



Impact of Transformational Leadership Style on Public Sector's Performance in Nigeria: A Focus on Niger State Ministry of Education

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Abstract. Leadership is said to be the fulcrum of every organization, Effective leadership style encourages better performance in organization. The Transformational leadership style is adopted to enhance the motivation, morale and job performance of subordinates this is done through a variety of mechanisms in the Ministry of Education Niger State. This study addresses two objectives which includes: impact of transformational leadership style on Job performance in Niger State Ministry of Education and the examination of the extent in which the attitudinal behaviour of the leadership and subjects in the ministry affect the job performance. The study adopted both primary and secondary sources of data collection using questionnaires and interviews to acquire relevant information for the study, secondary data were sourced from print materials to complement the primary data. The findings include, the transformational leadership in Educational Ministry typically perform for distinctive behavior that lead the organization to higher and greater achievement. The behavior is also known as four (I'S), which enable transformational leadership to discharge innovative characteristics for actualization of ministerial objectives. Leaders' behavior influence followers and inspire them to perform beyond their perceived capabilities while accomplishment of target of the ministry is achieved through collective responsibility and relationship between leadership and subordinate. It was recommended that the modern organization being it public or private should focus and encourage transformational leadership style to ease and enhance positive change in every society, moreover, leaders and subjects in Niger State Education Ministry should work more co-operatively and ensure effective communication and feedback mechanisms in all their dealings while staff promotion in the ministry should base on merit and performance. However, organization that embark on

transformational leadership encourage coordination and effective service delivery through dedication and commitment.

Keywords: Leadership, Transformation, Ministry, Education.

1. Introduction

The role of leaders in ensuring excellent organizational performance cannot be over emphasized, as adequate motivation, suitable work environment, compensation, efficient communication between managers and subordinates playing important role in promoting organizational goal. The most common problems affecting organizational performance in Nigeria business and other institutions are poor attitude to work among workforce, inefficiency as well as ineffectiveness of leaders in most places, though others shared a contrary view. However, the second school of thought believes that organizations in Nigeria are managed through that are typically of Nigerian culture. In the wake-up call to address this issue, management practitioners in Nigeria have embarked on series of studies in an attempt to establish the role of leadership as a mechanism for the organizational efficiency.

However, it is an identified fact that no organization can succeed by embarking upon multiple styles of leadership. It often that single leadership style must rein at a particular time. Some organizations exist through their modules operandi which has to be in accordance with the guiding principles of the leadership to ensure organizational success.

There is no empirical evidence to show how effective leadership styles and roles impact on organization performance. In addition, given our cultural

background educational qualifications environmental factors, it is still not too clear how effective a leader can be if he must combine the multiple types of leadership styles to achieve high performance in organization (Usoro 2000). Despite the above, it should be noted that individuals have their needs to satisfy and that is why they offered their labour to become organizational member and the extent to which they are committed to the organization depends on the degree of their convocation that their membership of the organization will enable them realize their predetermined objectives. In this case, the support an organization gets from the individuals will be based on the realization that by doing that, his personal objectives and goals will be met; otherwise his interest in the organization will wane. Based on that, leadership effectiveness should be given adequate attention if the organization intends to achieve its objectives. That is why it is a common agreement among management scholars that the success or failure of an organization is largely a function of leadership and its styles.

The study tries to investigate the impact of transformational leadership style on performance in Niger state Ministry of Education Nigeria and also to look at ways by which task are been implemented and the effectiveness of the implementation by the leadership of the Educational Ministry in Niger State.

1.1 Statement of the Problem

Managing people in organization is part and parcel of management process. Therefore, managers should realize, that people are the critical elements in organizations and that they should be recognized as being synonymous with organization. But the problem is, to what extent do managers recognize this fact that employees are synonymous with organization and that they should be adequately motivated so that they can give their best to ensure high performance against the leadership behaviour /style in most organizations which believe that workers could be treated anyhow as a result of unemployment situation in the country which makes job such difficult has resulted in the hardship workers face in their places of work in Nigeria.

This behaviour/style of leadership has an impact on reforming and/or creating organizational culture which in turn affects organizational performance and commitment. The ministries in Niger State are expected to perform their expected roles, these task are to be ensured and enhanced by the leadership of the Ministries. The leadership of the Ministry of Education for instance is to facilitate the formulation

of educational policies in Niger State, collecting and collating data for the purpose of educational planning and financing, maintaining uniform standard of education throughout the state. The leadership of the educational ministry in Niger State is also charge with the task of providing enabling learning environmental structure and facilities for effective teaching and learning within the state.

Furthermore, Coper, (2012) and Ossai (2011) are of the opinion that the most common problems affecting organizational performance in Nigerian businesses and other institutions are poor attitude to work among the workforce, inefficiency and ineffectiveness of leaders style in most places, Leavy (2015) belief that organization in Nigeria are managed through leadership styles and behaviours that are strange to typical Nigerian culture. Therefore, these research study also attempt to determine the impact of transformational leadership style on performance in Niger State Ministry of Education. The research also intend to investigate the level of commitment and performance of leaders and to find out if there are challenges and prospect face by leadership in carrying out their responsibilities.

1.2 Objectives of the Study

This study considers the impact of transformational leadership style on performance in Niger State Ministry of Education, specifically, the study seeks to:

- Examine the extent at which the attitudinal behaviour of the leaders affect their performance in Niger State Ministry of Education.
- Evaluate the degree at which transformational leadership style affect job performance in the Ministry of Education of Niger State.

2. Literature Review.

This section is aimed at providing a framework for this study and review some reflected literature about what other notable Authors had and pertaining to the notable topic of this study.

2.1 Transformational Leadership Style

Transformational leadership links with positive outcomes on individual as well as organizational levels. Transformational leaders encourage followers to attain higher-order needs like self-actualization, self-esteem (Bass, 1985), and are influential in surging followers' motivation in the direction of

“self-sacrifice and achievement of organizational goals over personal interests (Bass, 1995). Leaders with Idealized Influence demonstrate heightened concerns and cognizance of followers' needs and generate a sense of shared risk-taking” (Jung et al., 2008). Inspirational Motivation affords a cradle of encouragement and challenges followers to achieve the set goals, whereas, Intellectual Stimulation inspires followers to be more creative and innovative in their problem-solving skills. Transformational leaders grade their relationships with followers very high in priority and demonstrate individualized consideration in meeting their needs for empowerment, achievement, enhanced self-efficacy and personal growth. Leadership styles, however, do not embrace all of the factors that influence innovation. As per Cummings, Midodzi, Wong, and Estabrooks (2010), “leadership style alone could not be linked to patient mortality”. Instead, the researchers examined that when the organization had associated and consistent organizational culture, patient mortality was on downward trajectory. Cummings et al., (2010) observed that regardless of style, “leaders who practiced relational and transformational styles had better quality outcomes than those who demonstrated autocracy”.

2.2 Idealized Influence

It is the attribute of a leader which inspires followers to take their leader as a role model. Charisma is an alternate term which replaces idealized influence. Idealized influence creates values that inspire, establish sense, and engender a sense of purpose amongst people. Idealized influence is inspirational in nature. It builds attitudes about what is significant in life. Idealized influence is related with charismatic leadership (Yukl, 1999; Shamir et al., 1993). Charismatic leaders instill self-confidence onto others. It is their demonstration of confidence in a follower's preparedness to make self-sacrifices and an aptitude to undertake exceptional goals which is an influential rousing force of idealized influence and role-modeling behavior (House and Shamir, 1993). Leaders with confidence in their employees can secure great accomplishments. Leaders with idealized influence are endowed with a constructive sense of self-determination. Shamir (1993) showed that maintaining self-esteem is a powerful and pervasive social need. These leaders are high in the conviction, transform their followers through regular communication, presenting themselves as role model, and encouraging them toward “achieving the mission and goals of the company”. They have requisite degree of emotional stability and control. “These leaders go beyond inner conflicts and direct their

capacities to be masters of their own fate”. As per Jhon Marshall (CEO, Solaris Power), transformational leaders' role of mentoring followers and learning about key responsibilities of leaders in the context of idealized behavior. Such leaders are learning leaders.

In short, fundamental pointers of idealized influence are role-modeling, articulation and values creation, providing sense of purpose, meaning, self-esteem, self-determination, emotional control and confidence in followers.

2.3 Inspirational Motivation

Developing the consciousness of followers, aligning them towards the organizational mission and vision, and motivating others in understanding and pledging to the vision is a key dimension of the transformational leadership style of inspirational motivation. “Inspirational motivation targets at the principle of organizational existence, instead of personality of the leader” (Bass & Avolio, 2004). Instead of suffocating employees, a leader with this style, encourages the employees in the organizational pursuit drawing best out of them. The prevention of “experimentation and hampering creativity only frustrate employees who want to positively and productively contribute to the organization”. Leaders equipped with this style encourage the employees rendering them more autonomy to make decisions without supervision and providing them the tools to make these decisions. The leaders using this behavior set high standard for followers besides communicating their vision in unambiguous ways, and encouraging them to develop beyond the normal situations for their own and organizational growth (House and Shamir, 1993). The successful executives are always active with their people by inspiring, rewarding and correcting them and by replacing them, if they fail, thereby, creating opportunities for others. In short, leaders with inspirational motivation behavior create vision, establish communication and manage challenging workers by encouraging, working with them and giving them autonomy.

2.4 Intellectual Stimulation

Leaders with characteristics of intellectual stimulation are those who “intellectually stimulate followers, engender creativity and accept challenges as part of their job”. They maintain their emotional balance, and rationally deal with complex problems. They cultivate the similar skills in their workers as well. They develop problem solving techniques in the followers for making complex decisions, reflecting a

mutual consensus between leaders and employees. “The intellectual stimulation leadership approach projects in large measure the mentoring, coaching, morale-building strengths of individualized consideration”. Both leadership approaches build organizational skills as well as character, similar to caring leadership behaviors that coach and challenge (House and Shamir, 1993). “In other words, leaders with this leadership approach require first to unravel the complexities of the challenge, develop sense of direction towards what it means for them and their workers prior to promoting worker involvement in the challenge”. There are different levels of intellects and encouragement to work actively. It is an ability to intellectually stimulate the workers and a propensity to get involved actively in the work. “In nutshell, the key indicators of the intellectual stimulation are rationality, creativity, consensus decision-making, coaching, supporting, challenging, and involvement”. IV.

2.5 Individualized Consideration

Individualized consideration is concerned with the basic transformational leadership behaviors of regarding individuals as fundamental contributors to the work place. Such leaders display concern for their workers’ needs, and are equipped to boost and coach the development of desired workplace behavior. Their role alternates from participatory to autocratic style. In short, “fundamental elements of individualized consideration consist of reassurance, caring for and coaching of individuals and an open and consultative approach”.

3. Good Leadership as an Indispensable Tool for Goal Attainment in Organization.

“The failure of imported western models of leadership to solve the socio-economic and socio-political problems of developing countries like Nigeria is increasingly raising questions in the minds of concerned individuals and organizations all over the world about the efficacy and relevance of these models (Muhammad, 2005, pg.19).”

The above position by Muhammad underscores the need for good leadership in every human organization. Thus, leadership remains the cornerstone for the accomplishment of desired goals in every human organization. Such leadership must not only be people-oriented, but also, the leader(s) must administer the affairs of the organization implicit in the history, cultures, norms, values, yearnings and aspirations of the organization. Why

most organizations or countries fail in the attainment of predetermined goals is sometimes traceable to the adherence and application of models of leadership alien to the environment in which leaders operate.

Thus, available evidence has shown that no organization or country can grow bigger than the vision of its leadership. This implies that leadership is very important in development-oriented organization (Dogo, 2005). In Nigeria, several leadership styles have been experimented such as parliamentary, military dictatorship, democratic system, and rotational system, among others. The euro-centric models of leadership seem not to have provided desired answers to leadership problems confronting Nigeria. Mohammed (2005, pg. 23) poses the following questions people have begun to ask:

- Are those systems being practiced suitable for our societies?
- Are they inherently good or bad?
- Are they being applied cognizant of environmental differences between our society and the societies from which these ideas originated?
- Do they accommodate our cultural and ideological diversities?
- How can these western models be modified to suit our environments?
- How can we solve the leadership problem of our societies?

Consequently, the above questions are capable of providing a framework for the administration of the affairs of Nigeria by our leaders if strictly answered. The Nigerian state has passed through various stages of development, yet, the country has not recorded desired achievements. It could, therefore, be concluded that failure of Nigeria in the attainment of desired height could be traceable to the questions posed by Muhammad. Hence, all have not been well with Nigeria in her past 50 years of nation building. This situation partly explains why Bill Clinton queried:

...can a great country that is home to one in six African succeed in building a democracy amidst so much trouble? Can a developing country, blessed with enormous human and natural resources thrive in a global economy and lift its entire people? Can a nation so blessed by the nerve and vigour of countless traditions and many faiths be enriched by it (Otoghagua, 2007, pg. 2).

It is, therefore, pertinent to note that what Nigeria is currently experiencing is leadership problem. The western countries that we copy in almost everything we do including governance, now understand that the

style of leadership and political systems bequeathed to Nigeria has continued to cascade the nation's developmental efforts Muhammed, (2005). Furthermore, it is worthy of note to mention that majority of the individuals who have at a time occupied leadership positions in Nigeria are still among those currently anticipating to run for vacant public position albeit their past performance (Mohammed, 2005). Meanwhile, it is evident that majority of these individuals have one time led the nation to her current position with their regime proliferating corruption and corrupt practices (Nanaghan, 2010). According to the perception of Nanaghan (2010:14)

"...the fight against corruption in Nigeria will be incomplete if people like Gen. Ibrahim Badamosi Babangida and his cohorts are left off the hook to enjoy the national wealth that belongs to the entire nation..."

This, therefore, suggests that what Nigeria needs at this critical period is a leadership embedded with quality and vision for performance. Thus, Nigeria needs truthful, trusted, honest and patriotic leaders. The country needs only those that can define properly the goals the country is expected to pursue particularly tailored towards the 21st century competitiveness.

4. Theoretical framework

Many theoretical concepts have been used to describe leadership. Prominent among them are the traits approach, the situation concepts and combinations traits, and situation concept approach manifesting into the group dynamic approach. Finally, the popular 'theory x and theory y developed by Douglas McGregor (1960) has also made a tremendous impact on the study of leadership.

According to McGregor, the relationship between the leadership style adopted by a manager and the latter's perception of the subordinates is reflected in the two sets of assumptions as stated below:

- Average human beings have an inherent dislike of work and will avoid it if they can.
- Because of this human characteristic of dislike of work, most people must be coerced, controlled, directed and threatened with punishment to get them to put forth adequate effort towards the achievements of organizational objectives.
- Average human beings prefer to be directed, wish to avoid responsibility have relative little ambition and want security above all.

The trait theory or approach to leadership suggest that the person who emerges as a leader in a group does so because he possess certain traits. This is the basis of saying that "leaders are born not made Lawal, (1993). Like all else there are some elements of truth in the saying. Although it cannot be taken generally. The approach suggests that effective leaders should have:

Integrity: This is defined as the quality which makes people trust you. It means literary personal wholeness.

Enthusiasm: This is a general characteristic of leaders to have courage and ability to direct the actions and inner drive of his subject

Warmth: A warm personality listens and accommodates, calmness, and tough no matter how valuable the traditional approach might be in the long term, it may not be considered the best approach to the study of leadership in an organization. But the study of leadership in terms of qualities of personality and character as it differs from person to person goes a long way in understanding leadership but it is far from being the whole story.

Theory Y Assumptions

The assumptions under theory Y are seen by McGregor as follows:

- The expenditure of physical effort and mental effort in work is as natural as play or rest.
- External control and threat of punishment are not the only means for bringing about effort toward organization objectives. People will exercise self direction and self control in the service of objectives to which they are committed.
- Commitment to objectives is a function of reward that is associated with their achievement.
- Average human beings learn, under proper conditions not only accept but also seek responsibility
- The capacity to exercise a relatively high degree of imagination, ingenuity, and creativity in the solution of organizational problems is widely, not narrowly distributed in the population.
- Under the conditions of modern industrial life the intellectual potential of the average human being are only partially utilized.

By this theory McGregor, again demonstrated the factors that influence practical managers in choosing a leadership style, which would in turn impacts positively or negatively on the subordinates, and

consequently on the entire organization. By implications, managers who believe in ‘Theory X assumptions would tend to adopt an autocratic leadership style, while those who view subordinates at theory Y’s angle would tend to adopt a democratic leadership style.

However, McGregor warned managers viewing the theory as representing two opposite extreme style of leadership. But instead, recommended that an effective manager should recognized the dignity and capabilities, as well as the limitations of people and adjust behaviour as demanded by the situation.

5. Research Methodology

The study adopted a descriptive survey research design, Mugenda and Mugenda (2003) describes descriptive research design as a systematic, empirical inquiring into which the researcher does not have a

6. Results and Discussion of Findings

In this study, 200 copies of questionnaires were distributed to the targeted respondents and were returned which was used for further analysis.

Table 1. Staff Working Experience

Year of Service	No of Respondent	Percentage%
0 – 5	50	25%
6 – 10	80	40%
11 – 20	10	5%
21 – 20	40	20%
31 – 35	20	10%
Total	200	100%

Source: Field Work 2023

The above table indicates that out of the two hundred (200) respondents, 25% (50) indicated that they have working experience between 0 – 5 years while 40% (80) have working experience between 6 – 10 years, 5% (10) respondent have experience of work between 11 – 20 years. 20% (40) respondents indicated that they have between 21 – 30 years in service and 10% (20) respondents has between 31 – 35 years of working experience.

Table 2. Rank of Respondents

Respondent	No of Respondent	Percentage%
Senior	60	30%
Junior	140	70%
Total	200	100%

Source: Field Work 2023

In the above table, the results show that out of two hundred respondents, Senior Staff are 60 respondents which represent 30% while the junior staff are 140 representing 70% showing that Junior staff are more in population than the senior staff.

Do you agree that the level of relationship between the leadership and subordinate promote job performance in Niger Sate Ministry of Education?

Table 3. Leadership and Subject

Responses	No of Respondent	Percentage%
Agree	70	35%
Strongly Agree	100	50%
Disagree	9	4.5%

direct control of independent variable as their manifestation has already occurred or because the inherently cannot be manipulated. The research design is chosen because of its ability to create a profile about a phenomenon.

The population considered for the study includes: the staff of Niger State Ministry of Education, Minna. The method used is primary source of data collection which includes questionnaires and interview of ten (10) key-informants. A total number of two hundred (200) questionnaires were administered randomly to the target population, among which Senior Staff were sixty (60) while Junior staff were one hundred and forty (140). The results are presented in tables and the simple percentage method was used to carry-out the analysis and supported by the results of the interview.

Strongly Disagree	15	7.5%
Undecided	6	3%
Total	200	100%

Source: Field Work 2023

The above table shows that 70 respondents representing 35% agreed that the level of relationship between leadership and subordinate promote job performance while 100 representing 50% Strongly Agree, 9 representing 4.5% Disagree, whereas 15 representing 7.5% Strongly Disagree and 6 representing 3%. This is supported by the response of one of the interviewees from department of secondary education board who boldly stated that their superior officer carry them along and relate well peacefully, this relationship encourages their performance, they also ensure the task assign to the subordinates are thoroughly implemented.

Table 4. Extent of Transformational Leadership

Responses	No of Respondent	Percentage%
Agree	120	60%
Strongly Agree	70	35%
Disagree	06	3%
Strongly Disagree	04	2%
Undecided	00	00%
Total	200	100%

Source: Field Work 2023

The above table shows that 120 respondents representing 60% agreed that there is job satisfaction between staff and leadership in the ministry while 70 representing 35% strongly agreed, 6 representing 3% strongly disagree, 4 representing 2% strongly Disagree and undecided 0 representing 0%. This is supported by the response of one of the interviewee who aptly stated that most of the staff in his section demonstrates an enthusiastic spirit in service delivery, he continued that some delay in policy implementation are not caused by the leadership in the ministry but due to political intervention-

Table 5. Leadership Acceptance

Responses	No of Respondent	Percentage%
Agree	50	25%
Strongly Agree	130	65%
Disagree	10	5%
Strongly Disagree	6	3%
Undecided	4	2%
Total	200	100%

Source: Field Work 2023

The above table indicate that 50 respondents representing 25% Agreed to the existence of transformational leadership style of the Ministry, 130 respondents representing 65% Strongly Agree, while 10 respondents representing 5% disagree 6 respondents representing 3% strongly disagreed and 4 (2%) undecided. These responses are supported with that of the interviewed staff who stated that, ‘the leaders in the ministry motivate us (subordinate) to put further our best and to discharge responsibilities as assigned by the superiors’

Sequel to the opinion of the respondents it is apparent that the Niger State ministry of Education is characterized with the syndromes of transformational leadership style in her system.

To what extent would you support the leaders’ interference in the day to day activities of the subordinates?

Table 6. Leadership Influence

Responses	No of Respondent	Percentage%
Agree	4	2%
Strongly Agree	4	2%
Disagree	100	50%
Strongly Disagree	90	45%
Undecided	2	1%
Total	200	100%

Source: Field Work 2023

The above table reflected that 4 representing 2% respondent agreed that leadership of the ministry interfere with duty of the subordinates, while 4 representing 2% strongly agreed 100 respondent representing 50% disagreed, 90 respondent representing 45% strongly disagreed, 2 respondent representing 1% could not decide. This is supported with the response of one of the respondents in the interview conducted who submitted that leadership in the ministry only assigned task but do not interfere with the assigned task because the subjects see such as obstruction which may hinder service delivery he identity himself as a staff in department of agency for Mass Education and have never been distracted or obstructed on his official responsibility by the leadership of the ministry.

7. Discussion of Findings

It was discovered that a maximum transformative goal is achieved when leaders' behaviours influence followers and inspire them to perform beyond their perceived capabilities. Transformational leaders typically perform four distinct behaviours also known as the four I's. These behaviours are inspirational motivation, idealized influence, Intellectual Stimulation and Individual Consideration. These enable leaders in the ministry arrived to the innovative characteristic for the actualization of organizational objectives. Transformational leadership goal can be achieved when leaders and their subordinate make each other advance to higher level of morality and motivation through their hierarchical relationship with the strength of their vision and personality. Transformational leaders are able to inspire followers as revealed from the study to change expectations, perceptions and motivation at work towards common goals. It was confirmed that transformational leadership provide individual coaching, mentoring for subordinate and encouraging followers to look beyond self-interest to the common good in organization.

8. Conclusion

The need to increase staff performance for better productivity has become universally accepted and that this depend on efficient and effective leadership style. It has further become necessary in view of advancement in modern world to invest in leadership and subject capacity. This role played by organizations in performance of their duties cannot be over-emphasized. Transformational leadership effort is based on the premised that staff skills need to be improved for an organization to increase its productivity in view of the continuous technological

development vis-à-vis economic, political and technological change sweeping across every society, it has become necessary to also continue to increase and develop employee in an organization if such an organization needs to increase its productivity. Moreover, in realization of the importance of transformational leadership style various government and private organizations have come out with organizational policies to ensure effective manpower development through new skills acquisition, effective knowledge and potential ability, new inventions and conducive working environment.

Therefore, it is the responsibility of every leader to build an organization that will function effectively because the extent to which he/she succeeds will depend considerably on subordinate among other things will depends on the degree of congruency between the leadership expectations and desires of the subordinates, in line with the objectives this study also conclude that there is significant impact on transformational leadership style and performance in Niger State Ministry of Education.

9. Recommendations

As a result of the findings of the study, the following recommendations were made:

- Since it was discovered that the personnel in Niger State Ministry of Education (leaders and subjects) shows high level of commitment to their work, the Niger State Government should ensure that the needs of employees should be met to a reasonable proportion quickly as possible and not neglected
- The state should improve its effort so as to facilitate speedy implementation of educational policies and objectives, while staffs on temporal appointments in various schools across the state and within the ministry should be permanently engaged this will lead to the attainment of the desired objectives.
- Proper and adequate combination of human and material resources should be put in place in order to enable the Niger State Ministry of Education achieve its desired objectives.
- There should be upward review of incentives and salaries at when due so as to motivate the entire workforce in the ministry.

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