), 87-117.
- [14] Bhatti, H., Awan, M., & Razaq, Z. (2013). The key performance indicators (KPIs) and their impact on overall organisational performance. *Springer Science*.
- [15] Burns, J.M. (1978). *Leadership*. New York: Harper & Row.
- [16] Chaudhry, A. Q. & Husnain, J. (2012). Impact of transactional and laissez faire leadership style on motivation. *International Journal of Business and Social Science*, 3(7), 258-264.
- [17] Cheng, S., Evans, J.H., & Nagarajan, N.J. (2007). Board size and firm performance: the moderating effects of the market for corporate control. *Review of Quantitative Finance and Accounting*, 31(2), 121-145.
- [18] Draft, R. L. (2011). *Leadership*. London: South-Western.
- [19] Dalluay, D. V. S. & Jalagat, D. R. C., (2016). Impacts of leadership style effectiveness of managers and department heads to employees' job satisfaction and performance on selected small scale businesses in Cavite, Philippines. *International Journal of Recent Advances in Organizational Behaviour and Decision Sciences (IJRAOB)*, 2(2), 734-751.
- [20] Dolatabadi, H.R. & Safa, M. (2011). The effect of directive and participatory leadership style on employees' commitment to service quality. *International Bulletin of Business Administration*, 9, 31-42.
- [21] Epstein, N.E. (2014). Multidisciplinary in-hospital teams improve patient outcomes: A review. *Surgical Neurology International*, 5(7), S295-S303.
- [22] Fafchamps, M. & Gabre-Madhin, E. (2001). *Agricultural markets in Benin and Malawi: The operation and performance of traders*. The World Bank, Policy Research Working Paper Series.
- [23] Fiedler, F.E. (1964). A contingency model of leadership effectiveness. *Advanced Experimental Social Psychology*, 1, 149-190.

- [24] Fu-Jin .W, Shieh .C & Tang . M. (2011). Effect of leadership style on organizational performance as viewed from human resources management strategy. *African Journal of Business Management*, 4(18), 3924-3936.
- [25] Gimuguni, L., Nandutu, J., & Magolo, A. (2014). *Effect of leadership styles on performance of local governments in Uganda. A case of Mbale District.*
- [26] Goffe, R. & Gareth, J. (2015). *Authentic leadership and organizations.* E-books, Harvard Business Review.
- [27] Goleman, D. (2000). Leadership that gets results. *Harvard Business Review*, 78(2), 78-90.
- [28] Gopal, R. & Chowdhury, R.G. (2014). Leadership styles and employee motivation: An empirical investigation in a leading oil company. *International Journal of Research in Business Management*, 2(5), 1-10.
- [29] Graeff, C. L. (1997). Evolution of situational leadership theory: A critical review. *The Leadership Quarterly*, 8(2), 153–170.
- [30] Hershey, P. & Blanchard, K. (1969). Life cycle theory of leadership. *Training and Development Journal*, 23, 26-35.
- [31] Igbaekemen, G. O. (2014). Impact of leadership style on organisation performance: a strategic literature review. *Public Policy and Administration Research*, 4(9), 126-136.
- [32] Ilaboya, O. J. & Obaretin O. (2015). Board characteristics and firm performance: Evidence from Nigerian quoted companies. *Academic Journal of Interdisciplinary Studies*, 4(1), 283-291.
- [33] Ipas (2012). <https://www.ipas-seminar.com/ipas-2012>.
- [34] Ironkwe, U. & Adeje, G. M. (2014). Corporate governance and financial firms performance in Nigeria. *Journal of Exclusive Management Science*, 3(8), 1-6.
- [35] Javaid, M. F. (2012). Leadership style enhances the employee organizational commitment: A case study of educational institutions in Lahore. *Journal of Management, Statistics and Social Sciences*, 1(1), 64-77.
- [36] Joo, B.-K., Jun Yoon, H., & Jeung, C.-W. (2012). The effects of core self-evaluations and transformational leadership on organizational commitment. *Leadership & Organization Development Journal*, 33(6), 564–582.
- [37] Judge, T. A., Piccolo, R. F., & Kosalka, T. (2009). The bright and dark sides of leader traits: A review and theoretical extension of the leader trait paradigm. *The Leadership Quarterly*, 20, 855-875.
- [38] Juma, V. (2014). *Jubilee holdings scouts for acquisition targets in Africa.* Business Daily Africa.
- [39] Kajola, S. O. (2008). Corporate governance and firm performance: The case of Nigerian listed firms. *European Journal of Economics, Finance and Administrative Sciences*, 14, 16-28.
- [40] Koech, M. & Namusonge, G. S. (2012). The effect of leadership styles on organizational performance at state corporations in Kenya. *International Journal of Business and Commerce*, 2(1), 1-12.
- [41] Lussier, R.N. & Achua, C.F. (2013), *Leadership: Theory, application, and skill development.* (4th ed.).Ohio: South-Western.
- [42] Machuki, V. N., Aosa, E., & Letting, N. K. (2012). Firm-level institutions and performance of publicly quoted companies in Kenya. *International Journal of Humanities and Social Science*, 2(21), 298-312.
- [43] Mazzarol, T., Reboud, S., & Soutar, G. N. (2009). Strategic planning in growth oriented small firms. *International Journal of Entrepreneurial Behavior & Research*, 15(4), 13-21.
- [44] McCleskey, J. (2014). Situational, transformational, and transactional leadership and leadership development. *Journal of Business Studies Quarterly*, 5, 117-130.
- [45] McGrath, G. R & MacMillan, I. C. (2000). *Entrepreneurial mindset: strategies for continuously creating opportunity in an age of uncertainty.* Harvard Business School Press Books.
- [46] Moers. (2015). *The influence of cross-cultural management practices on organisational performance: A study of Multinational Corporations in Nairobi.* Electronics Ms Thesis, Strathmore University, Nairobi. Available at: <http://su-plus.strathmore.edu/handle/11011/5582>.
- [47] Nderu, Monica. (2013), Influence of survival strategies on the organizational performance of Kenya airways. *International Journal of Social Sciences and Entrepreneurship*, 1, 496-512.
- [48] Negreiros, F.D.D.S., Pequeno, A.M.C., Garcia, J.H.P., Aguiar, M.I.F.D., Moreira, T.R., & Flor, M.J.N. (2017). Multi-professional team's perception of nurses' competences in liver transplantations. *Revista Brasileira de Enfermagem*, 70(2), 242-248.
- [49] Ngodo O.E. (2008). Procedural justice and trust: The link in the transformational leadership-organisational outcomes relationship. *Int. J. Lead. Stud.*, 4(1), 82-100.
- [50] Nuhu, K. (2010). *Effect of leadership styles on employee performance in Kampala district council,* Masters Dissertation Submitted to the School of Graduate Studies, Makerere University, Uganda.
- [51] Nyamemba, P. N. T. (2012). *Responses of jubilee insurance company of Kenya limited to changing environmental conditions.* Nairobi: University of Nairobi.
- [52] Obiwuru, T. C., Okwu, A. T., Akpa, V. O., & Nwankwere, I. O. (2011). Effects of leadership on organizational performance: a survey of selected small scale enterprises in Ikosiketu council area of Lagos state, Nigeria. *Australian Journal of Business and Management Research*, 1(7), 100-111.
- [53] Ojokuku, R., Odetayo, T., & Sajuyigbe, A. (2012). Impact of leadership style on organizational performance: A case study of Nigerian Banks. *American Journal of Business and Management*, 1(4), 202-207.

- [54] Omboi, B. M. & Kubai, P. K. (2011). Factors influencing agents retention in insurance industry: A survey of selected insurance companies in Nairobi (Kenya). *Journal of Economics and Sustainable Development*, 2(3), 52-59.
- [55] Owusu, A. (2012). *An empirical investigation of the relationship between corporate governance and firm performance: Evidence from Ghana*. Doctoral dissertation.
- [56] Panagiotou, G. (2006). The impact of managerial cognitions on the structure-conduct-performance (SCP) paradigm. *Management Decision*, 44(3), 423-441.
- [57] Pradeep, D. D. & Prabhu, N. R. V. (2011). The relationship between effective leadership and employee performance. *International Conference on Advancements in Information Technology with Workshop of ICBMG IPCSIT*, 20, IACSIT Press, Singapore, pp.198-207.
- [58] Richard. (2009). Measuring organisational performance: Towards methodological best practice. *Journal of Management*. Available at: <https://doi.org/10.1177/0149206308330560>.
- [59] Sanda, A. U., Mikailu, A. S., & Garba, T. (2010). Corporate governance mechanisms and firms' financial performance in Nigeria. *Afro-Asian Journal of Finance and Accounting*, 2(1), 22-39.
- [60] Tandoh, V.C. (2011). *Effect of leadership behaviour on employee performance in Guinness Ghana breweries limited*. Master Thesis Submitted to the Institute of Distance Learning, Kwame Nkrumah University of Science and Technology, Ghana.
- [61] Tannebaum, R. & Schmidt, W. H. (1958). How to choose a leadership pattern. *Institute of Industrial Relation*, pp. 3-12.
- [62] Tsigu, G. T. & Rao, D. P. (2015). Leadership styles: Their impact on job outcomes in Ethiopian banking industry. *ZENITH International Journal of Business Economics & Management Research*, 5(2), 41-52.
- [63] Ukaidi, C. U. (2016). The influence of leadership styles on organizational performance in Nigeria. *Global Journal of Human Resource Management*, 4(4), 25-34.
- [64] Umer, P., Adnan, Q., Anam, M., & Inam-ul-Hassan, W. (2012). Impact of leadership styles (Transformational & transactional leadership) on employee performance and mediating role of job satisfaction: Study of private school (Educator) in Pakistan. *Global Journal of Management and Business Research*, 12(4), 13-27.
- [65] Widayanti, A. T. & Putranto, N. A. R. (2015). Analyzing the relationship between transformational and transactional leadership style on employee performance. *Journal of Business and Management*, 4(5), 561-568.
- [66] Yukl, G.A. (2002). *Leadership in organizations* (5th ed.). Upper Saddle River: Prentice Hall.