

## IMPACT OF LEADERSHIP STYLES ON ATTAINMENT OF ORGANIZATIONAL EFFECTIVENESS (A STUDY OF NIGERIAN BREWERIES PLC ABA, ABIA STATE, NIGERIA)

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### ABSTRACT

*The study examined the impact of leadership styles on the attainment of organizational effectiveness with respect to Nigerian breweries plc. Aba. Simple percentage table in analysing the collected data was adopted and was used to test the research questions posed in the study. While simple regression and correlation will be used to test the hypotheses in this study with the use of SPSS V. 23. Using the simple regression statistical tool, It was found that R square value of 0.731 which elucidates that 73% of the change and variations in the dependent variable is caused by the independent variable and at a significant level of 1% that 0.000 at an Adjusted R-value, the coefficient is still positive signifying a strong correlation between leadership style and organizational profitability of Nigerian breweries plc. Aba. Secondly,  $R^2$  which is the coefficient of determination between the dependent and independent. The R square value of 0.69 which elucidates that 69% of the change and variations in the dependent variable is caused by the independent variable and at a significant level of 1% that 0.000 at an Adjusted R-value, the coefficient was still positive signifying a strong correlation between charismatic leadership styles and attainment of organizational goals of Nigerian breweries plc. Aba. Equally, ANOVA table the P- value for the model was 0.000 which means that the model was statistically significant since the P-value was less than 0.005. The result of the analysis revealed that the calculated t-value of 20.995 is greater than the table value (-3.169), therefore, the null ( $H_0$ ) hypothesis is rejected, while the alternatives hypothesis ( $H_1$ ) accepted. Conclusively, there is positive and significant relationship between leadership style and organizational productivity of Nigerian breweries plc. Aba. Secondly, there is positive and significant effect of charismatic leadership styles and attainment of organizational goals of Nigerian breweries plc. Aba. Finally, that there is positive and significant relationship between Participative leadership styles and attainment of organizational market share of Nigerian breweries plc. Aba.*

**Keywords:** leadership styles, organizational effectiveness, Transactional Leadership, Transformational Leadership

### INTRODUCTION

According to Goddy, (2014), Leadership is the process of influencing others to work willingly toward an organizational goal with confidence. "Leadership is generally defined simply as the process of influencing people to direct their efforts towards achievement of some particular goal or goals". According to Bizhan, Saeid and Vahid, (2013), "Leadership is generally defined

simply as the art of influencing people so that they will strive willingly towards the achievement of group goals". This concept can be enlarging to include not only willingness to work but with zeal and confidence.

Nwachukwu, (2000), sees "Leadership simply as an act that involves influencing others to act toward the attainment of a goal". Ubeku, A. A.(1975), define leadership as the act of motivating or causing people to perform certain task intended to achieve specified objectives. Leadership is the act of making things happen rather than letting things happen. This the leader does by exerting both intrinsic and extrinsic influences on the group. Even though leadership is the most visible of the management functions. Largely because it deals so much with people. It has variedly been referred to as directly, commanding, guiding, Inspiring, initiating, and activating. However, all stand for the same purpose whatever denotation used. The user, as the striking feature of all suggest a relationship through which one person influences the behaviour of other people. Leadership has different meanings to various authors. Some have interpreted leaders in simple term such as the influence, the art or process of influencing people so that they will strive willingly and enthusiastically towards achievement of group goals (Goddy, 2014).

Organizational leadership style is a process, which allows management to be proactive rather than reactive in shaping its own future. A focused organizational leader provides and establishes visionary leadership to his organization. He understands and appreciates responsive options to the change in the management environment. He develops viable styles based upon sustainable competitive advantages. A good organizational leader develops a proactive approach to strategic management, whereby management rather than just identifying and responding to change, anticipates is the bane of indigenous business organization in developing countries (Chika, Dominic and Samuel, 2017).

The achievement of goals and objectives by an organization depends on the availability of resources (human, physical, financial and information), leadership style and strategies formulated and their implementation. A leader provides vision (destination), articulate mission through employees' involvement, formulate strategy for achievement of the goals and objectives, and steer the organization in the right direction to face challenges through an effective tool of competitive advantage. Leadership plays its role to motivate, guide and monitor employees towards the goal post. A transactional Leadership style especially in the initial stages of the organization when the employees are new and less trained helps employees and organization for timely and effective achievement of goals / objectives. Dynamic and transformational leadership through adoption of best

practices in the organization perform well by cutting cost and maximizing profit thereby achieving their mission and vision through leaps and bounds (Amal and Nosheen, 2014).

Organizational effectiveness encompasses utilization of all resources at the disposal of the organization for future growth of the organization. Employees need skills, motivation and commitment to perform well and up to the desired expectations. A clear vision, wholesome mission formulated through involvement of all stakeholders and a well thought out strategy for achievement of mission/vision is provided by a dynamic and charismatic/transformational leader. Provision of conducive environment creating enthusiasm and enjoyment, appropriate coaching/training for developing requisite skills, building teams, and motivation through tangible/intangible incentives, is a key responsibility of the leader to improve organizational effectiveness (John, 2012). There are different leadership style theories mentioned by various authors, some of which are charismatic, transitional, transformational, visionary and culture based leadership styles (Amal and Nosheen, 2014). Leadership style and behaviour of a leader can have an enormous impact on employees and organizational outcome (Waldman *et al*, 2001). Leadership styles/practices targeting mobilization of human resource is an important factor in determining organizational effectiveness.

The objectives of leadership are products of clear vision and its actions are dictated by great focus and a sense of mission. The way and manner leadership is conducted in any given situation depends on the interplay of such factors as individual personality, work demand and the exercise of the environment. The extent to which any of these factors dominates ones behaviour determines to a large extent the person accumulation of natural or situational leadership traits. Several arguments have been raised over time about the relationship between leadership and employees attitude. However, most scholars caution against tendencies to propose a cause effect relationship because of the confounding of the interview variables. For instance, leadership characteristics determines leadership behaviour and consequently the attitude of subordinates towards him and the work situation. Katz (2014). And in the view of Mlonick (2011), Democratic leaders tend to affect employees more positively than authoritative leaders, while authoritative leaders tend to achieve production targets than the former.

However, Petz (2012) theorized that what matters in the leader subordinate relationship is not just the imposing attributes or the leader but also the enduring characteristics of subordinates. He also advocated the principles of reciprocal influence and integration, according to him, subordinates expect their

supervisor to exercise upward influence when dealing with problem, which affect workers themselves, but when this is perceived as being limited, they develop unfavourably reactions. Consequently, this wills throat the attainment of organizational objectives and effectiveness. However, organizational effectiveness depends to a great extent on the ways the various group in the organizational hierarchy are structured and integrated. Effective management should therefore develop effective group membership to which they owe loyalty. That is why effective leadership is necessary in any organization of all the activities that will promote productivity as organizational effectiveness is to a large extend measured by its productivity.

### STATEMENT OF THE PROBLEM

Leadership is considered as the bane of development in Nigeria organization. In political circle for instance, the problem of leadership is described with despicable terms as corruption, ineptitude, red-tapism and nepotism etc. There is no gain saying the face that most of the socio-economic maladies which the nation face currently are product of poor management and bad or ineffective leadership. For over a decade now, the World Bank has reported consistently in her annual bulletin and publication that Nigeria ranks amongst the six poorest nations of the world despite her abundant, human and natural resources. In addition, capacity utilization of Nigeria industrial organization has been at a very low level since 1983, and many industries have since folded up. This is an apparent failure on the part of those in leadership positions which the organizations operate and design practical and effective response strategies to cope with the prevailing situation the obvious conclusion in that they have serious leadership problems.

Many organizations which could have been economically viable are folding up even now and some which are surviving could hardly meet their targeted maximum production level even when such organizations have their required financial banking, enough raw materials and human resources. Therefore, leadership remain the problem militating against the growth and development of such organization. To curb this menace, there is need for an effective leader to effectively put those resources to proper use for maximum result. Government organizations never really get extinct by virtue of their ownership structure. This is not the case with private organizations which may be devastated to the point of folding up due to numerous problems amongst which is leadership. Their survival capacity is much less the former. It should be noted that when leadership creates abundant work environment, moral drops, production decrease and the prospects for survival diminish. Most of the studies conducted in Nigeria have focused on the relationship between motivation and productivity (Egwu 2011), but have rarely contemplates on the relations between

leadership and organizational effectiveness. Meanwhile, in most organization, the quality of management is often measured by the quality of work output and margin of profit. However, different leadership styles are required for different work situations and sometimes; they vary in the nature of ownership. Leadership is to harness the potential of available manpower and material resources in such a way that organizational objective are achieved and sustained.

Nigerian Breweries plc. Aba remains profit oriented organization under the umbrella of the Nigerian government. Much study has been done to examine in other aspects concerning the organization, but in the aspect of leadership style in attainment of organizations effectiveness, much has not been done in relation to services function and the profit making motive of the organization. Hence, very little is known of how leadership influence it. Therefore this current study therefore intends to examine the impact of leadership style on the effectiveness of Nigerian breweries plc Aba.

## **OBJECTIVES OF THE STUDY**

The main objective of this study is to examine the impact of leadership styles on the attainment of organizational effectiveness with respect to Nigerian breweries plc. Aba

- i To examine the relationship between leadership style and organizational profitability of Nigerian breweries plc. Aba.
- ii To identify the impact of charismatic leadership styles on the attainment of organizational goals of Nigerian breweries plc. Aba.
- iii To ascertain the effect of Participative leadership styles on the attainment of organizational market share of Nigerian breweries plc. Aba.
- iv To determine the impact of supportive leadership styles on the attainment of organizational efficiency of Nigerian breweries plc. Aba.
- v To examine the impact of consultative leadership styles on the attainment of organizational Productivity of Nigerian breweries plc. Aba.

## **RESEARCH QUESTIONS**

The study tends to answer the following question;

- i What is the significant relationship between leadership style and organizational profitability of Nigerian breweries Plc. Aba?
- ii To what extent does charismatic leadership styles and effect of organizational goals of Nigerian breweries plc. Aba?
- iii What is the significant relationship between Participative leadership styles and attainment of organizational market share of Nigerian breweries Plc. Aba?
- iv To what extent does supportive leadership styles affect organizational efficiency of Nigerian breweries plc. Aba?

- v What is the relationship between consultative leadership styles and organizational productivity of Nigerian breweries plc. Aba?

## RESEARCH HYPOTHESIS

The following research hypotheses were formulated;

- H01:** There is no positive and significant relationship between leadership style and organizational productivity of Nigerian breweries plc. Aba.
- H02:** There is no positive and significant effect of charismatic leadership styles and attainment of organizational goals of Nigerian breweries plc. Aba.
- H03:** There is no positive and significant relationship between Participative leadership styles and attainment of organizational market share of Nigerian breweries plc. Aba.
- H04:** There is no positive and significant relationship between supportive leadership styles and organizational efficiency of Nigerian breweries plc. Aba.
- H05:** There is no positive and significant relationship between consultative leadership styles and attainment of organizational productivity of Nigerian breweries plc. Aba.

## CONCEPTUAL FRAMEWORK

### Concepts of Leadership

According to Lawal, (2013) Leadership is the process of influencing others to work willingly toward an organizational goal with confidence. According to Asika, (2014), "Leadership is generally defined simply as the process of influencing people to direct their efforts towards achievement of some particular goal or goals". According to Koontz *et, al* (2012). "Leadership is generally defined simply as the art of influencing people so that they will strive willingly towards the achievement of group goals". "This concept can be seen to include not only willingness to work but with zeal and confidence. Sikula, (2016), sees "Leadership simply as an act that involves influencing others to act toward the attainment of a goal". According to Akpala, (2010) "leadership has been defined in terms of functions performance by executives as 'individuals and as a group". "This concept clarify that the responsibility of the superior is to direct behaviour into channels that promote the achievement of organization and departmental goals. Further studies have been carried out by researchers to examine the issue of leadership. In the view of Eze, (2012), he sees Leadership as a relational concept involving both the influencing agent and the person being influenced. This he claimed means that without followers there can be no Leader. He further indicated that the factor which interact to produce an effective leader include not only the abilities and characteristics of the group he is leading, but also the characteristics of the situation in which his leadership takes place. To round it up, Eze, (2012) described the Nigeria leader as having authoritarian leadership

characteristics and practices. They seem to maintain a rigid dictatorial approach to management as well as a master—servant. Rider horse relationship with subordinates. A Nigeria by nature and training is autocratic and demands nothing but respect and obedience from his is subordinates.

Eze (2012), posited further that leadership particularly in the public sector becomes the 'cradle of influence to rule enforcement and productivity, shoddiness and inefficiency, double standards, lack of seriousness and indiscipline. Okafor (2011) asserts that Nigeria leaders are tight lipped, egg—head, who clogged up the nation's wheel of' progress. He further explained that Nigerian leader in the foreign owned private sector is also an autocrat who maintains a master—servant relationship with his subordinates. He equally hold the concessionary view of public office, but unlike his counterpart in the public sector, he is performance—conscious, works hard to reach target set for him by his foreign masters and is highly responsible and accountable. He does this because of his fear of dismissal and because he enjoys good working conditions and good fringe benefits. Akpala,A. (2012 ) concluded that the consequences of this miserable style include the characteristic work attitude of the Nigerian work force.

### **Organizational effectiveness**

Organizational effectiveness has served as a unifying theme for more than a century of research on the management and design of organizations, yet no universal theory has developed (Lewin and Minton, 1986). Several models have emerged for the study of organizational effectiveness, each of which has a unique emphasis including the goal model (Price, 1972), the legitimacy model (Zammuto, 1982), the strategic constituency model (Connolly et al., 1980) and the system resource model (Yuchtman and Seashore, 1987). For the purposes of this research, organizational effectiveness is defined as the extent to which an organization, by the use of certain resources, fulfils its objectives without depleting its resources and without placing undue strain upon its members and/or society. In this study, organizational effectiveness was evaluated by measuring the commitment of subordinates to the organization. Support for measuring organizational effectiveness by evaluating organizational commitment is found in the research conducted by Wilson (1996).

### **Leadership and Organization**

Leading is a process of influencing and directing the activities of' an organized group to accomplish goals by communicating with them. Leadership is therefore premised on interpersonal relationship; hence a leader must belong to a group. What this implies is the leadership thrives in an organization. According to Adebakin and Gbadamosi (2013) organization comprise of two or more people who exist on continuous basis with the intention of' accomplishing set goal(s).

Every organization consists of three major elements, which must interrelate effectively it's the objectives and goals of leadership to be achieved. They are the management, time people and task within an organization. Leadership is the management function that is concerned with continuous search of the best way to influence subordinates to accomplish goals and objective within the continuous process of coordinating man, money and material. It involves the sum total of behaviour of an executive in his direct relation with subordinates. Management as the body of leadership determines policies, rules and procedures guiding relationships and activities in an organization, which to an extent determines the effectiveness in achieving the organization goals and objectives. Where two or more people interact, the environment for the formation of a group is created. When individual in the group co—exist and associate for common purpose and when the group persist for a sufficient period of time. Organization develops. The role of a leader in the group is to provide direction, co-ordinate the activities of the individual members constituting the group and to ensure consistency. The image of the leader and the quality of leadership is reflected through the organization and the attitude of the subordinate in the performance of their task. Thus, the leader in the use of his organizing power decides the pattern of work behaviour, task operation and ethnic of subordinates, Goddy, (2014).

Leadership is vital to employee performance and corporate excellence. Consequently, Organization spend substantial sum of money in search of effective leadership in training of their personnel in effective leadership behaviour. There is also relative scarcity of effective leadership and that is why organizations search constantly for it and lead them to effect, design and develop all the effective leadership potentials possible in those who are associated with corporate management.

### **Leadership Behaviour and Styles**

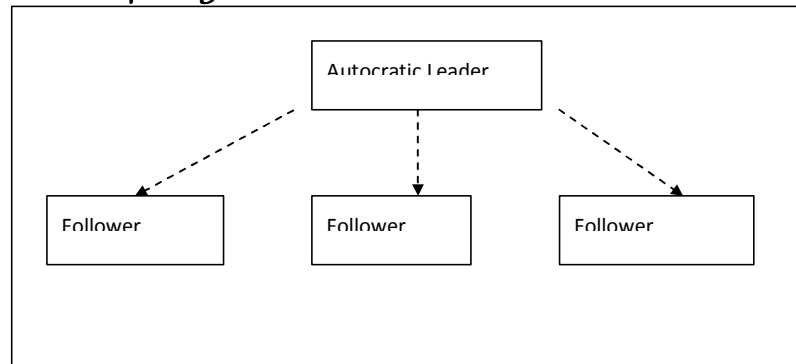
Leadership behaviour and style is the way in which the functions of leadership are carried out, the way in which managers typically behave towards members of the group, Goddy, (2014), further stated that there are many dimensions to leadership and many possible ways of describing leadership style such as dictatorial, unitary, bureaucratic, charismatic, consultative, participative and abdicatorial. However, the style of managerial leadership towards subordinate's staff and the focus of power are better classified within a three-fold heading, namely:

- i) Autocratic or authoritarian
- ii) Democratic or participative
- iii) Laissez-faire or free rain



**Autocratic Leadership:** Goddy, (2014), described an autocratic leader as one who is very conscious of his position and has little trust or faith in his subordinates, he feels that pay is a just reward for work and it is only the reward that can motivate. The leader gives order and insists they must be carried out. Diagram below illustrates the flow of influence in autocratic leadership situation.

#### Autocratic Leadership Diagram



**Source:** Goddy, (2014).

Goddy, (2014), suggest that autocratic leadership may be useful in:

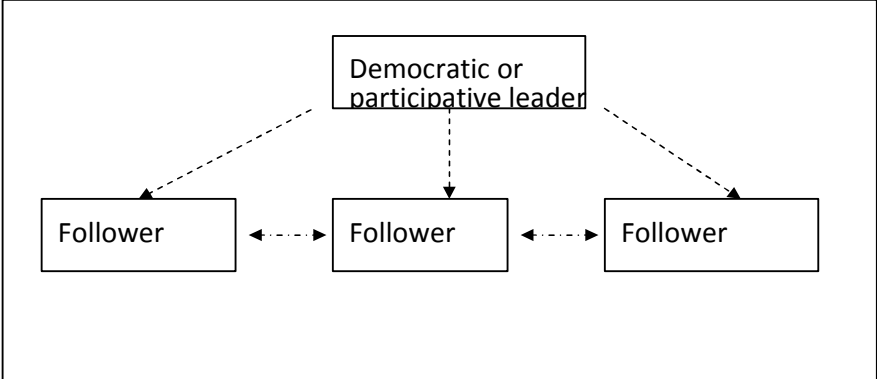
- i) Situation of emergency
- ii) In case where homogenous work force are involve, and
- iii) Where the leader is wise, just and has considerable understanding of the followers.

He also identifies some shortcoming of autocratic leadership as:

- i) The inability of the subordinate to develop pride of accomplishment,
- ii) Denial of personal development or satisfaction from self-actualization, and
- iii) It also antagonize human beings and rubs the organization of lasting loyalty and co-operation

**Democratic Leadership:** The democratic leader allows for decision making to be shared by the leader and the group. Criticism and praises are objectively given and a feeling of responsibility is developed within the group. Akpala (1990) argued that this form of leadership is claimed to be earliest amongst all other leadership style. The managers discuss with the subordinates before he issues general or broad orders from which subordinates feel free to act on. The superior allows the subordinates opportunity to use their initiative and make contributions. The leaders also offer supports to the subordinates in accomplishing task.

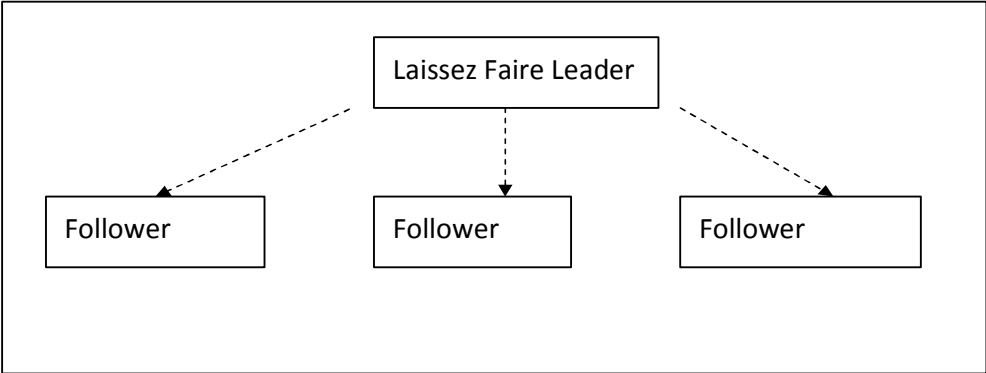
**Democratic Leadership Diagram**



Source: Goddy, (2014)

**Laissez-Faire Leadership:** Laissez— faire type of leadership is at the other end of the continuum from the autocratic style. With this type, leaders attempt to pass the responsibility of decision making process to the group. The group is loosely structured, as the leader has no confidence in his leadership ability. Decision making under this leadership is performed by whoever that is willing to accept it. Decision making is also very slow and there can be a great deal of “buck passing”. As a result, the task may not be undertaken and tile conditionally become chaotic (Flippo et,al (1982) as quoted by Goddy, (2014).

**Laissez-faire Leadership Diagram**



Source: Goddy, (2014).

**Different Types of Power**

Within an organization, leadership influence will be dependent upon the type of power that the leader can exercise over the workers Power is the capacity to influence. Okafor, (2011) defines power as capacity to influence another through a control over needed resources.

The exercise of power is a process, which helps to explain how different people can influence the behaviour and actions of others. Drawing from Okafor's definition, he posited that there are five different forms of power upon which influence of the leader is based. These are:

- I) Legitimate power
- II) Reward power
- III) Coercive power
- IV) Expert power and
- V) Referent power

**Legitimate power** is based on the subordinate perception that the leader has the right to exercise influence because of the leader's positive in the role organisation Adebakin Gbadamosi (2013). Legitimate power is based on authority, for example, that of a manager and supervisor within the hierarchical structure of an organization. It is therefore, a "position" power because it is based on the role the leader plays in the organization and on the nature of the leader's personal relationship with others.

**Reward power** is based on the subordinate's perception that the leader has the ability and resources to reward or mediate rewards for those who comply with directives.

**Coercive power** is an opposite side of reward power. It is based on the subordinate's perception that the leader has the ability to punish or bring about undesirable outcome to those who do not comply with directives.

**Expert power** is based on the subordinate's perceiving that the leader has expert knowledge in a given area. It is based on credibility and clear evidence of knowledge or expertise. The expert power, just as reward power are usually limited to the amount of reward the leader can offer, and a well-defined area or specialism respectively.

**Referent power** is based on the subordinates willingness and desire to identify with and accept certain personal characteristics as necessary for leadership. Such leader may not possess power or reward or punishment but may still exercise power over subordinates because he commands their respect or esteem. It could be noted that the first three powers are given by the organization and the last two are based on an individual's characteristics behaviour given by the organization. Organization powers to influence as noted by Akpala (2009) are directional anti arc aimed at some level of goal achievement and accomplishment.

### Qualities of a Good Leader

What makes a leader effective? Most people, when probably asked would admit that effective leadership results from certain desirable characteristics from certain desirable qualities which manifest in result, rather than describing it. However, exhibits the following qualities.

**Dedication:** Organizational effectiveness is a function of how committed a leader is to the goals and objectives of that organization. Dedication is measured on the basis of work done as well as its efficiency. It is therefore a function of self-sacrifice and an air of complete commitment.

**Communication:** In the time past it was common among business executives to make plans and discussions and keep it to themselves nowadays management as revealed by Peter Drucker, (2010), shows that effective managerial leadership considers communication as management by objective (MBO). This involves giving subordinates an access to experience decision making by communicating them to top management priorities. It will enable subordinates to do what the situation demand and the responsibility of the decision, unclear communication and goal could lead to an ineffectual task.

**Human Relations:** This is otherwise called interpersonal relationship. A leader should be strong in his human relations attitude, especially when his job is done through the subordinates. Developing and understanding the appropriate human relations skills will earn the leader healthy respect.

Ojo F. (2011) believes that based on the human relations theory, jobs should be designed and work scheduled to ensure that jobs provide workers with meaningful work sense of responsibility as well as opportunity to participate in decisions affecting their job.

**Crises Manager:** A leader should be able to settle disputes or differences among his employees as well as issues which impairs employees output.

**Effective Decision:** The ability of a manager to plan strategically depends on his effective decision making. Effective decision making in a contemporary management involves defensive avoidance, collecting more and more information about the cost and utility of each alternative and comparing them systematically in order to choose the most effective costs.

**Endurance:** A good leader should have empathy for his subordinates and ensure that he understand their problems and help to provide solution to them. Hence they are emotionally mature so that they are not easily discouraged by defeat or overwhelmed by success. They have a high tolerance for frustration.

**Administrative Skills:** A leader must possess the ability of managing the various resources (human, material and financial) of an organization in an efficient and effective manner to avoid redundancy or wastage. **Decision making:** This is a very significant attribute of leadership. In an attempt to solve organizational problems. In order to make sound and effective decision, the leader should possess a good knowledge of problem solving techniques.

**Expert Opinion:** A leader of a formal organization should have exerted knowledge of what the organization aims to achieve. This is one important source of his power as a leader. It is only when a leader is an expert that he can give quality and progressive decisions.

### **Leadership effectiveness**

The definition of leadership effectiveness differs from writer to writer; one major difference is the type of consequence or outcome selected as the effectiveness criterion (Hakan, 2014). The outcomes include such diverse things as group performance, attainment of group goals, group survival, group growth, group preparedness, and group capacity to deal with crises, subordinate satisfaction with the leader, subordinate commitment to group goals, the psychological well-being and development of group members, and the leader's retention of status in the group. The most commonly used measure of leader effectiveness is the extent to which the leader's group or organization performs its task successfully and attains its goals. In some cases, objective measures of performance or goal attainment are available such as profit growth, profit margin, sales increase, market share, sales relative to targeted sales, return on investment, productivity, cost per unit of output, etc. In other cases, subjective ratings of leader effectiveness are obtained from the leader's superiors, peers, or subordinates (Hakan, 2014).

### **Leadership and Management**

One general misconception about leadership is regarding it as manager-ship. Although some scholars treat the terms manager-ship and leadership as synonym, this is not correct. As a matter of fact there can be leaders completely from an unorganized group, but there can be managers as conceived in an organization only where organized structure create roles. Two terms however cannot be entirely put differently. Addair, (2013) argued that the truth is that leadership and manager-ship are different concepts but they overlap very considerably. Both are about achieving objective, getting result through people. Addair (2013) gave these distinctive undertones, that management implies good administration, the efficient and effective use of all resources especially money. It deals with installation, maintenance of systems, administration and control of finance. It looks at people as things and human resources and not as persons, free and equal intelligent, motivated and immensely capable. Unlike leadership, none of those distinctive undertones of management are the same in the industry and commerce they go together. Leadership is about giving direction. Building a team and inspiring others by example and word. Leadership and changes go together. Management entails the proper and efficient use of resources and it is inspired leadership (Goddy, 2014).

### **Conflicts of Measurement' of Productivity and Organisational Goal Attainment**

The performance of any company in terms of growth is usually derived from the productivity of that company. Productivity as a Concept can be traced back to the great economist called Adam Smith in his popular book-The Wealth

of Nation', he propounded the theory of division of labour. His concern was on how best the processes of production could be organized among employees in order to create increased output in an organization (Goddy, 2014). While considering the output/input method, Ocho, (1993), opined that production is a function of a number of variables, he measured that motivation is one of the major factors that can effect on the productivity of an organization. He was of the opinion that employers of labour should relate employees reward to the present economic situations order to generate the desired organization objectives. According to Ocho, (2013) it is not only money and bonuses that can motivate employees, recognition, respect, honour and reward but should have roles to play in encouraging employees to increase their performance.

### **Relationship between Total Quality Management, Leadership style and Organizational effectiveness**

The leadership styles currently advocated and adopted by most firms are based on the concept of Total Quality Management (TQM). Total Quality Management is a business philosophy that embodies the belief the management process must focus on integrating the idea of customer—driven quality throughout an organization as quoted by Aluko, et, al (1998) It stresses continuous improvement of product quality and service delivery. Managers improve durability and enhance product with additional features as the product matures in age. They also strive to speed delivery and improve other services to keep their brands competitive. The philosophy underlying the implementation of Total Quality Management strategy is to see organizational customers and clients as the vital key to organizational success. Organizations with Total Quality Management strategy see their business through the eye of their client and customers, and then, measure their (organizations) performance against customers/clients expectation, not through organizational expectations. Therefore, a Nigeria organization that employs Total Quality Management strategy evaluates its operations through the eyes of its customer and clients. The implications of the above is that functional managers are expected to select and adopt the best style of leadership that would influence their subordinates to work with zeal toward the attainment of their organizational goals /objectives (Goddy, 2014).

Also, since organization performance is measured in terms of its overall corporate entity, it implies that Total Quality Managers should go further than production operations/activities and involve every staff in the organization. The job of every staff in the organization should be linked to the production and marketing of high quality, low-cost products that satisfy customers/clients' needs and wants.

Moreover, Nigerian companies that have accepted and applied Total Quality Management philosophy should see their organization staff as internal customers or clients. For example, an accountant in a manufacturing firm who prepares a report for the firm's sales manager should see the latter as a customer/client who will use his (accountant's) report to make sales management decisions that will be useful to external customers/clients who buy the firm's products. Every staff in the organization should contribute reasonably to the improvement and satisfaction of customers/clients' needs and wants.

According to Aluko, *et al* (2010) Total Quality Management requires total organizational staff commitment. Quality can be achieved only by companies in which all staff are committed to quality motivated and trained to deliver it. Hence, successful companies remove the demarcations between departments. Their staff work as a team to carryout major business process and to create the desired results. Organizational staff work in order to satisfy their internal customers as well as external customers. Total Quality Management also considers and reward the efforts of those directly involved, both inside and outside the organization. It embodies the concept of integrity, honesty, commitments, participation and ownership. The model places values and respects for the individuals within the organizations.

Viewed from the above perspectives, the recent developments in the field of effective leadership calls for:

- i. A total change from all from of autocratic and authoritative leadership styles that tend to stifle employees initiatives, thus reducing their contribution toward corporate performance.
- ii. Elimination of all forms of sub—optimal decisions aimed at achieving departmental goals/objectives at the detriment of the overall corporate goals/objectives.
- iii. A decentralization of decision-making responsibility to a well- trained problem solving labour force i.e. employee participation in decision-making.
- iv. A breakdown of organizational barriers between departments and managerial levels so that cross functional management becomes normal operating procedures i.e. the concept of “empire building” should be eliminated.
- v. A linkage of reward and measuring systems both formal and informal to support these new directions i.e. more effective performance appraisal system.
- vi. Total commitment of all categories of employee in achieving corporate excellence.

According to (Aluko *et al* 2010), Nigeria firm that do not practice the above suggested strategies may have the following characteristics: Internal tensions are

high and usually grow stronger feelings of mistrust, blame and recommendations.

- i. Senior organizational staff, while appearing to be polite amid rational, increase loses faith in each of the organization's efforts become less coordinated as organization staff do things in order to satisfy their own vision of the future.
- ii. A common feature of such company is the external "bogey—man", either in the form of an ignorant group headquarters or some other external regulations or constraints. It implies illogical dictates, this absorbs the many reasons for the lack of success, and incoherent management style.
- iii. Internally, morale is low often with glimmering discontent, ignorance abounds. Levels of scraps and rework and acceptance considered much better that they use to be. Everyone acceptance the impossibility of doing any better. Methods tend to the traditional, with no one really understanding exactly what is happening. There is no procedure. Indeed, procedures follow practice with desperate attempts to get the procedures in order, prior to external audit. There is no steady development of procedures to improve process. Consequently, this would impact negatively on the employees and overall corporate performance.

In the light of the above perspectives, it is observed that while the historical contributors to the study of effective leadership saw the choice of the best leadership style as a prerogatives of the managers, after taking cognition of the prevailing situations, the recent developments makes it mandatory for leaders to adopt a democratic and participating leadership style in order to ensure the achievement of corporate goals and objectives. However, whether or not the style of leadership adopted by a manager has impact on employee performance and corporate excellence would be combined after testing the relevant research hypothesis.

## **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.

### **Trait theory (1930s – 1940s)**

This theory was propounded by Thomas Carlyle in the mid-1800s., and postulated that leaders share typical personality traits and characteristics that make them different. This theory posits that leaders are born and not made, meaning certain people are born with the propensity to lead. The proponent of



this theory argued that leadership is an inborn, instinctive quality that you either have or don't have. From this theory, it could be deduced that qualities like empathy (as oppose to sympathy), assertiveness, good decision-making, charm, enthusiasm, positive attitude, charisma and so on, makes a good leader.

### **Contingency theories (1960s)**

The Fiedler Contingency Model was created in the mid-1960s by Fred Fiedler, a scientist who studied the personality and characteristics of leaders. These arise from the belief that leadership style is contingent upon the situation, that is, as a function of the circumstances involved. This theory tries to predict which leadership style is best according to the cases and circumstances involved. This leads to the concept of situational leadership where circumstances determine how the leader seeks to influence the followers.

### **Empirical Review**

Amal and Nosheen, (2014), Studied the types/styles of leadership and the leadership styles of different leaders of various organizations in Pakistan and examined their impact on organizational performance. There are three main leadership styles; transformational, transactional and laissez faire leadership styles. While the first two have a positive but different level of impact, the third one has a negative impact on organizational performance. A quantitative study was conducted by using a questionnaire filled from various leaders of manufacturing and service organizations. Results of the study were studied through SPSS and the researchers found that though the most suited style of leadership is transformational one but in new and growing organizations transactional leadership style may be more productive, while in certain circumstances though limited and for a short period, laissez faire style may be required. Hence, the leader might have to adopt a hybrid style of leadership style. Leadership style has a significant impact on the organizational performance. Muzaffar and Devanadhen, (2015), conducted a study on the impact of leadership styles (transformational, transactional, participative, supportive and instrumental) on organizational performance of select banking organizations in Jammu and Kashmir, India. At the same time, the secondary objective of this research work was to find out the dominance of the leadership styles in the concerned banking industry. The descriptive survey research design was operated in order to accomplish the above stated objectives. The model was tested on the 290 respondents consisting of branch heads, executive level and senior staff of banking sector organizations in the state of Jammu and Kashmir, (India). All the data analysis was operated through the statistical packages for social sciences (SPSS) and analysis of moment structures (AMOS) version 20. To find the fit of the conceptual model, the structure equation model (SEM) analysis was operated. The findings reveal that only transformational leadership style has

significant direct impact on organizational performance while other leadership styles showed insignificant impact. Moreover the transformational leadership was the more dominant form of leadership style prevailing in the concerned banking organizations of Jammu and Kashmir, India.

Osabiya and Ikenga, (2015), examines the impact of leadership style on employees performance in an organization. It went ahead in ascertaining the relationship between employees' performance and productivity, which is the hallmark of the organization goals and objectives, using descriptive or survey research design which include questioners etc. The study revealed that there is significance relationship between leadership style and employees' performance in the attainment of organization goals and objectives.

Seyyed, Freyedon and Mina, (2012), study the relationship between leadership styles and the staff organizational commitment within an organization and effect of the staff personality traits on this relationship. For the sake of the present research the required data, extracted from 190 questionnaires, were analysed and the Binomial Test used for narrative study of the research components and the structural equation modeling was applied for confirming or rejecting the research hypotheses. In the end priorities of the research components were examined by use of the Freidman Test. It is noticeable that for examining the effect of the Moderator-Mediator variable the Baron-Kenny Test was utilized. Outcome of the research implied that between all independent variables of the model (transformational leadership style and transactional leadership style) and three dependent variables of affective, continuance and normative commitments a positive relationship is visible at all levels (all variables were of direct relationship). Also outcome of the study made on the moderating effect of the personality variable implied that the personality variable is of moderating effect in the relationship between the leadership style and the organizational commitment. It is notified that the transactional leadership style is of further effect on the organizational commitment.

Hakan, (2008), examined the influence of leadership behaviours on both organizational and leader effectiveness at boutique hotels. A total of 722 subjects (60 managers and 662 non-managerial employees) participated in the study from 60 boutique hotels. Participants were told that the study was designed to collect information on the leadership styles used by managers and on the satisfaction and commitment of employees in the hospitality workforce. Multifactor Leadership Questionnaire, Organizational Commitment Questionnaire and Job Descriptive Index were used to assess leadership behaviours of the boutique hotels' first-line managers and commitment and satisfaction levels of employees, respectively. The findings indicates significant relations between leadership

behaviours' and both organizational and leadership effectiveness. The findings support the suggestion in the literature that transformational leadership behaviours stimulate organizational commitment and job satisfaction in the hospitality industry.

Bizhan, Saeid and Vahid, (2013), determined the relationship between leadership style and employees performance in the Real Estate Registration in Tehran province. This research used descriptive correlation method. The study population comprised all staff in Tehran Real Estate Registration with 1000 number. Cochran method was used to determine the sample size and the sample number was calculated 277 one. Simple random sampling is used in this research. Data collection instruments included two questionnaires of leadership style and employees performance. To test the hypotheses, correlation method using SPSS software was used. And the results showed that development-oriented and pragmatic- oriented leadership style has a positive impact on employee performance and leadership style and non-interference is a negative impact.

The study done so far in this area have focused mainly on leadership style and employees performance and types/styles of leadership and the leadership styles of different leaders of various organizations and their impact on organizational performance. Equally, study on the relationship between leadership styles and the staff organizational commitment within an organization and effect of the staff personality traits on this relationship was reviewed. In most cases, the study adopted descriptive/ survey research design to analyze variable used, whole analytical techniques like spearman correlation coefficient using analysis of variance involving Simple random sampling were employed in analyzing the data.

It is obvious that most key analytical performance variable for organizational effectiveness were not contained in the reviewed works. The important variables like charismatic leadership style, participative leadership style, supportive leadership style and consultative leadership style as proxies for leadership style was not used, which in turn becomes the performance indicators for organizational effectiveness of Nigerian breweries plc. Aba cannot be over emphasized.

### **Gap in the Literature**

The absence of these key variables in the models of study covered in the review constitutes a serious gap. This study is therefore set to bridge the gap by factoring these variables in the model of the study.

## METHODOLOGY

### Research Design

This study is designed to access the impact of leadership style and personality traits on organizational effectiveness of selected transportation companies in Imo State, Nigeria. Due to the nature of the study, the researcher adopted a survey design. This was chosen in order to access accurate and easy information from the research population. However, this survey method is widely used in administrative or behavioural complex relationships that exist between variables. Such relationships that exist between variables are not subjected to manipulations.

### SOURCE OF DATA

#### Primary Data

This work made use of primary data. Primary data according to Uzoagulu (2011) are original data collected basically for the problem under investigation through issuing of questionnaire.

The primary data was be collected with the use of structured questionnaire that will be distributed to the respondents.

#### Secondary Data

Secondary data was sourced from text books, journals and internets.

### POPULATION OF THE STUDY

Population is a collection of all items, whether of people or of objects or of events, that are to be considered in a given problem situation. These items refer to the total objects needed for the purpose of drawing conclusions (Saunders, Lewis and Thornhill, 2009 and Udofia, 2011). Thus, for this study; the population of all the staff of Nigeria brewery were used which totalled 300 (Annual Year Book, 2017)

### Sample Size Determination

Since it was cumbersome and time consuming to investigate and gather data from everyone that makes up the population, a good representation of the population was chosen for proper evaluation and analysis. In order to arrive at a manageable sample size, Taro Yamane formula was adopted.

This was determined as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Where

The total population of the study, (300)

e The error margin,

nSample size

$$n = \frac{300}{\quad}$$

$$n = \frac{1 + 300(0.05)^2}{300}$$

$$n = \frac{1 + 300(0.0025)}{300}$$

$$n = \frac{1 + 0.75}{300}$$

$$n = \frac{1.75}{300}$$

$$n = 171$$

The sample size of the study is 171.

### Sampling Technique

Due to the adoption of survey design, the work adopted the use of proportional stratified sampling technique. Stratified sampling technique is based on the division of the population divided into segments (Thomson, 2012).

### METHOD OF DATA ANALYSIS

The researcher adopted simple percentage, frequency table in analysing the collected data. This was used to test the research questions posed in the study. While simple regression and correlation were used to test the hypotheses in this study with the use of SPSS V. 23.

### DATA PRESENTATION AND DISCUSSION OF FINDINGS

In this section the specific objective variables in the study are analysed using descriptive statistics such as simple percentage, frequency and mean as well as presentation and interpretation of simple regression. The results are subsequently discussed as regards to the Impact of leadership style on the attainment of organizational effectiveness (a study of Nigeria brewery)

**Table 3.10a Distribution of Questionnaire and Response Rate**

Total	copies	of Respondents	Percentage (%)
Questionnaire			
Number returned		159	93.0
Number not returned		12	7.0
Total		171	100

**Source:** Field Survey, 2018

From table 4.1, out of 171 questionnaire issued to the respondents 159 representing 93% were completely filled and returned and 12 representing 7% were not returned. This implies that good number of the questionnaire was attended to by the respondents.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.855 <sup>a</sup>	.731	.730	.687	.731	539.072	1	130	.000	.082

a. Predictors: (Constant), LS

**RESULT AND DISCUSSION**

- a. Dependent Variable: PNB
- b. Dependent Variable: PNB

In testing the hypotheses formulated, it is important to restate the hypotheses for the test.

H<sub>01</sub>: To examine the relationship between leadership style and organizational profitability of Nigerian breweries plc. Aba.

Using the simple regression statistical tool, the hypothesis was tested and the summary of the result shown on the table 3.10.1 which have the coefficient of determination between the dependent and independent. The R square value of 0.731 which elucidates that 73% of the change and variations in the dependent variable is caused by the independent variable and at a significant level of 1% that 0.000 at an Adjusted R-value, the coefficient is still positive signifying a strong correlation between leadership style and organizational profitability of Nigerian breweries plc. Aba.

**Table 3.10.1a ANOVA**

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	254.517	1	254.517	539.072	.000 <sup>b</sup>
	Residual	93.483	130	.472		
	Total	348.000	131			

- a. Dependent Variable: PNB
- b. Predictors: (Constant), LS

Sources: Researchers computed using SPSS

From the above ANOVA table the P- value for the model was 0.000 which means that the model was statistically significant since the P-value was less than 0.005

**Hypothesis Two:**

H<sub>02</sub>: there is no positive and significant effect of charismatic leadership styles and attainment of organizational goals of Nigerian breweries plc. Aba.

Using the simple regression statistical tool, the hypothesis was tested and the summary of the result shown in section 3.10.1c

**Table 3.10.1c**  
**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.831 <sup>a</sup>	.690	.688	.733	.690	440.777	1	130	.000	.070

a. Predictors: (Constant), AOG

b. Dependent Variable: CLS

**Sources:** Researchers computed using SPSS

The model summary on table 3.10.1c, the R<sup>2</sup> which is the coefficient of determination between the dependent and independent. The R square value of 0.69 which elucidates that 69% of the change and variations in the dependent variable is caused by the independent variable and at a significant level of 1% that 0.000 at an Adjusted R-value, the coefficient is still positive signifying a strong correlation between charismatic leadership styles and attainment of organizational goals of Nigerian breweries plc. Aba.

**Table 3.10.1d ANOVA**  
**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	237.026	1	237.026	440.777	.000 <sup>b</sup>
	Residual	106.474	130	.818		
	Total	343.500	131			

a. Dependent Variable: AOG

b. Predictors: (Constant), CLS

**Sources:** Researchers computed using SPSS

From the above ANOVA table the P- value for the model was 0.000 which means that the model was statistically significant since the P-value was less than 0.005.

**Table 3.10.1e**  
**Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	-.588	.185		-3.169	.002	-.953	-.222
PFG	.929	.044	.831	20.995	.000	.841	1.016

a. Dependent Variable: LSD

**Sources:** Researchers computed using SPSS

**Decision:** the result of the above analysis revealed that the calculated t-value of 20.995 is greater than the table value (-3.169), therefore, the null ( $H_0$ ) hypothesis is rejected, while the alternatives hypothesis ( $H_1$ ) accepted. This implies that there is positive and significant effect of charismatic leadership styles and attainment of organizational goals of Nigerian breweries plc. Aba.

### Hypothesis Three

$H_{03}$ : Personality traits and leadership styles have no significant relationship on organizational effectiveness.

Using the Pearson Product Moment correlation (PPMC) tool, the hypothesis was tested and the summary of the result shown on the table below:

**Table 3.9.1f**  
**Correlations**

	Personality traits and leadership styles	Organizational effectiveness
Personality traits and leadership styles	1	.904**
	Sig. (2-tailed)	.000
	N	130
Organizational effectiveness	.904**	1
	Sig. (2-tailed)	.000
	N	130

\*\* . Correlation is significant at the 0.01 level (2-tailed).

There is positive and significant relationship between Participative leadership styles and attainment of organizational market share of Nigerian breweries plc. Aba 000 which is greater than 0.01, we therefore, reject null hypothesis and accept alternative hypothesis and conclude that Participative leadership styles



and have a significant relationship on attainment of organizational market share of Nigerian breweries plc. Aba

## SUMMARY OF FINDINGS

Based on the data collected and analyzed, the following were discovered:

- i. There was positive and significant relationship between leadership style and organizational productivity of Nigerian breweries plc. Aba.
- ii. There was positive and significant effect of charismatic leadership styles and attainment of organizational goals of Nigerian breweries plc. Aba.
- iii. There was positive and significant relationship between Participative leadership styles and attainment of organizational market share of Nigerian breweries plc. Aba.

## CONCLUSION

In every journey, there is a corresponding destination. It applies to every academic undertaking. The researcher has explored some issues militating to the transportation effectiveness and efficiency in Nigeria. Sequel to the findings discovered, this study therefore concludes as follows:

- i. That there was positive and significant relationship between leadership style and organizational productivity of Nigerian breweries plc. Aba.
- ii. That there was positive and significant effect of charismatic leadership styles and attainment of organizational goals of Nigerian breweries plc. Aba.
- iii. That there was positive and significant relationship between Participative leadership styles and attainment of organizational market share of Nigerian breweries plc. Aba.

## RECOMMENDATIONS

Based on the empirical findings, the researcher recommended the following to impact leadership style on the attainment of organizational effectiveness with respect to Nigerian breweries plc. Aba

- i. That leadership style and personality traits is one of the tools used in attainment of organizational goals and objectives, therefore every organization should as issue of importance, ensure of getting the right leader that will man their organization; in order to achieve their set goals/objectives.
- ii. Nigeria Breweries should ensure that their leader/manager adopts a participatory leadership style so as to promote employee participation and encourage target setting in the organization.

- iii. The Companies should adopt adequate rewarding system to enhance workers (employees) morale and spur them to increase their input in their companies.

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