



THE INFLUENCE OF LEADERSHIP STYLES ON EMPLOYEES' PERFORMANCE: A STUDY OF SELECTED PRIVATE UNIVERSITIES IN OGUN STATE, NIGERIA

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Abstract

The objective of the study was to investigate the influence of leadership style on employees' performance in selected private universities in Ogun State, Nigeria. Descriptive survey research design was adopted as the study guide. Multi stage sampling technique was used for this study due to the varied characteristics of the institutions. Five hundred (500) copies of questionnaire were administered to academic and non-academic staff in the selected private universities out of which four hundred and thirty five (435) copies were filled and returned. Pearson Product Moment correlation was used to analyse the data gathered from the respondents. The study revealed that only transactional leadership style have no significant influence on employees' performance while charismatic and transformational leadership styles has positive and significant influences on employees' performance in selected private universities in Ogun State, Nigeria. The validation of charismatic and transformational leadership styles, by our model, as the key leadership styles that influenced employees' performance in our study, therefore provides predictive implications on improved employees' performance, given the activities of these leadership styles.

1.0 Introduction

The concept and definition of leadership and style may differ from one person, or situation, to the other. The word "leadership" has been used in various aspects of human endeavour such as politics, businesses, academics, and social works (Fu-Jin ., Shieh, and Tang, 2010; Hackman and Wageman, 2007). Previous views about leadership show that it is a personal ability (Akpa, Nwankwere, Obiwuru, and Okwu, 2011). The development of any nation is engendered by the effectiveness of its various institutions (Abdulkadir, 2012; Akinruwa., Ibojo, and Awolusi, 2013). Although the importance of quality education in nation building cannot be over emphasized, it is dependent on effective administration and leadership style in the educational institutions (Olowookere and Elegbeleye, 2013; Awolusi, 2013). The success of the Nigerian University system is highly dependent on the leadership style it adopts. Through an effective leadership, employees are motivated to contribute to the growth and development of their various institutions.

University governance in Nigeria today is nothing but crises management (Ibukun, 1997 cited in Olowookere and Elegbeleye, 2013) characterised by brain drain, financial crises, deteriorated infrastructure for teaching, research and learning. The major challenge facing the management of university system in Nigeria is inadequate funding (Adegbite, 2007 cited in Olowookere and Elegbeleye, 2013). Nigerian university administrators, in delivering the general mandates of sustaining the quality and standard of the university system have by certain actions and inactions frustrated the realization of this dream and have contributed to relegating the universities to bottom of the accredited universities in the world (Awolusi, 2012; Ebuara, Udida, Ekpiken, and Bassey, 2009). Nigerian Tribune (2007) affirmed this assertion that no Nigerian university is even rated among the best 1,000 universities in the world. Nigerian university leaders neglected Nigerian universities, sent their children to the best colleges and universities in America and United Kingdom (U.K), and then misappropriate revenues to establish private universities. But none of these private universities made the list of the best universities in the world's latest global rankings (Ebuara, et al, 2009).

The Nigerian university system has also been accused of poor strategic planning in its physical development. For example, Mgbekem (2004) observed that a large part of the capital fund in some Nigerian universities is tied to useless uncompleted projects that litter the campuses. Many of these were almost certainly over-designed and grandiose and were started without proper financial planning or may be without even proper clearance from the national universities commission (NUC) (Ibiam, 2014). Experience has shown that the intrigue within the university system is fallout of the politics of external environment. The appointment of the vice chancellor in most Nigerian

universities appears a major source of conflict, due to the habit of imposing vice chancellors on the university system by the government. According to Idumange (2002) some vice chancellors get appointed for political expediency and the overzealous ones among them set goals that are utopian while few of them render the university system hot beds of politics (Ibiam, 2014). Ayandele (2001) cited in Ibiam (2014) described what is left of the Nigeria's universities as the laughing-stock of the world universities today which include among others; the romance of professors with the political ruling elites, internal siege laid on the system by staff unions, the role of the vocal minority in university governance and loss of grip over students.

Several studies have been conducted on leadership styles and employees' performance but none exist in private universities in Ogun State, Nigeria. This study will fill this gap in knowledge by investigating the influence of leadership styles on employees' performance in selected private universities in Ogun State, Nigeria. The study proceeded from the proposition that the various leadership styles – charismatic, transactional, and transformational has no significant influence on employees' performance in private universities in South West, Nigeria. For this purpose, this paper is structured into five sections. Section one is the general introduction. Section two is the literature review. Section three is the methodology. Section four is the data presentation, analysis and discussion. While Section five is the summary, recommendations and conclusion.

2.0 Literature Review

Leadership style is a key determinant of the success or failure of any organization. A leader is person who influences, directs, and motivates others to perform specific tasks and also inspire his subordinates for efficient performance towards the accomplishment of the stated corporate objectives (Odetayo, Ojokuku, and Sajuyigbe, 2012). Leadership style is the manner and approach of providing direction, implementing plans, and motivating people. The relationships between the leader and employee, as well as the quality of employees' performance, are significantly influenced by the leadership style adopted by the leader (Odetayo, Ojokuku, and Sajuyigbe, 2012). Effective leadership in organization, therefore, creates vision of the future that considers the legitimate long term interest of the parties involved in the organization to develop a strategy for moving forward towards that vision enlists the support of employees to produce the movement and motivates employees to implement the strategy (Awolusi., Magaji, and Odunlami, 2015; Tandoh, 2011).

2.1 Conceptual Review

Leadership is a procedure to influence the people in order to achieve the desired result. Employees are the asset of the organization. In order to become successful and innovative organization has to give a chance to their employee's to innovate (Masqood, Bilal, Nazir, and Baig, 2013). Leadership style refers to how a leader uses authority and builds and maintains relationship with subordinates (i.e. the degree of consultation) when making decisions (Obamiro, 2011). Leadership styles applicable for this study include: charismatic, transactional, and transformational leadership styles.

A **charismatic leader** injects huge doses of enthusiasm into his team and is very energetic in driving others forward (Jeremy, Melinde, and Ciller, 2012; Ojokuku, Odetayo, and Sajuyigbe, 2012). There are three (3) components of charismatic leadership namely, envisioning, empathy, and empowerment. A charismatic leader's envisioning behaviour influences the followers (employees) need for achievement, the leader's empathic behaviour stimulates the followers' need for affiliation, and the followers' need for power is enhanced by a charismatic leader's empowerment practices (Jaepil, 2006).

Transactional leadership, also known as managerial leadership, focuses on the role of supervision, organisation, and group performance. Transactional leadership is a style of leadership in which the leader promotes compliance of his followers through both rewards and punishments (Odumeru and Ogbonna, 2013). There are three components of transactional leadership style namely: contingent reward, active management by exception, and passive management by exception. In contingent reward, the transactional leader provides reward to the subordinates in exchange of achieving targets, and these targets are set on short-term basis and also measurable. In active management by exception, the leader monitors the subordinates' performance and eliminates the deviation of subordinate from the path of goal (Hellregel and Slocum, 2006). In passive management by exception, the leader interferes in the affairs of the employee when he performs unexpectedly (Nwokocha and Iheriohanma, 2015).

Transformational leaders are very passionate, enthusiastic and energetic. They work to transforms the skill, capabilities, values and belief of their followers. They try to motivate them internally by influencing their attitudes and assumptions. Transformational leaders articulate and communicate a compelling vision to their followers that inspires and motivates them to achieve extraordinary goals. Transformational leaders are truthful and show integrity. They set clear goals, and communicate these goals to their followers and shared vision with them. It is argued that transformational leadership develops and flourishes in the environment in which leaders and their followers are engage positively for the betterment of organization (Nwokocha and Iheriohanma, 2015). Transformational leaders not only enhance the skill and capabilities of their followers but also align follower's goals with the goals of the organization (Rasool, Arfeen, Mothi, and Aslam, 2015).

Employee performance is an important building block of an organization and factors which lay the foundation for high performance must be analysed by the organization (Mustapha, Fakokunde, and Awolusi, 2014).

Since every organization cannot progress by depending on one or two individuals' effort, it is collective effort of all the members of the organization. Performance is kind of outcomes after a job is finished. It represents the levels of achievement of each job and the fulfilment of organizational regulations, expectations, or requirements for an official role (Folorunsho, Adewale, and Abiodun, 2014). A well-executed performance management system is a medium for managers and employees to develop an understanding of what work the mission of the organisation requires, the manner in which this work should be accomplished, and to what extent it has been achieved. Employees should be empowered and receive support from their manager without removing any of the employee's responsibility (Tandoh, 2011). Consequently, employees' performance measurement in this study was not restricted to financial measures, but incorporates varied perceptive business measures, like students enrolment, certification by regulatory authorities, staff turnover, institutional growth (Onikoyi and Awolusi, 2015; Sanda and Awolusi, 2014; Vroom and Jago, 2007).

2.2 Theoretical Review

Theories discussed in this paper include path goal theory and situational theory.

The **path goal theory** was developed by Zaccaro (2007). This theory is based on how the leader set goals, show subordinates the path, and lead them to accomplish the goals (Obamiro, 2011). The path-goal model has identified certain leadership behaviours namely: directive, supportive, participative and achievement oriented. The directive leader lets subordinates know what is expected of them and gives them specific direction. The supportive leader employs a friendliness relationship with subordinates, treats employees as equals and shows concerns for their welfare. The participative leader makes consultations with subordinates and considers their suggestions before making a decision. The achievement-oriented leader sets challenging goals and seeks subordinates' improvement on their performance (Mohammed, Yusuf, and Sanni, 2014).

The **situational theory** states that effective leaders exhibit behaviours that fits the situation at hand. There is not one best leadership style that is suited for all situations. Hence, leaders should demonstrate the behaviour that will have the optimum positive effect on employees' performance such that constant increased productivity and achievement of overall corporate, objectives, improvement in employees' motivation, job satisfaction, career advancement, and organizational responsiveness to stakeholders' expectations will be attained (Mohammed, Yusuf, and Sanni, 2014). This study will adopt the situational theory. This is because the leader must carefully study the current situation of the organization before deciding on the style of leadership to adopt and implement.

2.3 Empirical Review

The study of Shafie, Baghersalimi, and Barghi (2013) found that transformational leadership style has a significant relationship with employees' performance in real estate organization of Tehran province. The study of Paracha, Qamar, Mirza, Hassan, and Waqas (2012) revealed that transactional leadership style and transformational leadership style have positive relationship with employees' performance in private (educator) school in Pakistan. However, transactional leadership style has a strong positive relationship with employees' performance. Rasool, Arfeen, Mothi, and Aslam (2015) indicated that transformational leadership style and transactional leadership style have positive relationship with employees' performance in the health sector of Pakistan. However, transformational leadership style has a very strong positive relationship with employees' performance. Inderyas, Khattak, Raza, Hassan, and Mohammad (2015) discovered that transactional leadership style and charismatic leadership style have insignificant relationship with employees' performance while transformational leadership style has a significant relationship with employees' performance in the public health sector of Pakistan. The study of Avinash and Abbas (2015) also showed that transactional leadership style and transformational leadership style have positive and significant impact on employees' performance in the banking industry of Pakistan.

3.0 Methodology

Descriptive survey research design was adopted for this study; this was done for three reasons. First, descriptive survey research design is capable of obtaining information from large samples of the population. Second, it is well suited in gathering demographic data that describe the composition of the sample (McIntyre, 1999). Third, it is inclusive in the types and number of variables that can be studied, require minimal investment to develop and administer, and are relatively easy for making generalizations (Glasow, 2005).

Private universities in Ogun State, Nigeria form the population of this study. Multi stage sampling technique was used for this study. Multi stage sampling technique enables the researcher to select his samples in stages until he gets the required sample (Asika, 1991). Purposive sampling technique, stratified sampling technique, and snowball sampling technique were used for this study. Purposive sampling technique enables the researcher to select the sample that suits the objective of his study. Purposive sampling technique was used in selecting the private universities that have been in existence for more than five years. Stratified sampling technique ensures proper representation of important sub-population groups without biasing the selection operation (Turner, 2003). Stratified sampling technique was used in selecting the strata (academic staff) in the universities.

Snowball sampling technique was used in expanding the sample size to include non-academic staff in the selected private universities. Snowball sampling technique creates room for the researcher to include other participants aside the selected sample based on the recommendation of the selected sample. Nigerian private universities that have been in existence for more than five years forms the sample for this study. This is because the tenure of the position of Vice Chancellor in any Nigerian university is five years. A Vice Chancellor must have completed at least a tenure of five years before his leadership style can be ascertained.

3.1 Sample Size Determination

The sample size was apportioned to each of the universities selected in the sample using Taro Yamane's formula for determining the sample size for a finite population (Inderyas et al., 2015). The study adopted the field survey of Oduroye (2015) on the staff strength of academic staff in private universities in Southwest, Nigeria. The staff strength of private universities in South West, Nigeria are stated in table 1.

Table1: Staff strength of private universities in South West, Nigeria

University	Location	Number of Staff
AfeBabalola	Ado Ekiti, Ekiti State	268
Caleb	Imota, Lagos	113
Babcock	Ilishan Remo, Ogun State	363
Bells	Ota, Ogun State	168
Covenant	Ota, Ogun State	420
Crawford	Igbesa, Ogun State	81
Crescent	Abeokuta, Ogun State	102
Redeemers	Ede, Osun State	209
Achievers	Owo, Ondo State	108
Wesley	Ondo	158
Fountain	Osogbo, Osun State	68
Joseph Ayo Babalola	Ikeji-Arakeji, Osun State	192
Oduduwa	Ipetumodu, Osun State	39
AjayiCrowther	Oyo	135
Bowen	Iwo, Osun State	239
Lead City	Ibadan, Oyo State	120
Adeleke	Ede, Osun State	57
Elizade	Ilara-Mokin, Ekiti State	21
Atlantic	Epe, Lagos	38
McPherson	SerikiSotayo, Ogun State	24
Southwestern	OkunOwa, Ogun State	30
Total		2953

Source: Nwokocha and Iheriohanma (2015).

However, the staff strength of private universities that have been in existence for more than five years in Ogun State was stratified. Staff strength of private universities in Ogun State, Nigeria are stated in table 2.

Table 2: Staff strength of private universities in Ogun State, Nigeria

University	Location	Number of Staff
Babcock	Ilishan Remo, Ogun State	363
Bells	Ota, Ogun State	168
Covenant	Ota, Ogun State	420
Crawford	Igbesa, Ogun State	81
Crescent	Abeokuta, Ogun State	102
Total		1134

Based on our derived minimum sample size of 296 staff, we obtained a stratified sample of 350 staff from the population. Therefore, the sample size comprised of a representative sample of 95 staff in Babcock University, 44 staff in Bells University of Technology, 110 staff in Covenant University, 21 staff in Crawford University, and 27 staff in Crescent University. However, snow ball sampling technique was used to expand the sample size to include non-academic staff in these universities. Using this sampling technique, the sample size was expanded to five hundred (500) staff in these universities. The sampling unit for this study include academic and non-academic staff (both male and female) of the universities selected as samples. The research instrument adopted for this research study was a structured questionnaire. The questionnaire enables the respondents to understand what the research study is all about. It also enables the researcher to elicit information from the respondents easily (Asika, 2004). The questionnaire comprised of two parts: Section A (demographic of respondents) and Section B (questions administered to the respondents).The questionnaire comprised of 10 questions. Modified Likert scale (strongly

agree, agree, partially agree, partially disagree, disagree, and strongly disagree) was used as the response pattern for the questions. This study adopted some questions of Adeniji (2011) and constructed some of its own questions. Cronbach's Alpha coefficient was used to test the reliability of this study (Onikoyi and Awolusi, 2014). A value of 0.6 and above shows a satisfactory internal consistency reliability of the research instrument (Asika, 2004). 13 questionnaires were administered to 13 respondents from the sample size during the pilot test. The questionnaire consists of 12 questions. The data was analysed based on response to each question with the aid of the Statistical Package for the Social Sciences. The result was 0.805 (table 3). This shows that the instrument is reliable.

Table 3: Reliability Statistics

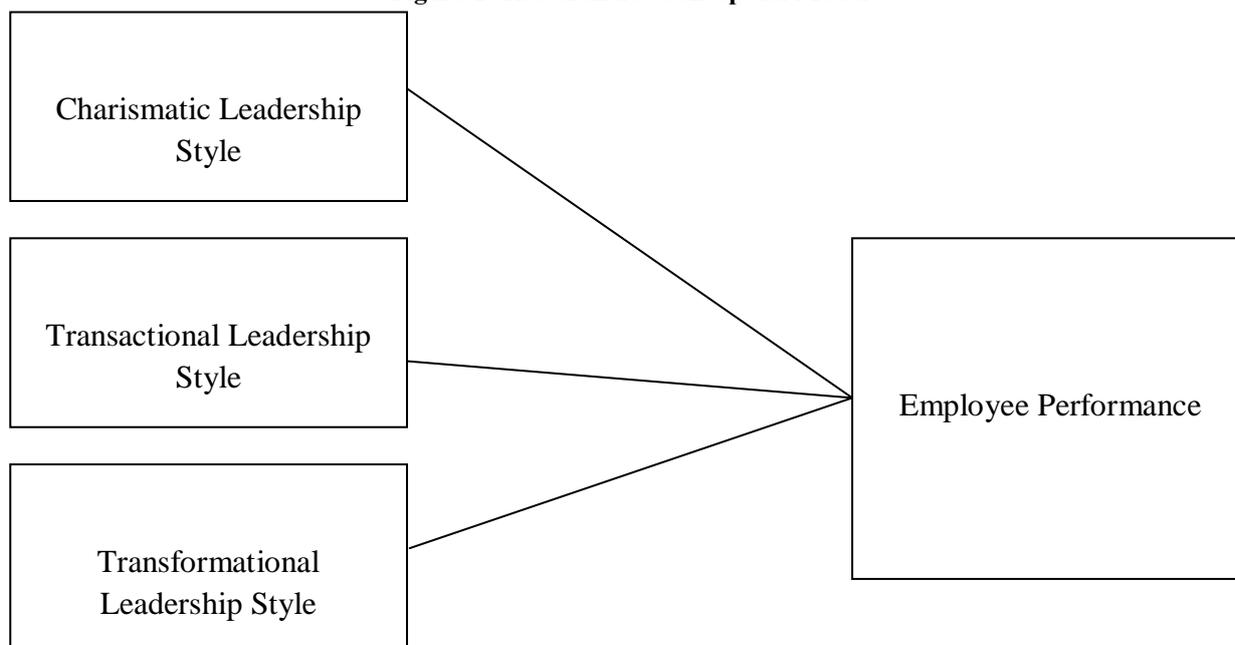
Cronbach's Alpha	N of Items
.805	12

In addition, content validity was used for this study. Content validity refers to the degree to which a measure covers the range of meanings included within a concept (Babbie, 2007; Hair., Anderson, Tatham, and Black, 1998). A copy of the questionnaire was given to experts in the field of corporate governance who read it and made necessary suggestions to improve the questionnaire. Descriptive statistics and Pearson Product Moment correlation were used for empirical investigation of the study's interest. These methods of data analysis were used with the aid of the Statistical Package for the Social Sciences (SPSS) version 17.

3.2 Research Model

A research conceptual paradigm was developed to show the determinants of employee performance in selected private universities in Ogun State.

Figure 1: Researchers' Conceptual Model



Source: *Researchers' Conceptual Model (2016)*

4.0 Data Analysis, Results and Discussion of Findings

Copies of questionnaires were administered to 500 staff of the selected private universities in Ogun State, Nigeria; out of which only 435 copies were filled and returned.

Table 4: Analysis of Questionnaire Distribution and Retrieval Rate

	FREQUENCY	PERCENTAGE (%)
Retrieved	435	87
Not Retrieved	65	13
TOTAL	500	100

Source: *Researcher's Field Survey (2014)*

The table 4 above shows that 435 (87%) of the respondents filled and returned the questionnaire, while 65 (13%) of the respondents did not return the questionnaire. Thus, the percentage of questionnaires returned is high enough for the generalization of the outcome of this research work (Onikoyi and Awolusi, 2015).

Table 5: Analysis of the Respondents' Demography

VARIABLE	FREQUENCY	PERCENTAGE
SEX		
Male	250	57.5
Female	185	42.5
Total	435	100
MARITAL STATUS		
Single	178	40.9
Married	257	59.1
Total	435	100
AGE		
21-30	115	26.4
31-40	175	40.2
41-50	98	22.5
51 and above	47	10.8
Total	435	100
EDUCATIONAL QUALIFICATION		
OND/HND	72	16.6
B.SC	96	22.1
M.SC	158	36.3
Ph.D	109	25.1
Total	435	100
UNIVERSITY		
Babcock	128	29.4
Bells	67	15.4
Covenant	105	24.1
Crawford	76	17.5
Crescent	59	13.6
Total	435	100
CATEGORY OF STAFF		
Academic	282	64.8
Non-academic	153	35.2
Total	435	100
LENGTH OF SERVICE		
Below 1 year	42	9.7
1-3 years	88	20.2
4-6 years	171	39.3
7 years and above	134	30.8
Total	435	100

Source: Researcher's Field Survey (2016)

From the analysis of respondents' demography, 250 (57.5%) of the respondents are male while 185 (42.5%) are female. The marital status shows that 178 (40.9%) of the respondents are single while 257 (59.1%) are married. The age distribution of respondents shows that 115 (26.4%) are within the age of 21-30 years, 175 (40.2%) are within the ages of 31-40 years, 98 (22.5%) are within the age of 41-50 years while 47 (10.8%) are within the age of 51 years and above. The educational qualification shows that 72 (16.6%) of the respondents are OND/HND holders, 96 (22.1%) are B.Sc. holders, 158 (36.3%) are M.Sc. holders, and 109 (25.1%) are Ph.D. holders. The table also shows that 128 (29.4%) of the respondents are from Babcock University, Ilishan Remo, Ogun State, 67 (15.4%) are from Bells University of Technology, Ota, Ogun State, 105 (24.1%) are from Covenant University, Ota, Ogun State, 76 (17.5%) are from Crawford University, Igbesa, Ogun State, and 59 (13.6%) are from Crescent University, Abeokuta, Ogun State. From the staff category, 298 (68.5%) of the respondents are academic staff while 137 (31.5%) are non-academic staff. From the length of service, 42 (9.7%) of the respondents have spent below 1 year in their institutions, 88 (20.2%) have spent 1-3 years, 171 (39.3%) have spent 4-6 years while 134 (30.8%) have spent 7 years and above.

Correlation results and discussion of findings

Table 6 shows the Pearson Product Moment Correlation for the 3 ordinal scaled variables. The significant level is 0.01.

Table 6: Correlations

	Employees' Performance	Charismatic Leadership Style	Transactional Leadership Style	Transformational Leadership Style
Employees' Performance	Pearson Correlation	1	.300**	-.159
	Sig. (2-tailed)		.006	.148
	N	435	435	435
Charismatic Leadership Style	Pearson Correlation	.300**	1	.371**
	Sig. (2-tailed)	.006		.001
	N	435	435	435
Transactional Leadership Style	Pearson Correlation	-.159	.371**	1
	Sig. (2-tailed)	.148	.001	
	N	435	435	435
Transformational Leadership Style	Pearson Correlation	.407**	.339**	.401**
	Sig. (2-tailed)	.000	.000	.000
	N	435	435	435

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

Hypothesis 1: Charismatic leadership style positive and significant influence on employees' performance. From the table it can be seen that the correlation of charismatic leadership style is 0.300 and the significant level is 0.01. The table shows that the p-value is 0.006, which is less than ($>$) 0.01. Therefore, we reject the null hypothesis and conclude that charismatic leadership style has positive and significant influence on employees' performance in selected private universities in Ogun State, Nigeria.

Hypothesis 2: Transactional leadership style has no significant influence on employees' performance. From the table it can be seen that the correlation of transactional leadership style is -0.159 and the significant level is 0.01. The table shows that the p-value is 0.148, which is greater than ($>$) 0.01. Therefore, we accept the null hypothesis and conclude that transactional leadership style has no significant influence on employees' performance in selected private universities in Ogun State, Nigeria.

Hypothesis 3: Transformational leadership style has significant influence on employees' performance. From the table it can be seen that the correlation of transformational leadership style is 0.407 and the significant level is 0.01. The table shows that the p-value is 0.000, which is less than ($<$) 0.01. Therefore, we accept the alternate hypothesis and conclude that transformational leadership style has a significant influence on employees' performance in selected private universities in Ogun State, Nigeria. Specifically, only Transactional Leadership Style have negative and insignificant relationship with employees' performance. The remaining constructs have a significant positive relationship with employees' performance.

Generally, our analysis observed a strong positive relationship between leadership styles and employees' performance. A positive and significant relationship obtained in this study agrees with previous studies (Inderyas et al., 2015; Avinash and Abbas, 2015; Abdulkadir, 2012; Ojokuku et al., 2012). For example, our result is in congruence with the findings of Inderyas et al. (2015) that charismatic leadership style has significant relationship with employees' performance. This result is also in congruence with the findings of Avinash and Abbas (2015) that transformational leadership style has a significant influence on employees' performance. In addition, our findings also supports Inderyas et al. (2015), that transactional leadership style has an insignificant relationship with employees' performance.

However, contrary to our findings, Abdulkadir (2012) and Ojokuku et al. (2012), both observed that charismatic and transformational leadership styles have an insignificant negative relationship with performance. This may be due to inexperience of leaders while dealing with issues related to management of human resource (Ojokuku et al., 2012). Transactional leaders can also dampen employees' morale as they force their subordinates to execute directives and institutional policies in a very narrow way. In addition, lack of shared vision and little motivation beyond rewards may also impact negatively on employees' performance by a transactional leader (Michael, 2010).

5.0 Conclusion and Implications for Practice

5.1. Conclusion

In this study, an empirical framework was created to investigate the influence of leadership style on

employees' performance in selected private universities in Ogun State, Nigeria. Using a descriptive survey research design, Five hundred (500) copies of questionnaire were administered to academic and non-academic staff in the selected private universities out of which four hundred and thirty five (435) copies were filled and returned. Consequently, our study revealed that only transactional leadership style have negative and insignificant relationship with employees' performance while charismatic and transformational leadership styles has positive and significant influences on employees' performance in selected private universities in Ogun State, Nigeria. The paper also associated the influence of successful leadership styles to improved employees' performance.

5.2 Implications for practice

As a result, the validation of charismatic and transformational leadership styles, by our model, as the key leadership styles that influenced employees' performance in our study, therefore provides predictive implications on improved employees' performance, given the activities of these leadership styles. In addition, our study also provides evidence for the value additions by leadership styles in organizations. Consequently, our study, therefore, encourage educational leaders and managers to place less emphasis on transactional leadership style in the day-to-day running of their institutions. Furthermore, as a charismatic leader, universities leaders should strive to become role models to their subordinates, by inspiring them to provide a challenging to work environment to encourage innovation and creativity. The model in our study is expected to be used mostly by private universities management in Nigeria in composing strategies to improve their leadership styles and the consequential impact on employees' performance.

Theoretically, this study seems to be one of the few studies to use a combination of perceptual measures of employees' performance in the Nigerian university management. In addition, our study also adds to the body of knowledge in terms of the consequences of adopting various leadership style in Nigerian university system. Our study also seems to be one of the few scrutinizing the success of leadership styles implementations, and its related success, from the standpoint of how employees fare after implementation in Nigerian private institutions. This gap was originally highlighted by Awolusi et al. (2015). According to Awolusi et al. (2015), despite increasing investments on leadership training by private institutions in many developing countries, proper efforts to determine their success have been very limited. Another important contribution of this study was the measurement of employees' performance, which was not restricted to financial measures, but incorporates varied business measures, like change in students enrolment, certification by regulatory authorities, staff turnover, institutional growth (Onikoyi and Awolusi, 2015; Sanda and Awolusi, 2014; Vroom and Jago, 2007).

5.3 Limitations and directions for Future Research

One important limitation of this study is using perceptual data provided by staff of various institutions, which may not provide clear measures of the various measures, especially, employees' performance. Although our model models posited good fits, supplementary procedures, like the use of objective measures from finance departments, might be used in future studies to minimize this potential limitation. However, since the perceptual views of selected academic and non-academic staff in each institution was collected, it is not unreasonable to claim that this study suffers method bias, a common limitation of survey research (Jeremy., Melinde, and Ciller, 2012). However, additional guidelines, like the use of varies methods to measure both leadership styles and employees' performance, might be used in future studies to minimize this potential limitation. Nevertheless, these limitations posits restraint in generalizing the results of this study. That notwithstanding, the confirmation of our models, via various statistical packages and techniques, confirmed the efficacy and reliability of our model. Future studies may also consider the inclusion of other leadership styles (autocratic, bureaucratic and democratic), and its implementations in public universities in many developing countries.

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