


2016

# The Relationship Between Nigerian Local Government Administrative Leadership Styles and Organization Outcomes

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# Walden University

College of Social and Behavioral Sciences

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2016

Abstract

The Relationship Between Nigerian Local Government Administrative Leadership Styles  
and Organization Outcomes

by

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MUP, University of Illinois at Champaign-Urbana, 1992

HND, The Polytechnic, Ibadan, Nigeria, 1985

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Public Policy and Administration

Walden University

July 2016

## Abstract

Despite the multitude of existing studies of leadership and organizational outcome, there are few empirical studies of these phenomena in Africa. The purpose of this cross-sectional study was to examine the relationship between Nigerian local government administrative leadership and organizational outcome and between perceived leadership effectiveness and transformational leadership factors, based on Bass's full range leadership theory (FRLT). Data were collected through the Multifactor Leadership Questionnaires administered to a randomly selected sample of 240 department heads in 30 local governments in Osun State, Nigeria. Regression result shows a statistically significant correlation between the local public administrators' leadership practices and organizational outcome ( $p < 0.05$ ), but the model only accounted for 10.5% of variance in organizational outcome, suggesting other influential factors on the local government outcome other than leadership. Regression results also showed a significant relationship between local public administrators' leadership effectiveness and transformational leadership factors ( $p < 0.05$ ). The model accounted for 28% of the variance in leadership effectiveness, suggesting other factors affecting the public administrators' leadership effectiveness. The implications for positive social change include the opportunity to move the Nigerian local administrators' leadership practices towards more effective and ethical leadership as explained by the spectrum of FRLT, through training and transformational leadership development programs. In turn, transformational leadership and organizational practices may discourage corruption and help build a sustainable local government institution that is responsive and accountable to the Nigerian public.

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## Dedication

This study is dedicated to my wife, Olubunmi Aderonke (Adeoye) and my children, Adetayo, Adejoke, and Tolulope, for their support and understanding in the course of this journey. The study is also dedicated to the memory of my parents Timothy Adepoju Adanri and Deborah Adepeju Adanri for their love and sacrifice; my siblings, Grace Funke Ayoola (Chief Dele Ayoola, deceased), Esther Foluke Falobi (Niyi Falobi), Theophilus Adeyemo Adanri (deceased), and David Adewale Adanri (deceased) for the love we shared; and to the memory of my uncles, late Chief Olarewaju Onibokun and late Professor Adepoju Onibokun for stepping up in when I needed a father figure; and to all my friends and everyone that has been a part of my life either directly or indirectly.

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## Table of Contents

List of Tables .....	iv
Chapter 1: Introduction to the Study.....	1
Background of the Study .....	3
Problem Statement .....	8
Purpose of the Study .....	9
Research Question(s) and Hypotheses.....	10
Theoretical Foundation .....	12
Nature of the Study .....	14
Definitions.....	15
Assumptions.....	16
Scope and Delimitations .....	17
Limitations .....	17
Significance of the Study .....	19
Significance to Theory .....	20
Significance to Practice.....	21
Significance to Social Change .....	21
Summary and Transition.....	21
Chapter 2: Literature Review.....	23
Introduction.....	23
Literature Search Strategy.....	23
Theoretical Foundation .....	24



Summary and Conclusions .....	62
Chapter 3: Research Method.....	69
Introduction.....	69
Research Design and Rationale .....	71
Methodology.....	76
Sampling and Sampling Procedures .....	77
Sample Size.....	77
Procedures for Recruitment, Participation, and Data Collection (Primary Data).....	78
Instrumentation and Operationalization of Constructs .....	82
Data Analysis Plan.....	86
Summary.....	91
Chapter 4: Results .....	92
Introduction.....	92
Data Collection .....	92
Data Analysis .....	96
Summary.....	115
Chapter 5: Discussion, Conclusions, and Recommendations.....	117
Introduction.....	117
Interpretation of Findings .....	117
Limitations of the Study.....	121
Recommendations.....	123

Implications.....	125
Conclusions.....	126
References.....	128
Appendix A: Letter of Introduction .....	145
Appendix B: Consent Form .....	148
Appendix C: Permission to Use Existing Instrument .....	148
Appendix D: Certificate of Completion of NIH Training .....	148
Appendix E: SPSS Data Analysis Output.....	148

## List of Tables

Table 1. Perception of Corruption by Nigerian Institutions on a Scale of 1 to 5.....	5
Table 2. Explanation of the Effects of Data Mode on Data Quality.....	81
Method of Measurement in Public Administration Research.....	84
Suggested Data Analysis Procedures for Likert-Type and Likert Scale Data .....	90
Frequency Distribution of the Age of the Survey Participants .....	97
Frequency Distribution of the Survey Participants Education Level.....	97
Frequency Distribution of the Gender of the Survey Participants .....	97
Frequency Distribution of the Marital Status of the Survey Participants .....	97
Frequency Distribution of the Job Level of the Survey Participants .....	98
Frequency Distribution of the Survey Participants Years on the Job .....	98
Frequency Distribution of the Job Level of the Survey Participants .....	98
Frequency Distribution of the Survey Participants' Job Satisfaction .....	98
Frequency Distribution of Training Desired by the Survey Participants.....	99
Model Summary.....	103
ANOVA Summary.....	104
Coefficient for Model Variables .....	104
Reliability Statistics for the 20-Items of Transformational Leadership.....	112
Reliability Statistics for the 5-Sub-Scale of Transformational Leadership .....	113
Reliability Statistics for the 8-Items of Transactional Leadership.....	114
Reliability Statistics for the 2-Subscale of Transactional Leadership .....	114
Reliability Statistics for the 8-Items of Laissez-Faire Leadership.....	114

Reliability Statistics for the 2-Subscale of Laissez-Faire Leadership .....	114
Result of KMO and Bartlett's Test .....	115

## Chapter 1: Introduction to the Study

Success of an organization depends on effective leadership and efficient organizational cultural practices (Ejere & Abasilim, 2013; Parris & Peachey, 2013). The purpose of this study was to examine the relationship between Osun State local government administrative leadership practices and their outcomes. In Chapter 1, I provide an introduction to the research topic, describes the research problem and significance of the study, and identify the research method that guided the research process.

Existing studies have shown that leadership and organizational culture are two important factors in determining organizational outcome (Clinebell, Škudienė, Trijonyte, & Reardon, 2013; and Muchiri, Cooksey & Walumbwa, 2012, Schimmoeller, 2010; Skogstad, Einarsen, Torsheim, Aasland, & Hetland, 2007 and Van Wart, 2010). Culture provides the framework for understanding leadership (Kuada, 2010), and the best way to understand an organization is to study its leaders (Parris & Peachey, 2013). Boga and Ensari (2009) observed that past research has indicated that leadership style may be observed at all organizational levels, but that it is more prevalent at the higher levels of an organization. According to Parris and Peachey (2013), “great leaders create a vision for an organization, articulate the vision to the followers, build a shared vision, craft a path to achieve the vision, and guide their organizations into new direction” (p. 377). There have been different theories of leadership and different approaches for understanding organizational leadership. Among these theories is the full range leadership theory (FRLT) which positions transformational leadership and laissez-faire

leadership on opposite ends of a spectrum with transactional leadership somewhere in between. Despite the large number of studies on leadership, organizational culture, and outcome, there have been few studies that address the causal mechanism that links leadership to outcome, and even fewer studies of leadership in underrepresented cultures (Avolio, Walumbwa & Weber, 2009), especially in Africa (Kauda, 2010). Kuada (2010) notes the shortage of empirical studies in leadership and organizational performance; leadership development strategies; and leadership, learning, and creativity. According to Kauda (2010), there are limited empirical studies of the effects of dominant African cultural characteristics on leadership, organizational outcome, and the extent to which the existing dominant culture affects leadership and organizational efficiency as well as effectiveness of decisions and activities of private or public organizations.

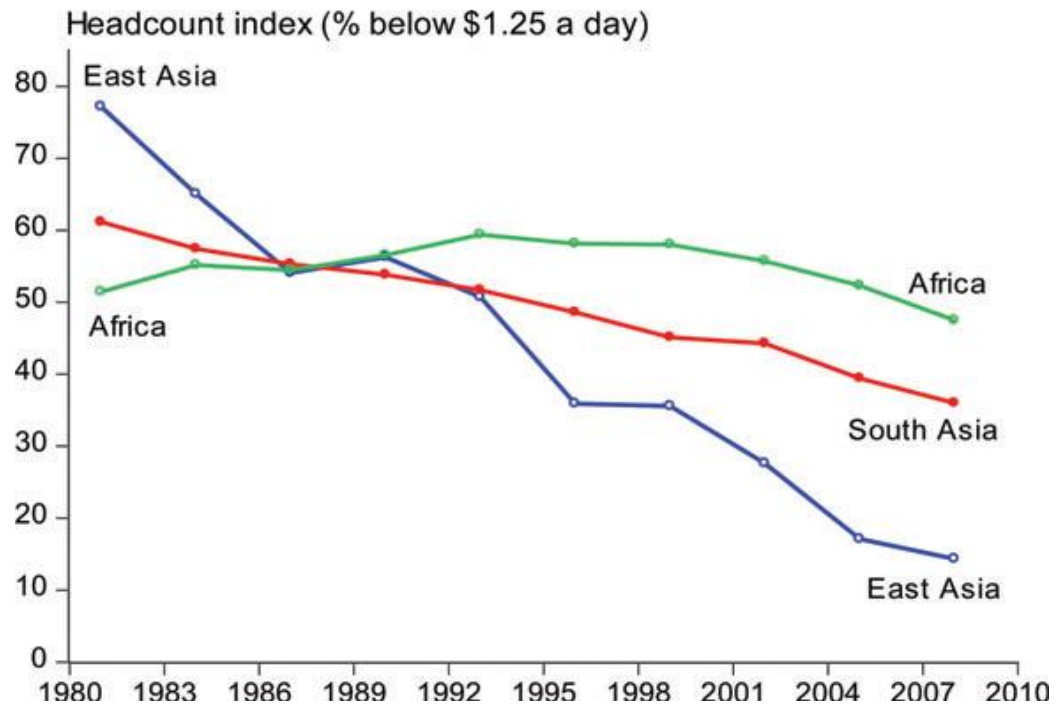
In this study, I explored the existing leadership and organizational cultural practices in Osun State local government and their effects on organizational outcomes. Specifically, I examined whether the FRLT can explain the relationship between Osun State local government administrative leadership and organizational outcomes. The dependent variable was organizational outcome, and the independent variables were leadership style and organizational culture. This study provides insight into the prevalent leadership styles within the local government system and their relationships with organizational outcomes. The study is significant because it adds to the body of knowledge in understanding leadership, organizational culture, and the extent to which leadership styles influences organizational outcomes in the context of Osun State local

governments. Specifically, I examined the local governments' organizational capacities, receptiveness, and readiness for change.

The quantitative research method that I used relied on the existing survey instrument Multifactor Leadership Questionnaire Form 5X (MLQ 5X) to explore the relationship between leadership and organizational outcome. I used self-administered pencil-and-paper questionnaires for data collection and SPSS computer software for the analysis. In what follows, I report findings in descriptive and inferential statistical methods. The population of study consisted of the administrative/management staff in each of the 30 local governments in Osun State, Nigeria. I determined sample size using G\*Power 3.1 computer software.

### **Background of the Study**

Nigeria is the most populous country in Africa with a population of over 158 million people; it is a nation endowed with natural and human resources (Adeyemi, 2012). Despite its abundance of wealth, Nigeria, like other sub-Saharan countries, remains one of the poorest countries in the world (Dibie & Herron, 2002). For example, among the world's three poorest regions (East Asia, South Asia, and sub-Saharan Africa) that account for the majority of absolute poverty, sub-Saharan Africa ranks highest with a poverty rate of over 50%, followed by South Asia (40%) and East Asia (just around 15%) as illustrated in Figure 1.



*Figure 1:* Poverty rates for the three poorest regions. Adapted from “How long will it take to lift one billion people out of poverty?” by M. Ravallion, 2013, *The World Bank Research Observer*, 28(2), p. 147.

The underdevelopment in Nigeria, however, has been attributed to leadership ineptitude, corruption, an ill-conceived development framework, and general inefficiency in the public sector (Adebisi, 2012; Adeyemi, 2012; Adesopo, 2011 and Iheriohanma, 2011). Okagbue (2012) noted that lack of moral integrity among local government officials is one of the reasons for leadership failure in Nigerian local governments and the public sector in general.

The 2014 Transparency International Corruption Perception Index put Nigeria at number 136 out of 174 countries perceived as corrupt (compared to number 144 in 2013). Nigeria’s rated score was 25 out of 100, where zero (0) means very corrupt and 100 means very clean. Other countries with same score as Nigeria are Cameroon, Iran,



Kyrgyzstan, Lebanon, and Russia. The Transparency International Global Corruption Barometer (2014) showed that practically every sector of Nigeria is corrupt. On a scale of 1 to 5, with 1 being not corrupt and 5 being extremely corrupt, religious organizations were perceived to be the least corrupt with a ranking of 2.2; NGOs (2.4); media (2.7); business and private sector (2.9); military (3.1); public officials and civil servants (3.5); judiciary (3.7); education system (3.8); parliament and legislature (4.2); political parties (4.5); and police (4.7). Policing is perceived as the most corrupt institution in Nigeria.

Table 1 shows the perception of corruption by institution based on the 2014 Transparency International Corruption Perception Survey.

Table 1

*Perception of Corruption in Nigerian Institutions on a Scale of 1 to 5*

Institutions	Rating
Police	4.7
Political Parties	4.5
Parliament and Legislature	4.2
Education	3.8
Judiciary	3.7
Public Official & Civil Servants	3.5
Military	3.1
Business and Private Sector	2.9
Media	2.7
NGOs	2.4
Religious Bodies	2.2

Source: Transparency International Global Barometer (2014; [www.transparency.org](http://www.transparency.org)).

A study by Bratton (2012) examined the relationships between citizens and local governmental institutions in sub-Saharan Africa. The study focused on local government performance as measured by leadership responsiveness from the perspective of the users. According to Bratton (2012), many of the citizens of African countries are dissatisfied with

service delivery and a perceived lack of political accountability among their local officials. Although the focus of Bratton's study was on elected officials, the study showed some of the substantive and procedural challenges to local government in sub-Saharan Africa. According to Bratton (2012), the challenges facing local governments in Africa include mismanagement and resource constraint; limited technical competencies; political and fiscal subordination to state and federal governments; top-down mandates instead of bottom-up demands; lack of accountability, responsibility, and responsiveness; lack of fiscal revenue base; lack of material and organizational means to govern effectively; reliance on state authorities, international donors, or foreign funded NGOs for resources; undeveloped and underdeveloped tax base; tax avoidance and evasion; the difficulties of taxing informal activities; and a representation gap between patrons (citizens) and agents (elected officials). Bratton (2012) explored the question of whether paying taxes would make the local government responsive and accountable, and showed that there is no correlation between paying taxes and accountability and responsiveness in sub-Saharan Africa.

Local governments in Nigeria, like in other parts of the world, are designed to be the closest to the grassroots (Lawal & Oladunjoye, 2010), and are considered the third tier of government (Adeyemi, Akindele, Aluko, & Agesin, 2012; Lawal & Oladunjoye, 2010; Oviasuyi, Idaba & Isiraojie, 2010). According to Lawal and Oladunjoye (2010), "the local government serves as a form of political and administrative structure facilitating decentralization, national integration, efficiency in governance, and a sense of belonging at the grassroots" (p. 227). That is, they serve as the link between federal/state

government and the citizenry, and play a significant role in public service delivery and rural development.

Nigeria's experience with contemporary local government dates back to the colonial rule, and has since gone through multiple reforms yet has proven to be ineffective (Onibokun, 1999; Oviasuyi, Idaba & Isiraojie, 2010). According to Oviasuyi, Idaba and Isiraojie (2010), the 1976 local government reform provided a uniform local governmental administration in Nigeria and the recommendations from the reform were incorporated into the 1979 and 1999 constitutions, both of which gave the local government system constitutional and legal backing. Currently, there are 744 local governments in Nigeria (Adeyemi, Akindele, Aluko, & Agesin, 2012), but they have been perceived as inefficient and ineffective partly due to their structural and functional ties to state government, especially in the allocation of funds and distribution of resources (Onibokun, 1999). The 1999 constitution guaranteed the existence of a democratically elected local government system, but as in the 1979 constitution, states were given the responsibility to handle local government organization and structure, which put local governments directly under the control of state governments and limited their ability to fulfil the purpose for which they were created (Oviasuyi, Idaba & Isiraojie, 2010).

Another reason why local governments in Nigeria have been inefficient and ineffective is corruption (Adeyemi, 2012; Lawal & Oladunjoye, 2010; Oviasuyi, Idaba & Isiraojie, 2010). The Nigerian local governments are seen as nurturing grounds for corruption; they lack transparency and accountability in the conduct of governance (Adeyemi, Akindele, Aluko, & Agesin, 2012). Lawal and Oladunjoye (2010) suggested

better education and training to help the local government officials understand their roles and how democratic values such as public participation in decision making process, accountability, and transparency could be used as tools for effective decision making, deterring corruption, and enhancing efficient and effective service delivery. Aderonmu (2010) suggested that local governments have roles to play in rural development and poverty eradication, but their success depends on strong and sustained political and operational leadership, adequate technical and financial resources, and active citizen participation. According to Aderonmu (2010), “strong and vibrant local governments are crucial for improving local services, enhancing economic governance, and tackling poverty related concerns such as illiteracy, crime, urban and rural decay, youth delinquency, homelessness among others” (p. 207).

### **Problem Statement**

Okagbue (2012) examined the extent to which Nigerian local government officials were ethical in their conduct and performance. Okagbue’s study was based on in-depth interviews of 25 employees of one local government within one state and one region in the country. Findings from Okagbue’s qualitative study showed that the local government officials lacked honesty, integrity, and compassion for the public they are meant to serve; they focused on their own selfish interests rather than public interests. Okagbue (2012) concluded that Nigerian local government officials are deficient in ethics and ethical practices; they are corrupt and, as a result, have been unable to foster good governance. Other studies including that of Aderonmu (2010) have suggested that

Nigerian local governments need strong and sustained political and operational leadership to succeed.

In this study, I took a different approach from Okagbue's qualitative study by using the FRLT to examine how the local government administrative leadership teams in 30 local governments within one state perceived their leadership styles and their effects on organizational outcomes. The components on the FRLT include transformational leadership, transactional leadership, and laissez-faire leadership. Generally transformational leadership and transactional leadership have been found to be effective leadership styles, depending on the situation, and both have been found to be ethical in orientation (Babcock-Roberson & Strickland, 2010; Boga & Ensari, 2009, and Michel, Lyons & Cho, 2011, and Toor & Ofori, 2009). The question, then, is to what extent does Osun State local government administrative leadership styles align with the transformational leadership factors of the FRLT. This study provides an empirical examination of the relationship between Nigerian local government administrative leadership and organizational outcomes.

### **Purpose of the Study**

Generally, there are limited empirical studies of administrative leadership within the field of public administration compared to other professional fields (Hansen & Villadsen, 2010; Muchiri, Cooksey and Walumbwa, 2012; Newman, 2012). The purpose of this survey study was to examine the relationship between leadership and organizational outcome within the Osun State, Nigeria local government and the extent to which the leadership practices align with the FRLT (Bass, 1985). In this study, I

examined the relationship between the Osun State local government administrative leadership and organization outcomes. Specifically, I sought to answer the question: To what extent does the Osun State local government administrative leadership align with the transactional and transformational leadership practices based on the FRLT and is there a statistically significant relationship between Osun State local government administrative leadership and organizational outcome? I relied on the “subjective” measures of organizational outcome (i.e. extra effort, leadership effectiveness, and satisfaction), rather than objective measures (i.e. economic indicators or level of service) as the dependent variable, and used transformational and transactional leadership factors as independent variables. According to Boga & Ensari (2009), studies have shown that “employee perceptions predict leadership effectiveness better than objective indicators such as performance appraisals or other organizational measures of similar nature” (p. 241). Research has also shown that there is a positive relationship between employees’ perceptions, morale, and organization success (Boga & Ensari, 2009). Previous studies such those of as Hemsworth, Muterera, and Buregheh (2013), and Newman (2012) have revealed that local government administrative leadership in the United States exhibits transformational and transactional leadership factors on a regular basis. My study adds to the body of knowledge of leadership and organizational management in Nigeria, and confirm the theory that the FRLT is acceptable across geography and culture.

### **Research Question(s)**

Various studies including Van Wart (2010) and Schimmoeller (2010) have shown that there is positive relationship between leadership and organization performance.

Effective leadership styles such as transactional and transformational leadership have been shown to have positive influence on organizational culture (Schimmoeller, 2010). Transformational leadership, for example, has been shown to have a positive correlation with subordinate outcomes while the contingent reward component of transactional leadership has shown a positive relationship with subordinate outcomes such as extra effort, organization commitment, and managerial satisfaction and effectiveness. Passive management-by-exception and active management-by-exception have shown negative relationships with subordinate outcomes (Michel, Lyons & Cho, 2011; Skogstad, Einarsen, Torsheim, Aasland, & Hetland, 2007). Studies have also shown that organizations with transformational leadership styles are more effective than those with transactional or laissez faire leadership styles (Linn, 2008; van Eeden, colliers & van Deventer, 2008). Kuada (2010) however, observed that the behaviors of African leaders are far from being transformational.

In this survey study, I sought to answer the question of whether there is a statistically significant relationship between Osun State local government administrative leadership practices and organizational outcomes as measured by MLQ Leader Form (5X short), and whether there is correlation between the Osun State local government administrative leadership practices and transformational leadership factors of the FRLT. The specific research questions were:

1. Is there a statistically significant relationship between Osun State local government administrative leadership practices and organization outcomes?

2. Is there a statistically significant relationship between Osun State local government administrative leadership effectiveness and the transformational leadership factors of the FRLT?

The primary instrument I used to collect data for the study was the Multifactor Leadership Questionnaire (MLQ-5X) Self-Rated. I used SPSS for data analysis, and used bivariate statistics (Pearson's correlation) and regression analysis to test the hypotheses relating to these questions. The dependent variable was organizational outcome while the independent variable was leadership. Babcock-Roberson and Strickland (2010) and Fasola, Adeyemi, and Olowe (2013) used regression and correlation analysis in addressing similar hypotheses, while Newman (2012) used ANOVA to determine whether there are significant differences between transformational, transactional, and laissez faire leadership outcomes.

### **Theoretical Foundation**

The theoretical framework for the study was the FRLT, a theory developed by Avolio and Bass (1991). According to Antonakis, Avolio, and Sivasubramaniam (2003), it is comprised of transformational, transactional, and laissez-faire leadership styles. The FRLT suggests that leadership is a continuum that goes from the ineffective to the most effective and most efficient leadership style. Transformational and transactional leadership theory is one of the most researched and influential frameworks for understanding leadership in any situation (Schimmoeller, 2010). Research such as Van Eeden, Colliers, and Van Deventer (2008) has shown that organizations with transformational leadership styles are more effective than those with transactional



leadership styles. There is a significant relationship between ethical leadership attributes and transformational leadership attributes, transformational organization culture, the contingent reward attribute of transactional leadership, effective leadership, employee commitment, and job satisfaction (Toor and Ofori, 2009). Researchers have validated the FRLT in all sectors and across geographic boundaries including bureaucratic organizational cultures such as governmental agencies. Hemsworth, Mutera, and Baregheh (2013) revealed that senior executives at the county level in the United States demonstrate the transformational leadership characteristics and that the transformational leadership scale was valid for that study population. I used the FRLT to examine leadership styles and their effects on Osun State local government outcomes. The FRLT is represented by nine distinct factors (Antonakis, Avolio, & Sivasubramaniam, 2003, p. 262; Schimmoeller, 2010; Van Eeden, Cilliers & Deventer, 2008) that are measured by the MLQ 5X.

The MLQ 5X has been widely used to measure the nine factors of the FRLT (Antonakis, Avolio, & Sivasubramaniam, 2003). The instrument consists of 45 questions, 36 of which are used to measure the nine factors of leadership, and the remaining nine are used to measure leadership and organization outcome in terms of leadership effectiveness, employees making extra effort, and employees' satisfaction (Antonakis, Avolio, & Sivasubramaniam, 2003). Five factors of transformational leadership measured by the instrument are: (a) idealized influence (attributed), (b) idealized influence (behavior), (c) inspirational motivation, (d) intellectual stimulation, and (e) individualized consideration. Transactional leadership factors measured by the instrument are: (a)

contingent reward, (b) management by exception (active), and (c) management by exception (passive). The last factor measures laissez-faire leadership attributes.

### **Nature of the Study**

I chose the quantitative survey method for this study because it aligned with the research questions and purpose. It allowed me to collect and analyze data faster and more economically compared to a qualitative research design, and made the findings more generalizable. Qualitative research design has its foundation in the phenomenological perspective which suggests that human beings know the world by experiencing it. Qualitative research requires more time, can be more expensive to conduct, and stands the chance of being affected by the researcher's bias. Qualitative research is generally not appropriate for answering questions concerning the relationship between organizational culture and performance or effectiveness. Therefore, I selected a quantitative research design for this study which allowed for the development of comparative propositions and a generalization of the findings.

In this study, I used an existing structured instrument known as MLQ 5X developed by Bass and his colleagues to measure leadership styles and organizational outcomes. Many of the published empirical studies of leadership have utilized the MLQ (Hemsworth, Muterera, & Baregheh, 2013; Hinkin & Schriesheim, 2008). According to Hinkin and Schriesheim (2008), employees' satisfaction with their leader and the perception of leadership effectiveness have been the most commonly used outcome variables in studies using the MLQ. The MLQ-5X questionnaire is a self-administered survey instrument which uses the five point Linkert scale: (4) frequently if not always,

(3) fairly often, (2) sometimes, (1) once in a while, (0) not at all, to rate how often the participants demonstrate certain leadership behaviors. The instrument measures the attributes of each of the leadership styles in the full range leadership spectrum. MLQ-5X is the standard instrument used to collect data related to transformational, transactional, and laissez-faire leadership, and it has been determined valid for understanding executive leadership at the local government level (Hemsworth, Mutera, & Baregheh, 2013). The survey instrument has also been found to be valid in different cultural contexts.

### **Definitions**

*Transformational leadership:* The leadership behaviors and traits associated with transformational leaders include visionary, interpersonal skills, focus on organizational change, a high degree of risk-taking, tendency to be pro-active, and more planning and innovative problem solving skills. Transformational leaders are those that motivate followers and get them to go beyond what they would ordinarily have done (Fitzgerald & Schutte, 2010).

*Transactional leadership:* Transactional leaders are those that emphasize tasks more than empowering followers. Transactional leadership style focuses on making resources available to meet organizational tasks and goals typical of any managerial assignment (Fitzgerald & Schutte, 2010).

*Laissez-faire leadership:* Laissez-faire leaders are those that abdicate responsibilities, avoid making decisions, and intervenes only if standards are not met. Laissez-faire leadership is lack of presence and “it implies not meeting the legitimate

expectations of the subordinates and/or superiors concerned” (Skogstad, Einarsen, Torsheim, Aasland, & Hetland, 2007, p.81)

*Organizational culture:* According to Linn (2008) there is no universally accepted definition of organizational culture because organizational culture is not a physical thing; it covers a wide variety of assumptions, thoughts and beliefs.

Schimmoeller (2010) however define organizational culture as “A common set of values and beliefs that are shared by members of an organization, which influence how people perceive, think, and act” ( p.126).

### **Assumptions**

I based this study on the assumption that an effective organization will work towards sustainable development and rely on the principles of good governance, transparency, and accountability, and will encourage public participation. I assumed that the participants would provide honest answers to the questions asked and would truthfully rate the organizational leadership, and that the cultural dimension factors used in the study were valid. Further, I assumed that Nigerian local governments were established by the same law and were guided by the 1999 Nigerian Constitution, which describes the functions of the local government and their relationship to the state and federal governments. I assumed that managers in the public and private sectors use different leadership styles because they are bound by the structural setting of their job, role clarity, and perceived job autonomy. Public managers seek to achieve their task through participative leadership styles, while private managers use a more directive and task oriented leadership style (Hansen & Villadsen, 2010). The instruments I used in the

study have been used in several other studies and have been determined to be valid. My research was limited to the local government administrative leadership/management team.

### **Scope and Delimitations**

In this study I focused on examining the relationship between Osun State local government administrative leadership practices and organizational outcomes. The participants were drawn from the Osun State local government administrative leadership and management team, and I determined sample size by using G\*Power computer software. The self-administered survey was completed using pencil and paper. Participants were selected through random sampling to ensure that everyone in the top management team in each local government had an equal chance of being selected for the survey. I entered the aggregate data collected from the survey into the SPSS computer software for analysis. The survey results are password protected on my computer. In Chapter 5, I discuss findings from the study and its implications for social change.

### **Limitations**

The study has several limitations. The local governments in Osun State were selected as the source of the data for the study because I have friends and professional colleagues whom I thought would help facilitate access to the local government employees. Osun State was selected because of what I perceived to be convenience access. The population of study was limited to the top administrative and management team in each local government. I did not have access to the employee list but identified the population of study by the official titles or the department they supervised. Therefore,

it is not impossible for the data to be skewed towards one group. For example, there are more male employees of the local government than women and most of them are married. Appointment to management positions is typically through length of time in the service and completion of required civil service examinations, therefore the data could be skewed towards male and towards officials getting close to their retirement age. I attempted to correct for this sampling error by increasing the number of survey participants 25% from 191 to 240 but that does not seem to have any effect.

The total population was 330 which means 11 department heads in each local government. With the aid of Excel computer software, I applied systematic random sampling to select eight officers in each local government. The participants were selected based on the official title and the department they supervised. The data collection occurred during the time when the State government was unable to pay its workers especially the local government employees. In a personal conversation with some of the local government employees, I was told that the government owed them three or four months of salary and because they did not have money for transportation, they decided not to go to work. The employees were unhappy with the government and this could potentially affect the data. I used self-administered questionnaire to collect the data but the validity of self-administered questionnaires, may be affected by cognitive and situational factors. According to van de Looij-Jansen, Petra, and De Wilde (2008), the presence of others and/or “a perceived lack of privacy or confidentiality could cause response bias because of a fear of reprisal” (p.1709). The response rate was at 70% but the quality of the data could be affected if the participants choose to respond in a socially

acceptable way. There is the possibility that the study suffered from sampling error and bias which could affect how the findings are interpreted because what the data show were contrary to reality and how the existing literature portrayed them. The data used in the study failed to meet the parametric tests therefore the data analysis was based on non-parametric tests. Findings from the study should be interpreted with care and cannot be generalized to a broader population but the study can be replicated in other local governments within the country.

### **Significance of the Study**

This study is significant in view of Nigeria's increasing local and global challenges which include an increasing poverty rate, poor public welfare, urbanization, the need for sustainable development, globalization, and global interdependence. The study provided a better understanding of leadership and organizational practices in the Osun State local government, the extent to which leadership styles affect outcomes, and the extent to which the Osun State local government administrative leadership practices correlate with the FRLT. The study contributes to social change by identifying the strengths and weaknesses within the Osun State local government administrative leadership, and suggests ways to move them towards optimal performance. I examined the local government organizational capacity, receptiveness, and readiness for change by identifying areas of training and capacity building necessary to improve leadership and organizational effectiveness. Transformational leadership brings real change and empowers employees to meet and exceed organizational goals. The implications for positive social change are that transformational practices are ethical practices that bring

real change which is needed to transform Nigerian local governments. Transformational practices will make local governments responsive and effective in the delivery of public goods and services and help develop a sustainable institutional capacity.

### **Significance to Theory**

The transformational and transactional leadership theories are the most studied leadership theories and continue to garner interest among academics and practitioners. According to Hinkin and Schriesheim (2008), there has been an increased interest in leadership study since the introduction of the FRLT. The FRLT provides the basis upon which to understand the phenomenon called leadership and its relationship with organizational outcomes. It is significant in this study because it helped me understand administrative leadership practices in Osun State local government and make recommendations about how to move the leadership practices to higher and better leadership qualities (from a bureaucratic and corrupt practices to organic leadership practices) where public interest will come before personal gains. In an ideal situation, effective leadership will work toward sustainable development and embark on the principles of good governance, transparency, accountability, and public participation in decision making, but this has not been the case with the Nigerian local governments. My study tested the theory of transformational leadership as a universally desired leadership style, and shed more light on the idea that Nigerian local government officials are ineffective, unethical, and corrupt.



**Significance to Practice**

In this study, I have identified strengths and weaknesses within the Osun State local government administrative leadership and suggested ways to move them towards optimal performance. I examined the local government organizational capacity, receptiveness, and readiness for change, and identified areas of training that could help develop a sustained organizational capacity.

**Significance to Social Change**

Organizations with transformational practices have been found to be more effective than those with transactional leadership practices. The implications for positive social change are that transformational practices are ethical practices that bring real change needed to transform Nigerian local governments. Transformational practices will make local governments responsive and effective in the delivery of public goods and services. Transformational leadership supports creativity, innovation, transparency, accountability, public participation in decision making, and good governance which are requirements for a sustainable institutional capacity.

**Summary and Transition**

This chapter provided an introduction and background to the Nigerian local government administrative leadership, organizational culture, and performance. It included the purpose of the study, the research question, how the research question would be answered, and addressed the reason why the study is significant. The chapter also outlined the scope and theoretical framework, research design, assumptions, and limitations of the study. The next chapter consists of the literature review, which includes

my review and analysis of the existing research, which led me to finding the gap that I attempted to fill with this study.

## Chapter 2: Literature Review

### **Introduction**

In this chapter, I offer a synopsis of leadership and organizational cultural studies that are relevant to my research problem and purpose. The purpose of this study was to examine the relationship between Osun State local government administrative leadership practices and organizational outcomes. I explored whether there is a statistically significant relationship between the Osun State local government administrative leadership practices and organizational outcomes. I also explored whether the current practices were related to transformational and transactional leadership factors. Previous studies including Hemsworth, Muterera, and Buregheh (2013), and Newman (2012) have shown that administrative leadership in local governments in the United States exhibits transformational and transactional leadership practices. In my study, I tested the validity of the FRLT in a different culture and setting, and examined the local government's organizational capacity and its receptiveness and readiness for change. Based on the findings, I recommend moving the leadership and organizational practices to more organic practices by using democratically and internationally accepted best practices to address the problem of corruption and inefficiencies in the current system.

### **Literature Search Strategy**

I used the following databases to select appropriate literature for review: Business Source Complete, Expanded Academic ASAP, JSTOR, ProQuest Central, SAGE Premier, and Science Direct. The key search terms and phrases included: *public sector and leadership*, *public administration and leadership*, *public service and leadership*,

*government and leadership*, and *public and leadership*. I limited the search to resources published between 2009 and present. I also included recent dissertations because they complement this study.

### **Theoretical Foundation**

I use the FRLT as the theoretical framework of this study. The FRLT was developed by Bass and his colleagues based on the concepts of transformational, transactional, and laissez-faire leadership styles (Michel, Lyons & Cho, 2011). According to Michel, Lyons, and Cho (2011), the concepts of transformational and transactional leadership have “strongly influenced leadership theory and research during the past two decades” (p. 493). Transformational-transactional leadership theory is one of the most researched and influential frameworks for understanding leadership in any situation (Schimmoeller, 2010). Transformational leadership is described as the process by which leaders motivate their subordinates to perform beyond their own expectations by setting out and communicating a shared vision and clear task outcome, and encouraging them to do more for the group than individual self (Michel, Lyons & Cho, 2011, p. 493). Transformational leadership provides ethical conduct and a clear sense of purpose (Babcock-Roberson & Strickland, 2010). On the other hand, transactional leadership is a process of contingent reward by which leaders reward their subordinates for following their direction (Michel, Lyons & Cho, 2011; Boga & Ensari, 2009).

Babcock-Roberson and Strickland (2010) noted that transformational leadership consists of four components (the 4-Is) including idealized influence (charisma), intellectual stimulation, individualized consideration, and inspirational motivation.

According to Babcock-Roberson and Strickland (2010), the idealized influence (charisma) component of transformational leadership “consists of providing subordinates with a role model of ethical conduct and clear sense of purpose that is energizing, and building identification with the leader and his or her articulated vision” (p. 314). The inspirational motivation component of transformational leadership consists of leader behaviors that motivate and inspire followers through articulation of vision and task outcome (Babcock-Roberson & Strickland, 2010). Finally, the authors note that intellectual stimulation includes leader behaviors that encourage organizational learning, risk taking, creativity, and innovation, while the individualized consideration component consists of leader behaviors that provide support, encouragement, and coaching to subordinates.

According to Boga and Ensari (2009), transactional leadership “is a process by which the leaders reward their subordinates for complying with their directions” (p. 237). The key components of transactional leadership include contingent reward, passive management-by-exception, and active management-by-exception (Voon, Lo, Ngui, & Ayob, 2011). Contingent reward behavior is based on the use of incentives to motivate followers. Passive management-by-exception “behaviors involve the use of corrective actions in response to subordinate mistakes” while active management-by-exception “look[s] for subordinates’ mistakes and enforcing rules to avoid future mistakes” (Michel, Lyons, & Cho, 2011, p. 494). The last component of the full range leadership model is laissez-faire leadership, which represents the absence of leadership.

Transformational leadership has been shown to have a positive correlation with subordinate outcome of intrinsic motivation, self-efficacy, creativity, justice perceptions, work engagement, job performance, positive psychological capital, organizational performance, organization citizenship, and leader effectiveness (Michel, Lyons, & Cho, 2011; Babcock-Roberson & Strickland, 2010), while the contingent component of transactional leadership has been shown to have a positive relationship with subordinate outcomes such as extra effort, organizational commitment, managerial satisfaction, and effectiveness. Passive management-by-exception and active management-by-exception have shown a negative relationship with subordinate outcomes (Michel, Lyons & Cho, 2011). Studies have also shown that organizations with transformational leadership styles are more effective than those with transactional or *laissez faire* leadership styles (Linn, 2008; van Eeden, Colliers & van Deventer, 2008). Following years of research on the subject of leadership, Bass and his colleagues found that the most effective leaders are those that combine transformational and transactional leadership behaviors (Michel, Lyons, & Cho, 2011).

Boga and Ensari (2009) examined transformational and transactional leadership styles and their influence on workforce, and concluded that organizations managed by transformational leaders are perceived as more successful under situations of high organizational change in comparison to low organizational change. They suggested that an organization's well-being depends on the employees' perceptions rather than financial data, citing examples of how corporations like Enron misrepresented the financial well-being of the organization. Van Eeden, Colliers, and van Deventer (2008) examined the

personality traits of managers exercising different leadership styles using three different types of questionnaires and models to measure personality traits associated with different style of leadership. They found that there is a direct correlation between the character of transformational leadership style and the personality traits of managers who use a transformational style. Some of the personality traits or behaviors associated with transformational leadership style include strategic, innovative, and analytical thinking; critical information evaluation: a high sense of responsibility; perseverance; visionary, ambition; and a motivational and assertive disposition that allows for participation and involves others in the decision making process.

Toor & Ofori (2009) revealed that there is significant relationship between ethical leadership attributes and transformational leadership attributes, transformational organization culture, the contingent reward attributes of transactional leadership, effective leadership, employee commitment, and job satisfaction. Hemsworth, Mutera, & Baregheh (2013) showed that senior executives at the county levels (local governments) in the United States exhibit the characteristics of transformational leadership, and that the transformational leadership scale is valid for that study population.

Despite the success that the full range leadership model has had in understanding leadership as a construct, the model is not without criticism. It has been argued that the model and the tool (MLQ) used to measure its attributes have failed to measure other leadership behaviors such as consulting, empowering, recognizing, clarifying roles and objectives, and short term planning (Michel, Lyons, & Cho, 2011). Michel, Lyons, and Cho (2011) argued that unlike the MLQ 5X, the Managerial Practices Survey (MPS)

captures all components of leadership behaviors inherent in the full range leadership model. Despite what could be considered the limitations of the full range leadership model as measured by the MLQ, it still remains the most widely used model and tool in the study of organizational leadership across the globe. Therefore, I used the dimensions of transformational, transactional, and laissez faire leadership to examine prevalent leadership styles in the Osun State local governments, and to explore the relationship between administrative leadership and organizational outcome.

The general premise of this study was that there is a correlation between organizational leadership practices and organizational outcomes, and that Osun State local governmental administrative leadership and organizational practices can be explained by the full range leadership theory. The dependent variable was organizational outcome while the independent variables were the various dimensions of transformational, transactional, and laissez faire leadership attributes measured by MLQ 5X.

### **What is Leadership?**

Leadership is the most widely studied topic in the field of management (Steers, Sanchez-Rundle & Nardon, 2012) and yet, there is no consensus on its definition. Karp and Helgo (2008) argued that like all other social science constructs, leadership is arbitrary and subjective. Karp and Helgo (2008) stated that "...the concept of leadership eludes us or turns up in another form to taunt us again with its slipperiness and complexity. So, we have invented an endless proliferation of terms to deal with it ... and still the concept is not sufficiently defined" (p. 880). Steers, Sanchez-Rundle, and



Nardon (2012) quoted Bennis (1989) as saying that “leadership is like beauty; it’s hard to define, but you know it when you see it” (p. 479). Part of the reasons why there has been no consensus on the definition of leadership lies in its complexity (Karp & Helgo, 2008) and how different cultures define the construct itself, and in the initial assumptions made about the topic (Steers, Sanchez-Rundle, & Nardon, 2012). Some of the initial assumptions about leadership included leadership based on personal skills, abilities and behaviors; that leadership is universal; or that leadership is culturally contingent (Steers, Sanchez-Rundle & Nardon, 2012). According to Steers, Sanchez-Rundle, and Nardon (2012) “people typically discover things based on what they are looking for” (p. 480). The purpose of this study is not to come up with a definition of leadership but to explore how leadership has been described within the context of the purpose of this study and the research question. Therefore, the study explored how the existing literature has described leadership. For example, leadership was viewed as a social process, in which one or more individual influences, motivates, empowers, and enlists the commitments of others in meeting organizational goals (Babcock-Roberson, & Strickland, 2010). Madlock (2008) described leadership as a relationship process that develops through communication and social interaction. Contrary to the mainstream concept of leadership, Karp and Helgo (2009) view leadership as identity construction based on complexity theory. They argued that leadership is a relationship between leader and follower, which means leadership was relational rather than depending on individual characteristics or traits and “that leadership is not static or permanently possessed....but emerges from the ongoing interaction between leaders and followers” (Karp & Helgo, 2009, p. 884). Leadership, therefore,

does not develop in a vacuum but is developed on the basis of trust and ability to appeal followers to commit to organizational goals based on a shared vision. As noted by Madlock (2008), leaders need to be able to appeal and convince subordinates to follow their vision. A leader that is able to communicate his organizational vision is more likely to win the confidence of his follower and a leader that exhibits relational and task behaviors is likely to be perceived as an effective leader (Madlock, 2008). Van Wart (2010) noted that “effective leadership provides higher-quality and more efficient goods and services; it provides a sense of cohesiveness, personal development, and higher levels of satisfaction among those conducting the work; and it provides an overarching sense of direction and vision, in alignment with the environment, a healthy mechanism for innovation and creativity, and a resource for invigorating the organizational culture” (p. 214). Contemporary leadership theories include the transforming leadership, servant leadership, relational and collaborative leadership, authentic leadership (Komives & Dugan, 2011).

### **Trait Theory**

The classical theories of leadership included the Great Man theory. The Great Man theory was based on the belief that successful leaders have certain traits which set them apart from others. The theory linked leadership to individuals and to the extraordinary according to Komives and Dugan (2011), but because leadership function under situations differ, there is not likely to be one trait that can be used as a universal predictor of effective leadership. This, therefore, sets the stage for theories of leadership that were based on traits and situational contingencies.

## **Leader Behaviors and Styles**

According to Chemers (2000), the Ohio State University Leader Behavior Description Questionnaire (LBDQ) has the most enduring impact on the field of leadership; subsequent factor analyses revealed that a major portion of the variability in leader behavior can be explained by two major clusters – consideration and initiation of structure. Consideration means behaviors that show concern for subordinates, encouraging subordinates' participation in the decision making process, making sure minority views are considered in the decision making process, provide a safe working environment, and support positive group morale and job satisfaction; while initiation of structure means the behavior or style that uses standard operating procedures, criticism of poor work, and emphasis on high level of performance as structure for task accomplishment (Chemers, 2000, p. 28). According to Chemers (2000), the LBDQ factors were effective in rating leader behaviors across a wide range of settings but they are less successful in predicting leadership effectiveness based on follower satisfaction and group performance.

### **Legitimacy Theory**

This theory involves cognitive and behavioral elements and as noted by Chemers (2000), competency and trustworthiness remain as important determinants of how followers evaluate their leaders. The theory suggests that individuals within groups gain leadership status through the demonstration of task related competence and loyalty to group value and in turn use the new status to influence others.

### **Contingency Theory: Mid-1960s to the Mid-1970s**

According to Chemers (2000), “the contingency model of leadership effectiveness emerged as an answer to Stogdill’s (1948) call for an approach based on the interaction of leader traits with situational parameters” (p. 31). The literature on contingency suggests that actions by a group leader can have strong effects on the motivational and emotional states of followers and organizational outcome.

### **Cognitive Models and Gender Concerns: Mid-1970s to the Mid-1980s**

One of the key theories in the field of leadership and organization management is transformational leadership theory developed by James MacGregor Burns. Burns (1978) introduced transactional leadership and transformational leadership theories as alternatives to classical leadership that is based on personality traits, skills, and behaviors. Burns described transactional leadership as a leadership method where a leader approaches followers with the intention of undertaking a transaction. On the other spectrum is Transformational leadership, which occurs when the transforming leader recognizes and exploits the needs of the followers and the actions result in a relationship that elevates the status of the leader and the followers. The measure of transformational leadership is the extent to which it brings social change or new cultural and institutional arrangements. Burns’ theory of transforming leadership is important in public policy and administration because it provides a framework for organizational transformation.

### **The Mid-1980s to the Mid-1990s: Transformational Leadership and Cultural Awareness Transformational Theories**

According to Chemers (2000) prior to the mid-1980 to mid-1990s, leadership studies were “locked in molecular analyses of trait-situation and perceptual biases” (p.

34). The transactional and transformational leadership theory resulted in paradigm shift from leadership trait-situation to how leaders influence followers to accomplish organizational goals (Bhat, Rangnekar & Barua, 2013; Koomives & Dugan, 2011). According to Clinebell, Škudienė, Trijonyte, and Reardon (2013), and Bass (1990, 1999) developed the full range leadership model and introduced the Multifactor Leadership Questionnaire (MLQ) as an instrument to measure the various components of the transformational, transactional, and laissez-faire leadership behaviors in numerous situations (Boga & Ensari, 2009). According to Allix (2000), transformational leadership is a structure of action that engages others in the social process of change, and it is “a special form of power involving the relationship of shared intentions or purpose among persons, whether they are power holders or recipients, in the realization of a collective act” (p.9). Allix (2000) citing Burns (1978) noted that “leadership over human beings is exercised when persons with certain motives and purposes mobilise in competition or conflict with others, institutional, political, psychological, and other resources so as to arouse, engage, and satisfy the motives of followers” (p.9). According to Allix (2000), Burns sees leadership as being indivisible from the needs and goals of followers; a transformational leader articulates and motivates followers towards a common purpose and shared goals.

Bass & Riggio (2006) noted the following attributes of transformational leadership: idealized influence; inspirational motivation; intellectual stimulation; and individualized consideration. These leadership components were identified using the Multifactor Leadership Questionnaire (MLQ) and factor analysis studies.

Transformational leadership style exercises influence rather than power or authority over followers and motivates followers to achieve beyond what they could have done by themselves without the influence and motivation of the leader (Bhat, Rangnekar, & Barua, 2013; Boga & Ensari, 2009). According to Bhat, Rangnekar and Barua (2013), transformational leaders are those who motivate and inspire followers to both achieve extraordinary outcomes and in the process, develop their own leadership capacity.

Transformational leaders help followers grow and develop into leaders by responding to individual followers' needs by empowering them and by aligning the objectives and goals of the individual followers, the leader, the group, and the larger organization whereas transactional leaders are those who believe in rewards and punishments and are contingent upon the performance of the followers" (p. 24). Transformational leadership, on the other hand, has the ability to influence the behavior of their subordinates and get them into foregoing self-interest for the good of their group; transactional leaders reward their subordinates for compliance with their direction (Boga & Ensari, 2009).

Transformational leaders build trust and instill confidence in their subordinates; they stimulate subordinates by questioning status quo, assumptions, and traditions; they encourage organization learning and risk taking, and innovation (Boga & Ensari, 2009).

Belias and Koustelios (2014) provided a critical review of the relationship between transformational leadership and employee job satisfaction in the banking sector. They noted the various leadership styles that have been examined in the literature and affirm that transformational leadership is the most studied and widely accepted leadership style. The paper identified various types of tools that have been developed to measure

leadership effectiveness and employee's satisfaction. Transactional leadership is effective in some cases but transformational leadership is most likely to be more effective in most situations because they motivate others to go beyond what they had originally intended and empower others to achieve individual and organizational goals, thereby creating more committed and loyal employees, a better working environment, and employees' job satisfaction (Boga & Ensari, 2009; Bhat, Rangnekar, & Barua, 2013).

The indexes of measurement include: intellectual stimulation, individualized consideration, inspirational motivation, and the idealized influence (the four "I-s"). Intellectual stimulation occurs when a leader challenges the underlying assumptions behind follower's effort; encourages taking risks, and finding new solutions to organizational problems; intellectually challenge subordinates and encourages them to be more creative and innovative; part of this goes with organizational learning, which is developed through communication and coordination. A leader that shows individualized consideration is the leader that pays attention to the individual needs and empowers individuals to maximize their potential. The leader serves as coach and mentors followers to develop to their maximum potential. The leader creates opportunities for individual and organizational learning (Bass, Avolio, Jung and Berson, 2003; Bhat, Rangnekar, & Barua, 2013). Inspirational motivation occurs when a leader provides meaning and challenge the follower's work; when leaders give their supporters hope and a picture of a brighter future which they can eventually see themselves. Idealized influence occurs when a leader shows consistent ethical conduct and personal principles and values that inspire subordinates; the leader builds respect, trust, and admiration of the followers to

the point that followers would want to emulate the leader. The leaders develop this relationship by putting the interest of the followers above their own needs or interests (Bass, Avolio, Jung and Berson, 2003; Bhat, Rangnekar, & Barua, 2013).

According to Bass, Avolio, Jung, and Berson (2003), before the introduction of charismatic-transformational leadership theory, transactional leadership was regarded as the most effective leadership. Transactional leadership assumes an exchange between leader and follower and rewards were contingent upon fulfillment of a task. The leader sets the organizational goals and objectives and provides resources for follower to perform organizational tasks. The follower is then recognized and rewarded upon the satisfactory completion of the tasks. The emergence of transformational leadership depends on the social context in which the leaders and followers interact. However, transformational leadership is more likely to emerge in the times of distress and change while transactional leadership is observed at a time of stability.

The concept of transformational and transactional leadership has been widely studied in the past two decades and much of the empirical studies have relied on the MLQ 5X (Ejere & Abasilim, 2014). The MLQ 5X consists of nine measurement components. Five of these components are used to measure the transformational leadership behaviors, three are used to measure transactional leadership behaviors, and one measures laissez-faire leadership (the avoidance of leadership) attributes.

Lee (2012) examined the role of transformational leadership style in the home healthcare industry by finding a link between transformational leadership style and workplace performance among home health aides. The quantitative research study used



secondary data from the 2007 National Home Health Aides survey using binary analysis and multivariate regression analysis. Findings from the study revealed that there is a positive relationship between transformational leadership styles and employee outcome. Employee outcome was measured by reduced injury, increasing career satisfaction, and choosing the same career if they have to choose again. Lee (2012) showed that transformational leadership styles play an important role in improving workplace performance and financial implications because reduced absenteeism and injury could result in cost savings.

Rosenberger and Krause (2014) examined participative and team-oriented leadership styles, countries' educational level, national innovation, and the mediating role of economic factors and national cultural practices. According to Rosenberger and Krause (2014), various research has shown that education and knowledge, leadership, national culture, and economic, institutional and political factors are important factors in influencing innovation at different levels of analysis either at individual, organizational, or national levels but "little is known about the relationship between these factors, their possible interactions, and their effects on innovation on the national level" (p.21). The culturally endowed theory of leadership suggests that the difference between different leadership styles and outcome depends on national culture (Rosenberger and Krause, 2014). According to Rosenberger and Krause (2014), level of education and, political factors are other important factors that could affect leadership styles and outcome. Rosenberger and Krause (2014) revealed "that the level of education in a country is positively related to the endorsement of participative leadership and negatively related to

the endorsement of team-oriented leadership in the respective country” (p.22) and that there is a direct relationship between level of education and economic and political factors, but indirectly related to national innovativeness. According to Rosenberger and Krause (2014), neither leadership nor education is directly related to national innovativeness.

Irshad and Hashmi (2014) examined the relationship between transformational leadership, organizational citizenship behavior, and the mediating role of emotional intelligence. The study revealed that there is a relationship between transformational leadership style and organizational citizen behavior and that emotional intelligence plays a mediating role in the relationship.

Hansen and Villadsen (2010) compared public and private managers’ leadership styles within the framework of their jobs. The study was based on a survey of Danish public and private managers. It examined the impact of the sector within the managerial job context on leadership behavior and suggested that the difference between public and private leadership practices is due to the context of the jobs. Hansen and Villadsen (2010) noted that while there has been a significant amount of studies on leadership, there is only a few studies of leadership in public administration. The study shows that managers in public and private sector use different leadership styles because they are bound by structural settings of their jobs, role clarity, and perceived job autonomy. According to Hansen and Villadsen (2010), public managers seek to achieve their task through a participative leadership style while private managers use a more directive and task oriented leadership style.

### **Leadership Challenges in Africa**

Leadership is a topic that has been widely studied but yet has no universally accepted definition; there has been as many definitions of leadership as those researchers who have tried to define it according to Jost (2013). Jost argued that the optimal leadership style depends on the environment and the agent's personality in terms of competence and incentive alignment. Leadership challenges in Africa cannot be fully understood without the historical context. According to Soko and Lehamann (2011), the developmental problems in Africa are the result of slavery, colonialism, economic mismanagement, ill-conceived structural adjustment policies, inter-state and intra-state conflicts, failed regionalism, unfair trade terms, foreign debt, aid dependence, poor governance, weak states, and institutional decay. Slavery contributed to Africa's underdevelopment by fostering ethnic divisions while the defragmentation of established African societies and culture by the colonial powers through the imposition of arbitrary boundaries and disruption of "established indigenous communication and trade linkages affect the economic sustainability of the newly created states."

Other factors that were attributed to development challenges in Africa included the pursuit of Marxist principles by African leaders following independence, the political instability and internal/external conflicts that span several years, and poor governance. Soko and Lehamann provided a review of various development theories that have been used in Africa – starting from world system theory, dependency theory, Arthur Lewis growth model, import substitution industrialization, the Lagos Plan of Action, African alternative framework to structural adjustments programs, Washington Consensus, post-

Washington Consensus, New Partnership for Africa's Development (Nepad), and the public-private partnerships (PPP). According to the Soko and Lehamann (2011), understanding the transformation of the regional integration process is critical to developmental promotion; therefore, if policy interventions to Africa's problem are to be sustainable, relevant, and applicable, they must be tailored to the unique social, political, cultural, and economic traits of African societies and the need for skilled and trained entrepreneurs and managers.

Soko and Lehamann (2011) observed growing youth unemployment; they remarked that youth could be trained in entrepreneurial skills but cautioned that entrepreneurship that is born out of necessity rather than opportunity is not sustainable. Therefore, Soko and Lehamann (2011) suggested that for a sustained development, "African countries must strengthen their market and institutions, invest in infrastructure, education and health, reduce the still prohibitive cost of doing business, promote economic and political stability, enhance productive capacity, diversify exports, increase intra-regional trade, and secure a positive international trade environment for their exports". Soko and Lehamann (2011) noted the glimmer of hope in Africa, especially following the relatively stable political environment and gain from recent economic policies and remarked that Africans can no longer blame anyone but themselves.

Iheriohanma (2011) examined capacity building, leadership questions, and drains of corruption in Africa. According to Iheriohanma (2011), development in Africa has been stalled by corruption, leadership ineptitude, dependence on foreign aid, and an ill-conceived developmental framework. He posited that corruption is a major factor stalling

development in Nigeria and other African countries. Iheriohanma (2011) used the theories of culture of materialism and anomie to explain how corrupt practices can evolve out of the norms. Iheriohanma (2011) argued that developing countries including Nigeria have not been able to annex the benefits of globalization because of corruption, poor leadership and governance, poor policies, absence of a structural foundation for knowledge or economic development and therefore, called for forthright and knowledgeable leadership to manage the continent's abundant resources.

Wanasika, Howell, Littrell, and Dorfman (2011) examined the pattern of managerial leadership in Sub-Saharan Africa based on the analysis of African media reports and quantitative results from the Global Leadership & Organization Behavior Effectiveness (GLOBE) project. According to Wanasika, Howell, Littrell, and Dorfman (2011), slave trade, colonization, and the disruption of coexistence among some ethnic groups caused by the arbitrary division of Africa into new states with disregard to existing ethnic and historical boundaries, the colonial "divide and rule" tactic contributes to the history of instability and underdevelopment in the region. Wanasika, Howell, Littrell, and Dofman (2011) noted that studies on management and leadership practices in sub-Saharan Africa are sparse compared to almost any other region of the world and most of the available studies have emphasized western theories and commentaries without taking into consideration the indigenous dimensions and contexts that are important to African leadership. Some of the cultural dimensions that are likely to contradict western managerial practices include deep respect for the elders, relationships between different age groups markedly gerontocratic and generally paternalistic, and the

extended family that serves as the building block for any organization. Another cultural dimension to leadership in Africa is the importance of clan or ethnic interests over individual needs. The core values of African leaders according to Wanasika, Howell, Littrell, and Dofman (2011) include “respect for the dignity of others, group solidarity, teamwork, service to others, and the spirit of harmony and interdependence”. Decision making is described in the “context of high powered distance relationships between management and ordinary workers. Respect for hierarchy is seen as unconditional obedience to instructions and directives”. This in essence is consistent with the autocratic leadership style displayed by many African political leaders and some managers that have been described by other scholars.

Karp and Helgø (2009) explored and challenged the concept of leadership by presenting a perspective on leadership as identity construction based on complexity theory. They argued that the concept of leadership is arbitrary and subjective and that leaders don't always have the overview and control that mainstream leadership theory suggests they have. According to Karp and Helgø (2009) “if complexity theory is applied to leadership, then organizations should be regarded as responsive processes of relating and communicating between people; a psychology based on relationships” (p. 881). Karp and Helgø (2009) suggested that leadership is a relationship between a leader and follower i.e. it is relational rather than depending on individual characteristics or traits of the leader and that leadership is not static or permanently possessed but evolved from the ongoing interaction between leaders and followers. Leaders create their own identity as

their individual and personal style of leadership and discovering one's leadership style requires a commitment to develop one's self (Karp & Helgø, 2009).

Kuada (2010) examined culture and leadership in Africa with the aim of identifying the knowledge gaps in the existing African leadership studies and argued in support of further research in the field with a view to establishing the link between African culture and leadership practices and their implications for economic growth on the continent. Based on the review of mainstream leadership literature in general and African leadership in particular, Kuada (2010) developed the basis for the development of an integrated goal-behavior-performance model in Africa. Kuada (2010) grouped the various mainstream theories of leadership into four categories: essential theories, relational theories, critical theories, and constructionist theories. Kuada (2010) also examined culture and leadership in Africa and suggested that leadership behavior can best be understood within the cultural framework. Kuada (2010) supported the notion that African culture has influence on leadership development and provided a conceptual framework that integrates the different perspective on the relationship between culture, leadership, and organizational performance. Kuada's (2010) theory is based on limited empirical investigations, leadership styles, and functions in Africa, and as a result there is limitation to its generalizability. Kuada (2010) revealed that there is scarcity of literature on leadership in Africa. He encourages research interest in this field as well and provides some suggestions to guide future empirical studies.

Bolden and Kirk (2009) explored the meaning of "African Leadership" that emerged from a Pan-African leadership development program that serves as the forum

for understanding “African Leadership”. They provided a review of leadership styles and how they have been applied to leadership and management across cultures before introducing the “African renaissance,” which calls for a re-engagement with the indigenous knowledge and practices. Bolden and Kirk (2009) included a review of mainstream leadership theories and grouped them under the essentialist theories, the relational theories, critical theories, and constructionist theories and provided a cross cultural perspective on leadership and management.

Bolden and Kirk (2009) were based on a leadership development program funded by the British Council. The research method follows an action enquiry approach. Bolden and Kirk (2009) noted limited empirical study on the nature of leadership in Africa and that most of the existing studies are from the western world perspective. According to Bolden and Kirk (2009), much of the existing literature on leadership in Africa were motivated through the desire to provide western managers with a better understanding of how to do business in Africa, rather than to assist African managers, organizations, and communities appreciate, develop, and/or enhance their own leadership approaches. Bolden and Kirk (2009) cited work done by Jackson (2004), which finds a difference between western and African approaches to management by what he described as instrumentalist view of people in organizations which perceives people as means to an end, and the humanistic view, which sees people as having value in their own right. Referencing Jackson (2004), Bolden and Kirk (2009) noted that “the key values that shape leadership in Africa includes sharing, deference to rank, sanctity of commitment, regard for compromise and consensus, and good social and personal relations” (p. 6).



Leadership in Africa bears many similarities to that in other region of the world and that cultural and contextual factors have a significant part to play in the construction and enactment of leadership. Bolden and Kirk (2009) suggested that more work is required on the subject of leadership, especially from people of African origin using African paradigms and that through dialogue, leadership theories and approaches that are not only relevant to Africa but contribute to leadership theories in general could be developed. It is apparent from Bolden and Kirk's (2009) research conclusions and findings that culture affects leadership effectiveness and that there is much work that needs to be done especially by African researchers using African paradigms to contribute to leadership theories.

Goldsmith (2001) used a data set from 1960 through 1999 to examine leadership transition in Africa and concluded that "sub-Saharan Africa" is poorly led. According to Goldsmith (2001), the region has far too many tyrants and 'tropical gangsters', far too many state-men, let alone merely competent officeholders". Goldsmith (2001) acknowledged that leadership is not the "cure-all" for Africa's lack of development, but would be an important step in the right direction. Goldsmith (2001) cited macro-level explanations that portray leadership in Africa as authoritarian political traditions, lack of national identity, underdeveloped middle class, and widespread economic distress among the factors that produce poor leaders continually in the continent. Goldsmith (2001) took a micro-level approach to the understanding of leadership in Africa: he looked at people as individuals and discussed individual motivation, which includes the assumption that they intend to do the right thing within the level of risk involved. Goldsmith (2001)

focused on leadership transition and personal hazards, risk and leaders' behavior, and how democratization had improved leadership to conclude that an established political system could provide an incentive for African leaders to act more responsibly and even-handedly as a means to address decades of oppression and economic stagnation.

According to Rotberg (2004), "Africa has long been saddled with poor, even malevolent, leadership: predatory kleptocrats, military-installed autocrats, economic illiterates, and puffed-up postures" (p.14). Many of the African leaders use power as an end by itself rather than as a public commodity and they are indifferent to the plight of citizens and always shift blame for their countries' distress and agony. Effective leaders in the continent are identified by the following characteristics: strength of character; adherence to the principles of participatory democracy, and ability to overcome deep-rooted challenges. Rotberg (2004) gave good examples of good and bad leadership in the continent and recognized the formation of the African Leadership Council of the past and present African leaders calling for good leadership, more tolerance and a participatory government.

### **Organization Culture**

There is no universally accepted definition of organizational culture. According to Linn (2008), "A precise, widely accepted definition for organizational culture is elusive in part because it is not a physical object, it covers such a wide range of behaviors and thoughts, and [that] what it includes varies greatly from one group to another" (p. 88). In his review of many definitions of organization culture, Linn (2008) noted that "organization culture is a fundamental part of what integrates the members of a group"

(p.89) and that it is the bond that binds the members of the organization. As cited by Linn (2008), Schein (2004) “defines the culture of a group as being “a pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems” (p. 89). An organization culture is shaped by various elements such as the organizational environment (internal and external), the mission, and leadership (Linn, 2008). Moynihan and Linduyt (2009) argued that organizational culture and structure are interdependent and that “part of the broader social forces that enable and constrain social action, but are, in turn, reshaped by human agency” (p. 1097). According to Linn (2008), studies have shown a link between organizational culture and organizational financial success. The success or failure of an organization depends partly on the organizational culture and environment; therefore, it is important for organizational leadership to understand the culture in which they operate (Linn, 2008).

### **Leadership and Organizational Culture**

Leadership and organizational culture are intertwined; leadership has the ability to influence culture and culture affects the development of leadership (Schimmoeller, 2010). Culture provides the framework for understanding leadership (Kauda, 2010) and the best way to understand organizational success is to study its leaders (Parris and Peachey, 2013). Leadership is one of the most widely studied phenomena in social sciences, and it remains the least understood topic, even though there are increasing calls for leaders to lead in responsible ways (Maritz, Pretorius & Plant, 2011). Similarly, organization

culture is a construct that has been widely studied and still command a high level of attention especially in the recent times, with the advent of technology and global interdependence. There are extensive studies on each of the two concepts but only a few studies exist that explore the link between leadership and organizational culture. Studies such as Schimmoeller (2010) and Van Wart (2010) show a positive relationship between leadership, organizational culture, and organization outcome.

### **Organizational Leadership and Management in Sub-Saharan Africa**

According to Wanasika, Howell, Littrell, & Dofman (2011), studies on management and leadership practices in sub-Saharan Africa are sparse compared to any other region of the world and most of the available studies have emphasized western theories and commentaries without taking into consideration the indigenous dimensions and contexts that are important to African leadership. Bolden & Kirk (2009) also noted that a vast majority of studies on organizational leadership in Africa are motivated by the desire to provide western managers with a better understanding of how to do business in Africa, rather than to assist African managers, organizations, and communities appreciate, develop, and/or enhance their own leadership capabilities. Soko & Lehmann (2011) advise on the importance of understanding the transformation of the regional integration process, which is critical to development promotion in Africa and for policy interventions for Africa's problem to be applicable, relevant, and sustainable, they must be tailored to the unique social, political, cultural, and economic traits of African societies.

Prior works that have focused on understanding organizational culture and leadership include Kauda (2010) and Bolden & Kirk (2009) among others. Kauda (2010) uses the integrated goal-behavior-performance model to examine culture and leadership and suggests that “culture provides a frame of reference or logic by which leadership behavior can be understood”; Bolden & Kirk (2009) provide a review of leadership styles and how they have been applied to leadership and management across cultures. Kauda (2010) notes that “research is also required to guide the choice of approaches that African leaders may adopt to achieve sustainable improvements in their behaviours” and argues in favor of positioning African leadership on the management research agenda.

### **Administrative Leadership**

The focus of this study is on administrative (bureaucratic) leadership. The study is premised on the examination of Osun State local government administrative leadership effectiveness using the mainstream leadership theory of full range leadership model developed by Bass (1985). Administrative/bureaucratic leadership as used by Van Wart (2003) includes “the frontline supervisor to non-political head of the organization” (216). Administrative leadership as used in this study included politically appointed executive chairmen and non-political functional heads of departments in each of the local government in Osun State, Nigeria.

There was limited empirical research on leadership within the public-sector organizations (Muchiri, Cooksey and Walumbwa, 2012). Most of the studies on leadership were related to the private-sector organizations, which made one question whether contemporary leadership styles such as transformational leadership has a place in

the public sector organizations because of the difference in values and the legal framework upon which public-sector organizations are founded. As noted by Busch and Wennes (2012), public sector organizations were founded upon a series of normative principles and values, sometimes referred to as public ethos, which is characterized by adherence to formal rules and regulations. The hierarchical structure and culture within public sector organizations was seen as a hindrance for the practice of transformational behaviors in public sector organizations. According to Schimmoeller (2010) there is a difference between effective leadership in the private sector compared to the public sector based on the difference in organizational culture.

Wright, Moynihan, and Pandey (2012) investigated the mechanism by which transformation leaders can activate levers that enhance mission valence and gain an understanding of what makes organizational goals attractive and compelling to individual employees. The study revealed that transformational leadership can improve employee mission valence and contribute to higher public service motivation. The study was based on a survey of city managers, assistant city managers, and functional heads of local governments in the US using the International City/County Management Association database (N = 3,316). Respondent rate was 46.4%. The study reveals the relevance of transformational leadership to public and non-profit agencies.

Public administrators are expected to be ethical and be of high moral values (Okagbue, 2012) because they hold public trust and part of transformational leadership is being ethical. Bass and Steidlmeier (1999) argue in support of transformational leadership as being ethical leadership. They argue that the core principle of

transformational leadership is grounded on virtue and moral character. They argue that authentic transformational leadership is ethical leadership. Transformational leadership inspires and motivates follower to forego self interest in the pursuit of group interest; they model behaviors that inspire and motivate others. They compare authentic transformational leadership with Pseudo transformational leadership – self-centered, unreliable, power hungry, and manipulative (Toor & Ofori, 2009). This characteristic is particularly relevant to the Nigerian situation where all sectors and all institutions are perceived to be corrupt according to Transparency International (2014).

Leong and Fischer (2011) showed that there is ample evidence that transformational leadership is the most universally desired leadership style. “Leadership attributes such as trustworthiness, being just, honesty, being encouraging, positive, motivation-building confidence, dynamic, and foresights are seen as more or less universally effective leadership attributes” (p. 164). The fact that transformational leadership is effective and universally desired does not mean that it does not experience cultural variations. The research question was, “To what extent do people from different cultures engage in transformational leadership behaviors?” The research objective was to investigate the effects of cultural values on reported levels of transformational leadership. The study was based on the meta-analytical investigation of reported transformational leadership means on the MLQ. According to Leong and Fischer (2011), “Meta-analysis is a set of techniques that statistically combines the result of two or more independent studies to provide an overall answer to a question of interest” (p. 166). Transformational leaders are those that inspire other to go beyond their own expectations by going the extra

mile; their followers are more satisfied and show more commitment to the leader and their organization; they act as role models and promote ethical behaviors; transformational leaders change the existing organizational systems or culture rather than operate within the system (Leong and Fischer, 2011). The result shows that leadership behaviors vary with cultural values. Managers in more egalitarian systems and lower hierarchies are more transformational than managers in power distance and high hierarchical organizations. The study shows that “there is a systematic relationship between reported behavior scores and cultural dimensions” (p.170).

Sadeghi and Pihie (2012) examined the leadership attributes exhibited by heads of departments in the Malaysian universities. The study was based on the theory that a combination of transformational, transactional, and laissez-faire leadership is more effective than each of the three leadership styles individually. The research questions included what type of leadership attributes are exhibited by heads of departments as perceived by lecturers and what combination of leadership styles is more effective. The study used the descriptive correlation research design. Sample size was determined using G-power statistical software. Sample size consists of 400 lecturers selected through stratified random sampling. Return rate was 80% (320) out of which 74.5% (298) were useful for statistical analysis. Instrument used was MLQ developed by Bass and Avolio (1995, 2004). MLQ consists of 45 rating items of which 36 items represent nine leadership factors – five represent transformational leadership factors; five represent transactional leadership factors, and one factor for laissez-faire leadership. The validity of the instrument was approved by eight experienced and knowledgeable academic staff.



The study used a pilot test to check internal consistency of the questionnaire. The Cronbach's alpha value was between .67 and .94, which is within the acceptable alpha value. Data analysis was by "a stepwise" multiple regression analysis. Regression analysis revealed that certain dimensions of transformational – idealized influence (attributable), intellectual stimulation, inspirational motivation, and individualized consideration as well as the dimension of transactional leadership such as contingent reward, management by exemption (active), and laissez-faire leadership are significant predictors of leadership effectiveness. The report also suggests that contingent reward has an important effect on leadership effectiveness.

Babcock-Roberson and Strickland (2010) examined the relationship between charismatic leadership, work engagement, and organizational citizen behaviors. The quantitative survey research used MLQ, Organizational Citizen Behavior (OCB) scale, and work engagement scale for data collection. Sample size was 91 participants. Data analysis was based on regression and correlation analysis. The study showed strong relationships between charismatic leadership and work engagement, work engagement and organizational citizen behavior, and charismatic leadership and organizational citizen behavior.

Toor and Ofori (2009) examined the relationships between ethical leadership, employee outcomes, and organizational culture. The population studied was the construction industry in Singapore. The empirical research study revealed "that ethical leadership is positively and significantly associated with transformational leadership, transformational culture of organization, contingent reward dimension of transactional

leadership, leader effectiveness, employee willingness to put extra effort, and employee satisfaction with the leader.” (p. 533). There was no correlation between ethical leadership and transactional leadership and ethical leadership showed a negative correlation with laissez-faire leadership. Ethical leadership plays a mediating role between employee outcome and organizational culture. The study used “a number of instruments” including Brown’s Ethical Leadership Scale (ELS), Multi-Factor Leadership Questionnaire (MLQ), and Organizational Description Questionnaire (ODQ) for data collection. Data analyses were by correlation and regression analyses.

Voon, Ngui, and Ayob (2011) showed that transformational leadership is relevant in the public sector. The study looked into the relationship between leadership styles and employees’ job satisfaction in the public sector organizations in Malaysia. The study is based on the theory that employees with job satisfaction are more likely to show dedication and willingness to work towards accomplishing organizational goals and organizations that promote employee job satisfaction are likely to attract and retain more quality employees.

Lawal, Imokhuede and Johnson (2012) examined governance and leadership crises since Nigerian independence. According to Lawal, Imokhuede, and Johnson (2014), the reason for governance crises in Nigeria since independence was poor leadership. There is a lack of adherence to the rule of law, lack of public accountability or transparency, while political patronage and corruption continue to be on the rise, making it difficult to allow for good governance. Lawal, Imokhude and Johnson (2012) suggested that the only way to solve governance crises in the country is the adoption of

transformational leadership practices. They called for the leaders who are willing to make self-sacrifices for the good of the society.

Kumar (2014) calls for decentralized authority, balance between authority and responsibility, accountability, improved work environment, better organizational culture, adherence to the rule of law, and leadership development as part of the organizational development process. Kumar (2014) notes the importance of leadership in every organizational setting and how leadership crises could affect employees' morale, efficiency, productivity, and the effects on stakeholders. According to Kumar (2014), leadership crises often arise from the lack of delegation of power, authority, and responsibility, the withholding of authority where responsibility is delegated, or where leaders acting in their own selfish interests instead of the organizational interest, lack of trust, and participative versus a dictatorship leadership style, personality vs. system, and the lack of focus approach to leadership development.

Ljungholm (2014) examined the process by which managerial actions affect employee behavior and how collective and collaborative leadership can improve public sector organizational effectiveness. The paper explored the relationship between transformational leadership and success of performance management, and positive effects of transformational leadership on organization outcome.

Pantouvakis and Bouranta (2013) examined the relationship between organizational learning culture and customer satisfaction, confirming the moderating effect of education on organizational learning. The study used a structured questionnaire with a sample of 437 from three service sectors (port, supermarket, and automobile repair

service). Regression analysis and moderated mediation analysis were used to explore the link between the independent variable (customer satisfaction and dependent variables, organizational learning and level of education). The study revealed that there was a significant relationship between organizational learning and employee satisfaction, which translates to high quality customer service and customer satisfaction and that the degree of satisfaction varies among employees based on their level of education; in other words, employees with higher degrees are more likely to be satisfied with organizational learning compared to those with lesser degrees. The study suggested that organizations with an organizational learning culture are more likely to be successful than those without an organizational learning culture.

Allio (2012) provided a review of some of the fundamental concepts that have shaped the debate on leader and leadership and attempted to dispel the myth surrounding leadership and offer advice on how to develop effective leaders. Allio (2012) emphasized learning and practicing the act of leadership as a way to develop effective leaders.

Fasola, Adeyemi, and Olowe (2013) examined the relationship between transformational and transactional leadership styles and organizational commitment among Nigerian bank employees. The population of the study is the employees of banks in Ibadan. The sample size was 80 from 10 banks. The study used MLQ and Organizational Commitment Questionnaires to collect data. Data analysis was based on multiple regression and correlation analysis. The study revealed a positive relationship between transformational and transactional leadership, and organizational commitment. The study also revealed that transactional leadership is more effective in the Nigerian

banking sector than transformational leadership. The study recommended appropriate rewards for good behavior, performance, correction, and punishment for bad performance.

According to Muchiri, Cooksey and Walumbwa (2012), there is limited empirical research on leadership in the public-sector organizations. Muchiri, Cooksey and Walumbwa (2012) examined the separate and combined effects of transformational leadership behavior and social process of leadership as predictors of organizational outcomes within Australian local councils. The study applied survey research methodology to collect quantitative data from employees in nine local councils. The data was analyzed, using item clustering analysis for scale construction, and hierarchical multiple regression analysis was used to test the proposed conceptual framework. Findings from the study revealed that transformational leadership predicted performance outcomes, collective efficacy/outcome expectancies, and organization commitment. The practical implications of the study are that by practicing transformational leadership behaviors, work unit leaders may establish the foundation for higher and better organizational performance, and by promoting transformational leadership process such as communication, organizational learning, and resolving uncertainties may lead to higher performance outcome.

Zahari and Shurbagi (2012) examined the effect of organizational culture and the relationship between transformational leadership and job satisfaction in the Libyan petroleum sector. Survey instruments used in the study are the MLQ, Organization Culture Assessment Instrument (OCAI), and Job Satisfaction Survey (JSS). Sample size

consists of 50 employees of the National Oil Company. SPSS was used to analyze the data. The study used descriptive analysis – mean, standard deviation, percentage, and t-test and Pearson Correlation Coefficient to analyze the data. Findings from the study show that transformational leadership is widely practiced in the Libyan oil sector and that the predominant culture is hierarchical. The study reveals a significant relationship between transformational leadership style, job satisfaction, and organizational culture.

Ejere and Abasilim (2014) investigated the impact of transactional and transformational leadership styles on organizational performance in Nigeria. The empirical research study applied MLQ to gather data from 207 randomly selected participants of which 184 were fully completed and returned. Data analysis was based on regression and correlation analysis. The study revealed that transformational leadership has a positive impact on organizational performance while transactional leadership has a weaker impact on organizational performance. The study also revealed that transactional and transformational leadership styles have positive impacts on organizational performance. The conclusion was that a combination of transactional and transformational leadership styles will provide a superior organizational performance. The sample population was drawn from the employees of the Akwa Ibom Water Company Limited.

Mora and ȚICLĂU (2012) built on the efforts to understand leadership behaviors, using the full range leadership theory and its applicability to the public sector. The main purpose of the study was to examine the type of leadership present in the local government administration in Romania. The study used the MLQ-5X instrument for data

collection. The study revealed that the dominant leadership practices in the Romanian public are both transformational and transactional. The study considered transformational leadership as an answer to the local government reform in Romania.

Chully and Sandhya (2014) provided an understanding of transformational leadership in present day organizational and management practices, to see if a consistent pattern emerges from the recent studies, and to explore the generalizability of the concept within different geographies and culture. The study established “a positive and direct link between transformational leadership style and individual and organization outcome” (p. 795).

Verma (2014) examined the effect of perceived transformational leadership style of principals on job performance of primary school teachers in the UAE. Sample size was 223 primary school teachers. MLQ was used to measure leadership styles of the principals and Mohrman Cooke-Mohrman Job Satisfaction Scale instrument was used to measure job satisfaction. Data analysis was conducted using descriptive statistics, Pearson Correlation, and Multiple Regression Analysis. The study shows that the transformational leadership style of principals have direct effects on primary school teachers.

Barnes, Christensen, and Stillman (2013) examined the correlation between transformational, transactional, and passive-avoidant leadership styles to subordinate perceptions of workplace efficiency, effectiveness, and satisfaction. The study shows that transformational leadership style has the most positive correlation, transactional leadership is less correlated, and passive avoidant leadership style is negatively

correlated. The study used the MLQ to gather data and descriptive, regression, and correlation analysis to analyze the data.

Hauserman and Stick (2014) explored the desired leadership characteristics that teachers want from their principals. The study examined the perception of teachers on the transformational leadership qualities of their principals. The study used mixed methods consisting of quantitative and qualitative research methods. MLQ was used to collect data for the quantitative study while interviews were used to collect data for qualitative study. The study revealed that teachers feel strongly about characteristics and behaviors that align with aspects of transformational leadership.

Hutahayan, Astuti, Raharjo, and Hamid (2013) investigated the relationship between transformational leadership, organization culture, reward, and organizational citizen behavior in PT, Barata Indonesia. Findings from the study suggest that transformational leadership has no effect on employee organizational citizen behavior but organizational culture and rewards have significant effects on organization citizen behavior. The study was based on a survey of 230 employees of PT in Barata, Indonesia, a governmental enterprise. The research hypothesis was: Transformational leadership affects organizational citizen behavior; Organizational culture, affects organizational citizen behavior, and Reward has influence on organizational citizen behavior.

Musgrave (2014) talked about the challenges facing public sector leadership in the United States of America and recommended that public sector organizational leadership move away from the top-down culture of hierarchy, structure, process, procedure, and order and discipline to a culture of distributed and shared leadership. He



suggested that the best way to improve productivity and efficiency in the public sector organizations is to institutionalize risk-taking, encourage innovations, empower professionals, and decentralize the decision-making process by developing teams and giving the teams more responsibilities using the distributed leadership approach.

In a dissertation study, Okagbue (2012) examined how ethical leadership could foster good governance in Nigerian local governments. The qualitative study examined the extent to which local government officials are ethical in their conduct and practice; the extent to which they promote an ethical climate, and the effects of ethical leadership on good governance at the local government level. Findings from Okagbue (2012) revealed that Nigerian local government officials are deficient in ethics and moral value; they focus more on their selfish interests rather than the public interest and as a result, they have not been effective in promoting good governance.

Wang, Oh, Courtright, and Colbert (2011) was a meta-analytic review of 25 years of research in transformational leadership and performance across criteria and levels. The study showed that transformational leadership was positively related to individual-level follower performance and at team and organizational performance across criterion types. According to Wang, Oh, Courtright, and Colbert (2011), “both meta-analytic regression and relative importance analyses consistently showed that transformational leadership had an augmentation effect over transactional leadership (contingent reward) in predicting individual-level contextual performance and team-level performance. Contrary to our expectation, however, no augmentation effect of transformational leadership over contingent reward was found in predicting individual-level task performance. Instead,

contingent reward explained incremental variance in individual-level task performance beyond that explained by transformational leadership” (p.223).

### **Summary and Conclusions**

Leadership is a topic that has been widely studied but yet has no universally accepted definition. According to Jost (2013) there has been as many definitions of leadership as those researchers who have tried to define it. Jost (2013) argued that the optimal leadership style depends on the environment and the agent’s personality in terms of competence and incentive alignment. Transformational leadership, however, is the most studied and widely accepted leadership style (Belias and Koustelios, 2014). Before the introduction of charismatic-transformational leadership theory, transactional leadership was regarded as the most effective leadership according to Bass, Avolio, Jung, and Berson (2003). Transactional leadership assumes an exchange transaction between leader and follower and rewards are contingent upon fulfillment of a task. The leader sets the organizational goals, objectives, and provides resources for followers to perform organization tasks. The follower is then rewarded upon the satisfactory completion of the tasks or punished for mistakes or failure to complete organizational tasks. The emergence of transformational leadership depends on the social context in which the leaders and followers interact. However, transformational leadership is more likely to emerge in the times of distress and change while transactional leadership is observed at the time of stability.

According to Allix (2000), transformational leadership is a structure of action that engages others in social process of change and involves shared intentions between the

leader and the led. Citing Burns (1978), Allix (2010) noted that “leadership over human beings is exercised when persons with certain motives and purposes mobilise in competition or conflict with others, institutional, political, psychological, and other resources so as to arouse, engage, and satisfy the motives of followers” (p.9). Leadership is indivisible from the needs and goals of followers (Allix, 2010). Lee (2012) revealed that there is a positive relationship between transformational leadership styles and the employee outcome. Transformational leadership styles play an important role in improving workplace performance and financial implications because reduced absenteeism and injury could result in cost savings. Employee outcome was measured by reduced injury, increasing career satisfaction, and chosen same career if they have to choose again.

Bass & Riggio (2006) grouped the attributes of transformational leadership into four dimensions: idealized influence; inspirational motivation; intellectual stimulation; and individualized consideration. A transformational leader articulates and motivates followers towards a common purpose and shared goals (Allix, 2010), and organizations that are managed by transformational leaders are perceived to be more effective, especially within the context of high organizational change (Boga & Ensari, 2009). Toor and Ofori (2009) revealed that the dimensions of transformational leadership include ethical attributes and that there is relationship between effective leadership, employees’ commitment, and job satisfaction. Transformational leadership is perceived to be effective leadership, and according to van Wart (2010), effective leadership provides high quality and more efficient goods and services. Traits of transformational (effective)

leadership include strategic thinking, conceptual, innovative, analytical, critically evaluate information, a high sense of responsibility and perseverance. They are visionary, ambitious, motivational, assertive, and allow for organizational learning, participation, and involves others in the decision making process (van Eeden, Cilliers, and van Deventer, 2008). Employees' perceptions are often used to measure leadership effectiveness rather than the organization's financial or economic data (Boga & Ensari, 2009). There is a positive relationship between transformational leadership styles and employee outcome (Lee 2012, Toor & Ofori, 2009). Transformational leadership styles play an important role in improving workplace performance and financial implications because of its ability to reduce absenteeism and injury, which could result in cost savings (Lee, 2012).

Leadership is an important phenomena in organizational success; therefore, the exploration of the prevalent leadership styles within the Nigerian local government and their relationship to organizational outcome is important. According to Rosenberger and Krause (2014), the culturally endowed theory of leadership suggests that the difference between different leadership styles and outcomes depends on national culture, level of education, and political factors. The literature on management and leadership studies in Africa is sparse compared to the other regions of the world (Bolden & Kirk, 2009; Kuada, 2010; Wanasika, Howell, Littrell, & Dofman, 2011). Bolden and Kirk (2009) noted that most of the existing studies of leadership in Africa are from the western world perspective, and many of them were motivated through a desire to provide western managers with a better understanding of how to do business in Africa, rather than to

assist African managers, organizations, and communities appreciate, develop, and/or enhance their own leadership approaches. Goldsmith (2001) noted that Africa is poorly led but leadership is not the “cure-all” for Africa’s lack of development, but would be an important step in the right direction. Kauda (2010) noted that African leadership is less transformational, and according to Rotberg (2004), many of the African leaders use power as an end by itself rather than public good and they are indifferent to the plight of their citizens, always shifting the blame on their countries’ distress and agony. Soko and Lehamann (2011), however, noted the glow of hope in Africa, especially following the relatively stable political environment and the gain from recent economic policies; Africans can no longer blame anyone but themselves.

Public administrators are expected to be ethical and be of high moral values (Okagbue, 2012) because they hold public trust, and a major part of transformational leadership is being ethical. Wright, Moynihan, and Pandey (2012) revealed that transformational leadership can improve employee mission, valence, and contribute to higher public service motivation while Bass and Steidlmeier (1999) argued that transformational leadership is ethical leadership because its core principle is grounded on virtue and moral character. The concept of transformational and transactional leadership has been widely studied in the past two decades and much of the empirical studies have relied on the Multifactor Leadership Questionnaire (MLQ), which consists of nine measurement components. Five of these components are used to measure the transformational leadership behaviors, three are used to measure transactional leadership behaviors, and one of the components measures laissez-faire leadership (the avoidance of

leadership) attributes (Ejere & Abasilim, 2014). Hemsworth, Mutera, and Baregheh (2013) have shown that transformational leadership practices are prevalent in the county governments in the United States of America and that the MLQ measurement scales are valid among the study population.

The central theme of this study is to test the universality of the full range leadership theory within the context of the Nigerian local governments and to explore if the full range leadership theory can be used to explore the relationship between Osun State local government leadership and organizational outcome. Chapter 2, literature review, provided historical background and classical theory of leadership and the link between leadership styles, and organizational outcome. There is limited empirical research study on leadership within the public-sector organizations (Muchiri, Cooksey, and Walumbwa, 2012; Newman, 2012). Okagbue (2012) examined the extent to which Nigerian local government officials are ethical in their conduct and performance and the extent to which they promote the climate for ethical practices and the effects on good governance. Findings from the qualitative study shows that many of the local government officials lack honesty, integrity, and compassion for the public they are meant to serve; they focus on their own selfish interests rather than public interest. The study revealed that many of the Nigerian public officials are deficient in ethics and ethical practices; they are corrupt, and as a result, they have been unable to foster good governance.

In this study, I will explore the relationship between Osun State local government administrative leadership styles and organizational outcomes; the study will explore whether the leadership practices are related to transformational leadership factors of the

FRLT. Previous studies such as Hemsworth, Muterera, and Buregheh (2013), and Newman (2012) revealed that transformational and transactional leadership styles have a place in a hierarchical and bureaucratic organizational culture. In this study, I used the “subjective” measures of organizational outcomes (i.e. employee satisfaction, extra effort or employee perception of leadership effectiveness) rather than the objective measures (i.e. economic indicators or level of service). According to Boga & Ensari (2009), studies have shown that “employee perceptions predict leadership effectiveness better than objective indicators, such as performance appraisals or other organizational measures of similar nature” (p. 241). Research also shows that there is a positive relationship between employee perceptions & morale and organizational success (Boga & Ensari, 2009). According to Leong and Fischer (2011), there was ample evidence that transformational leadership is the most universally desired leadership style. This present study will confirm or refute the universality of the full range theory and confirm or disprove the idea that transformational leadership is universally sought. A review of relevant literature shows that the attributes of transformational leaders include ethical leadership characteristics; transformational leaders have the capacity to change organizational culture, adapt quickly to environmental change, foster organizational learning, encourage participative decision-making process, and provide a work environment that allows individual, group, and organizational effectiveness. Allix (2000) noted that the conception of transformational leadership rested on “moral and democratic engagement, powered by an articulated vision that creates a sense of shared meanings, values, goals, and commitments” (p.8). In this study, I will explore the extent to which Osun State local

government administrative leadership styles and organizational practices are transformational. The dependent variable are organizational outcomes while the independent variables are leadership styles. In Chapter 3, I discuss the research method and design, population under study, sample size, sample selection process, description of the instrument used for data collection, and process of data collection and method of analysis.



## Chapter 3: Research Method

### **Introduction**

In Chapter 3, I present the research design, methodology, and rationale for the study. Further, I describe the population under study, sample size, procedure for and method of data collection, the instruments used for data collection, and how I analyzed the data. The purpose of this study was to examine the relationship between Osun State local government administrative leadership practices and organizational outcomes using the FRLT. I explored whether there is a statistically significant relationship between the Osun State local government administrative leadership practices and organizational outcomes, and whether the leadership and organizational practices can be explained using the FRLT. Specifically, I addressed the question: To what extent does the Osun State local government administrative leadership align with the transactional and transformational leadership practices based on the FRLT, and is there a statistically significant relationship between the Osun State local government administrative leadership practices and organizational outcomes? I relied on the “subjective” measures of organizational outcome (i.e. extra effort, leadership effectiveness, and satisfaction) rather than objective measures (i.e. economic indicators or level of service) as the dependent variable, while using transformational and transactional leadership factors as independent variables.

Existing studies have shown that organizations with transformational leadership practices are more likely to be effective than contingent reward organizations, and that contingent reward organizations are more highly correlated to outcomes than managing

by exemption. Laissez-faire leadership is almost uniformly negatively correlated to outcomes. I used the following research questions and hypotheses to guide the study:

1. Is there a statistically significant relationship between the Nigerian local government administrative leadership practices and organization outcome?

H<sub>0</sub>: There is no statistically significant relationship between Osun State local government administrative leadership practices and organization outcomes (H<sub>0</sub>:  $r = 0$ ).

H<sub>1</sub>: There is statistically significant relationship between Osun State local government administrative leadership practices and organization outcome (H<sub>0</sub>:  $r \neq 0$ ).

2. Is there a statistically significant relationship between the State local government administrative leadership effectiveness and the transformational leadership factors of the FRLT?

H<sub>0</sub> - There is no correlation between Osun State local government administrative leadership practices and transformational leadership factors of the FRLT (H<sub>0</sub>:  $r = 0$ ).

H<sub>2</sub>: There is statistically significant relationship between Osun State local government administrative leadership practices and transformational leadership factors (H<sub>0</sub>:  $r \neq 0$ ).

I used bivariate statistics to test the hypotheses. According to Bhattacharjee (2012), “The most common bivariate statistic is the bivariate correlation (often, simply called “correlation”), which is a number between -1 and +1 denoting the strength of the

relationship between two variables” (p. 122). A positive correlation means an increase in the independent variable will result in an increase in the dependent variable, while a negative correlation means an increase in the independent variable will result in a decrease in the dependent variable. The two variables in my study were organizational outcome (dependent variable) and leadership (independent variable). Therefore I determined that if the correlation coefficients between the variables were statistically significantly different from zero, then I would reject the null hypotheses, and would confirm the alternative hypothesis confirmed irrespective of the direction of the coefficients (Sullivan, 2012). In addition, I used linear regression analysis to examine the strength of the association between the variables. I used coefficient of determination ( $R^2$ ) from linear regression to measure the quality of the regression line as a means of predicting the dependent variable from the independent variable. I rejected the null hypotheses if  $p$ -values were  $\leq 0.05$ .

### **Research Design and Rationale**

There are three types of research design in social science including quantitative, qualitative, and mixed methods (Creswell, 2009). The quantitative research method is used to test or verify a theory or to test a hypothesis or research questions from the theory, and to define and operationalize variables derived from the theory. The method uses survey design to observe, measure, and describe trends, attitudes, and opinions of a population sample to generalize back to the whole population so that inferences can be made about the characteristics, attitudes, or behaviors of the population (Criswell, 2009). Types of data collection using survey design include self-administered questionnaires,

interviews, structured record reviews, and structured observations. The advantages of survey design include economy of the design and the rapid turnaround time in data collection. The downside of using this quantitative method for social science research is that it does not provide opportunities to truly understand complex social phenomena like organizational culture.

The second method used in social science research is the qualitative method. Qualitative method provides opportunities to understand complex social phenomena in their natural settings. The method uses a theoretical lens to view issues or problems under study and give a holistic account including identifying and reporting several factors involved in a situation and reporting multiple perspectives about the issues or problems under study. Qualitative methods allows for data collection in the site where the participants experience the issue or problem under study (Creswell, 2009). It involves talking directly to the participants and observing them behave and act within their context. That means the researcher is the one that collects the data, and, as a result, is the key instrument of the study. The method relies on multiple sources of data such as interviews, observations, and documents rather than relying on one source, and the researcher makes sense of the data collected. Qualitative research methods require that the researcher keeps focus on “learning the meanings that the participants hold about the problem or issue, not the meaning that the researchers bring to the research or writers express in literature” (Creswell, 2009, p. 175). Creswell (2009) recommended choosing among narrative, phenomenology, ethnography, case study, and grounded theory as the

strategy of inquiry. One of the shortcomings of the qualitative research method is that it has been viewed to be subjective and prone bias.

The third method of research in social sciences is mixed methods. The mixed method of research inquiry consist of mixing the quantitative and qualitative methods. According to Leech and Onwuegbuzie (2009), mixed methods research is one of three ways to conduct research inquiry and for understanding social phenomena; it represents research that involves collecting, analyzing, and interpreting quantitative and qualitative data in a single study, or in a series of studies that investigate the same underlying phenomenon. The method is used to answer questions that cannot be answered by one paradigm. Mixed methods allow for theory testing (deductively) to examine a pattern (inductive inference) or to use a theoretical lens or perspective to guide a research study (Creswell, 2009). Mixed methods research design allows a researcher to use qualitative research methods for one phase of a research study and quantitative research methods for the other phase, allowing for both qualitative and quantitative research methods to be used concurrently or sequentially, using any of the several typologies of mixed research methods that are out there. The choice of mixed methods generally depends on the purpose of the study (triangulation versus complementary), the theoretical framework (present versus absent), time orientation (concurrent versus sequential), priority or emphasis of approaches (equal versus dominant status), and stage of the mixing. One of the problems with the mixed methods research inquiry is that selecting the optimal mixed method from the plethora of existing designs can be challenging because many of the

typologies are either too complicated, too simple, or not representative of a consistent system, especially for inexperienced researchers (Leech & Onwuegbuzie, 2009).

In this study, I used a quantitative research design. This research design was consistent with the research question and purpose. The theory of transformational leadership is built upon positivist/empiricist epistemology (Allix, 2000); therefore, the research design appropriate for this study was quantitative research design. My goal in this study was to prove or disprove the hypotheses that I tested and compared with the outcomes that are already known in literature, thereby adding knowledge. I chose the quantitative (survey) method because the method is based on objective data results from empirical observations and measures. The main instruments I used in the study have been previously established as valid and reliable; therefore, they could be used to generate meaningful data interpretations and findings that can be generalized or compared across organizations. Other factors I considered in the choice of research design included time and cost. Data collection using quantitative survey research design is faster and less expensive than the qualitative or mixed methods research design.

There are four different types of quantitative research design: experimental design, quasi-experimental design, cross-sectional design, and longitudinal design. Experimental design is the primary approach in the positivist paradigm (Lewin, 2005); it involves random allocation of participants into two or more groups, and when it manipulates one or more group of participants (independent variables) to see the effects on the control group (dependent variable), a before (pre-test) and after (post-test) study can be done to identify differences between the variables (Lewin, 2005). Quasi-

experimental designs are used when it is not possible to randomly allocate participants into groups, either because experimental research design is hard and difficult to assign individuals into groups, or because there are ethical considerations and costs that could serve as constraints. Cross-sectional research design is used to identify patterns or relationships between two or more variables. The method involves the collection of data on at least one or two variables at one point in time and from a number of cases (Lewin, 2005). Looking for causal relationships using simple statistical tools may be difficult, but with sophisticated statistical tools such as regression analysis, causal relationships can be established. Longitudinal research design is another type of quantitative research design. Finally, longitudinal research design is used to collect data repeatedly over a number of years, and can be used to establish causal relationships, but it can be expensive (Lewin, 2005).

In this study, I used cross-sectional research design because it allows for collection of data at one point in time, from a number of cases, and because it can be used to identify patterns or relationships among variables. This survey research examined the relationship between leadership and organizational outcome. The dependent variable is organizational outcome. The independent variables are the various factors of leadership in the FRLT. According to Criswell (2009), independent variables are variables that predict, cause, influence, or affect the outcome; they are the variables that can be manipulated while dependent variables are the outcomes or the effects of independent variables. This cross-sectional survey design examines whether there is a significant relationship between Osun State local government administrative leadership practices and

organizational outcome and whether there is a correlation between the leadership practices and elements of the full range leadership theory i.e. transformational, transactional, and laissez-faire leadership factors as measured by the Multi-Factor Leadership Questionnaire (MLQ). The choice of survey research design used in this study is influenced by the purpose of the study, the research question, hypotheses to be tested, and the potential to generalize the findings to all local governments in Nigeria.

## **Methodology**

### **Population to Sample**

Population refers to the complete set of relevant units of analysis or data while a sample is a subset of the population that is used to generalize about the population (Frankfort-Nachmias & Nachmias, 2008). Boga and Ensari (2009) noted that “Past research indicated that leadership style may be observed at all levels of the organization; however, it is more prevalent at higher levels of organization than lower levels” (p. 243); therefore, the participants will be asked to evaluate only the top administrative leadership in the organization, specifically the head of departments and the chief executive (non-political) officers of the local government (Hemsworth, Muterera & Baregheh, 2013).

The target population was the administrative leadership in Osun State local governments, Nigeria. Non-management and non-senior administrative officials were excluded from the study. Osun State local governments represent urban and rural local governments in Nigeria as result findings from the study can be replicated in other local governments in the country.



## **Sampling and Sampling Procedures**

Generally, the strategies for selecting a representative sample from a population includes: simple random sampling, systematic sampling, stratified sampling, cluster sampling, and stage sampling. A simple random sampling is a strategy through which each member of a population has an equal chance of being selected. Systematic sampling is similar to random sampling but uses a sampling frame from which individuals are selected at regular intervals. Stratified sampling involves altering one or more characteristics of the sample frame but ensuring that the same percentage of people is selected from the population. Other sampling methods include cluster sampling and stage sampling. A simple random sampling is used in this study. The use of the random sampling method was to give all members of the population equal probability to participate in the study. The study used excel random number generation to randomly select the population sample. Population is 330 (N=330) i.e. 11 individuals in each of the 30 local governments.

## **Sample Size**

Sample size is one of the important features of the survey research design (Bartlett, Kotrlik & Higgins, 2001). It is defined as a subset of any sampling units that do not include the entire units that have been defined as the population. According to Bartlett, Kotrlik, and Higgins (2001), “Sample size is one of the four inter-related features of a study design that can influence the detection of significant differences, relationships or interactions” (p.43). Determining the sample size requires three steps i.e. determines the statistical power, the alpha, and effect size. Statistical power is the

probability that a given statistical test will detect a real treatment effect or real relationship between variables. According to Fritz, Morris, and Richler (2011), “the limits for Type 1 errors is usually set to .05, the limit for Type II errors is often set to be somewhat higher; if the limit for Type II errors is set to .20, then power would need to be .80, a commonly recommended value” (p. 18). Using the G\*Power Calculator the estimated sample size is 191. The sample size suggested by G\*Power Calculator (191) was increased by 25% to address non-response, account for possible sample error and to ensure normal distribution of the data. Therefore, the sample size for the study is 240.

#### **Procedures for Recruitment, Participation, and Data Collection (Primary Data)**

According to Bowling (2005), the method for recruitment, participation, and data collection depends on the mode of administration. The mode of administration chosen for this study is the self-administered mode. The researcher developed a letter of introduction (recruitment letter) and participants’ consent form, which were reviewed and approved by the researcher’s dissertation committee and Walden University Institutional Review Board prior to setting out to collect data. A copy of the letter of invitation, consent form, and a copy of each of the survey instruments were inserted in envelopes that were distributed to participants by the researcher. The introduction letter and the consent form explained the voluntary nature of the study. Participants were advised to complete the survey only if they have chosen to voluntarily participate in the study. Participants were advised that they may choose not to participate at any stage of the survey process. Each of the participants received \$2.00 (US dollars) whether they completed the survey or not. I decided on the \$2 based on what it will cost to buy a phone card to talk on the phone for

15 minutes which is the estimated time it will take to complete the survey. At an exchange rate of 159 naira (local currency) to one dollars, I considered the \$2.00 a token despite the fact that most of the 1.2 billion people in poverty over the world live on the international poverty line of \$1.25 a day (Ravallion, 2012). Okagbue (2012) on a qualitative study of the Nigerian local governments gave 750 naira worth of phone cards for each individual that participated in the study. During the distribution of the questionnaire, the participants were assured of the confidentiality of the study and that they will remain anonymous to avoid any retribution. The participants were asked to put the completed survey in the return envelope and seal the envelope before returning it to the researcher. They were assured that individual survey responses were only available to the researcher; aggregate data results will be shared with management and any other interested parties. The data was directly entered into SPSS for analysis by the researcher. Walden University's approval number for this study is 07-31-15-0337292 and it expires on July 30, 2016.

### **Data quality and potential bias by mode of survey administration**

According to Bowling (2005), data quality "is a vague concept, and there is no agreed gold standard" (p.283). Bowling (2005) however suggested that data quality can be measured by response rate, the accuracy of the responses, absence of bias, and the completeness of information obtained from respondents. A low response rate could affect the precision or reliability of the survey's population estimates resulting in study bias and weakening the external validity as a biased sample is of little value in making estimates

that represent the target population (Bowling, 2005). Table 2 shows the effect of data collection mode on data quality. The primary means for collecting raw data for this study was pencil and paper survey. According to Wood, Nosko, Desmarais, Ross, and Irvine (2006), pencil and paper survey, for decades, have been the primary means for gathering survey information because it is economical and efficient in collecting large amounts of data compared to any other data collection means such as interviewing. However, with the advance in technology and internet access, an online survey provides more economic and efficient means of reaching more survey participants relative to pencil and paper surveys (Wood, Nosko, Desmarais, Ross & Irvine, 2006). A web-based survey is not used because it cannot adequately cover the target population due to participants' limited access to personal computers and internet (Bowling, 2005). Knapp and Kirk (2003) revealed that internet and touch-tone phones for self-administered surveys show the same results as pencil and paper surveys; the study shows that there is no significant difference ( $p>0.05$ ) between the results of data collection using online or touch-tone phones and pencil and paper surveys. The validity of self-administered questionnaires, however, may be affected by cognitive and situational factors. According to van de Looij-Jansen, Petra, and De Wilde (2008), the presence of others and/or "a perceived lack of privacy or confidentiality could cause response bias because of a fear of reprisal" (p.1709).

Table 2

*Explanation of the effects of data mode on data quality*


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1. The impersonality of the method:	While an interviewer can enhance motivation to respond as well as response accuracy, self-administration increases perceived impersonality and may encourage reporting of some sensitive information (e.g. in interview situation there may be fear of embarrassment with the exposure of weakness, failure or deviancy in the presence of a stranger).
2. The cognitive burden imposed by the method:	Different methods make different demand on respondents, including reading, listening, following instructions, recognizing numbers and keying in responses. Face-to-face interview make the least demands, while the lack of visual support in telephone interviews may make the task more complex.
3. The legitimacy of the study:	This may be more difficult to establish with some methods than the others. In contrast to paper or electronic communication, telephone contacts limit the possibilities for establishing the survey's credentials. This might affect initial response and the importance respondents place on the study, and their motivation to answer questions accurately.
4. The control over the questionnaire varies:	Interviewers have the highest level of control over question order; in self-administered papers questionnaire modes, there is little control over question order.
5. Rapport:	Rapport between respondents and interviewer may be more difficult to establish in self-administration and telephone interview than face-to-face modes, as there were no visual contact. This can adversely affect motivation to respond, although social desirability bias may be reduced as there is less need for approval.
6. Communication style:	More information may be obtained in interview than other situations, as interviewers can motivate respondents, pause to encourage (more, longer) responses, and clarify questions: interviewers can also lead to interviewer and social desirability bias.

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*Source:* Extracted from Bowling (2005, p.288)

**Ethical Concerns**

Ethical concerns that could affect the study include my personal bias about leaders and leadership in Osun State. I addressed this by following standard practices and ethical compliance checklist of the APA Manual, Sixth Edition; this include compliance with Walden University Institutional approval and protecting the confidentiality of the research participants (APA Manual, 6<sup>th</sup> Edition). I addressed the fear of retribution, which some of the participants may have, by keeping the survey results anonymous and confidential. The questionnaire did not ask for the name of the participants or include questions that could make it easy to identify the participants; only aggregate results were used in the reporting.

**Instrumentation and Operationalization of Constructs**

I used MLQ-5X, a proprietary instrument developed by Avolio and Bass (1995; 2004), to examine individual leadership practices in the local government. The instruments have been used in a variety of studies in both private and public sectors (Babcock-Roberson & Strickland, 2010; Fasola, Adeyemi, & Olowe, 2013; Hemsworth, Muterera & Buregheh, 2013; Leong & Fischer, 2011; Newman, 2012; and Toor & Ofori, 2009). According to Newman (2012), the instrument has been used in a variety of studies and found to be a valid and reliable tool, and existing studies support the psychometric properties (i.e. internal consistency, factor structure, and predictive validity) of the instrument and its applicability to upper level executives at the local government level (Hemsworth, Muterera, Buregheh, 2013).

According to Parry and Proctor-Thomas (2007), transformational organizational culture motivates, encourages, and supports innovation, open discussion of issues and ideas, support organizational learning, and make challenges opportunities rather than threats. Leaders within transformational organizational culture serve as role models, mentors, and coaches; they espouse and communicate organizational mission, goals and purpose, and in response, employees go beyond their own individual self-interests to support organizational goals. Organizations with transformational leadership practices are more effective than organizations with transactional leadership practices.

### **Measurement**

The method of measurement in public administration research consists mostly of self-administered surveys. Data collection in public administration is dominated by self-administered survey (Wright, Manigault, Black, 2004). In a three year study of six public administration journals, Wright, Manigault and Black (2004) found that more than half (55.2%) of the articles in public administration research and two-third (66.3%) of all measures relied on self-administered surveys as their source of data which is consistent with findings in prior studies according to Wright, Manigault, and Black (2004). Next to the self-administered survey is pre-existing data set (i.e. archival and secondary data). In person or telephone survey and observations are found less common; while laboratory experiments are lacking (Wright, Manigault & Black, 2004). Table 2 shows methods of measurement in public administration research.

Table 3

*Method of Measurement in Public Administration Research*

Percent of Reported Measures	Percent of Articles	
	(N = 3,211 measures)	(N = 143 articles)
Self-administered surveys	66.3	55.2
Archival or secondary data analysis	21.1	35.7
Interview or telephone survey	6.7	7.0
Observation by researcher	3.4	4.2
Laboratory experiments	0.1	7.0
Method not specified or unclear	4.0	0.7

Note Columns do not sum up to 100 because of studies that used dual modes of administration for a single set or multiple methods within an article.  
Adapted from Wright, Manigault, and Black (2004, p. 755).

**Content Validity, Empirical Validity, and Construct Validity**

According to Frankfort-Nachmias & Nachmias (2008), content validity means that the measurement covers all attributes of the phenomenon to be observed. Empirical validity is concerned with the relationship between a measuring instrument and the measured outcomes. Validity is about “the closeness of what we believe we are measuring to what we intended to measure” (p. 41). There are two measures of validity – internal and external. External validity is the ability to apply with confidence findings from the study to the population of interest. Internal validity addresses reason for the outcome of the study. It is assumed that if the measuring instrument is valid, then the



result produced by applying the instrument, and the relationship that exist among the variables measured in the real world should be very similar. Empirical validity is measured using predictive validity. Predictive validity is determined by measuring the result expected to be obtained from other external measures, referred to as external criterion or by comparing the measuring instrument, outcomes obtained by other measuring instruments with respect to the same criterion. I ensured empirical validity by using an existing instrument or instruments that have been found to be valid under similar study or criterion and use of criterion that has been found by experienced researchers to be valid for evaluating a measuring instrument. To ensure construct validity, I measured the instrument against the theoretical framework of the study in order to determine whether the instrument is logically and empirically tied to the theoretical assumptions. The study demonstrated that there is a relationship between the measuring instrument and the theoretical framework of the research study.

### **Reliability of Measurements**

Reliability according to Frankfort-Nachmias & Nachmias (2008) is the extent to which a measuring instrument contains variable errors; that is, errors that appear inconsistently between observations during any measurement procedure or each time a given variable is measured by the same instrument. Reliability is “defined as the ratio of the true-score variance to the total variance in the scores as measured” (p.154).

Reliability can be measured in three ways: test-retest method, the parallel-forms technique, and the split-half method. According to Roberts, Priest, and Traynor (2006), “reliability describes how far a particular test, procedure, or tool, such as questionnaire,

will produce similar results in different circumstances, assuming nothing else has changed” (p.41). “Reliability is the proportion of variability in a measured score that is due to variability in the true score (rather than some kind of error)” (p.42). Internal consistency such as individual questions in a questionnaire can be measured using Cronbach’s alpha coefficient. A reliability of 80 to 90 percent is recommended for most research purposes according to Roberts, Priest, and Traynor (2006). The reliability coefficients for MLQ 5X leadership scales range from 0.74 to 0.91 (Bass and Avolio, 1995).

### **Data Analysis Plan**

I used descriptive and inferential statistical analysis including regression and Pearson correlation (Babcock-Roberson & Strickland, 2010; Fasola, Adeyemi, and Olowe, 2013) to prove or disprove the hypotheses and ANOVA to determine whether there are significant differences between transformational, transactional, and laissez faire leadership outcomes (Newman, 2012). I analyzed the data with the aid of SPSS computer software. The study answered the question of whether there is statistically significant relationship between Osun State local government and organizational outcome. The null hypothesis was there is no significant relationship between Osun State local government administrative leadership and organizational outcome. The dependent variable is organizational outcome measured by employees’ extra effort, perceived leadership effectiveness, and employees’ satisfaction. Employees with job satisfaction is more likely to show dedication and willingness to work towards accomplishing organizational goals. According to Chully and Sanghya (2014) there is a positive link between

transformational leadership and individual and organizational outcome. Boga and Ensari (2009), in a meta-analysis study supports the belief that transformational leadership is associated with work unit effectiveness. Independent variables are the various attributes or factors of transformational and transactional leadership styles. The study will reveal the extent to which Osun State local government administrative leadership is transformational or transactional. Characteristics of transformational and transactional leadership include the following:

### **CHARACTERISTICS OF TRANSFORMATIONAL AND TRANSACTIONAL LEADERS**

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#### **TRANSFORMATIONAL LEADERSHIP**

**Idealized Influence (attributable):** Provides vision and sense of mission, instill pride, gains respect and trust.

**Idealized Influence (behavioral):** Influences the behavior of their subordinates and get them into foregoing self-interest for the good of their group,

**Inspirational Motivation:** Communicates high expectations, uses symbols to focus efforts, and expresses important purposes in simple ways.

**Intellectual Stimulations:** Promotes intelligence, rationality, and careful problem solving.

**Individualized Consideration:** Gives personal attention treats each employee individually, coaches, advises.

#### **TRANSACTIONAL LEADERSHIP**

**Contingent Reward:** Contracts exchange of rewards for efforts, promises rewards for good performance, recognizes accomplishments.

**Management by Exception (active):** Watches and searches for deviations from rules and standards, takes corrective action.

### **LAISSEZ-FAIRE LEADERSHIP**

**Management by Exception (passive):** Intervenes only if standards are not met.

**Laissez-Faire:** Abdicates responsibilities, avoids making decisions.

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*Source: Avolio & Bass (2004), Bass, B.M. (1991, p. 22).*

The MLQ-5X is the standard instrument used for measuring transformational, transactional, and laissez-faire leadership attributes. According to Avolio and Bass (2004), the reliability for each item number and leadership attributes range from .74 to .94. The MLQ-5X questionnaire is a self-administered survey instrument consisting of 45 questions, which use the five point Likert scale: (4) frequently if not always, (3) fairly often, (2) sometimes, (1) once in a while, (0) not at all, to rate how often the participant's supervisor demonstrates certain leadership behaviors. The instrument measures the attributes of each of the leadership styles in the full range leadership spectrum. The instruments measure five factors of transformational leadership, three items of transactional leadership, and one item of laissez-faire leadership. The five items of transformational leadership measured by MLQ-5X are idealized influence (attributed), idealized influence (behavioral), inspirational motivation, intellectual stimulation, and individualized consideration. Transactional leadership factors measured by the instrument are contingent reward, management-by-exemption (active), and management-by-

exception (passive). The instrument also measures organization outcome based on employee effort, employee perception of leadership effectiveness, and job satisfaction. Newman (2012) used the same instrument and approach in his study of the effect of leadership styles on leadership effectiveness, employee satisfaction, and employee effort in a local government (Walden University Dissertation). It takes approximately 15 to 20 minutes to complete the questionnaire. Table 3 shows how each question in the instrument is scored in relation to the leadership characteristics discussed above.

Table 4

*Scoring of MLQ 5X*

<i>Scale</i>	<i>Questions</i>
	<i>Transformational leadership</i>
Idealized Influence (attributed)	10, 18, 21, 25
Idealized Influence (behavioral)	6, 14, 23, 34
Inspirational Motivation	9, 13, 26, 36
Intellectual Stimulation	2, 8, 30, 32
Individualized Consideration	15, 19, 29, 31
	<i>Transactional Leadership</i>
Contingent Reward	1, 11, 16, 35
Management by Exception (Active)	4, 22, 24, 27
	<i>Laissez-Faire Leadership</i>
Management by Exception (Passive)	3, 12, 17, 20
Laissez-Faire Leadership	5, 7, 28, 33
	<i>Employee Outcome Measures</i>

Extra Efforts	39, 42, 44
Leader Effectiveness	37, 40, 43,45
Satisfaction	38, 41

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*From Avolio, B., & Bass, B. (2004). Multifactor leadership questionnaire (3<sup>rd</sup> ed.). Menlo Park, CA: Mind Garden, Inc. Reprinted with permission*

According to Boone and Boone (2012) Likert scale items are created by calculating a composite score (sum or mean) from four or more Likert-type items; therefore, the composite score for Likert scales should be analyzed at the interval measurement scale. Descriptive statistics recommended for interval scale items include the mean for central tendency and standard deviation for variability. Additional data analysis procedures appropriate for interval scale items would include the Pearson's  $r$ ,  $t$ -test, ANOVA, and regression procedures. Table 4 provides examples of data analysis procedures for Likert-type and Likert scale data.

Table 5

*Suggested Data Analysis Procedures for Likert-Type and Likert Scale Data*

	Likert-Type Data	Likert-Scale Data
Central Tendency	Median or Mode	Mean
Variability	Frequencies	Standard deviation
Associations	Kendall tau B or C	Pearson's $r$
Other Statistics	Chi-Square	ANOVA, $t$ -test, regression

Extracted from Boone and Boone (2012, p. 3)

This study used descriptive and inferential statistical analysis including regression and Spearman's correlation analysis to test the hypotheses. Alpha value was set at .05, which is the generally accepted level of alpha in most research (Bartlett, Kotrlik, and Higgins, 2001). The effect size is set at .20 and power at .80. Babcock-Roberson, and

Strickland (2010), and Fasola, Adeyemi, and Olowe (2013) used regression and correlation analysis in addressing similar hypotheses.

### **Summary**

Chapter 3 describes the procedure used in this quantitative research study. A quantitative research method is chosen because it is more appropriate to answer the research question than a qualitative study. The chapter includes a description of the population studied, sample size, and how data was collected, efforts made to protect participants' identity against any retribution and how the data will be secured. The research design is influenced by the research question and purpose. Quantitative research design is more relevant to research that involves testing hypothesis or exploring the relationships between variables. The population of the study is the local governments in Osun State, Nigeria. The sample size was determined using G\*Power software. Two sets of questionnaires were used for data collection. Data analysis was performed using SPSS, a computer software program. Chapter 4 describes in detail the statistical tests that were used to confirm or refute the research hypothesis.

## Chapter 4: Results

### **Introduction**

The purpose of this survey research study was to examine the relationship between Osun State local government administrative leadership practices and organizational outcomes, and to determine the extent to which the leadership practices correlated with the transformational factors of the FRLT. The null hypothesis was that there is no relationship between the Osun State local government administrative leadership practices and organization outcomes ( $H_0: r = 0$ ). The dependent variable was organizational outcome, which was a composite score (mean) from employees' job satisfaction, willingness to put in extra effort, and perceived leadership effectiveness. The predictor (independent) variables included transformational leadership, transactional leadership, and laissez-faire leadership factors of the FRLT as measured by MLQ-5X. I used ordinal level scale as the scale of measurements in this study. I tested the predictor variables for normality, linearity, and homoscedasticity assumptions, and the result showed that the data were not normally distributed. Therefore nonparametric tests were carryout on the data.

### **Data Collection**

Many of the studies conducted within managerial and behavioral sciences use quantitative methods and questionnaires as tools for data collection (Baruch & Holtom, 2008). According to Baruch and Holtom (2008), questionnaires are used because they provide insight into individual perceptions and attitudes, and reduce the possibility of a low response rate which could affect the credibility and reliability of a study. To mitigate



low response rates, De Beuckelaer and Lievens (2009) have suggested the “drop and pick” and the web based survey methods. I considered but did not use data collection through electronic survey because of poor and unreliable internet infrastructure including incessant power failures in Nigeria, and because I wanted to avoid sampling error and non-response bias. As noted by De Beuckelaer and Lievens (2009), the drawbacks of electronic (internet or web-based) surveys include higher non-response rates, high probability of getting dishonest responses, potential technological failures, potential for multiple submissions, higher measurement errors, and survey bias because the survey method has the potential to exclude organizational groups or individuals without access to a computer and the internet. Therefore, I determined that the traditional pencil and paper method was the preferred data collection method for this study, and I administered questionnaires using the drop-and-pick method.

I distributed questionnaires in person to 240 of the 330 total population of top executives of the local governments in Osun State, which means that two-thirds of the population was sampled. I randomly selected the survey participants from the population based on their job titles. Anyone that was not in the leadership/management team (i.e. anyone that was not a director, head of local government administration, or executive secretary/chairman) was excluded from the survey. I distributed the questionnaires distributed to the participants in their respective offices in different locations and at different times between September 15 and September 30, 2015. I picked up the questionnaires between October 5 and October 9, 2015. Geographically, the sample was robust because it covered all 30 local governments in Osun State. The local government

employees were on-strike during this period, therefore many of the participants were not available, but I reached them through their respective heads of local government administration or their directors of administration and general services who, in some cases, helped distribute and collect the completed surveys which I later picked up at a pre-arranged time. The drop-and-pick method does not compel the participants to respond to the survey, but may have increased the response rate. I used the drop-and-pick method because, as Cychota and Harrison (2006) noted, “Executives simply will not have the time or inclination to respond to cold call mailings” (p.148), but they could be more attentive and responsive to requests that draw on social networks or social exchange relationships such as contact through industry, trade, or professional groups, university, or personal and professional contacts. I provided each participant an envelope to return the questionnaire. Completed questionnaires were returned in sealed envelopes that were picked up few days after the distribution of the survey to avoid putting any pressure on the participants, to ensure objectivity of the self-administered survey, and to reduce the cognitive burden imposed by the self-administered survey (Bowling, 2005). I encouraged participants not available at the survey pick-up time to mail the survey using postage-paid reply envelopes that I provided. Two of the participants contacted me by phone to ask questions on what they perceived as confusing items in the survey. I did not have a way to control or know whether the participants attempted to impress me or answer the questions in socially desirable ways (Wood, Nosko, Desmarais, Ross, and Irvine, 2006). Aside from my first contact with the participants during the distribution of the questionnaire, there were no other contacts made so as to maintain the anonymity of the

survey and not to put pressure on the participants to respond in one way or another. I did not expect the survey outcome to be affected by the prolonged job-strike engaged in by state workers due to salary arrears owed them by the government because the survey was a self-assessment of the participants' leadership behaviors and practices.

### **Return Rate**

In their study of survey response rate levels and trends in organizational research, Baruch and Holtom (2008) analyzed 1,607 studies that were published in 17 refereed academic journals between the year 2000 and 2005 and covered more than 100,000 organizations and 400,000 individual respondents. They found the response rate for studies that used data collected from individuals to be 52.7% with a standard deviation of 20.4, and the response rate for studies that used data collected from organizations to be 35.7% with a standard deviation of 18.8. The average return rate for management and behavioral science research is between 32% and 50% (Baruch & Holtom, 2008; Cycyota & Harrison, 2006). The benchmark suggested by Baruch and Holtom (2008) is 35-40% or 50% at the individual level. According to Baruch and Holtom (2008), any deviation from this level must be explained. The return rate for my study was 182 out of 240, which amounts to a 76% return rate. Of the 182 questionnaire returned, 12 were completed by officers, supervisors, or managers that were not part of the local government management team, and one questionnaire was returned without response to any of the questions. As a result, I removed 13 questionnaires from the analysis. The useable data was therefore based on 169 returned questionnaire, which in effect gave a 70% net return rate compared to the standard 52.7% for studies collected from

individuals and 32% from management (Baruch & Holtom, 2008; Cycyota & Harrison, 2006).

### **Data Analysis**

I used descriptive statistics such as frequency distributions to analyze the profile of respondents to this study. The result shows that 92.9% of the respondents were between age 45 and 64 years, and 98% of them had master's degree, PhDs, law or medical degrees, or professional diplomas (i.e. higher education beyond the first degree). As for gender, 91% were male while 9% were female. On the question of marital status, 99% said they were married. Offices held by the respondents include directors (83%); head of local government and administration (10%), and executive secretary/chairman (7%). A majority of them (66%) have been on the job for more than 20 years; 20% have been on the job for between 11 and 20 years, while 14% have been on the job for less than 10 years. Most of them (82%) said they contribute significantly to decision making or influence, while 14% said they have the final decision making authority or influence. A majority (88%) of the respondents said that they were satisfied with their job, while 12% said they are generally not satisfied with their job. A majority (47%) of the respondents indicated a desire for personal development and training in the areas of leadership and organizational management, finance and budgeting, ethics, time management, report writing and presentation, strategic planning, and data management, while others indicated a desire for training in one or two training areas. Tables 5 through 14 are summary profiles of the survey participants and types of training required.

Table 6

*Frequency Distribution of the Age of the Survey Participants*

Age	Frequency	Percentage
18-24 years old	1	.6
25-34 years old	0	0
35-44 years old	9	5.3
45-54 years old	101	59.8
55-64 years old	56	33.1
65 years and older	2	1.2

Table 7

*Frequency Distribution of the Survey Participants Education Level*

Educational Level	Frequency	Percentage
OND, College of Education	2	1.2
HND, University Degree	1	.6
Master's Degree	46	27.2
PhD, Law, Medical Degree	99	58.6
Professional Diploma	21	12.4

Table 8

*Frequency Distribution of the Gender of the Survey Participants*

Gender	Frequency	Percentage
Male	154	91.1
Female	15	8.9

Table 9

*Frequency Distribution of the Marital Status of the Survey Participants*

Marital Status	Frequency	Percentage
Single	1	.6
Married	168	99.4
Widowed	0	0.0
Others	0	0.0

Table 10

*Frequency Distribution of the Job Level of the Survey Participants*

Job Level	Frequency	Percentage
Director/Head of Department	141	83.4
Head of Local Government Administration	16	9.5
Political Appointees	1	0.6
Executive Secretary/Chairman	11	6.5

Table 11

*Frequency Distribution of the Survey Participants Years on the Job*

Job Level	Frequency	Percentage
0-5 years	16	9.5
6-10 years	7	4.1
11-15 years	21	12.4
16-20 years	13	7.7
More than 20 years	112	66.3

Table 12

*Frequency Distribution of the Job Level of the Survey Participants*

Decision Making Authority	Frequency	Percentage
Have the final decision making authority	23	13.6
Contribute significantly to decision making	139	82.2
Have minimum decision making authority	7	4.1

Table 13

*Frequency Distribution of the Survey Participants' Job Satisfaction*

Job Satisfaction	Frequency	Percentage
Satisfied	149	88.2
Not Satisfied	20	11.8

Table 14

*Frequency Distribution of Training Desired by the Survey Participants*

Job Level	Frequency	Percentage
Leadership & organization management	38	22.6
Finance & budgeting	10	5.9
Ethics	1	0.6
Time management	1	0.6
Report writing/presentation	1	0.6
Strategic planning	18	10.7
Data management	6	3.6
All of the above	80	47.3

*Note: Frequency distribution may not add up to 169 and percent may not add up to 100% due to participants making multiple choices on training*

I checked data collected using MLQ for the assumptions surrounding the use of parametric tests. Histograms and probability-probability plots (included in the addendum) show that the data are not symmetrical and are not normally distributed. PP-Plots show the deviation of the data from normal distribution. Descriptive statistics show that on average the mean value of extra effort was 3.43 (out of 5); perceived leadership effectiveness was 3.55; employee satisfaction was 3.68; transformational leadership factors was 3.29; transactional leadership was 2.79; laissez-faire leadership was .49; organizational outcome (the mean between extra effort, perceived leadership effectiveness and employee satisfaction) was 3.56; and leadership (the mean between transformational, transactional, and laissez-faire leadership) was 2.19. The descriptive statistics table include Skewness and the Kurtosis statistics.

According to Field (2009), skewness and kurtosis values should be between +1 and -1, and the closer they are to 0, the more normal the distribution of the data. The skewness values ranged from .021 and 2.487, while the values of the kurtosis ranged

between -.116 and 10.955. In this case, the skewness and kurtosis values were not close to 0, indicating a not normal distribution. The “z-score indicates the distance away from the mean a score is in terms of standard deviation units” (Mertler & Vannatta, 2013, p.8). The calculated z-score values for the skewness variables are greater than 1.96 and significant at  $p < .05$ , which means the hypothesis that the data is normally distributed should be rejected. Because the data failed the normal distribution assumptions and the linear assumptions as shown on the PP-Plots, I based the data analyses on non-parametric procedures. Tables 15 and 16 present a summary of the descriptive statistics.

Table 15

*Descriptive Statistics: Mean, Standard Deviation, & Standard Error*

	<i>N</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Std. Error</i>
Extra Effort	169	1.67	4.00	3.4339	.53798	0.041
Perceived Leadership Effectiveness	169	2.25	4.00	3.5547	.42385	0.033
Employee Satisfaction	169	2.00	4.00	3.6834	.45522	0.035
Transformational Leadership	169	1.85	4.00	3.2947	.37587	0.029
Transactional Leadership	169	1.00	4.00	2.7936	.62696	0.048
Laissez-Faire Leadership	169	.00	4.00	.4948	.53476	0.041
Organizational Outcome	169	2.31	4.00	3.5574	.37168	0.029
Leadership	169	1.33	3.11	2.1944	.33854	0.026



Table 16

*Test of Normality Using Skewness, Kurtosis & Calculated z-Scores*

	<i>Skewness Statistics</i>	<i>Std. Error</i>	<i>z-score</i>	<i>Kurtosis Statistics</i>	<i>Std. Error</i>	<i>z-score</i>
Extra Effort	-.828	.187	-4.428	-.154	.371	-0.415
Perceived Leadership Effectiveness	-.764	.187	-4.086	-.273	.371	-0.736
Employee Satisfaction	-1.561	.187	-8.348	2.311	.371	6.229
Transformational Leadership	-.668	.187	-3.572	.392	.371	1.057
Transactional Leadership	-.386	.187	-2.064	-.116	.371	0.313
Laissez-Faire Leadership	2.487	.187	13.299	10.955	.371	29.528
Organizational Outcome	-.846	.187	-4.524	.385	.371	1.038
Leadership	.021	.187	0.112	-.258	.371	0.695

The level of measurements for the variables were Likert Type – Ordinal measurements. Although Sullivan and Artino (2013) suggested the use of parametric tests for Likert Scale Ordinal data provided there is adequate sample size of between 5 to 8 per group, but because the data failed to meet normal distribution tests, non-parametric tests were used. The statistical hypothesis was that there is no significance relationship between Osun State local government organizational outcome and administrative leadership styles; this is a hypothesis of relationship within group rather than a hypothesis of difference and between groups. The appropriate test for investigating the degree of relationship between two variables is correlation and/or regression (Mertler & Vannatta,

2013). Spearman's correlation coefficient also known as Spearman rho is a non-parametric statistic that can be used when the data failed to meet parametric assumptions (Field, 2009) as it is with the data used in this study. Therefore I used Spearman rho correlation to examine the relationships between the Osun State local government administrative leadership styles and organizational outcomes. In behavioral sciences, the convention is to interpret correlation value of .10 to .29 as small correlation; .30 to .49 as medium correlation and .50 to 1.0 as large correlation (Green & Salkind, 2011; Kest, 2007). The result from this study shows small to medium correlations among the variables. The result shows that there was a medium correlation between the local government administrative leadership and organizational outcome,  $r = 0.32, p < .05$  (2-tailed); leadership was also correlated with the three subscales of organizational outcome, extra effort,  $r = 0.25$ ; perceived leadership effectiveness,  $r = 0.26$ ; and employee job satisfaction,  $r = 0.27$  (all with  $p$  value less than 0.05). There was statistically significant relationship between the Osun State local government administrative leadership practices and organizational outcomes. Therefore, the null hypothesis ( $H_0: r = 0$ ) is rejected.

Table 17

*Correlations Between Leadership and Organization Outcome as Measured by MLQ-5X*

Leadership Attributes	Organization Outcome			
	Extra Effort	Perceived Leadership Effectiveness	Employee Satisfaction	Organizational Outcome
Leadership	.248	.258	.267	.325
Significant (2-Tailed)	.001	.001	.000	.000

$N = 169; df = N-2$  (Green & Salkind, 2011)

*Correlation is significant at the .05 level (2-tailed)*

*- Leadership include the three leadership styles (transformational, transactional, and laissez-faire leadership factors)*

I used linear regression analysis to assess how well the independent variable predict the dependent variable. The variables used in the analysis are organizational outcomes (dependent variable), as measured by the combination of extra effort, perceived leadership effectiveness and employee satisfaction. The independent variables are transformational leadership, transactional leadership, and laissez-faire leadership.

Regression results show that there was statistically significant association between the State local government administrative leadership, and organizational outcome [ $R^2 = .105$ , adjusted  $R^2 = .100$ ,  $F(1, 167) = 19.66$ ,  $p < .000$ ]. This model accounts for 10.5% of variance in organizational outcome. Summaries of the regression model are presented in Tables 18, 19 and 20. The  $r$  value of .325 represents the simple correlation between leadership and organizational outcome while  $R^2$  value of .105 tells us that leadership can account for 10.5% of the variation in organizational outcome; there might be many factors that explains the variation, but the model can only explain 10% of it. The standard error of the estimate shows that 35% of the variation in organizational outcome cannot be explained by leadership alone which means there must be other variables that influence organizational outcome as well.

Table 18

*Model Summary*

Model	$R$	$R^2$	$R^2_{adj}$	<i>Std. Error of the Estimate</i>
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1	.325 <sup>a</sup>	.105	.100	.35260
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- a. Predictors: (Constant), Leadership  
b. Dependent Variable: Organizational Outcome

Table 19

*ANOVA Summary*

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2.446	1	2.446	19.676	.000
Residual	20.762	167	.124		
Total	23.209	168			

Dependent Variable: Organizational Outcome  
Predictors: (Constant), Leadership

The ANOVA summary table shows that the regression model is a significantly good predictor of the outcome variable. Table 19 shows the various sums of square and the degree of freedom associated with each. The average sum of square (mean squares) can be calculated by dividing each of the sum of squares by their corresponding degree of freedom. The F value (F-ratio) of 19.68 is significant at  $p < .001$  which means there is less than 0.1% chance that the F-ratio would happen if the null hypothesis were true. Therefore the regression model results in better prediction of the organizational outcome than using the mean value of the organizational outcome.

Table 20

*Coefficient for Model Variables*

	<i>B</i>	<i>Std. Error</i>	$\beta$	<i>t</i>	<i>p</i>
(Constant)	2.775	.178		15.556	.000*
Leadership	.356	.080	.325	4.436	.000

\*Indicates significance at  $p < .05$

Where  $B$  is the unstandardized regression coefficient or partial regression.  $\beta$  is the standardized regression coefficients;  $t$  and  $p$  are values.  $B$  represents the slope weight for each variable in regression model and is used to create regression equation. According to Mertler and Vannatta (2013)  $B$  indicates how much the value of the dependent variable changes when the independent variable increase by 1 and other independent variables remain the same. “A positive  $B$  specifies a positive change in the DV when the IV increases whereas a negative  $B$  indicates a negative change in the DV when the IV increases” (p. 175). Standardized regression coefficients ( $\beta$ ) are used to create a prediction equation for the standardized variables. According to Mertler and Vannatta (2013) “Beta weights are based on z-scores with a mean of 0 and standard deviation of 1. The coefficient table also represents  $t$  and  $p$  values, which indicate the significance of the  $B$  weights, beta weights, and the subsequent part and partial correlation coefficients” (p.175). The coefficient for model variable (Table 20) shows the model parameter. Where the  $B$  value of 2.775 represents the constant or what to expect if there is no leadership (i.e.  $X = 0$ ). The  $B$  value of .356 represent the gradient of the regression line and it means if the predictor (leadership) is increased by one unit, we could expect a .356 change in the organizational outcome. The regression equation is as follows: Organizational Outcome =  $a$  (constant) +  $b$  (leadership)

$$\text{Organizational Outcome} = 2.775 + .356 = 3.131$$

The model shows that when there is no leadership (i.e.  $X = 0$ ), the model predicts that organizational outcome was 2.775. If the predictor (leadership) is increased by one unit,

we could expect a .356 change in the organizational outcome. The  $t$ -value tells us the probability that the observed value of  $t$  would occur if the value of  $b$  in the population were 0. The observed significance is less than .05 therefore we can say that the probability of the  $t$ -values or larger occurring if  $b$  in the population were 0 is less than .001. Therefore we can conclude that leadership makes significant contribution to predicting organizational outcome ( $p < .05$ ) as a result the null hypothesis ( $H_0: r = 0$ ) is rejected.

The second research question is to determine whether there is correlation between the Osun State local government administrative leadership effectiveness and the transformational leadership factors of the FRLT. The null hypothesis was there is no statistically significant correlation between the Osun State local government administrative leadership effectiveness and transformational leadership factors ( $H_0: r = 0$ ). Spearman's correlation and linear regression analysis were used to examine this research question. The dependent variable is perceived leadership effectiveness while the independent variables are the five factors of the transformational leadership i.e. idealized influence (attributed), idealized influence (behavioral), inspirational motivation, intellectual stimulation, and individualized consideration.

Spearman's Correlation Matrix show a statistically significant association between the Osun State local government administrative leadership effectiveness. The study shows a small correlation between leadership effectiveness and individualized influence  $r = .27, p < .05$  (2-Tailed); leadership effectiveness and idealized influence (behavioral),  $r = .28, p < .05$  (2-Tailed) leadership effectiveness and inspirational

motivation,  $r = .44, p < .05$  (2-tailed); leadership effectiveness and intellectual stimulation,  $r = .42, p < .05$ ; and leadership effectiveness and individualized consideration,  $r = .29, p < .05$ . A summary of the correlation and significance level is presented in Table 21.

Table 21

*Spearman's Correlation Coefficient*

	Idealized Infl. (Att.)	Idealized Infl.(Beh)	Inspirational Motivation	Intellectual Stimulation	Individualized Consideration
Leadership Effectiveness	.272** Sig (.000)	.275** Sig (.000)	.436** Sig (.000)	.417** Sig (.000)	.285** Sig (.000)

\*\*Correlations are significant at the .01 level (2-tailed)

Regression analysis was performed to see how well the independent variables predict the dependent variable. The findings show that there is a small to medium correlation between the perceived leadership effectiveness and the transformational leadership factors of the FRLT [ $R^2 = .280$ , adjusted  $R^2 = .258$ ,  $F(5, 163) = 12.70$ ,  $p < .05$ ]. This model accounted for 28% of variance in leadership effectiveness. Summaries of the regression model are presented in Tables 22, 23, and 24.

Table 22

*Model Summary*

Model	$R$	$R^2$	$R^2_{adj}$	Std. Error of the Estimate	$R^2$ Chg	$F$ Chg.	$p$	$df_1$	$df_2$
1	.529 <sup>a</sup>	.280	.258	.36507	.280	12.690	< .001	5	163

a. Predictors: (Constant), Individualized Consideration, Idealized Influence (Attributed), Inspirational Motivation, Intellectual Stimulation, Idealized Influence (Behavioral)

b. Dependent Variable: Leadership Effectiveness



Table 23

*ANOVA Summary*

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	8.457	5	1.691	12.690	.000 <sup>b</sup>
Residual	21.725	163	.133		
Total	30.181	168			

a. Dependent Variable: Leadership Effectiveness

b. Predictors: (Constant), Individualized Consideration, Idealized Influence (Attributed), Inspirational Motivation, Intellectual Stimulation, Idealized Influence (Behavioral)

The various sum of squares and the degree of freedom associated with each sum of squares are presented and the average sum of square (mean squares) is calculated by dividing each of the sum of squares by their corresponding degree of freedom. The F value (*F*-ratio) of 12.69 is significant at  $p < .001$  which means there is less than 0.1% chance that the *F*-ratio would happen if the null hypothesis were true; this therefore suggest that the null hypothesis which states that there is no relationship between the Osun State local government administrative effectiveness and organizational outcome be rejected.

Table 24

*Coefficient for Model Variables*

	<i>B</i>	<i>Std. Error</i>	$\beta$	<i>t</i>	<i>p</i>
(Constant)	1.580	.268		5.898*	.000
Idealized Influence (Attributed)	.022	.046	.036	.467	.641
Idealized Influence (Behavioral)	.049	.069	.057	.714	.476

Inspirational Motivation	.171	.079	.179	2.176**	.031
Intellectual Stimulation	.203	.055	.280	3.684*	.000
Individualized Consideration	.152	.054	.199	2.823**	.005

\*Indicates significance at  $p < .001$

\*\*Indicates significance at  $p < .05$

Idealized influence (attributed) and (behavioral) are not significant;  $p > .05$ .

The coefficient for model variables (Table 24) shows the model parameter; where the  $B$  value of 1.580 represents the constant or what to expect if there is lack of transformational leadership practices (i.e.  $X = 0$ ). The other  $B$  values represent the gradient of the regression line and it means if the predictor (leadership) is increased by one unit, we could expect a corresponding  $B$  value change in the leadership effectiveness.

The regression equation is:

$$\text{Leadership Effectiveness} = a \text{ (constant)} + b_1 \text{ (idealized influence (attributed))} + b_2 \text{ (idealized influence (behavioral))} + b_3 \text{ (inspirational motivation)} + b_4 \text{ (intellectual stimulation)} + b_5 \text{ (individualized consideration)}$$

$$\text{Leadership Effectiveness} = 1.58 + .02 + .05 + .17 + .20 + .15 = 2.17$$

The  $b$ -value are the gradient of the regression line and the strength of the relationship between a predictor and the outcome variable. If the  $b$ -value is significant at  $< .05$  then we could say that the predictor variable significantly predicts the outcome variable (Field, 2009). In this case, the  $b$ -values of inspirational motivation, intellectual stimulation and individualized consideration are significant at  $p < .05$ . The  $b$ -values of idealized influence attributed and idealized influence (behavioral) are not significant,  $p > .05$ . This suggests that Osun State local government administrative leadership is weak in the areas of

inspirational motivation, intellectual stimulation and individualized consideration. The State local government administrative leadership could improve their leadership effectiveness by engaging in practices that stimulate the intellectual capability of their employees; provide inspirations for their employees and create environment where individuals can function to the best of their potentials.

Potential errors in the research design and sampling were addressed earlier in the research planning process and this includes estimating effect size, power and confidence level by following Fritz, Morris, and Richler's recommendations. According to Fritz, Morris, and Richler (2011), "the limits for Type 1 errors is usually set to .05, the limit for Type II errors is often set to be somewhat higher; if the limit for Type II errors is set to .20, then power would need to be .80, a commonly recommended value" (p. 18). Using the G\*Power Calculator the estimated sample size is 191. The sample size suggested by G\*Power Calculator (191) was increased by 25% to address non-response, account for possible sample error and to ensure normal distribution of the data. The sample size was 240. The confidence level was set at 95%. Therefore based on the research design and data, one cannot but reject the two null hypotheses.

### **Reliability Test**

Reliability tests were conducted on all scales and subscales of the full range leadership theory. All tests were two-tailed and the level of significance set at .05 so that *p*-value alpha is equal to .05 were reported as statistically significant. Tests of reliability and inter-item correlations were performed to see:

1. Whether the five-factor structure of transformational leadership fit the data used in this study
2. Whether the two-factor structure of transactional leadership (contingent reward and management by exception (active) fit the data used in this study
3. Whether the two-factor structure of laissez-faire leadership (management by exception (passive) and laissez-faire leadership) fit the data used in this study.

The first step in the reliability test was to determine the scale reliability. The scale reliability of the transformational leadership construct was determined by the overall reliability of the 20-items of transformational leadership (idealized influence – attributed: 10, 18, 21, 25); idealized influence – behavioral (6, 14, 23, 34); inspirational motivation (9, 13, 26, 36); intellectual stimulation (2, 8, 30, 32); individualized consideration (15, 19, 29, 31) using Cronbach’s Alpha (Hemsworth, Muterera, & Baregheh, 2013). The analysis revealed Cronbach’s Alpha of .72 which means a high level of internal consistency. An instrument with coefficient of .60 is considered an average reliability while instruments with coefficient of .70 or more is said to have high reliability (Mohamad, Daud & Yahya, 2014). Table 25 shows the reliability statistics for 20-items of transformational leadership.

Table 25

*Reliability Statistics for the 20-Items of Transformational Leadership*

Cronbach’s Alpha	Cronbach’s Alpha Based on Standardized Items	No. of Items
.716	.760	20

The second step is to determine the reliability of the 5-subscale of transformational leadership (i.e. idealized influence (attributed), idealized influence (behavioral), inspirational motivation, intellectual stimulation, and individualized consideration). The reliability analysis revealed a Cronbach's Alpha for the 5-subscale was .70 which means a high level of internal consistency. Table 26 shows the reliability statistics for 5-subscale of transformational leadership.

Table 26

*Reliability Statistics for the 5-Sub-Scale of Transformational Leadership*

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Subscales
.688	.702	5

Similar procedures were undertaken for transactional leadership ( i.e. contingent reward – 1, 111, 16, 35; and management by exception (active) – 4, 22, 24, 27) and laissez-faire leadership (management by exception (passive) – 3, 12, 17, 20; laissez-faire leadership – 5, 7, 28, 33). For the eight items of transactional leadership, the Cronbach's Alpha was .60 which is an average reliability. The Cronbach's Alpha for the two subscale of transactional leadership (i.e. contingent reward and management by exception (active)) was .33 which means a weak reliability. The subscale reliability displayed by transactional leadership is below the recommended minimum of .60 for exploratory studies (Hemsworth, Muterera and Baragheh (2013). Tables 27 and 28 show the reliability statistics for 8-items and 2-subscale of transactional leadership.

Table 27

*Reliability Statistics for the 8-Items of Transactional Leadership*

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
.584	.560	8

Table 28

*Reliability Statistics for the 2-Subscale of Transactional Leadership*

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Subscales
.335	.377	2

The Cronbach's Alpha revealed for the eight-items of the laissez-faire leadership was .70 which means a high level of reliability; while the Cronbach's Alpha for the laissez-faire leadership subscale was .61 was an average reliability. Tables 29 and 30 show the reliability statistics for 8-items and 2-subscale of laissez-faire leadership.

Table 29

*Reliability Statistics for the 8-Items of Laissez-Faire Leadership*

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
.682	.726	8

Table 30

*Reliability Statistics for the 2-Subscale of Laissez-Faire Leadership*

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Subscales
.606	.607	2

### **Convergent and Discriminant Validity**

Convergent and discriminant validity are measured by the correlation coefficient matrix by looking at the inter-correlations among the leadership measurement scale. The correlation between the theoretically similar measures are high while the correlations between the theoretically dissimilar measures are low. The convergent correlations are higher than the discriminant correlations therefore the correlation matrix provide evidence of convergent and discriminant validity. In addition to the observation of the correlation coefficient matrix, factor analysis was conducted to determine the reliability and validity of the study's constructs. Factor analysis was conducted on all 12-subscale of the full range leadership theory. Kaiser-Meyer-Olkin Measure of Sampling Adequacy was .786 while Bartlett's Test of Sphericity revealed that Chi-Square was significant ( $X^2 = 469.95$ ,  $df = 66$ ,  $p = .000$ ). Table 31 shows the result of KMO and Bartlett's Test.

Table 31

#### *Result of KMO and Bartlett's Test*

<i>Chi-Square</i>	<i>Df</i>	<i>Sig.</i>
469.95	66	.000

### **Summary**

The purpose of this study is to examine the relationship between Osun State local government administrative leadership and organizational outcome. The study examined if there were statistically significant relationships between the State local government administrative leadership and organizational outcome as measured by MLQ 5X. Chapter 4 reported the results of the survey of administrative leadership in the 30 local

governments in Osun State, Nigeria. Data for the study were collected using MLQ-5X self-rater. The study shows that there is statistically significant relationship between Osun State local government administrative leadership and organizational outcome and that the Osun State local government administrative leadership practices are weak in the areas of transformational leadership attributes. Findings from the study support the FRLT and the theory that MLQ 5X can be used to predict leadership and organizational practices in different culture and location, however the result from the study should be interpreted with care because according to the 2014 Transparency International Corruption Perception Survey as noted in Table 1, all Nigerian public and private institutions are perceived to be corrupt. The population studied is the administrative leadership (management team) in Osun State Nigeria. The management team comprises mostly of married men in their middle age and towards the end of their careers; this does not appear to bias the study but presents a limitation to how the study compare with results from other culture. The findings should be interpreted with caution because the respondents might have responded in a socially desirable manner which the researcher has no control over. Chapter 5 discusses the research findings, limitation of the study, recommendations, implications and conclusion.



## Chapter 5: Discussion, Conclusions, and Recommendations

### **Introduction**

In this survey research study, I examined the relationship between Osun State (Nigeria) local government administrative leadership practices and organizational outcomes, and also examined the extent to which the Osun State local government administrative leadership exhibited the transformational attributes of the FRLT, using MLQ 5 X self-rater instrument for data collection. Further, I examined whether there was a statistically significant relationship between the leadership practices and organizational outcomes, and whether there was a correlation between the Osun State local government leadership effectiveness and transformational factors of the FRLT. The data were not normally distributed, therefore I based data analysis on non-parametric tests as discussed in Chapter 4. This study adds to the body of knowledge in the areas of local government administration and public sector organizational leadership and practices, especially in Nigeria. In Chapter 5, I discuss the research findings, limitations of the study, recommendations, implications, and conclusion.

### **Interpretation of Findings**

Findings from the study show that there is a statistically significant relationship between the Osun State local government administrative leadership practices and organizational outcomes. The Osun State local government leadership exhibited all the three leadership styles measured by the FRLT, but transformational leadership was more prevalent than transactional leadership and laissez-faire leadership. The combination of mean scores for transformational leadership were 3.29, mean scores for transactional

leadership were 2.79, and laissez-faire leadership were .49, which suggests that the administrative leadership in the Osun State local governments exhibit more transformational leadership practices than transactional leadership practices within their organizations. This study shows that transformational and transactional leadership factors of the FRLT can be used to explain leadership and organizational outcomes in Osun State local government. Findings from the study show that there is a statistically significant relationship between leadership and the subjective measurements of organizational outcome (i.e. employee willingness to put extra effort, perceived leadership effectiveness, and employee job satisfaction). The regression model shows that leadership only accounts for 10.5% of the variance in organizational outcome, which means there are other factors influencing the local organizational outcomes. Some of the factors not measured or predicted in the study included but were not limited to national culture, institutional corruption, and poor management and leadership skills. Like many of the local governments in Nigeria, Osun State local government relies on federal and state allocations as their main revenue sources. This lack of political autonomy could influence organizational outcome, and be the reason why previous studies show that Nigerian local governments are ineffective.

This study shows a positive Spearman's correlation between the perceived leadership effectiveness and the various factors of transformational leadership such as idealized influence (attributed), idealized influence (behavioral), inspirational motivation, intellectual stimulation, and individualized consideration. The correlations were significant at  $p < .05$  (2-tailed). A regression model, however, indicated that the

transformational leadership factors can only explain 28% of the variance perceived leadership effectiveness; there could be other factors influencing leadership effectiveness at the local government. As I mentioned earlier, corruption and lack of political independence from federal and state government, especially as it relates to generation of revenue, poor planning and budgeting, and lack of public participation, could contribute to the weak link between perceived leadership effectiveness and transformational leadership factors of the FRLT. Unlike the findings in Chully and Sandhya (2014) which showed that there is a strong link between transformational leadership and organizational outcomes, my study shows a weak link between transformational leadership and organizational outcomes. Barnes, Christensen, and Stillman (2013) also show that transformational leadership has more positive correlation, while transactional leadership is less correlated to organizational outcome and laissez-faire leadership is negatively correlated to organizational outcome. This study, like that of Barnes, Christensen, and Stillman, shows that transformational leadership has more positive correlation than transactional leadership, but that laissez-faire leadership, although showing very weak correlation, is not negative. My findings also align with Ejere and Abasilim's (2013) findings regarding the impact of transactional and transformational leadership styles on organizational performance in Nigeria. Ejere and Abasilim (2013) revealed that while both transformational and transactional leadership styles had a significant positive relationship with organizational performance, transformational leadership style had stronger positive relationship with organizational performance than transactional leadership style. My findings are also consistent with Muterera's (2012) which also

revealed that transformational and transactional leadership are positively correlated with organizational outcome but transformational leadership contributes more to organization outcomes. The Osun State local government administrative leadership demonstrates a combination of all the three factors of organizational leadership as measured by the FRLT, but they claim to practice transformational leadership more than any other type of leadership in the FRLT. The weak correlation between the administrative leadership practices and organizational outcomes suggests that there is room to move to more optimal organizational leadership practices. Osun State local government administrative leadership would need to improve in the areas of inspirational motivation, intellectual stimulation, and individualized consideration in order to make them more effective. Hemsworth, Muterera, and Buregheh (2013) and Newman (2012) reveal that local government administrative leadership in the United States exhibits transformational and transactional leadership factors on a regular basis. My study adds to the body of knowledge on leadership and local government organizational management in Nigeria. It confirms the theory that the FRLT can be used across geography and culture but the results may be different due to national culture and weak institutional capacity in Nigeria. Organizational learning, training, and personal development in the areas of leadership and organizational management, finance and budgeting, ethics, time management, report writing and presentation, strategic planning, and data management will be required in order to promote and sustain transformational leadership in the Nigerian local government. This study showed that Osun State local government administrative

leadership is receptive to change, and is interested in developing a foundation for building a healthy, sustainable, and just society.

### **Limitations of the Study**

As noted by Block (2002), there are some inherent limitations associated with research that relies on self-reporting and empirical measures alone. The validity of the self-administered questionnaires may be affected by cognitive and situational factors. For example, the 2014 Transparency International Corruption Perception Survey (see Table 1) showed that all public and private institutions in Nigeria are perceived to be corrupt. Participants in this study may have responded based on what they think is socially acceptable; as a result, one cannot completely rule out the probability of systemic error in the study. According to Wood, Nosko, Desmarais, Ross, and Irvine (2006), pencil and paper surveys, for decades, have been the primary means for gathering survey information because they are economical and efficient in collecting large amounts of data compared to any other data collection means such as interviewing. However, with the advance in technology and internet access, an online survey provides more economic and efficient means of reaching more survey participants relative to pencil and paper surveys (Wood, Nosko, Desmarais, Ross, & Irvine, 2006). I did not use a web-based survey because it could not adequately cover the target population due to participants' limited access to personal computers and the Internet (Bowling, 2005). Knapp and Kirk (2003) revealed that the Internet and touch-tone phones for self-administered surveys show the same results as pencil and paper surveys. Findings from Knapp and Kirk (2003) show that there is no significant difference ( $p > 0.05$ ) between the results of data collected using online or touch-tone phones and pencil and paper surveys. The validity of self-administered questionnaires, however, may be

affected by cognitive and situational factors. A perceived lack of privacy or confidentiality and fear of reprisal could also result in research bias (Van de Looij-Jansen, Petra, & De Wilde, 2008).

The population I studied was comprised of top management teams in each of the 30 local governments in Osun State. The population profile was mostly middle-aged men, married, and working towards the end of their careers which is typical in the Nigerian public sector agencies. The population characteristics could present a limitation when the study is compared to findings from similar studies in other cultures. Further studies, especially surveys of the local government employees other than the top management level (administrative leadership), would be required in order to better understand the dynamics between leadership and organizational outcome in the Osun State local government.

I conducted this study shortly after an election and change of government between the ruling party and the opposition which had never happened before in the history of Nigeria. The data was collected during a period of state employees' apprehension due to the state government's failure to pay their salaries which resulted in many of the employees not showing up for work. This situation did not affect the survey return rate and it did not affect the quality of the data. Therefore the research design, method, and findings are valid and reliable. The research design and method can be applied to other local governments in Nigeria and expected to produce similar outcome.

Ethical concerns that could affect the study include my personal bias about leaders and leadership in the country. I addressed this by following standard practices and

following ethical standards required of scholar practitioners. I addressed the fear of retribution, which some of the participants may have, by keeping the survey results anonymous and confidential. The questionnaire did not ask for the name of the participants or include questions that could make it easy to identify the participants; only aggregate results were reported.

### **Recommendations**

Local governments in Nigeria are ineffective due to their over reliance on state government for funding and resource allocation (Onibokun, 1999). Therefore a constitutional amendment is recommended in order to grant the local governments' autonomy and capacity to carry out their mandate. Another reason why local governments in Nigeria have been inefficient and ineffective is corruption (Adeyemi, 2012; Lawal & Oladunjoye, 2010; Oviasuyi, Idaba & Isiraojie, 2010). The Nigeria local governments are seen as nurturing grounds for corruption due to the absence of transparency and accountability in the conduct of governance (Adeyemi, Akindele, Aluko, & Agesin, 2012). This study recommends that the Osun State local government administrative leaders should apply both transformational and transactional leadership skills and practices depending on the situation (Ejere & Abasilim, 2013). Leaders with transformational and transactional skills have been found to be more effective. The study shows the need for training and personal development to improve their technical competencies and promote ethical leadership practices. As noted by Bass (1999) "transformational and transactional leadership are affected by moral and personal development, and training and education" (p. 14). Better education and training will help

the government officials to understand their roles and how democratic values such as public participation in decision making process, accountability and transparency could be used as tools to deter corruption and enhance efficient and effective public service delivery (Oladunjoye, 2010). The Nigerian local government administrative leadership could improve their leadership effectiveness by engaging in practices that stimulate intellectual capability of their employees as well as develop programs or practices that could inspire employees to make extra effort and create environment where individuals could function to the best of their potentials. Improving on these practices could improve productivity, enhance employee's job satisfaction, reduce turnover, enhance customer service and create high level employee commitment to the organization's mission and goals. It is recommended that this study be replicated using employee rating questionnaires that would allow employees to rate their supervisors rather than self-rating of the leaders themselves. The study also recommends a research on the effects of training in transactional skills in organizational outcomes (Bass, 1999). As suggested by Bass (1999) there is need to promote organizational policies and practices that will promote empowerment, creativity and innovation and organizational citizenry. "esprit de corps" (Bass, 1999). More importantly, the study recommends studies on how financial mismanagement and resource constraint, limited technical competencies, political and fiscal subordination to the state and federal government including top down mandates instead of bottom up demand, lack of fiscal revenue base and over reliance on state authorities (Bratton, 2012; Okagbue, 2012; and Onibokun, 1999).



### **Implications**

The importance of leadership in organizational outcome cannot be over stated. Transformational leadership predicts organizational outcome better than transactional leadership. Transformational leadership and practices can make local government more effective and efficient in its service delivery and responsive to the public. Strong and vibrant local government is needed for rural and urban development, poverty alleviation, and for addressing illiteracy, crime, youth delinquency, unemployment, infrastructural deficiencies among others. Findings from this survey research shows a statistically significant relationship between Osun State local administrative leadership and organizational outcome. Leadership can only explain 10% of the variance in organizational outcome which means there are other factors influencing the State local government organizational outcome. For example corruption and poor institutional capacity are major challenges facing most public and private sector organizations in Nigeria. Findings from the 2014 Transparency International Survey suggest that all public institutions in Nigeria are corrupt. Transparency International ranks Nigeria's public officials and civil servants among the top five corrupt institutions in the country. Existing studies (Adeyemi, 2012; Lawal & Oladunjoye, 2010; Okagbue, 2012; Oviasuyi, Idaba & Isiraojie, 2010) blamed unethical practices and corruption for the Nigeria's local government failure. This study does not show that leadership is the cause of the Nigerian local government failure but shows that there is weak relationship between leadership and organization outcome. The positive social change that could arise from this study is the reinforcement of training in transformational leadership to move the current leadership

practices to ethical and effective practices. Transformational leadership is ethical and effective leadership which is needed to move Nigerian local government from its ineffective, non-responsive and corrupt practices to a more effective, ethical, and sustainable organizational practices. There is need for institutional reform, transparency, accountability, and public participation in the decision making process; this will help cut down on unethical practices and enhance good governance and sustainable local government institutions in Nigeria. Findings from this survey research supports the general theory that leadership is a major determinant of organizational outcome. The study also support the universality of the transformational and transactional leadership theory and refute the claim that African leadership is far from transformational. Transformational leadership brings real change. Transformational leadership and organizational practices will make local government responsive and effective in service delivery and help develop a sustainable institutional capacity.

### **Conclusions**

Leadership is observed at all levels of organization but it is more prevalent at higher levels than lower levels (Boga & Ensari, 2009). It is therefore not a coincidence that this study was made at the higher level of the local government in Osun State, Nigeria. Leadership is one of the factors that could affect Nigerian local government organizational effectiveness; other factors include corruption, over reliance on states for finances and resources (Onibokun, 1999). There is need for further studies on the effect of the reliance of local government on state for finances and the need to explore constitutional changes that will give Nigerian local governments more autonomy than the

present arrangement. Public administrators are expected to be ethical and of high moral values (Okagbue, 2012) because they hold public trust, and a major part of transformational leadership is being ethical. This study provides an opportunity to better understand the challenges facing local governments in Osun State and identify the need to move the current leadership practices to a more effective and optimal administrative leadership practices.

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## Appendix A: Letter of Introduction

Adebayo Adanri

September 14, 2015

## INTRODUCTION LETTER

Dear Sir/Madam:

My name is Adebayo Adanri. I am a PhD candidate in Public Policy and Administration at Walden University, USA. I am conducting a research on the Nigerian public sector administrative leadership and organizational outcome using the local government councils in Osun State as population of study.

You have been recruited as one of the participants for the study. You will be asked to complete a survey which will take approximately 15 to 20 minutes to complete. Participant's responses will be kept confidential. The information collected may be used to recommend training or determine where leadership and organizational development will be appropriate. This is a voluntary study; you are not under any obligation to participate in the study. All responses will be kept anonymous and confidential; and there will be no repercussion for not completing the survey.

You will find included in the survey package a consent form which contains additional information about the study. Please read through the consent form before you proceed to complete the survey. By completing the survey, you voluntarily agree to participate in the study. As a token of my appreciation for your participation in the study, you will find in the survey package a two dollars (\$2.00) bill which is meant for you to keep either you complete the questionnaire or not.

Please return the completed survey in an envelope provided to you. Make sure you seal the envelope before returning it and feel free to contact me in Nigeria at \_\_\_\_\_ or in the United States of America at \_\_\_\_\_ or by email at \_\_\_\_\_ if you have any questions. Thank you for being part of this survey.

Sincerely,

Adebayo Adanri

## Appendix B: Consent Form

### CONSENT FORM

You have been randomly selected to take part in a research study of the relationship between Nigerian public sector administrative leadership and organizational outcome. The study population is all the politically appointed and career administrative staffs in each of the local government in Osun State. This form is part of a process called "informed consent" to allow you to understand this study before deciding whether or not to take part. This study is being conducted by a researcher named Adebayo Adanri, who is a doctoral student at Walden University, USA.

#### **Background Information:**

The purpose of this research study is to examine the relationship between the Nigerian public sector administrative leadership and organizational outcome. Findings from the study will be used to advocate for policies that could bring about social change in the system and in the delivery of public goods.

#### **Procedures:**

You will be asked to complete a survey (attached) which will take between 15 to 20 minutes. Following the completion of the survey, you will put the survey in an envelope that will be provided to you and seal the envelope before mailing it back to the researcher.

#### **Voluntary Nature of the Study:**

This is a voluntary study; you are under no obligation to complete the survey and you may choose not to participate at any time during the process. There will be no repercussions if you choose not to participate. Nobody will know whether you participated in the study or not because the study is unanimous and confidential.

#### **Risks and Benefits of Being in the Study:**

Being in this study would not pose risk to your safety or wellbeing.

#### **Payment:**

You will receive a \$2.00 bill as a token of my appreciation for participating in the study. You are allowed to keep the money even if you decide at any time that you no longer want to be part of the study.

#### **Privacy:**

Any information you provide will be kept anonymous and confidential. Neither the researcher nor anyone else will be able to know whether you completed the survey or not. The data will be kept secured on a computer file locked by password. The data will be kept for a period of at least 5 years, as required by the university.

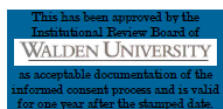
#### **Contacts and Questions:**

You may ask any questions you have now. Or if you have questions later, you may contact me by phone at 0805-159-0763 or by email at [adebayo.adanri@waldenu.edu](mailto:adebayo.adanri@waldenu.edu). If you want to talk

privately about your rights as a participant, you can call Dr. Leilani Endicott. She is the Walden University representative who can discuss this with you. Her phone number is 001-612-312-1210. Walden University's approval number for this study is 07-31-15-0337292 and it expires on July 30, 2016.

**Statement of Consent:**

By completing and returning the survey, you voluntarily agree to participate in the study and you can keep this form for your record.



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## Appendix C: Permission to Use Existing Instrument

For use by Adebayo Adanri only. Received from Mind Garden, Inc. on June 24, 2015



[www.mindgarden.com](http://www.mindgarden.com)

To whom it may concern,

This letter is to grant permission for the above named person to use the following copyright material for his/her research:

Instrument: *Multifactor Leadership Questionnaire*

Authors: *Bruce Avolio and Bernard Bass*

Copyright: *1995 by Bruce Avolio and Bernard Bass*

Five sample items from this instrument may be reproduced for inclusion in a proposal, thesis, or dissertation.

The entire instrument may not be included or reproduced at any time in any published material.

Sincerely,

A handwritten signature in black ink, appearing to read "Robert Most", with a long horizontal line extending to the right.

Robert Most  
Mind Garden, Inc.  
[www.mindgarden.com](http://www.mindgarden.com)



For use by Adebayo Adanri only. Received from Mind Garden, Inc. on June 24, 2015

## MLQ Multifactor Leadership Questionnaire™ Leader Form (5x-Short)

This questionnaire is to describe your leadership style as you perceive it. Please answer all items on this answer sheet. **If an item is irrelevant, or if you are unsure or do not know the answer, leave the answer blank.**

Forty-five descriptive statements are listed on the following pages. Judge how frequently each statement fits you. The word “others” may mean your peers, clients, direct reports, supervisors, and/or all of these individuals.

Use the following rating scale:

	Not at all	Once in a while	Sometimes	Fairly often	Frequently, if not always
	0	1	2	3	4
1. I provide others with assistance in exchange for their efforts.....	0	1	2	3	4
2. I re-examine critical assumptions to question whether they are appropriate .....	0	1	2	3	4
3. I fail to interfere until problems become serious .....	0	1	2	3	4
4. I focus attention on irregularities, mistakes, exceptions, and deviations from standards .....	0	1	2	3	4
5. I avoid getting involved when important issues arise .....	0	1	2	3	4

### Demographic

#### 1. What is your age?

- Under 18 years
- 18-24 years
- 25-34 years
- 35-44 years
- 45-54 years
- 55-64 years
- 65 years or older

#### 2. What is your level of educational?

- No formal education
- High school certificate
- Ordinary diploma or college of education certificate i.e. OND, NCE
- HND or University bachelor’s degree
- Master’s degree
- PhD., law or medical degree
- Professional diploma

#### 3. Gender

- Male
- Female

#### 4. Marital status

- Single
- Married
- Separated
- Widowed
- Divorced

#### 5. Type of employment

- Full time
- Part time
- Contract

#### 6. Job level

- Intern
- Entry level
- Junior officer
- Supervisor/manager
- Director

#### 7. Decision making authority

- I have the final decision making authority or influence (individually or as part of a group)
- I contribute significantly to decision making or influence (individually or as part of a group)
- I have minimum decision making or influence (individually or as part of a group)
- I have no input into decision making

#### 8. General work satisfaction

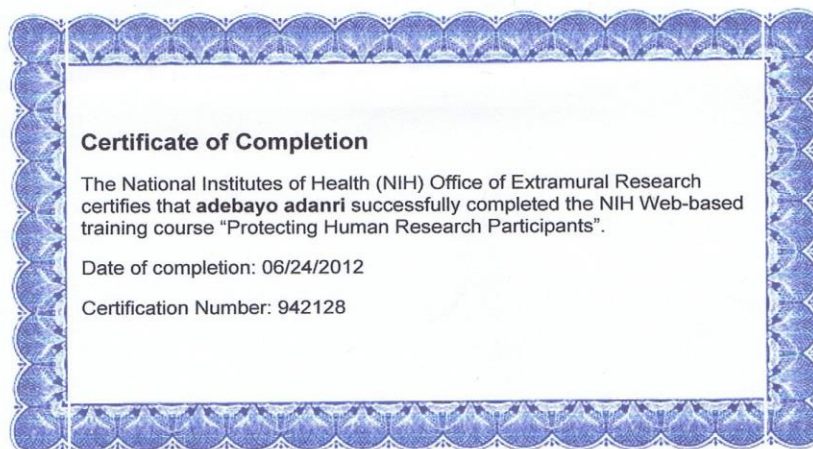
- Are you generally satisfied with your work?
  - o Yes
  - o No

#### 9. In which of these areas do you need training?

1. Leadership/Organizational management
2. Finance & Budgeting
3. Ethics
4. Time management
5. Report writing/presentation
6. Strategic planning
7. Data management
8. All of the above areas

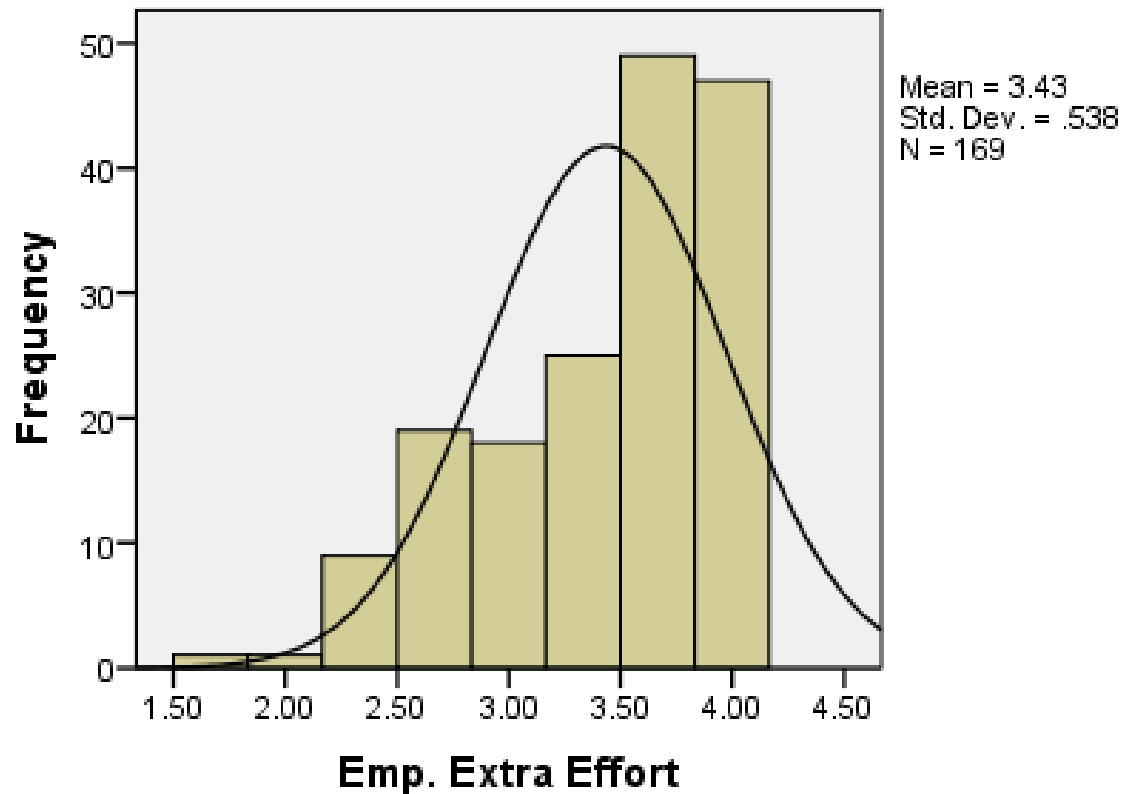
End of the survey. Thank you for your time.

## Appendix D: Certificate of Completion of NIH Training

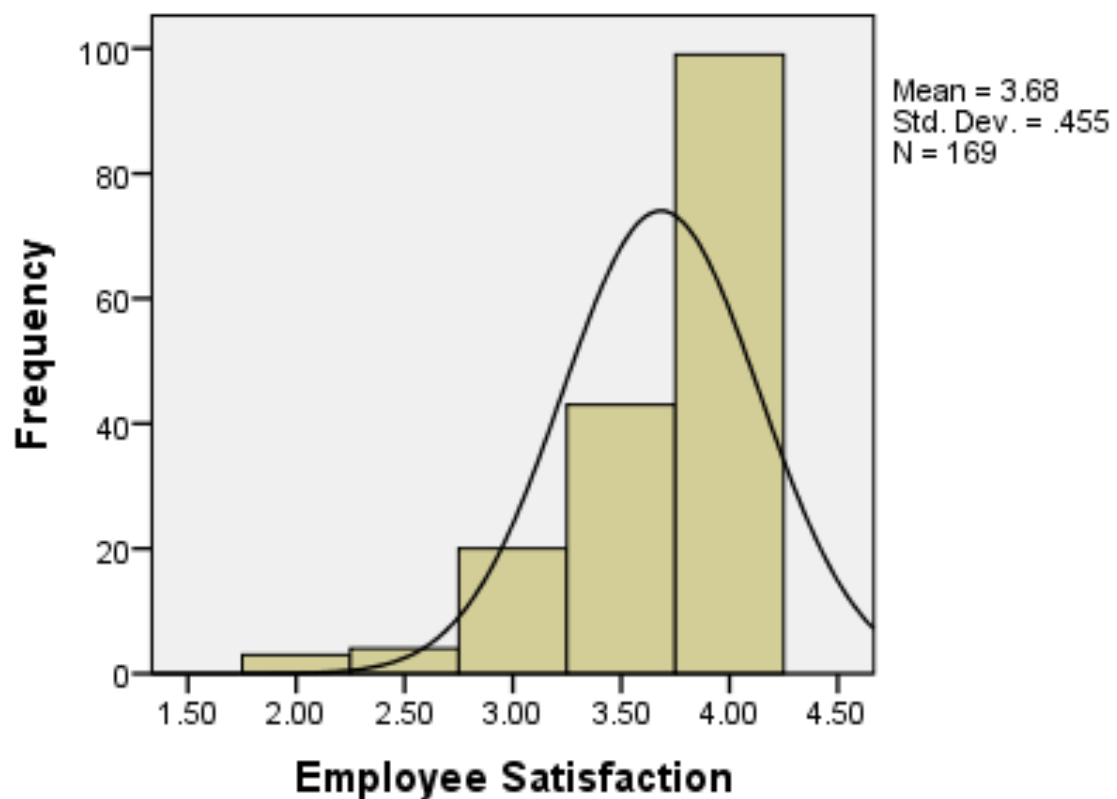


## Appendix E: SPSS Data Output

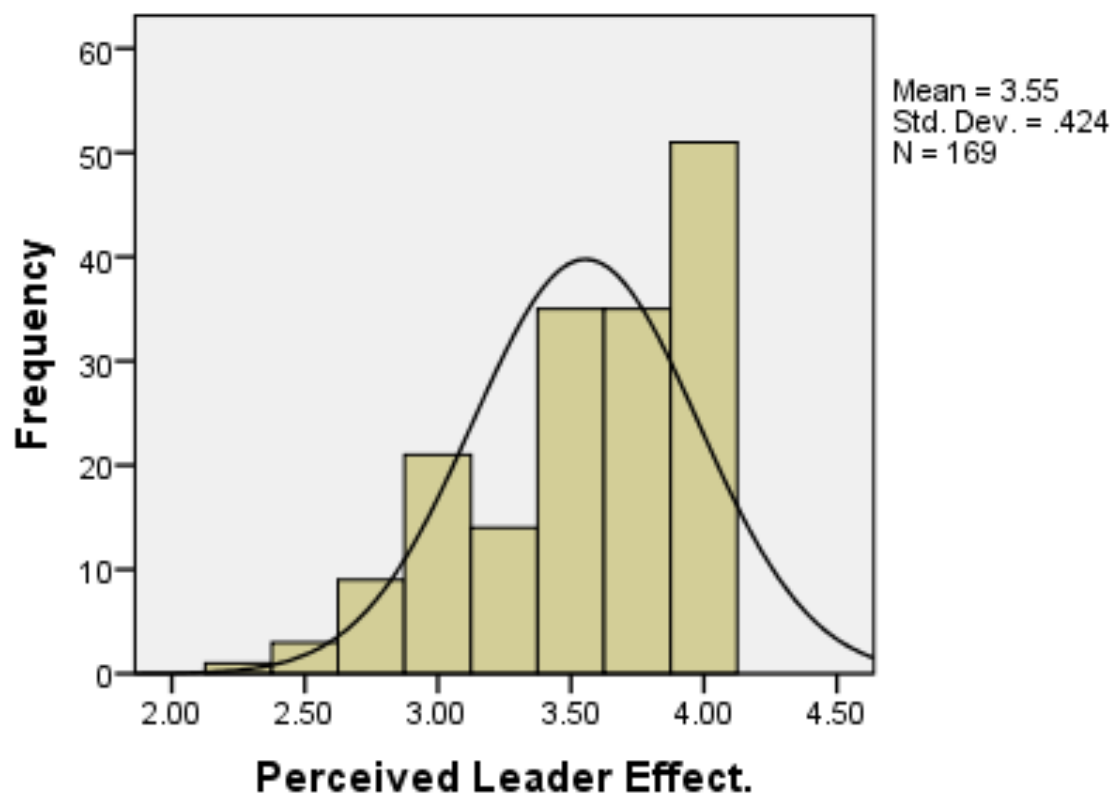
Tests for Assumptions Surrounding Parametric and Non-Parametric Data Analysis

**Frequency Statistics: Outcome - Employees  
Willingness To Put Extra Effort**

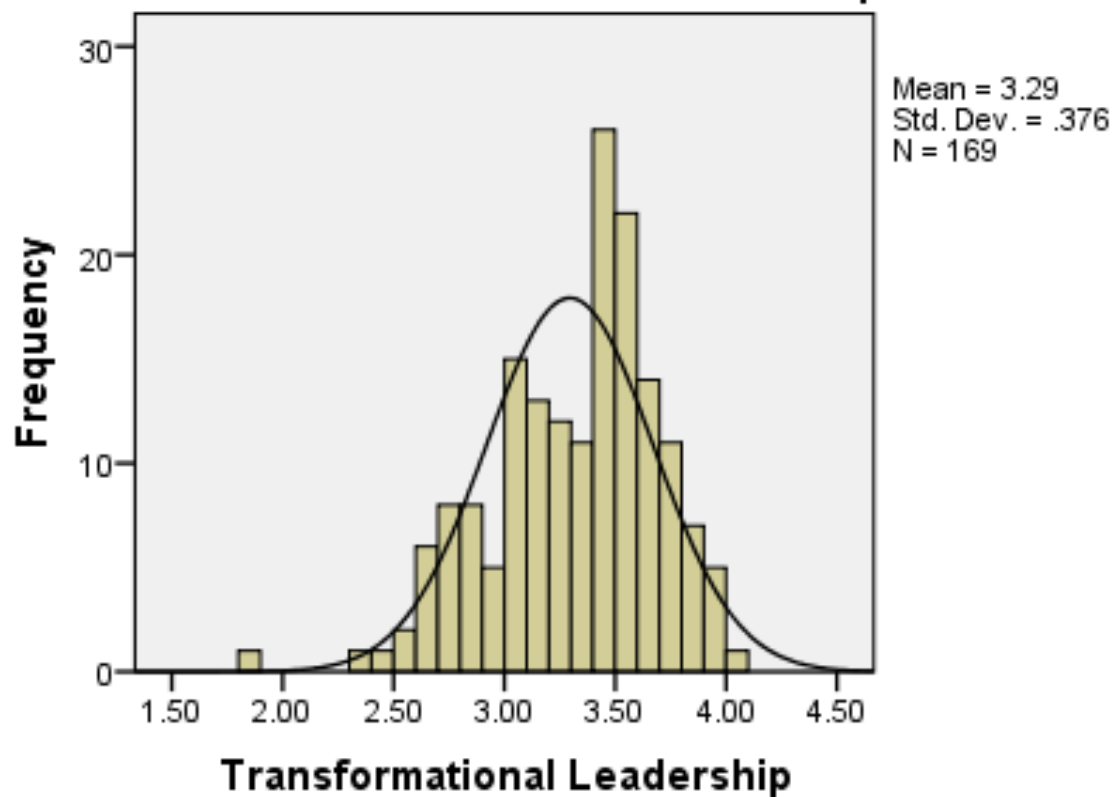
### Frequency Statistics: Outcome - Employee Satisfaction



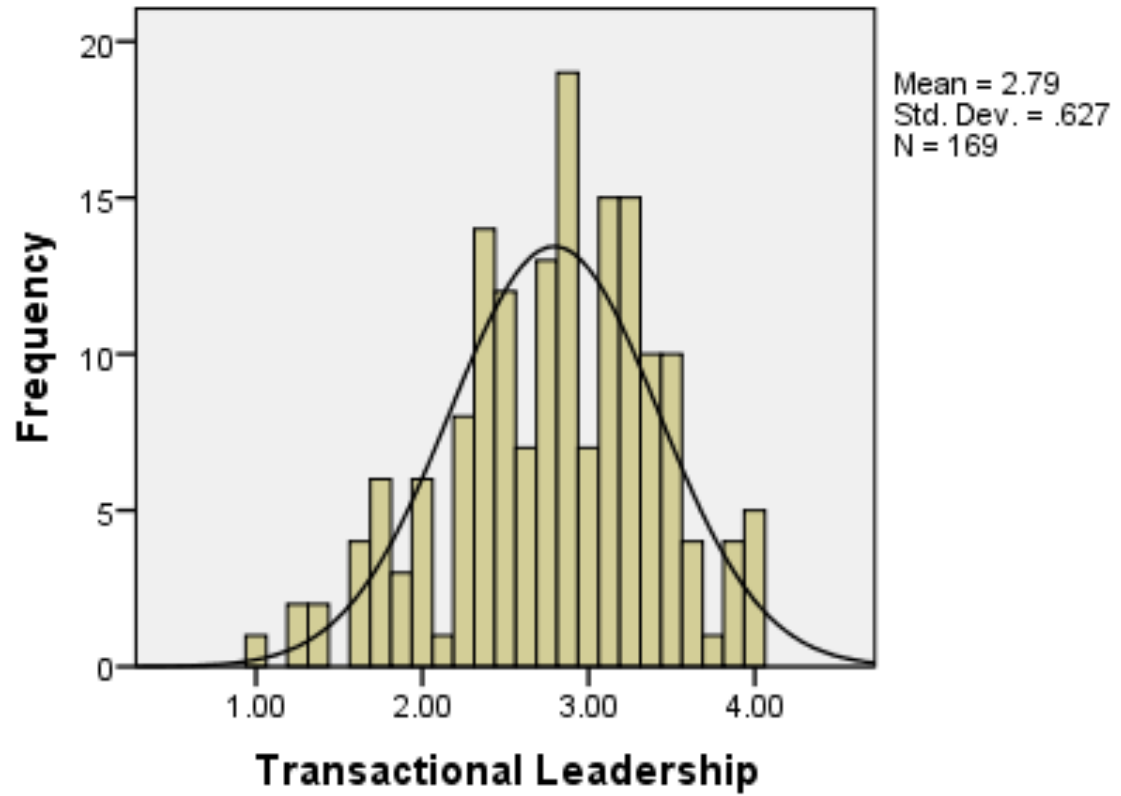
### Frequency Statistics: Outcome - Perceived Leader Effectiveness



### Frequency Statistics: Predictor Variable - Transformational Leadership

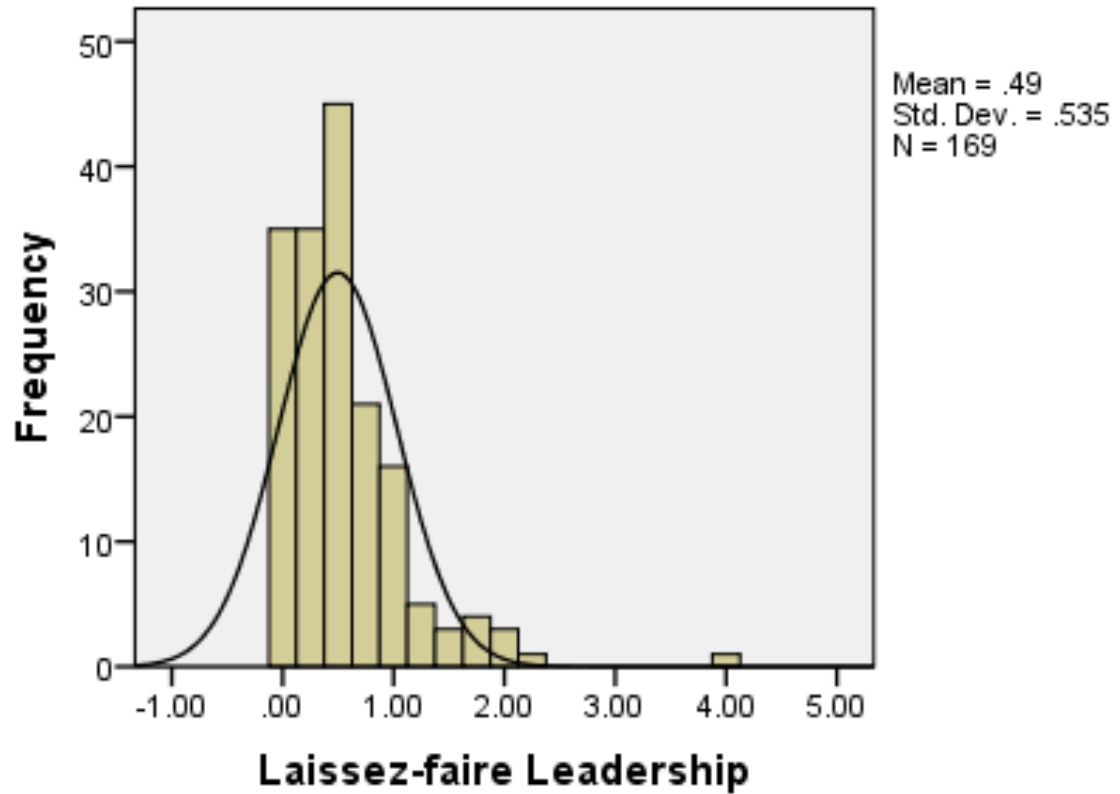


### Frequency Statistics: Predictor Variable - Transactional Leadership



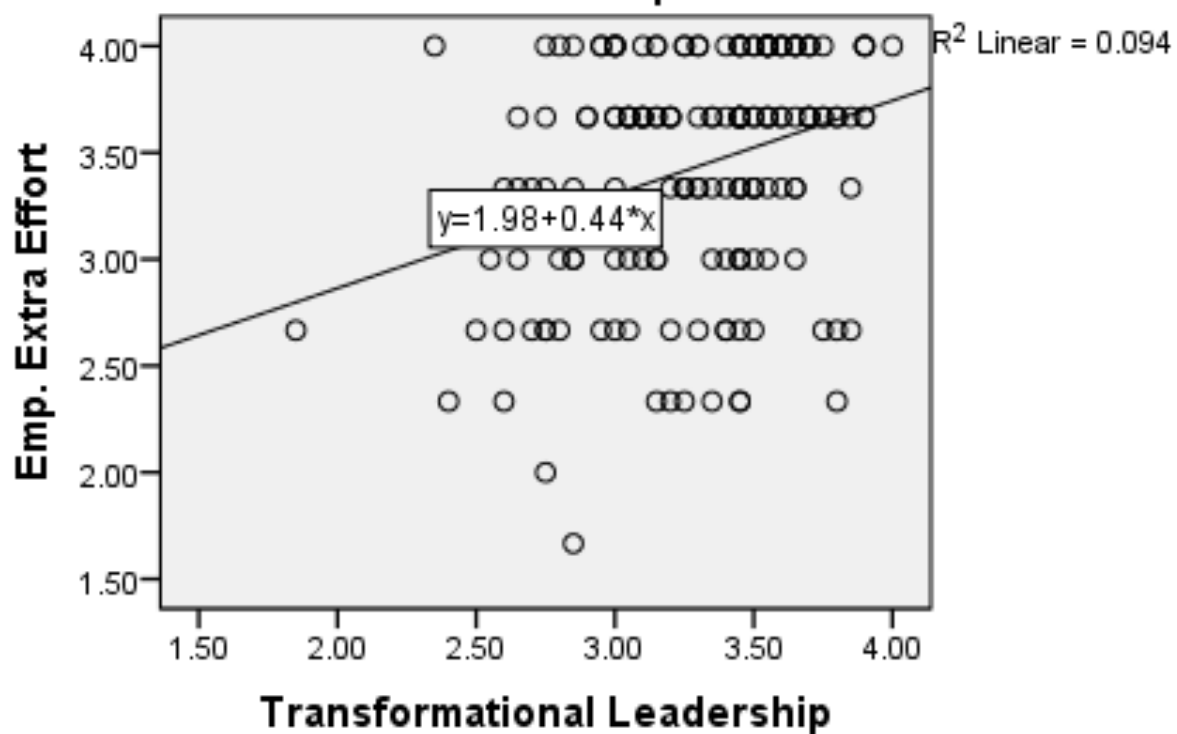


### Frequency Statistics: Predictor Variable - Laissez-faire Leadership



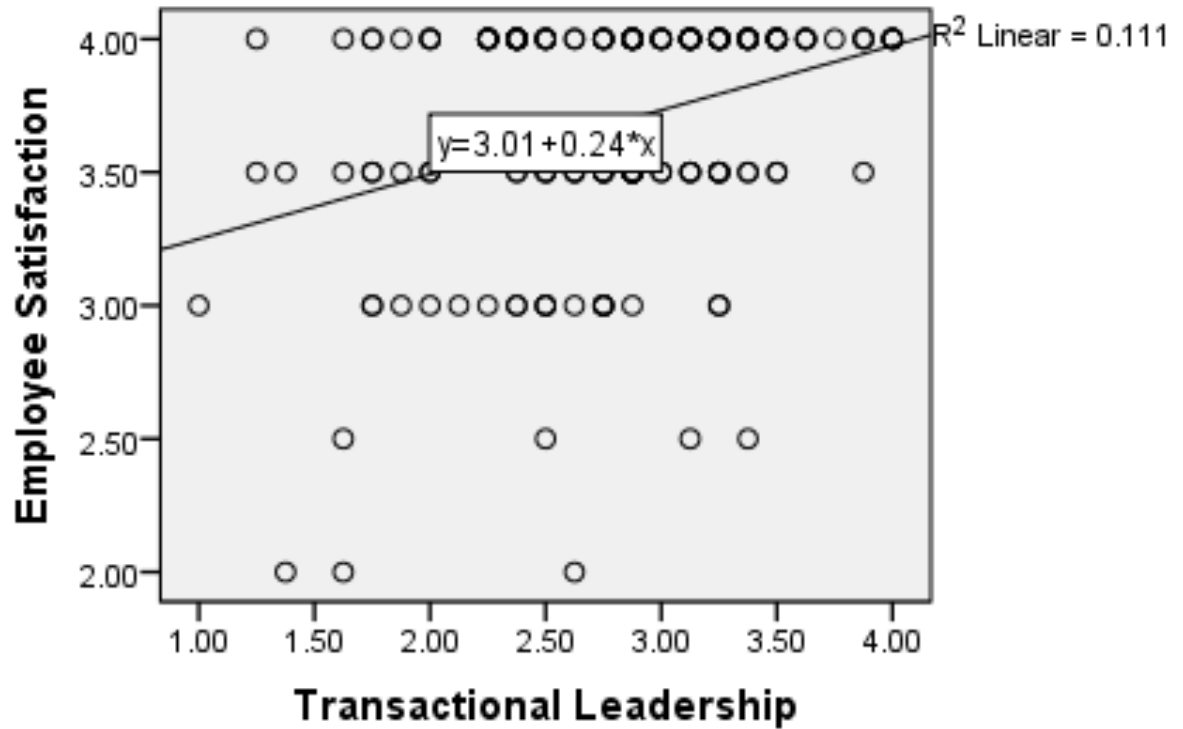
## Data Normality Test

### Employee Willingness to put Extra Effort and Transformational Leadership



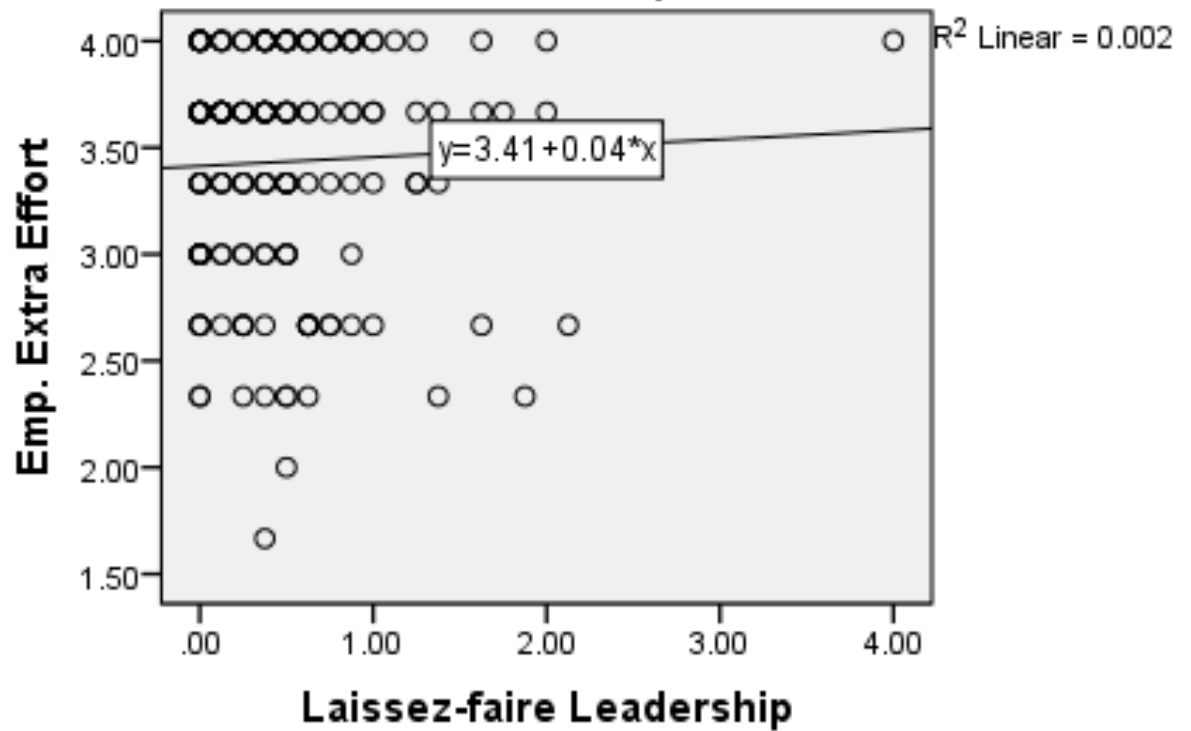
## Data Normality Test

### Employee Willingness to put Extra Effort and Transactional Leadership



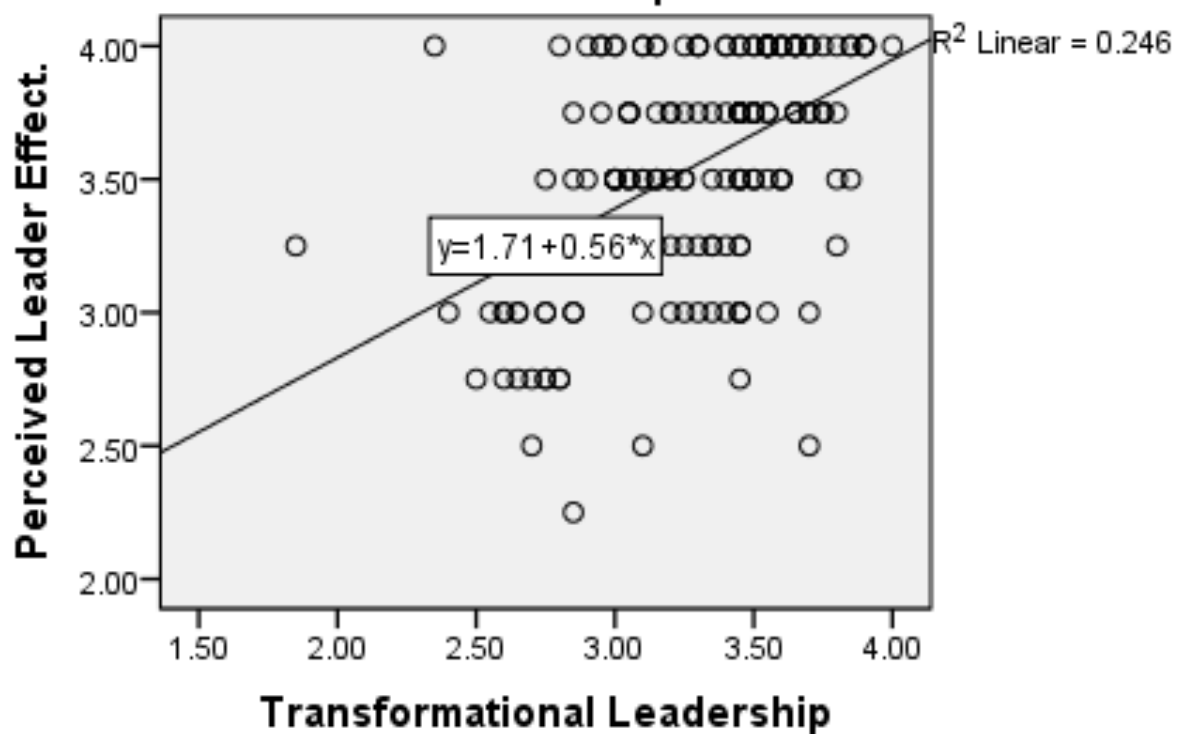
## Data Normality Test

### Employee Willingness to put Extra Effort and Laissez-faire Leadership



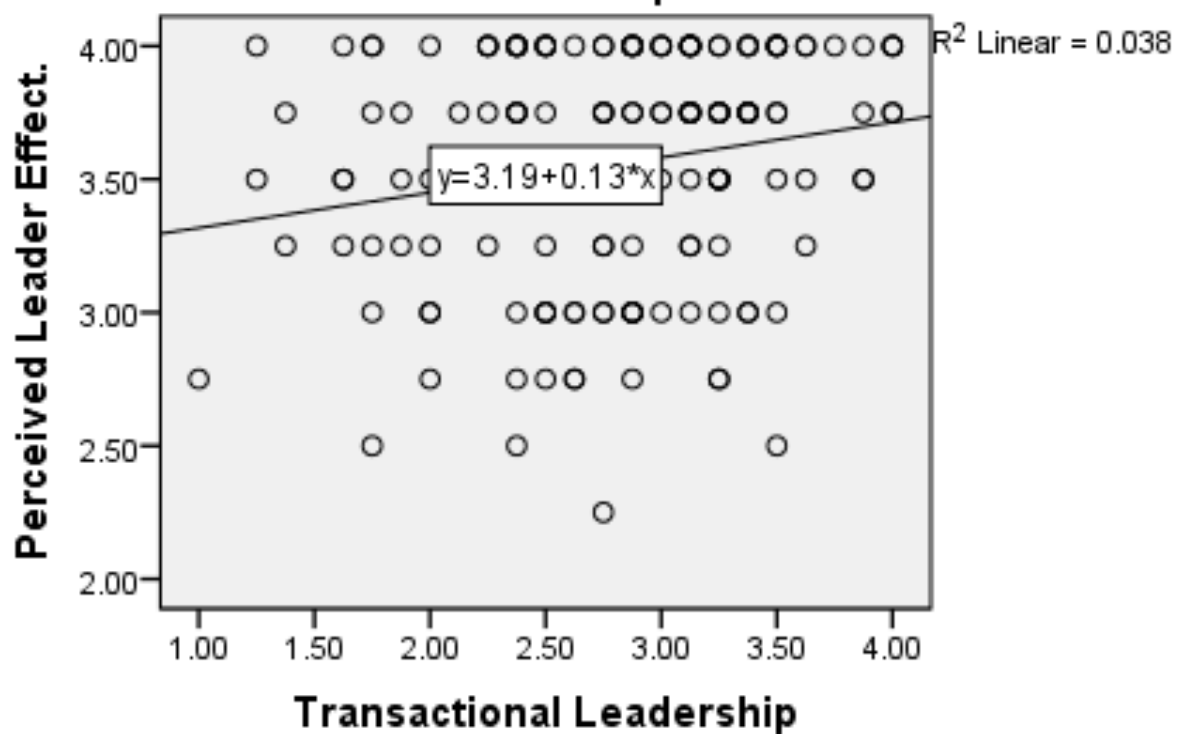
## Data Normality Test

### Perceived Leadership Effectiveness and Transformational Leadership



## Data Normality Test

### Perceived Leadership Effectiveness and Transactional Leadership



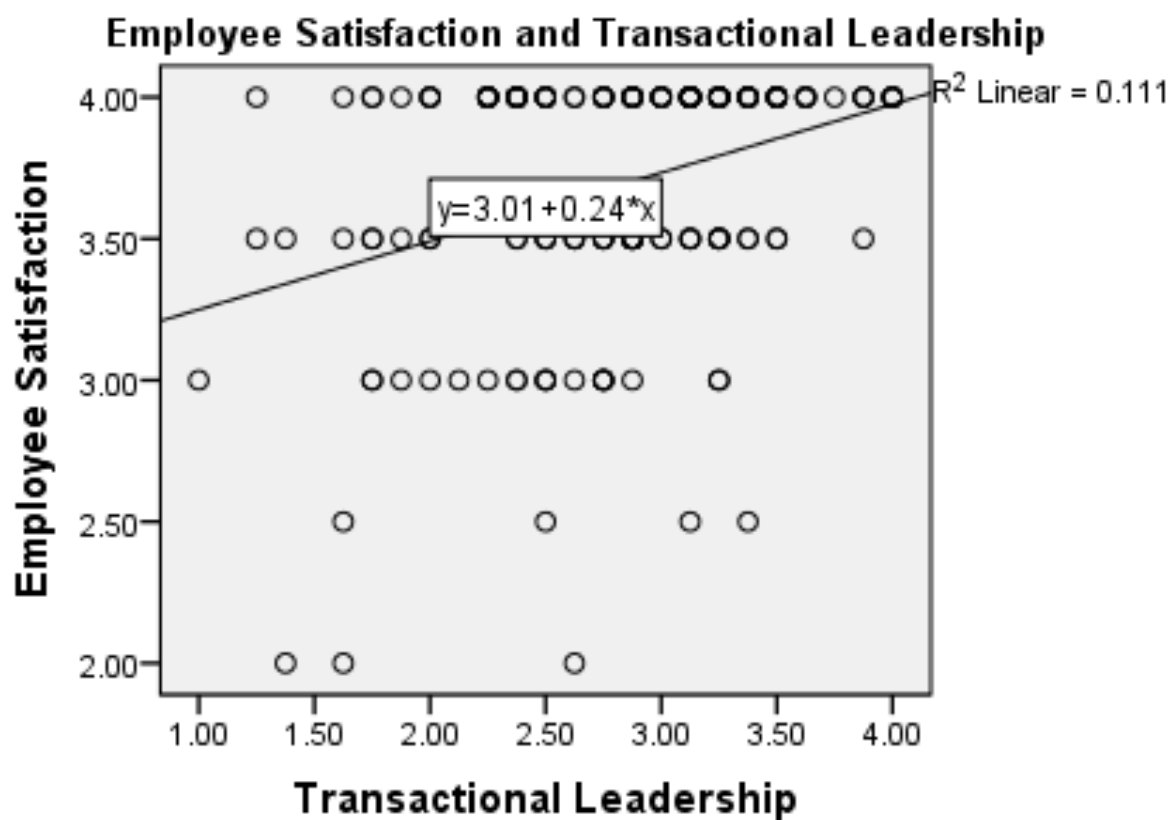


## Data Normality Test





## Data Normality Test

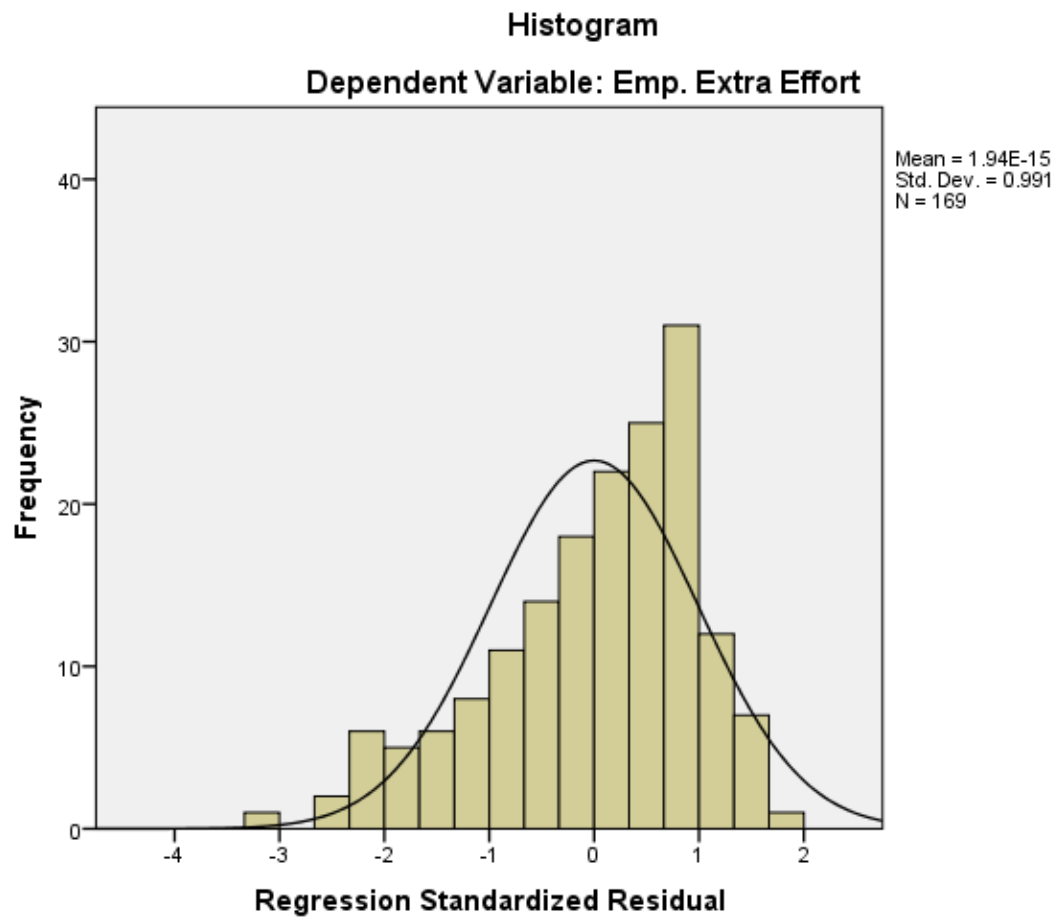


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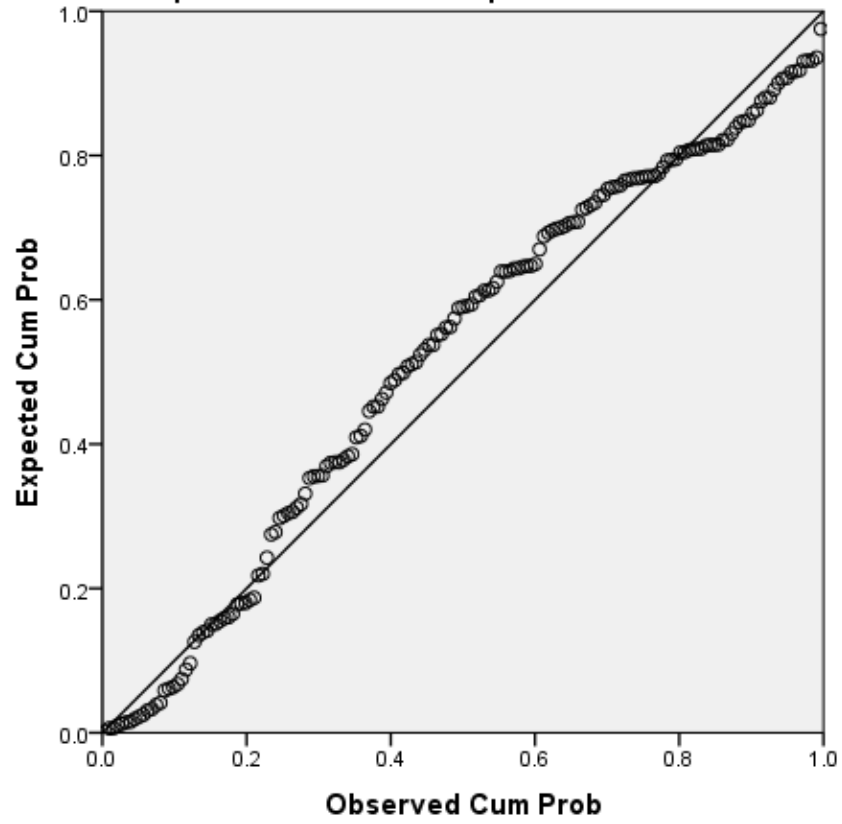


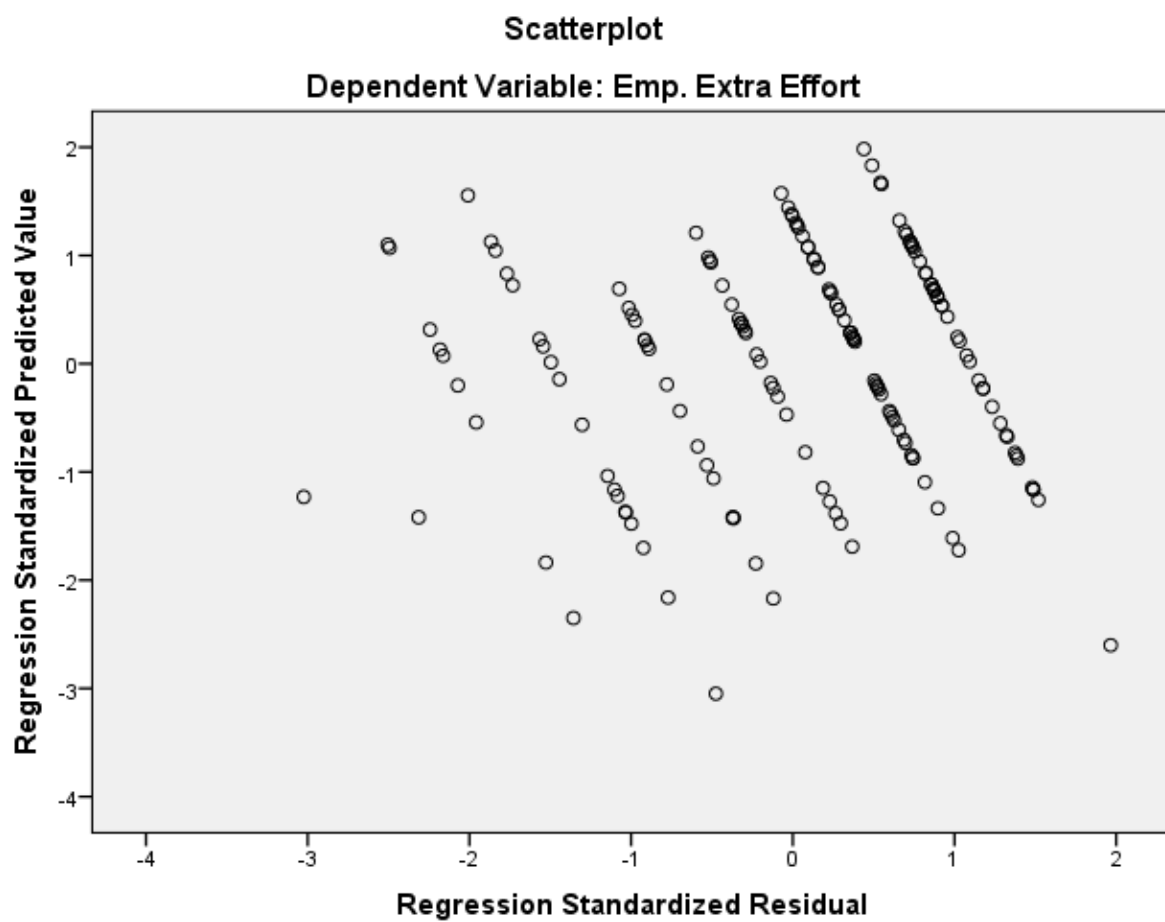
## Data Normality Test

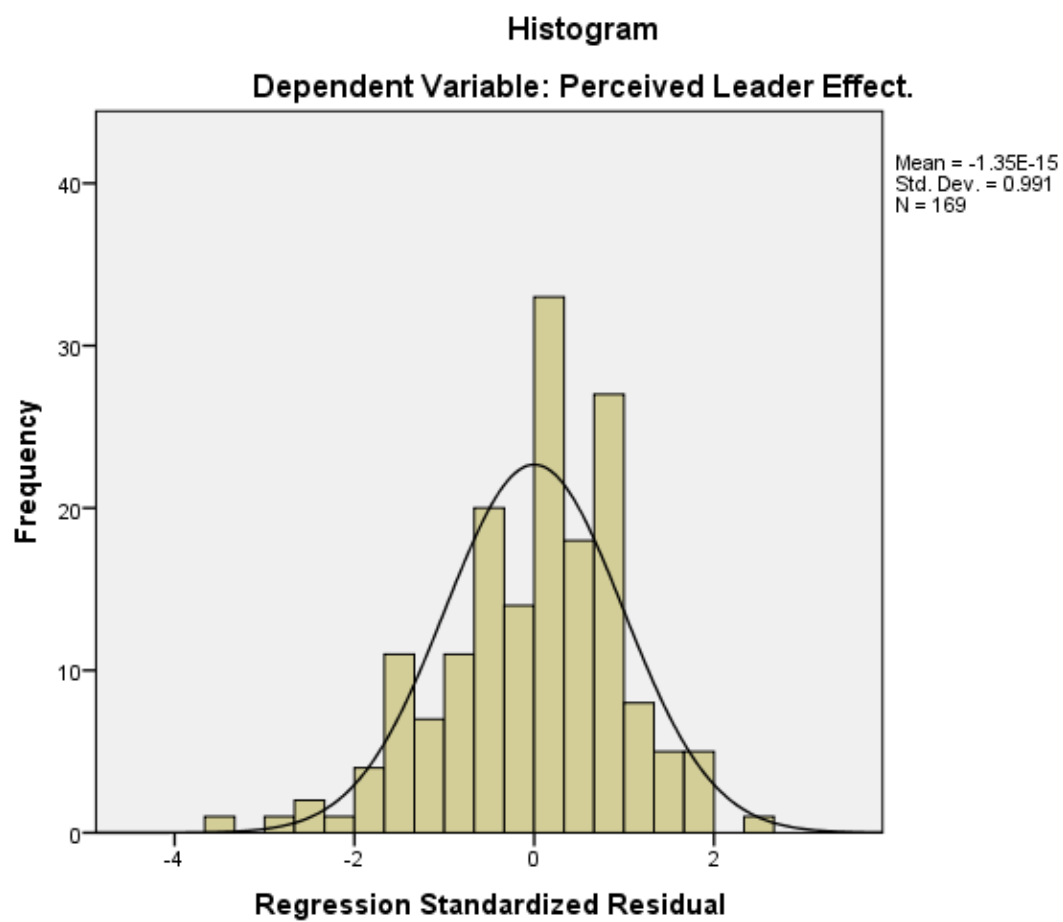


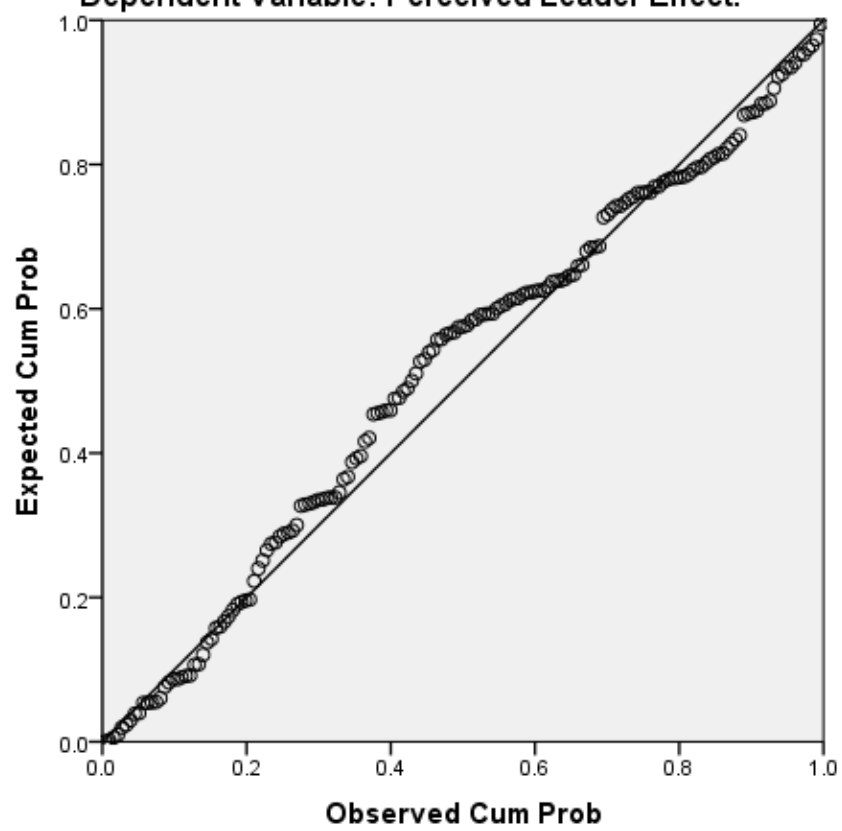


Normal P-P Plot of Regression Standardized Residual  
Dependent Variable: Emp. Extra Effort

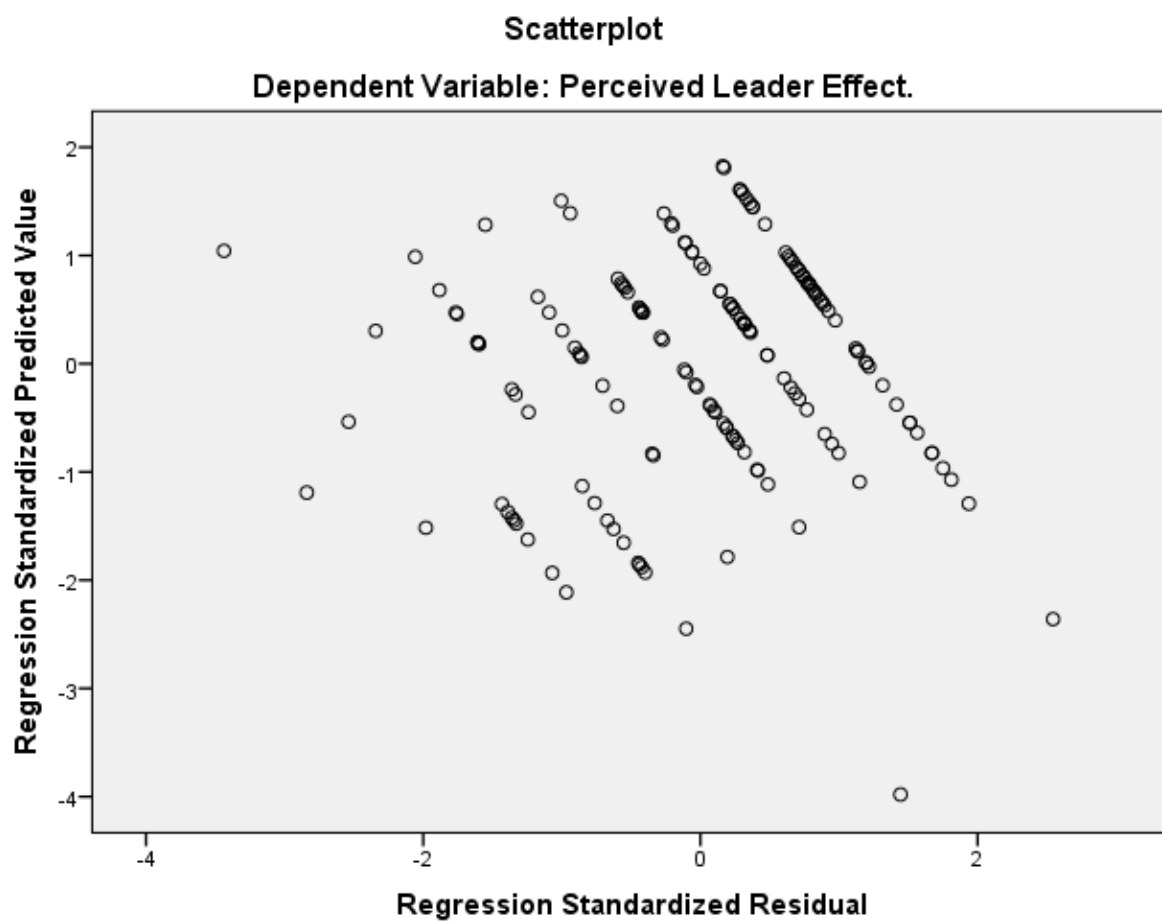


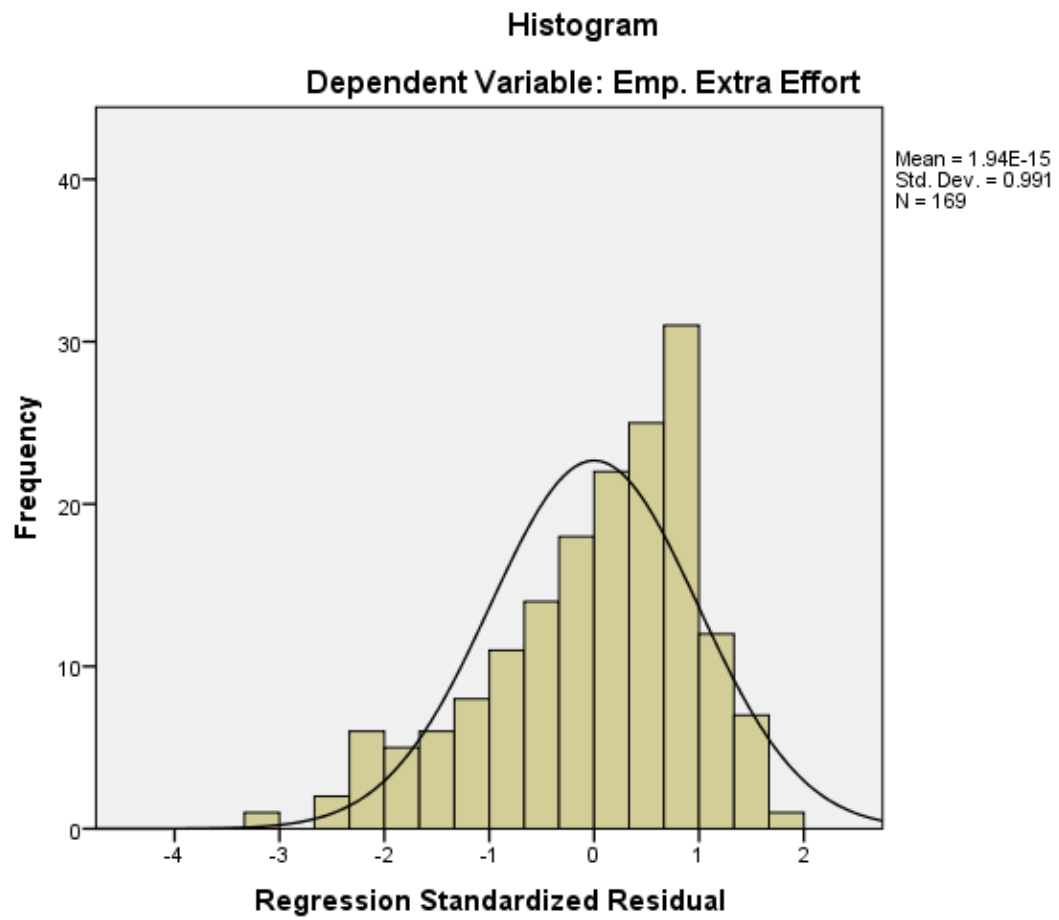




**Normal P-P Plot of Regression Standardized Residual****Dependent Variable: Perceived Leader Effect.**







### Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The categories of Organizational Outcome occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
2	The categories of Leadership occur with equal probabilities.	One-Sample Chi-Square Test	1.000	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

#### Chi-Square Test Statistics

	Organizational Outcome	Leadership
Chi-Square	221.793 <sup>a</sup>	45.059 <sup>b</sup>
df	43	111
Asymp. Sig.	.000	1.000

- a. 44 cells (100.0%) have expected frequencies less than 5. The minimum expected cell frequency is 3.9
- b. 112 cells (100.0%) have expected frequencies less than 5. The minimum expected cell frequency is 1.5.



*Symmetric Measures of the Interval and Ordinal Measurement Scales*

<b>Symmetric Measures</b>					
		Value	Asymp. Std. Error <sup>a</sup>	Approx. T <sup>b</sup>	Approx. Sig.
Interval by Interval	Pearson's R	.325	.069	4.436	.000 <sup>c</sup>
Ordinal by Ordinal	Spearman Correlation	.325	.075	4.446	.000 <sup>c</sup>
N of Valid Cases		169			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

*Estimated Distribution Parameters of the Variables*

<b>Estimated Distribution Parameters</b>			
		Organizational Outcome	Leadership
Normal Distribution	Location	3.5574	2.1944
	Scale	.37168	.33854

The cases are unweighted.

## Correlations

			Emp. Extra Effort	Perceived Leader Effect	Employee Satisfaction	Transformational Leadership	Transactional Leadership	Laissez-faire Leadership	Organizational Outcome	Leadership
Spearman's rho	Emp. Extra Effort	Correlation Coefficient	1.000	.519**	.277**	.289**	.152*	.067	.795**	.248**
		Sig. (2-tailed)	.	.000	.000	.000	.048	.385	.000	.001
		N	169	169	169	169	169	169	169	169
Perceived Leader Effect	Perceived Leader Effect	Correlation Coefficient	.519**	1.000	.525**	.488**	.196*	-.120	.854**	.258**
		Sig. (2-tailed)	.000	.	.000	.000	.011	.121	.000	.001
		N	169	169	169	169	169	169	169	169
Employee Satisfaction	Employee Satisfaction	Correlation Coefficient	.277**	.525**	1.000	.434**	.300**	-.197*	.690**	.267**
		Sig. (2-tailed)	.000	.000	.	.000	.000	.010	.000	.000
		N	169	169	169	169	169	169	169	169
Transformational Leadership	Transformational Leadership	Correlation Coefficient	.289**	.488**	.434**	1.000	.453**	-.048	.480**	.607**
		Sig. (2-tailed)	.000	.000	.000	.	.000	.539	.000	.000
		N	169	169	169	169	169	169	169	169
Transactional Leadership	Transactional Leadership	Correlation Coefficient	.152*	.196*	.300**	.453**	1.000	.185*	.277**	.833**
		Sig. (2-tailed)	.048	.011	.000	.000	.	.016	.000	.000
		N	169	169	169	169	169	169	169	169
Laissez-faire Leadership	Laissez-faire Leadership	Correlation Coefficient	.067	-.120	-.197*	-.048	.185*	1.000	-.076	.510**
		Sig. (2-tailed)	.385	.121	.010	.539	.016	.	.324	.000
		N	169	169	169	169	169	169	169	169
Organizational Outcome	Organizational Outcome	Correlation Coefficient	.795**	.854**	.690**	.480**	.277**	-.076	1.000	.325**
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.324	.	.000
		N	169	169	169	169	169	169	169	169
Leadership	Leadership	Correlation Coefficient	.248**	.258**	.267**	.607**	.833**	.510**	.325**	1.000
		Sig. (2-tailed)	.001	.001	.000	.000	.000	.000	.000	.
		N	169	169	169	169	169	169	169	169

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

\* Correlation is significant at the 0.05 level (2-tailed).

Figure 6: Spearman's rho Correlation Coefficients Between the Organizational Outcomes and Leadership Styles

*Descriptive Statistics – Mean and Standard Deviations*

Descriptive Statistics					
	N	Mean	Std. Deviation	Minimum	Maximum
Organizational Outcome	169	3.5574	.37168	2.31	4.00
Leadership	169	2.1944	.33854	1.33	3.11

*Model Summary from the Regression Analysis*

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.325 <sup>a</sup>	.105	.100	.35260

a. Predictors: (Constant), Leadership

b. Dependent Variable: Organizational Outcome

*Analysis of Variance*

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.446	1	2.446	19.676	.000 <sup>b</sup>
	Residual	20.762	167	.124		
	Total	23.209	168			

a. Dependent Variable: Organizational Outcome

b. Predictors: (Constant), Leadership

*Standardized and Unstandardized Coefficients between Organizational Outcomes and Leadership*

Coefficients <sup>a</sup>						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	2.775	.178		15.556	.000
	Leadership	.356	.080	.325	4.436	.000

a. Dependent Variable: Organizational Outcome

*Residuals Statistics Between Organizational Outcomes and Leadership*

Residuals Statistics <sup>a</sup>					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.2475	3.8831	3.5574	.12067	169
Residual	-1.17955	.75251	.00000	.35155	169
Std. Predicted Value	-2.568	2.700	.000	1.000	169
Std. Residual	-3.345	2.134	.000	.997	169

a. Dependent Variable: Organizational Outcome



## Correlations

			Perceived Leader Effect.	Idealized Influence Attributed	Idealized Influence Behavioral	Inspirational Notivation	Intellectual Stimulation	Individualized Consideration
Spearman's rho	Perceived Leader Effect.	Correlation Coefficient	1.000	.272**	.275**	.436**	.417**	.285**
		Sig. (2-tailed)	.	.000	.000	.000	.000	.000
		N	169	169	169	169	169	169
	Idealized Influence Attributed	Correlation Coefficient	.272**	1.000	.408**	.401**	.385**	.158*
		Sig. (2-tailed)	.000	.	.000	.000	.000	.040
		N	169	169	169	169	169	169
	Idealized Influence Behavioral	Correlation Coefficient	.275**	.408**	1.000	.476**	.269**	.201**
		Sig. (2-tailed)	.000	.000	.	.000	.000	.009
		N	169	169	169	169	169	169
	Inspirational Notivation	Correlation Coefficient	.436**	.401**	.476**	1.000	.377**	.158*
		Sig. (2-tailed)	.000	.000	.000	.	.000	.040
		N	169	169	169	169	169	169
	Intellectual Stimulation	Correlation Coefficient	.417**	.385**	.269**	.377**	1.000	.240**
		Sig. (2-tailed)	.000	.000	.000	.000	.	.002
		N	169	169	169	169	169	169
	Individualized Consideration	Correlation Coefficient	.285**	.158*	.201**	.158*	.240**	1.000
		Sig. (2-tailed)	.000	.040	.009	.040	.002	.
		N	169	169	169	169	169	169

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

\* . Correlation is significant at the 0.05 level (2-tailed).

Spearman's rho Correlation Coefficients Between the Perceived Leadership Effectiveness and Transformational Leadership Factors

*Descriptive Statistics Showing Mean and Standard Deviations for Perceived Leadership Effectiveness and Transformational Factors of the FRLT*

**Descriptive Statistics**

	Mean	Std. Deviation	N
Perceived Leader Effect.	3.5547	.42385	169
Idealized Influence Attributed	3.1997	.70478	169
Idealized Influence Behavioral	3.3772	.49485	169
Inspirational Motivation	3.5370	.44291	169
Intellectual Stimulation	3.2500	.58440	169
Individualized Consideration	3.1095	.55621	169

*Regression Model Summary Predicting Perceived Leadership Effectiveness by Transformational Factors of the FRLT*

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

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.529 <sup>a</sup>	.280	.258	.36507	.280	12.690	5	163	.000

a. Predictors: (Constant), Individualized Consideration, Idealized Influence Attributed, Inspirational Motivation, Intellectual Stimulation, Idealized Influence Behavioral

b. Dependent Variable: Perceived Leader Effect.

*Analysis of Variance***ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	8.457	5	1.691	12.690	.000 <sup>b</sup>
Residual	21.725	163	.133		
Total	30.181	168			

a. Dependent Variable: Perceived Leader Effect.

b. Predictors: (Constant), Individualized Consideration, Idealized Influence Attributed, Inspirational Motivation, Intellectual Stimulation, Idealized Influence Behavioral

*Standardized and Unstandardized Coefficients Predicting Perceived Leadership**Effectiveness by Transformational Leadership Factors of the FRLT***Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics		
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF	
1	(Constant)	1.580	.268		5.898	.000						
	Idealized Influence Attributed	.022	.046	.036	.467	.641	.267	.037	.031	.739	1.353	
	Idealized Influence Behavioral	.049	.069	.057	.714	.476	.282	.056	.047	.683	1.464	
	Inspirational Motivation	.171	.079	.179	2.176	.031	.374	.168	.145	.651	1.536	
	Intellectual Stimulation	.203	.055	.280	3.684	.000	.431	.277	.245	.762	1.312	
	Individualized Consideration	.152	.054	.199	2.823	.005	.334	.216	.188	.888	1.126	

a. Dependent Variable: Perceived Leader Effect.

*Collinearity Diagnostics of Perceived Leadership Effectiveness and the Transformational Leadership Factors of the FRLT*

**Collinearity Diagnostics<sup>a</sup>**

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions					
				(Constant)	Idealized Influence Attributed	Idealized Influence Behavioral	Inspirational Notivation	Intellectual Stimulation	Individualized Consideration
1	1	5.908	1.000	.00	.00	.00	.00	.00	.00
	2	.034	13.237	.01	.64	.00	.00	.00	.27
	3	.021	16.689	.01	.02	.12	.01	.86	.01
	4	.020	17.285	.04	.30	.09	.07	.03	.67
	5	.010	24.533	.42	.02	.71	.08	.11	.01
	6	.007	28.744	.52	.01	.08	.85	.01	.04

a. Dependent Variable: Perceived Leader Effect.

## Reliability Statistics

*Reliability Statistics (Transformational Leadership Items)*

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.716	.760	20

*Item in Statistics*

	N	Mean	Std. Deviation	Std.* Error
I instill pride in orders	169	2.70	1.510	.1162
I go beyond self interest	169	3.68	.743	.0572
I act in a way that builds other's respect	169	3.21	1.164	.0895
I display a sense of power & confidence	169	3.21	.969	.0745
Talk about most important value & beliefs	169	2.56	1.248	.0960
Specify importance of having a sense of purpose	169	3.72	.545	.0419
Consider the moral & ethical consequences of decisions	169	3.60	.717	.0552
Emphasize the importance of having a collective sense of mission	169	3.63	.738	.0568
Talk optimistically about the future	169	3.42	.884	.0680
Talk enthusiastically about what needs to be accomplished	169	3.67	.605	.0465
Articulate a compelling future	169	3.38	.778	.0598
Express confidence that goals will be achieved	169	3.68	.601	.0462
Re-examine critical assumptions	169	3.36	.876	.0674
Seek differing perspectives when solving problems	169	2.65	1.428	.1098

				186
Look at problems from many different angles	169	3.46	.789	.0607
Suggest new ways of looking at how to complete assignments	169	3.53	.716	.0551
Spend time teaching & coaching	169	2.78	1.009	.0776
Treat others as individuals	169	2.60	1.315	.1011
Consider individual different needs	169	3.37	.967	.0743
Help others develop their strengths	169	3.69	.546	.0420

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*\*Standard Error was calculated*

*Scale Statistics for the Transformational Leadership Items*

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Mean	Variance	Std. Deviation	N of Items
65.89	56.512	7.517	20

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*Reliability Statistics (Transformational Leadership Scale)*

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Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.688	.702	5

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*Item in Statistics*


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	Mean	Std. Deviation	N
Idealized Influence (Attributed)	3.1997	.70478	169
Idealized Influence (Behavioral)	3.3772	.49485	169
Inspirational Motivation	3.5370	.44291	169
Intellectual Stimulation	3.2500	.58440	169
Individualized Consideration	3.1095	.55621	169

---

## Transactional Leadership Items &amp; Scale

*Reliability Statistics*


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Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.584	.560	8

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*Item in Statistics*


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	Mean	Std. Deviation	N
I provide others with assistance in exchange for their efforts	2.67	1.330	169
Discuss in specific who is responsible for achieving performance	3.37	.898	169
Make clear what to expect as reward when task is complete	3.23	1.041	169
Express satisfaction when	3.68	.767	169

expectation is met			
Focus attention on irregularities, mistakes etc.	2.46	1.504	169
Concentrate full attention on dealing with mistakes	2.17	1.383	169
Keep track of all mistakes	2.50	1.372	169
Direct my attention towards failures to meet standards	2.27	1.413	169

*Scale Statistics for the Transactional Leadership Items*

Mean	Variance	Std. Deviation	N of Items
22.35	25.157	5.016	8

*Reliability Statistics (Transactional Leadership)*

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.335	.377	2

*Item in Statistics*

	Mean	Std. Deviation	N
Contingent Reward	3.2396	.57110	169
Management-by-Exception (Active)	2.3476	.99145	169

*Inter-Item Correlation Matrix*

	Contingent Reward	Management-by-Exception (Active)
Contingent Reward	1.000	.232
Management-by-Exception (Active)	.232	1.000



*Scale Statistics*

Mean	Variance	Std. Deviation	N of Items
5.5873	1.572	1.25392	2

## Laissez-Faire Leadership Items &amp; Scale

*Reliability Statistics*

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.682	.726	8

*Item in Statistics*

	N	Mean	Std. Deviation	Std. Error
I fail to interfere until problems become serious	169	.40	.895	.0688
Wait till things go wrong before taking action	169	.15	.661	.0508
I am a believer in "if it isn't broke, don't fix it"	169	1.18	1.352	.1040
I demonstrate that problem become chronic before taken action	169	.18	.614	.0472
I avoid getting involved when important issues arise	169	.31	.846	.0651
I am absent when needed	169	.35	.840	.0646
I avoid making decision	169	.60	1.037	.0797
I delay responding to urgent questions	169	.79	1.201	.0924

*Scale Statistics for Laissez-Faire Leadership Items*


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Mean	Variance	Std. Deviation	N of Items
3.96	18.302	4.278	8

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*Reliability Statistics (Laissez-Faire Leadership Scale)*


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Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.606	.607	2

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*Item in Statistics*


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	Mean	Std. Deviation	N
Management-by-Exception (Passive)	.4778	.60800	169
Laissez-Faire Leadership	.5118	.65398	169

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*Inter-Item Correlation Matrix*


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	Management-by-Exception (Passive)	Laissez-Faire Leadership
Management-by-Exception (Passive)	1.000	.436
Laissez-Faire Leadership	.436	1.000

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*Scale Statistics*


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Mean	Variance	Std. Deviation	N of Items
.9896	1.144	1.06952	2

---

*Factor Analysis**Descriptive Statistics*

	Mean	Std. Deviation	Analysis N
Idealized Influence (Attributed)	3.1997	.70478	169
Idealized Influence (Behavioral)	3.3772	.49485	169
Inspirational Motivation	3.5370	.44291	169
Intellectual Stimulation	3.2500	.58440	169
Individualized Consideration	3.1095	.55621	169
Contingent Reward	3.2396	.57110	169
Management-by- Exception (Active)	2.3476	.99145	169
Management-by- Exception (Passive)	.4778	.60800	169
Laissez-Faire Leadership	.5118	.65398	169
Extra Effort	3.4339	.53798	169
Effectiveness	3.5365	.45150	169
Satisfaction	3.6834	.45522	169

*KMO and Bartlett's Test*

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.786
Bartlett's Test of Sphericity	Approx. Chi- Square df	469.947 66
	Sig.	0.00

*Commonalities*


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	Initial	Extraction
Idealized Influence (Attributed)	1.000	.622
Idealized Influence (Behavioral)	1.000	.564
Inspirational Motivation	1.000	.538
Intellectual Stimulation	1.000	.434
Individualized Consideration	1.000	.368
Contingent Reward	1.000	.387
Management-by-Exception (Active)	1.000	.631
Management-by-Exception (Passive)	1.000	.617
Laissez-Faire Leadership	1.000	.699
Extra Effort	1.000	.593
Effectiveness	1.000	.611
Satisfaction	1.000	.497

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Extraction Method: Principal Component Analysis

*Collinearity Diagnostics*


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Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.668	30.567	30.567	3.668	30.567	30.567
2	1.608	13.401	43.967	1.608	13.401	43.967
3	1.285	10.711	54.679	1.285	10.711	54.679
4	.873	7.279	61.957			

5	.836	6.964	68.922
6	.742	6.183	75.105
7	.658	5.481	80.586
8	.560	4.666	85.252
9	.508	4.234	89.486
10	.465	3.876	93.362
11	.438	3.650	97.012
12	.359	2.988	100.00

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*Total Variance Explained*

Component	Rotation Sums of Squared Loadings Total
1	2.950
2	1.792
3	2.723
4	
5	
6	
7	
8	
9	
10	
11	
12	