



Leadership Styles and Employees' Performance: A Theoretical Perspective

¹Gbawa, Moses; ²Amah, Edwinah (PhD); ³Nkasiobi OtuonyeOkocha
^{1&3}Department of Management, Ignatius Ajuru University of Education, ²Professor of Entrepreneurship & Management, University of Port Harcourt

Date of Submission: 15-09-2022

Date of Acceptance: 30-09-2022

Abstract

Recently, organisations globally have become a battle ground for managers over who to survive and perhaps win competitive advantage. This, of course, has urged organisations to look out for leaders that can guide, direct and influence subordinates appropriately to be able to achieve desired goals. Given this, this study seeks to extent the existing literature by investigating the relationship between leadership styles and employees' performance. The study however, explores leadership styles and its dimensions, employees' performance and its measures; while traits and situational theory were considered due to their relevance with the study. Furthermore, the study concludes that among the three leadership styles that transformational and democratic are more appropriate as they do not only innovate, communicate effectively, but encourage creativity as well inspires subordinates to work towards the actualization of set goals, hence are positively related with measures of performance as compared to autocratic leadership style. It was advised that managers of businesses always be made aware of the significance of transformational and democratic methods and adopt practices that foster innovation and creativity in order to inspire staff to identify new opportunities and ultimately improve performance.

Keywords: Leadership styles, transformational, democratic, autocratic, employees' performance.

I. INTRODUCTION

In order to win clients' business and obtain a competitive advantage, managers of organizations must work to provide quality service and products, among other things, due to the tough and intensifying competition among businesses worldwide. Success in doing so exclusively depends on the organization's executives and personnel. Given this therefore, an employee is an individual who is hired to work under contract in an

organization. Infact, employees are the main actors who handles job better and faster resulting in achievement of desire performance, hence their absence in organization might negate growth if not complete collapse.

Performance is the capacity to meet objectives and goals. Employee performance consequently refers to a person's capacity to meet predetermined organizational goals and objectives. An organization evaluates an employee's performance based on their production (efficiency). Employee performance is described by Shahzadi et al. (2014) as the caliber and quantity of output, presence at work, helpfulness and accommodation, and timeliness of output. This pertains to what an employee does and does not do in the course of performing his everyday tasks in the organization in order to achieve goals and objectives. It is the actual contributions made by the employee to the accomplishment of the aims and objectives of the organization.

However, many organizations are faced with the challenge of performance, which has led some organizations not able to achieve their set goals and objectives, while some completely collapse. Therefore, the need for effective leadership is important for the growth of any organization. A leader is a person who direct, guides, motivates and influence others towards the attainment of set out goals and objectives. Abodunde, et al (2017), define a leader as "a person who influences, directs and motivates others to perform specific tasks and also inspire his subordinates for efficient performance towards the accomplishment of the stated organizational goals and, objectives". A leader is responsible in determining values, culture, and tolerance among employees. These leaders can be found at any level of an organization, not just in positions of authority. Leaders who have achieved success in organizations, most often, have something in common.



Therefore, leadership is the process of motivating, directing, inspiring, and persuading others to achieve predetermined corporate goals and objectives. It is the process of motivating employees to work gladly and achieving the objectives specified by the organization (Certo, 2002). According to Kamuguisha (2013), leadership is a valuable trait that involves guiding employees and followers to achieve predetermined goals and objectives. Leadership is also the capacity of a person to persuade and inspire others to attain their desired goals and objectives (Spendlove, 2007). Leadership is a dynamic process that is influenced by the group as a whole, the individual members, and the task's shifting requirements. According to Okumbe (2007), a person's capacity for inspiring others to advance in the direction of achieving organizational goals constitutes their leadership. Responsibility for fulfilling an organization's defined goals and objectives is known as leadership. A manager in an organization guides employees' actions and conduct toward the accomplishment of the objectives specified by the organization. In order to facilitate the fulfillment of organizational goals, a manager must persuade his staff to confidently perform their given tasks (Cole, 2002).

On the other side, leadership is a crucial management competency that entails the capacity to persuade others to work towards shared objectives. As a result, leaders are regarded as being crucial to energizing workers and mobilizing resources in any organization to achieve goals and objectives. Managers play a critical role in motivating and assisting staff members in coming up with fresh concepts to improve productivity. Therefore, it is crucial for managers in leadership positions to focus on the advancement of employees' value systems. In essence, managers are expected to give team leaders tough responsibilities and to elevate their employees to leadership positions within those roles. This delegation of authority and responsibilities may lead to the innovative process for accomplishing the desired employee performance.

In line with this, the style of leadership is often based on a leader's own beliefs, personality, experiences, working environment and the situation faced by the leader at different time. Some leaders work within one style while others are more flexible and adopt different styles to meet the needs of their organization. The necessity to make decisions was acknowledged as one of the variables influencing a leader's choice of leadership style. Efforts to inspire followers are made using several leadership philosophies. A thorough study of the many

leadership philosophies is beneficial since it will improve one's ability to lead successfully. Leadership style describes the approaches used by a superior in a certain circumstance to accomplish the goals and objectives of the group. Leadership style provides the foundation to leadership excellence in organization. Leadership styles adopted by leaders help to understand why some leaders perform successfully, and some encounter difficulties and still others struggle with low levels of support while displaying high technical abilities.

As a result, the success of employees in achieving their goals is supported by the adoption of the appropriate leadership style. Therefore, using the appropriate leadership approach in situations as they arise will be advantageous for the company and the employees. It is clear that leaders are essential to the success of the company when it comes to enhancing staff performance and achieving specified goals.

Following the above, this study seeks to examine the relationship between various leadership styles and employees performance.

Theoretical Framework

The need to appraise different models available within a topical area of attention before choosing one or two is necessary and germane since it guides our thinking, actions and practices appropriately (Obipi, 2020; Ubulom, et al., 2014).

Regarding this, the study relies on:

Traits Theory of Leadership: The earliest leadership theory is this one. This theory assumes that leaders are born and not made. This presupposes that leaders possess a certain quality that made them successful. These are a few examples. intelligence, adaptability, dominance, ability, wisdom, desire for achievements, understanding perception, integrity and communication. The theory views that one can determine whether a person will be a leader or not according to traits he possesses. It can be inferred that since all individuals do not possess all this qualities, only those who possess them were potential leaders while other were non leaders.

Situational Theory (Fred Edward 1967): This theory was propounded by Fred Edward in 1967. According to the notion, there is no one best leadership style. According to this theory, leadership is specific, and always relative to the particular situation which it occurs (Hay, 2010). In other words, a condition within a certain group produces leadership. The characteristics and abilities of a competent leader are seen to differ from group to group and from circumstance to circumstance.



Therefore, a leader in one situation is not necessarily a leader in another situation, even in the same group. Justifying this, (Harsey et al, 2006) assert that various situations calls for different leadership responses.

II. LITERATURE REVIEW

Leadership Styles

A leader may use a variety of leadership styles to secure cooperation in the setting of goals and regulations in order to complete the work successfully. The nature of the job to be done may determine the type of leadership as a result of this and personality traits. Of course, this may have inspired Agulanna and Madu (2009) to assert that leaders are known to engage in a variety of behaviors when faced with demanding leadership responsibilities. According to Wehab (2010), a leader's style is the behavioral pattern or strategy used to manage his subordinates.

According to Hersey and Blanchard (2010), a leader's style is how he or she motivates his or her team members to work more than they are capable of. To support this, Northouse (2004) asserts that a leader's style is their approach to behavior when attempting to persuade others. It may also be seen as strategies for inspiring followers. A thorough study of the many leadership philosophies is beneficial since it will improve one's ability to lead successfully. The term "leadership style" describes the sorts or approaches that a leader uses in a specific setting to accomplish the goals and objectives of the organization. Leadership style provides the foundation to leadership excellence in organization; and help to understand why some leaders perform successfully, and some encounter difficulties and still others struggle with low amounts of support while displaying high technical abilities. According to Ojokuku et al. (2012), there are six different types of leadership styles: charismatic, autocratic, bureaucratic, democratic, transactional and transformational. Similarly, Sharifah (2012), also identify eleven different types of leadership styles namely; autocratic, bureaucratic, democratic, servant leadership, people or relationship oriented leadership, task oriented, laissez-faire, charismatic, transactional, and transformational leadership. However, transactional leadership, transformational leadership, and passive/avoidant leadership are the three categories into which Bass and Avolio (2004) divide different sorts of leadership styles.

Transformational Leadership Style (TSL)

To transform followers' values, needs, aspirations, and expectations, leaders must practice

transformational leadership (Thamin, 2012). According to Burns (2011), transformational leadership is a process in which superiors and followers hold one another to a higher standard of drive and morality. In this style of leadership, followers have a sense of loyalty, trust, and adoration for their leaders, which inspires them to go above and beyond what is typically expected of them. This kind of leadership, according to Storey (2004), consists of four elements: idealized influence, intellectual stimulation, individualize consideration, and inspirational drive.

Idealized Influence: Idealized influence includes traits of a leader linked to moral and ethical behavior that serve as a guide for followers to act like. An element of transformative leadership style is idealized influence. Leaders with idealized influence serve as examples for their subordinates. They adhere rigidly to high moral and ethical standards. Asrar-ul-Ha and Kuchinke (2016) believe that leaders who possessing idealized influence are role models to his subordinates. This implies that leaders with idealized influence show willingness to sacrifice their own gain in order to achieve their organization's goals. These leaders apply their utmost morale and standards performance towards their subordinates rather than exhibiting power and authority in leading their subordinates (Hoxha, 2019).

Intellectual Stimulation: Intellectual stimulation is about encouraging followers to find new ways in solving problems. Sadia and Amar (2018) state that managers should create value of work by assigning the challenging roles to the group members, own leaders in assigned roles. This delegation of power and tasks leads the innovative process for accomplishing the desired performance results. They urge kids to take part in decision-making and cultivate their own capacity for handling change. According to Orabi (2016), intellectual stimulation fosters a culture of employee commitment to the accomplishment of business objectives. According to Pasovska and Micesi (2018), a transformational leader inspires his team members to use their own initiative and creativity, recognize their own strengths and flaws, and work continuously to improve themselves.

Individualized Consideration: The way leaders respond to the worries of their followers and aid in their improvement through various problems is through individual consideration. According to Orabi (2016), the skill and willingness of the leader to provide each follower with nurturing support is key. Individual consideration refers to giving each worker particular regard in light of their unique



requirements and qualities. It is a circumstance in which a manager develops a unique relationship with each worker and pays close attention to each person within a business. They listen to their employees, advise them and teach them on individual basis. Through careful consideration of each follower's needs, transformational leaders bring out the best in them. The extent to which the leader attends to each follower's needs, serves as the follower's mentor or coach, and pays attention to the follower's worries and needs.

Inspirational Motivation: This is a feature of transformational leadership, when high expectations are communicated to the followers in a way that boosts their sense of self-efficacy. Inspirational motivation can lay the groundwork for information sharing, which is crucial for promoting organizational success. This is a means in which a leader solicits follower's ideas. This can be accomplished by inspiring their followers to be innovative and creative. A leader that has this leadership quality, develop their followers to think independently. Creativity, continuous improvement and training are the only ways to achieve organizational performance (Popa, 2012). Such a leader values learning, and unforeseen events are viewed as opportunities to learn. The followers ponder issues carefully, ask probing questions, and seek out more effective means of achieving the organization's aims and objectives. Any organization that possesses this leadership quality assists to improve organizational performance by soliciting innovation and creative solutions to address issues from subordinates.

Autocratic Leadership (ALS)

With this leadership style, all authority and decision-making rests in the hands of the leader, and everything he says must be done or carried out in accordance with that. Nse (2020), assert that leaders of this dimension are called "do as I say". Under this style of leadership, tasks are assigned without consultation and the leader expects acceptance without questioning (Akanwa&Ayim 2002). Threat and force are used by this kind of leader to accomplish their objectives. Additionally, subordinates have little to no influence on decision-making (Agulanna&Madu, 2009).

Strict Adherence to Rules: This is a part of the autocratic leadership style, in which the boss forces his staff to always abide by the set of predetermined rules. To exercise control over their subordinate, this leader uses established norms frequently. According to Zirra and Ezie (2017), autocratic dictators stick to rules and regulations. They are extremely stringent when it comes to the rules, which are often made

clear to their staff. This may be viewed as a waste of valuable time because it enables quick and effective decision making because a leader may act quickly without taking their subordinate into account. Dotse and Asumeng (2014) hold the opinion that an authoritarian leader assigns all rules, policies, and tasks to his or her subordinates without consulting them beforehand.

Rewards and Punishments: This is a part of the autocratic leadership style, in which the boss utilizes legitimate power to reward and coerce the workers. According to Akparep et al. (2019), an authoritarian leader believes that paying employees for their labor is a legitimate reward, and that the only thing that can motivate a worker is the reward. This suggests that in order to receive rewards, workers must follow their leader's directions; else, they will be disciplined. As they only do the tasks required, employees are constrained in their ability to further their expertise within the businesses. To encourage staff, they use a series of sanctions and rewards that are very regimented.

Restricting Information: Restricting information is a component of autocratic leadership style in which group members know only a small amount of information depending on how much trust the leader has created with them, and leader is the one who knows everything. Information flow is restricted by prohibition against employee levels or in line with order of command. One step below him in the hierarchy, an employee is not directly given orders by an autocratic leader. However, in an emergency, a leader may decide to interfere personally in the operations of lower executives. The freedom of the subordinates to communicate with people in higher positions in the hierarchy is likewise restricted. Executives must reply to decisional information communicated to superiors and report on the actions they carry out on their orders; they are not permitted to respond to decisions made by any other superior.

Distrust to Subordinates: The autocratic leadership style, in which the leaders don't trust their subordinates, includes a lack of respect for them. They rupture the trust relationship between superiors and their subordinates (Dolly et al 2018). In this circumstance, the leader will never divulge any information to the subordinates in confidence. These managers don't let their staff or subordinates participate in decision-making because they don't trust them. When a decision needs to be made, this leader does it without taking the opinions of other group members into account.

Democratic Leadership Style (DLS)

This form of management is thought to be the complete opposite of autocracy. Under this



leadership style, managers favor encouraging employees over coercing them. Additionally, both leaders and groups participate in the formulation of important decisions and policies. Activities involving groups are encouraged, and the leader and group frequently cooperate and function as a social unit. In fact, a leader in this manner cultivates cordial relationships with his subordinates (Alugbuo, 2004; Tannebaum & Schmidt, 2011).

Distribution of Responsibility: Distribution of responsibility is a component of democratic leadership style in which leaders share the leadership functions with their subordinates. Nwokocha and Iheriohanma (2015) suggest that "democratic leadership style encourages employees to participate in the decision making process of the organization". This shows that this leadership approach enables leaders and staff to make decisions together. The organization's leaders communicate their ideas to its members, which can result in better concepts and more inventive problem-solving (Sadia et al., 2018). This implies that this leader does not fulfill leadership responsibility, but relinquishes their position and responsibilities to other members of his organization.

Aiding Group Decision-Making: A democratic leadership style encourages participation from all group members by supporting group decision-making. Instead of putting the choice on the group as a boss, the manager lets it come about via the process of the group debate. Only when group members are willing to share the blame for the decision with their manager, or when the manager is willing to accept responsibility for decisions that were not made by him or her directly, is this leadership style appropriate.

Encourage creativity: Democratic leadership style encourages creativity among their subordinates. The process of coming up with new ideas through the use of novel goods, services, and technologies is known as creativity. "Creativity is a mental process that involves the formation of new ideas or concepts or relationships between existing ideas or conceptions," according to Endang (2019). So, when someone is faced with a challenge, creativity emerges. In essence, the need for creativity to solve problems grows as they are confronted. A creative employee is one who engages in the development of new products to add value and guarantee consumer happiness, according to Felix and Hamilton (2019).

Supportive Communication: This is an aspect of democratic leadership, where the leader uses great communication skills to address the problems of the workforce. Democratic leaders inform their staff members of their aims in order to include them in

achieving objectives. These leaders support developing employee's talent and provide them with necessary resources. They help to create a cohesive team dynamic, thus it's critical to choose subordinates who are proactive in the decision-making process. For a leader and their team to operate effectively and efficiently toward predetermined goals, communication is necessary. They possess excellent communication skills, using diplomacy to elicit input from participants and skillful facilitation to kick-start collaboration.

Employee Performance

Performance includes both input (the work that people do) and outcome (the consequences of those actions). According to Purwadi et al. (2020), performance refers to a person's overall level of success while carrying out a task during a specific time period in comparison to other options. Performance is the capacity to meet objectives and goals. Employee performance consequently refers to a person's capacity to meet predetermined organizational goals and objectives. An organization evaluates an employee's performance based on their production (efficiency). By leading and influencing his subordinates' actions to attain shared objectives, a competent leader can enhance the performance of his team members. According to Hoxha (2019), employee performance is the primary goal for any firm. This suggests that raising employee performance is necessary for a business to achieve its goals and objectives. The primary actors in achieving company goals are the employees. Leadership style helps to stimulate employee relative to assigned task and make them to actively carry out their duties while meeting the objectives.

Efficiency (E): Efficiency is the best possible use of organizational resources to achieve the aims and objectives of the organization. Efficiency is defined by Oyadiran and Kasim (2013) as the ratio of a product's output to its input costs. Employee efficiency therefore describes the optimal utilization of organizational resources towards accomplishment of organizational goals. Cost reduction is a planned approach to reduce expenditure and achieve efficiency. The value of money, materials, resources, time and utilities used up, risk incurred and opportunity forgone in the production of a goods or services. Cost must be reduced to the nearest minimum in order to achieve efficiency in organization.

Service Quality (SQ): Quick service is the evaluation of an employee's capacity to finish the given task in order to reach the predetermined objective. This reflects how dissatisfied employees are with the services their organization provides



them or those they themselves provide. Thus, quality service is what a customer feel about the services they receive from or offer their colleagues. Service quality is described as "a measure of customers' expectations of service" by Nejadjavaci and Gilanina (2016). As a result, it serves as a gauge of how well customers view the performance of the service in relation to their expectations and demands. In this sense, such a company should be able to anticipate the shifting wants of its clients, enhancing the ability of personnel to provide top-notch service. Offering high-quality service helps businesses acquire a competitive edge and is essential to exceeding customers' expectations. In this sense, such a company should be able to anticipate the shifting wants of its clients, enhancing the ability of personnel to provide top-notch service. In addition to being a strategy for gaining a competitive edge, providing high-quality service is essential to meeting the expectations of both internal (employee) and external customers. The standards, dependability, rapidity, and assurance were used as quality service indicators.

Creativity (C): Creativity is the generation of new ideas that is novel. Because it determines a firm's competitive position among other firms, it is a crucial component for generating value within the organization. Magdalena (2017) state that creativity is associated with change, nonconformity, ingenuity and progress which in turn is a necessary factor in the proper functioning of profit-oriented organizations. A creative employee is one who is able to develop original concepts, methods, and approaches to solve organizational problems. Effectively attaining organizational goals requires employees to be able to implement new concepts, practices, and methodologies.

III. CONCLUSIONS

Every organization's ability to thrive and survive depends on its leadership styles. They are methods or tactics that managers and executives use to accomplish the objectives that the organization has set for itself. However, its importance lies in providing leadership excellence; why leaders perform better and some fails. In other words, a leader's success or failure is determined by their leadership style. Regarding the characteristics of leadership styles, democratic and transformational styles have a strong association with service quality and, as a result, improve performance. This is predicated on the idea that they both exhibit strong leadership traits, and as a result, they not only innovate and communicate clearly, but also foster creativity and motivate followers to work toward

achieving predetermined goals, as opposed to an autocratic style, which is characterized by features that undermine performance. In all and totality, transformational and democratic styles are more appropriate indeed.

IV. RECOMMENDATIONS

It is advised that:

1. Managers and organizational leaders should be made aware of the value of transformational and democratic leadership styles, as well as methods that foster innovation and creativity, in order to inspire staff to look for new opportunities and, as a result, improve performance.
2. Managers and leaders urgently need to discourage the use of autocratic styles, or if they are used, they need to make expectations clear and set performance goals and targets.

REFERENCES

- [1]. Abodunde, S.M., Ayo-Oyebiyi, G.T., & Unachukwu, J.C. (2017). Leadership style of managers in insurance firms and its impact on employee's satisfaction. *World Journal of Entrepreneurial Development Studies*, 1(1), 13-22.
- [2]. Agulanna, E.C. & Madu, A. (2009). *Organizational behaviour: Human behaviour at work*. Reliable Publishers.
- [3]. Akparep, J.Y., Jengre, E., & Mogre, A. A. (2019). The influence of leadership style on organizational performance at TumaKavi development association, Tamale, Northern Region of Ghana. *Open Journal of Leadership*, 8(1), 1-22.
- [4]. Asrar-ul-Haq, M., & Kuchinke, K.P. (2016). Impact of leadership styles on employees' performance attitude towards their leader and performance: Empirical evidence from Pakistan banks. *Future Business Journal*, 2(1), 54-64.
- [5]. Ayim, P. A., & Akanwa, P.U. (2002). *Administration theory and practice*. Educational Books and Investment.
- [6]. Bizham, S., Saeid, B., & Vahid, B. (2013). Leadership style employee performance in the estate registration in Tehran Province, *Singaporean Journal of Business Economics and Management Studies*, 2(5) 21-29.
- [7]. Dotse, J., & Asumeng, M. (2014). Power distance as moderator of the relationship between organizational leadership style and employee attitudes: An empirical study in Ghana. *International Journal of Management Science and Business Research*, 3(5), 63-74.



- [8]. Hayes, J. (2010). *The theory and practice of change management*. Palgrave MacMillian.
- [9]. Hersey, G. (2006). *Managing change*. Policy Forum.
- [10]. Hoxha, A. (2019). Effect of leadership styles transformational transactional on employees' performance in Malaysian work organizations. *International Journal of Humanities and Social Science Invention*, 8(11), 46-58.
- [11]. Karnugisha, S. (2013). The effects of change management in an organization: A case study of National University of Rwanda (NUR). *Wyno Journal of Management and Business Studies*, 1(1), 1-18.
- [12]. Madu, N.P. (2014). *Impact of leadership style on the performance of selected transport companies in Benue State, Nigeria*; A Master Dissertation in the Department of Business Administration, Faculty of Management Science, University of Nigeria Nsukka Enugu State.
- [13]. Magdalena, K. (2017). Importance of creativity of employees in adaptation of food companies to innovative trends in the world. *Human Resource Management and Ergonomics*, 5(1), 50-64.
- [14]. Nejadjavad, M., & Gilanina, S. (2016). The role of service quality in organizations. *Arabian Journal of Business and Management Review*, 5(7), 19-30.
- [15]. Northhouse, P.G. (2004). *Leadership theory and practice*. Sage Publication.
- [16]. Nwokocho, I., & Iheriohanma, E. B. J. (2015). Nexus between leadership styles, employee retention and performance in organizations. *European Scientific Journal*, 11(1), 186-209.
- [17]. Obipi, I. Z. (2020). Research problem formulation, a topic in research methods for post graduate classes at the Rivers State University and Ignatius Ajuru University of Education, Port Harcourt.
- [18]. Odunlami, S. A., Awosusi, O. O., & Awolusi, O.D. (2017). Influence of leadership style of managers and employees' performance in selected private universities in Ogun State, Nigeria. *Global Journal of Commerce and Management Perspective*, 6(2), 5-13.
- [19]. Okere, L. (2003). *Human resource management*. Sambiz Publication.
- [20]. Olorundare, A.A., Abu, D., Turiman, S., & Oladipo, K.S. (2015). Leadership style of managers and employee's performance in a banking sector in Nigeria. *Journal of Humanities and Social Science*, 20(11), 68-73.
- [21]. Orabi, L. A. (2016). The impact of transformational leadership style on organizational performance: evidence from Journal. *International Journal of Human Resource Studies*, 6(2), 89-102.
- [22]. Otieno, B.N., & Njoroge, J.G. (2019). Effect of leadership style on employee performance in Technical University of Kenya. *International Journal and Research*, 7(6), 114-132.
- [23]. Oyadiran, P.A., & Kasim, U. (2013). Improving organizational efficiency through quality service delivery strategies. *International Journal of Social Science and Humanities Reviews*, 4(3), 66-74.
- [24]. Pasovska, P.A., & Micesk, T. (2018). The impact of transformational leadership in improvement of the organizational capability. *International Journal for Innovation Education and Research*, 6(1) 116-130.
- [25]. Popa, B.M. (2012). The relationship leadership effectiveness and organizational performance. *Journal of Defense Resources Management*, 3(1), 123-127.
- [26]. Purwadi, D., Darma, C., Febrianti, W., & Mirwansyah, D. (2020). Exploration of leadership, organizational culture job satisfaction and employee performance. *Technium Social Sciences Journal*, 6(1), 116-130
- [27]. Sadia, A., & Aman, A. (2018). Transformational leadership and organisational performance: The mediating role of organizational innovation. *Journal of Management*, 1(5), 9-75.
- [28]. Sharifah, S. J. (2012). Professional training and the relationship with personality traits, skills managing and leading among novice principles and head teachers in Malaysia. Doctoral Thesis, National University of Malaysia.
- [29]. Spendlove, M. (2007). Competencies for effectiveness leadership in higher education. *International Journal of Public Administration and Management*, 21(5), 407-417.
- [30]. Ubulom, W. J., & Dambo, B. T. (2014). *Highlights on seminar preparation and presentation*. Celwil Nigeria Limited.
- [31]. Yakubu, A. K., Inekwe, I. E., & Ezeh, P.C. (2019). Leadership styles and employee performance in Federal Polytechnic Idah, Kogi State, Nigeria. *International Journal of*



Public Administration and Management Research, 5(3), 1-15.
[32]. Zirra, C.T., &Ezie, O. (2017). Dynamics of leadership styles and the management of

small business in Nigeria. *Journal of Business and Management*, 19(3), 116-125.