

EFFECT OF TRANSFORMATIONAL LEADERSHIP ON THE ORGANIZATIONAL PERFORMANCE IN RWANDA STATE CORPORATIONS: A CASE STUDY FOR WATER AND SANITATION CORPORATION

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Abstract: It is considered that a company's success is due to organizational performance, employee job satisfaction and employee affective commitment. Little researches have been conducted on the impact of transformational leadership on the general performance of the organization, the limited character of research findings in this area suggests the need to investigate further the nature of the relationship between leadership and performance. This paper seeks to address this gap in the literature by presenting research that aims to identify the impact that transformational leadership has on employee performance motivation being constant at WASAC. The general objective of this study was to establish the effect of transformational leadership on the organizational performance in Rwanda state corporations a case of WASAC. A descriptive research design with a cross sectional component was used where all relevant parties were involved. The target population were specific employees of WASAC which were selected for the study. The data were collected using questionnaires then analyzed using SPSS, Correlation were also used so as to determine the relationship between the independent variable and dependent variable so as to indicate whether there exists a significant relationship between transformational leadership and employee performance. Regression analysis were used to extract a systemic relationship between the independent and dependent variables and the results revealed that determinants of schedule control studied in this research have an influence of 80.7% on organizational performance of WASAC. The study applied a descriptive research design and used questionnaire to collect primary data from employees of WASAC Kigali Head Quarter. The study based its findings on the data from 55 employees. The findings of the study also concluded that managers intervened promptly on subordinate performance to increase subordinates' staff morale and team spirit, transformation way of leadership has improved on the employee productivity in the sense that staff are aware of their expectation, how to carry-out their duties and taking right action. Therefore, the researcher recommended that transformational leadership should be taught to all people at all levels of organization to have a positive impact on the overall performance. There should be effective communication between management and other employees within the organization and it is suggested that managers should be trained to use both styles of leadership and along with the increasing need for new skills and competencies of leadership as a result of changes in community. Employees motivation should be boosted at all cost to promote productivity. Reward and punishment should be done in a fair manner to all employees.

Keywords: Transformational leadership, Transactional Leadership Theory, Organizational performance, Employee effectiveness.

1. INTRODUCTION

1.1 Background to the Study:

It is considered that a company's success is due to organizational performance, employee job satisfaction and employee affective commitment (Bass & Avolio, 1997; Conger & Kanungo, 1987). Some researchers have suggested that leaders

motivate and help their employees to be competitive by using effective leadership styles and strategies. Therefore, the leader's use of effective leadership styles is due to promote standards of excellence in the professional development of the members of the organization (Lado, et al., 1992). Effective leadership also involves motivation, management, inspiration, remuneration and analytical skills. When all these are present, the organizations record increased employee satisfaction that positively that positively influences the productivity and the profits. The positive effect of leadership on organizational performance was measured by some researchers (Sila, Ebrahimpour, 2005) through human resources (turnover rate and job performance), organizational effectiveness (cost and quality) and financial performance (market share, profit, return on asset).

To increase the organizational performance a leader must have the ability to promote creativity and innovation, stimulate the subordinates to challenge their own value systems and improve their individual performance. A number of studies on leadership transformation (Bass, Riggio, 2006; Kouzes, Posner, 2007, Yukl, 2009) suggest that the practices of the transformational leadership have a positive impact on the organizational performance.

1.1.1 Transformational leadership:

Transformational leadership originated with James MacGregor Burns in 1978 (Burns, 1978) and it is characterized by positive, optimistic and trustful leaders who are emotionally intelligent, encourage teamwork, set high expectations and promote innovations. Transformational leaders change their organization's culture by inspiring a sense of mission and purpose about the importance of the group's work and stimulating new ways of thinking and problem solving. They inspire the individuals within the organization to achieve high performance. Bass, S(2006) and Dvir, Kass, Shamir (2004) consider that transformational leadership involves the concept of motivation, mutually beneficial goals, emotional bond, common values and vision. According to Bass and Riggio (2006), transformational leadership is made up of four main parts: charisma, inspiration, intellectual stimulation and individual consideration.

Effective leadership also involves motivation, management, inspiration, remuneration and analytical skills. When all these are present, the organizations record increased employee satisfaction that positively that positively influences the productivity and the profits. The positive effect of leadership on organizational performance was measured by some researchers (Sila, Ebrahimpour, 2005) through human resources (turnover rate and job performance), organizational effectiveness (cost and quality) and financial performance (market share, profit, return on asset). To increase the organizational performance a leader must have the ability to promote creativity and innovation, stimulate the subordinates to challenge their own value systems and improve their individual performance. A number of studies on leadership styles (Bass, Riggio, 2006; Kouzes, Posner, 2007, Yukl, 2009) suggest that the practices of the transformational leadership have a positive impact on the organizational performance.

1.1.2 Organizational Performance:

Organizational performance may be defined as the transformation of inputs into outputs for achieving certain outcomes. With regard to its content, performance informs about the relation between minimal and effective cost (economy), between effective cost and realized output (efficiency) and between output and achieved outcome (effectiveness) (Chen, Barnes, 2006).

There is no general agreement in the literature on the criteria to be used in assessing the organizational performance (Bolman, Deal 2003; DeClerk, 2008; La Rue et al, 2004; Scott, Davis, 2007). However, there are four main dominant approaches: Goal Approach. People create organizations for a specific purpose which is determined by the stakeholders. The organizational performance is the ability of the organization to achieve its goals.

1.1.3 Leadership and Organizational Performance:

The transformational leader wants to achieve results beyond what is normal and sets higher corporate goals by inspiring a sense of importance of the team's mission, stimulates employees to think innovatively about a problem or task, and places the group goals over personal self-interest (James, 2005). Transformational leaders' behaviours are influential in motivating the employees, to make them more aware of the task outcomes, they stimulate their order needs and develop their self-interest for the organization's performance. In his study on the transformational leadership practices in Russian companies; Elenkow (2002) examined the former impact on organizational performance. Using a Multifactor Leadership Questionnaire, he analyzed the leadership behavior of 253 leaders. The analysis underlined a strong correlation between transformational leadership practices and organizational performance.

In their study on the connection between the transformational leadership style and organizational performance, Zhu, Chew and Sponger (2005) identified within 170 companies from Singapore, a positive relationship between the transformational leadership and the organizational performance. They also demonstrated that effective human resources management arbitrates the relationship between leadership and performance through increased commitment, higher motivation and intellectual motivation.

1.2 Statement of the Problem;

In a sport scenario, Zacharatos, Barling, and Kelloway (2000) found peers and coaches perceived leaders who used transformational behaviors as effective, satisfying, and effort evoking; Charbonneau, Barling, and Kelloway (2001) demonstrated that intrinsic motivation mediated the transformational leadership/performance relationship in university athletes; and Rowold (2006) found transformational leadership behaviors to predict performers' perceptions of the effectiveness of their coaches' behaviors, satisfaction with their coach, and extra effort over and above transactional leadership.

This research therefore aimed at looking at how leadership transformative impacts on organisation performance at WASAC and if it yields the same results as it has been depicted by other researchers from other parts of the world. Research in organizational behavior in different environments has found out that leadership Transformational enhances the motivation, morale, and performance of followers through a variety of mechanisms. These include connecting the follower's sense of identity and self to the project and the collective identity of the organization; being a role model for followers that inspires them and makes them interested; challenging followers to take greater ownership for their work, and understanding the strengths and weaknesses of followers, so the leader can align followers with tasks that enhance their performance. Little researches have been conducted on the impact of transformational leadership on the general performance of the organization, the limited character of research findings in this area suggests the need to investigate further the nature of the relationship between leadership and performance. This paper seeks to address this gap in the literature by presenting research that aims to identify the impact that transformational leadership has on employee performance motivation being constant at WASAC.

1.3 General objective:

The general objective of this study is to establish the effect of transformational leadership on the organizational performance in Rwanda state corporations a case of WASAC.

1.3.1 Objectives of the Study

1. To assess the effect of individualized considerations on organizational performance of WASAC.
2. To determine the effect of inspirational motivation on organizational performance of WASAC.
3. To examine the effect of organizational learning on organizational performance of WASAC.
4. To identify the effect of idealized influence on organizational performance of WASAC.

1.4 Research Questions:

1. Do individualized considerations affect organizational performance of WASAC?
2. To what extent does inspirational motivation affect organizational performance of WASAC?
3. How does organizational learning affect organizational performance of WASAC?
4. Does idealized influence affect organizational performance of WASAC?

1.5 Significance of the Study:

With this study, the researcher aims at availing information through highlighting the possible strengths of leadership transformational that need to be upheld for the success of organizations, and also the weaknesses of this form of leadership has impacted on the organization and what transformative elements need to be addressed so as to improve the organization.

1.6 Scope of the Study:

This study aims to explore the effect of transformation leadership on the organization performance in Rwanda State Corporations (WASAC).

1.7 Conceptual Framework:

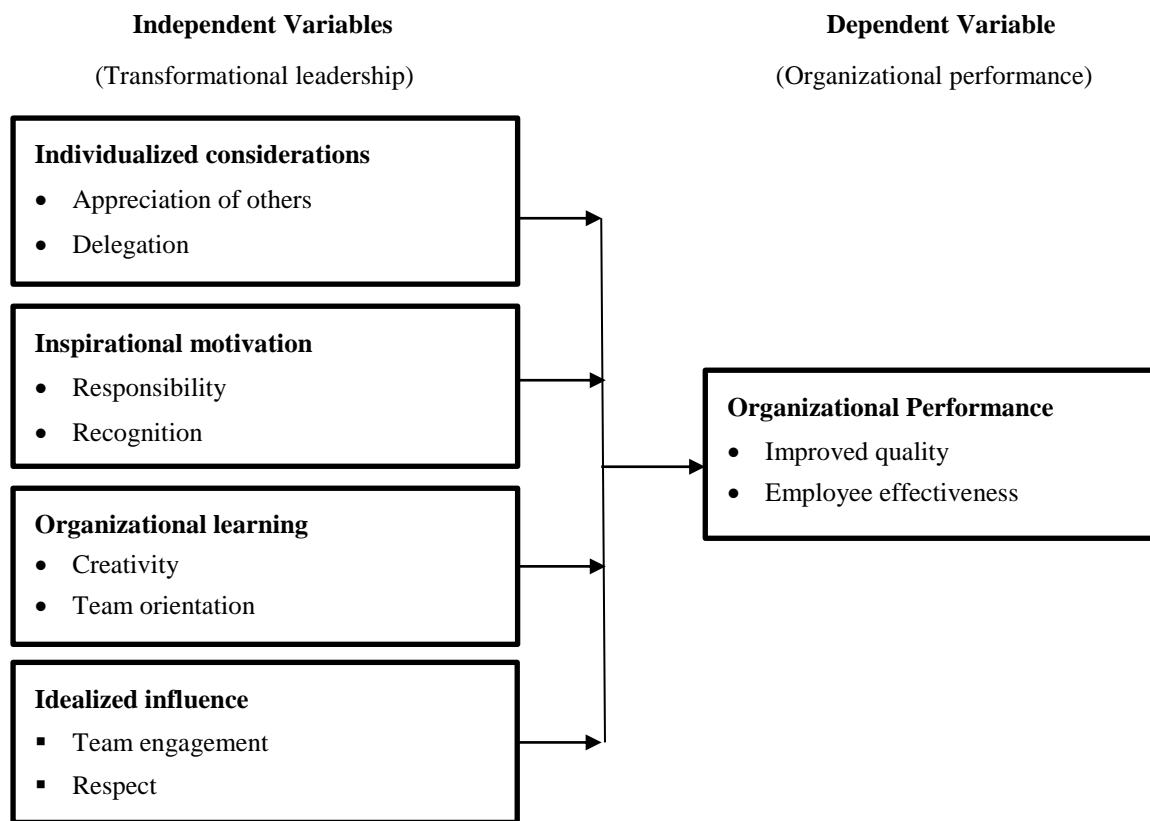


Figure 1: Conceptual Framework

2. RESEARCH METHODOLOGY

2.1 Research Design:

The study adopted descriptive research design. This design enabled the researcher to obtain large amounts of data from a sizeable population in a highly effective, easy and in an economical way (Mugenda & Mugenda, 2003).

2.2 Target population:

The study focused on 550 employees as the target population working in the following levels: departmental heads, immediate supervisors and lower cadre employees.

2.3 Sample design and sample techniques:

This study adopted a random sampling technique in selecting the sample.

Table 2.1: Sample Frame

Department	Target Population	Sample size 10%
Commercial Dvpt Staff	88	9
Rural & Urban Water Staff	196	19
Engineering department	46	5
Other Personnel	110	11
Top management	60	6
TOTAL	550	55

2.4 Data Collection Procedures:

The questionnaires for the study was designed and distributed personally by the researcher to various respondents at their places of work.

2.5 Data Analysis and Presentation:

This study used both quantitative and qualitative data to explain the effects of transformations leadership on organizational performance in Rwanda State Corporation in WASAC. Once the questionnaires were received, they were coded and edited for completeness and consistency. It was then analysed using statistical package for social science (SPSS) version 23.

2.6 Data Analysis Model:

Multiple regression analysis was used to measure the effect of independent variables on dependent variable.

2.6.1 Regression Model:

Effect of Transformational Leadership on the organization performance in Rwanda State Corporation.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Y = Organizational Performance

X₁ = Individual consideration

X₂ = Inspiration Motivation

X₃ = Organization learning

X₄ = Idealized influence

e = error term

3. RESEARCH FINDINGS AND DISCUSSION

3.1 Effect of transformational leadership and organization performance:

Table 3.1: Effect of transformational leadership and organization performance

Statement	Strongly agree	Agree	Disagree
Individualized considerations	32%	55%	13%
Inspirational motivation	51%	33%	16%
Organizational learning	76%	9%	15%
Idealized influence	60%	34%	6%

The findings revealed that those strongly agreed recorded that individualized considerations affect the organizational performance with 32% strongly agreed and 55% agreed, only 13% disagreed. Inspirational motivation the study revealed that affects organizational performance with 51% of respondents strongly agreed, 33% of respondents agreed, only 16% of respondents disagreed. Further, it was revealed that Organizational learning affect organizational performance with 76% of respondents strongly agreed, 9% of respondents agreed and only 15% of respondents disagreed. Again, it was revealed that idealized influence affects organizational performance of WASAC, with 60% of respondents strongly agreed, 34% of respondents agreed and only 6% of respondents disagreed. The research concluded that indeed individualized considerations, inspirational motivation, organizational learning and idealized influence affected organizational performance of WASAC. The study found out that leadership transformation has increased employee morale and has led to positive attitude towards work activities/duties assigned to the employees at WASAC. Bass (1985), points out followers look up to their inspirational leader as one providing emotional appeal to increase awareness and understanding of mutually desirable goals.

Table 3.2: Correlation between transformational leadership and organization performance

		Transformational leadership	organization performance
organization performance	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	53	
Transformational leadership	Pearson Correlation	.621**	1
	Sig. (2-tailed)	.001	
	N	53	53

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

Table 3.2 indicates that there was a significant relationship between transformational leadership and organization performance ($R = .621, P < 0.01$). This implies that availing employees with leadership transformation would improve the organisation performance. The findings concur with (Avolio & Yammarino, 2002; Bass, 1998) that transformational leadership increases organization performance. Banet (2007) further noted that (Kirkpatrick & Locke, 1996; alumba et al., 2004), intrinsic motivation, agreement on values (Jung & Avolio, 2000), as well as trust and satisfaction to influence performance. In summary, empirical studies on the relationship between transformational leadership and organizational performance focus primarily on constructs like followers' trust, agreement on values, group cohesion, satisfaction, self-efficacy beliefs and followers' intrinsic motivation (Charbonneau, Barling, & Kelloway, 2001). The study findings also agree with those of study conducted by Lusardi et al., (2010) that basic knowledge of how interest rates function is likely to increase the likelihood of investors making the informed choice regarding stock market participation.

3.2 Effects of individualized considerations on organization performance:

Table 3.3: Effects of individualized consideration on organizational performance

Statement	Strongly agree	Agree	Disagree
Appreciation of others	41.6%	37.7%	20.7%
Delegation	52.8%	35.8%	11.3%

The study sought to assess the extent of agreement on statements with regard to individualized consideration and organizational performance of WASAC. From the analysis of the findings, it was revealed that those strongly agreed recorded that appreciation of others affects effectiveness of the organizational performance with 41.6% strongly agreed and 37.7% agreed, 20.7% of respondents disagreed. Further, it was revealed that those agreed recorded that delegation affects organizational performance with 52.8% strongly agreed and 35.8% agreed, and only 11.3% of respondents disagreed. From the analysis of the findings, it can be concluded that indeed individualized considerations affected organizational performance of WASAC. Mehra, Smith, Dixon and Robertson (2006) argue that when some organizations seek efficient ways to enable them outperform others, a longstanding approach is to focus on the effects of leadership.

Table 3.4: Correlation between leadership style and organization performance

		Organizational Performance	Individualized considerations
Organizational Performance	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	53	
Individualized considerations	Pearson Correlation	.525**	1
	Sig. (2-tailed)	.001	
	N	53	53

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

Table 3.4 indicates that there was a significant relationship between individualized considerations and organizational performance ($r = .525, p < 0.01$). This implies that the type of individualized considerations adopted by the company affects the organization performance. The findings conform with Akpala (1998) identifies attitude to work, leadership style and motivation as some of the factors that exert negative effect on organizational performance in Nigeria. Their study indicated that different individualized considerations has an impact on organization performance.

3.3 Extent to which an inspirational motivation affects overall organization performance:

Table 3.5: Inspirational motivation affects overall organization performance

Statement	Strongly agree	Agree	Disagree
Responsibility	75.4%	24.6%	0%
Recognition	64.1%	30.1%	5.8%

Table 3.5 indicates that 75.4% of the respondents strongly agreed with the statement that responsibility increases organizational performance, 24.6% of respondents agreed with the statement. Majority 64.1% of the respondents strongly agreed with the statement that delegation increases organization performance, 30.1% just agreed while 5.8% disagreed with the statement.

Table 3.6: Correlation between inspirational motivation and organizational performance

		Organizational Performance	Inspirational motivation
Organizational Performance	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	53	
Inspirational motivation	Pearson Correlation	.598**	1
	Sig. (2-tailed)	.000	
	N	53	53

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

Table 3.6 indicates that there was a significant relationship between inspirational motivation and overall organizational performance ($r=0.598$, $p<0.01$). This implies that the more employees develop positive attitude toward leadership intervention. Bass, Riggio (2006) and Dvir, Kass, Shamir (2004) consider that transformational leadership involves the concept of motivation, mutually beneficial goals, emotional bond, common values and vision. According to Bass and Riggio (2006).

3.4 Effect of organizational learning on organization performance:

Table 3.7: Effect of organizational learning on organization performance

Statement	Strongly agree	Agree	Disagree
Creativity	73.6%	26.4%	0%
Team orientation	67.9%	28.4%	3.7%

Table 3.7 indicates that 73.6% of the study participants strongly agreed, 26.4% of respondents agreed that creativity affect organizational performance of WASAC. Also, 67.9% of respondents strongly agreed and 28.4% of respondents agreed that team orientation affects organizational performance of WASAC, only 3.7% of respondents disagreed.

Table 3.8: Effect of idealized influence on organization performance

Statement	Strongly agree	Agree	Disagree
Team engagement	64.1%	35.9%	0%
Respect	62.2%	33.9%	3.9%

Table 3.8 indicates that 64.1% of the study participants strongly agreed, 35.9% of respondents agreed that team engagement affect organizational performance of WASAC. Also, 62.2% of respondents strongly agreed and 33.9% of respondents agreed respect affects organizational performance of WASAC, only 3.9% of respondents disagreed.

3.5 Regression Analysis:

Regression analysis was conducted to determine how much variation in leadership transformation affects organization performance under study.

Table 3.9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the estimate
	.853 ^a	.815	.807	12.63

Table 3.9 indicates that 80.7% of the variation in organizational performance of WASAC could be attributed to transformation leadership.

Table 3.10: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	3.254	4	.751	5.690	.000 ^b
Residual	17.843	120	.132		
Total	21.097	123			

a. Dependent Variable: Organizational performance

b. Predictors: (Constant), individual consideration, inspirational motivation, organization learning and idealized influence

The ANOVA results for regression coefficient indicate that the significance of the F is 0.00 which is less than 0.05. This implies that there is a positive significant relationship between transformational leadership and organizational performance. This also indicates that the model is a good fit for the data.

Table 3.11: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.475	.177		2.688	.008
Individualized consideration	.250	.070	.166	1.861	.015
Inspirational motivation	.128	.097	.096	1.112	.026
Organizational learning	.184	.070	.236	2.615	.010
Idealized influence	.172	.070	.094	2.415	.015

a. Dependent Variable: Organizational performance

The study adopted the following regression model

$$Y' = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$$

Fitting the coefficients to the model, the following regression equation was generated;

$$Y = 0.415 + 0.250 (\text{individualized considerations}) + 0.128 (\text{inspirational motivation}) + 0.184 (\text{organizational learning}) + 0.172 (\text{idealized influence}).$$

Table 3.11 indicates that the institution individualized considerations, inspirational motivation, organizational learning and idealized influence to a constant zero, organization performance by employees of WASAC would be 0.415. The regression equation also revealed that for every unit increase in the level of individualized considerations a 0.250 unit increase in organization performance by employees. Likewise, a unit increase in inspirational motivation lead to increase in organization performance by a factor of 0.128, holding all other variables constant. Further, for every unit increase towards an organizational learning, a 0.184 unit increase in organization performance is predicted, and idealized influence increases 0.172 unit, holding all other variables constant. The p-values for all variables were less than 0.05 indicating that all the variables were statistically significant in influencing organizational performance of WASAC.

4. SUMMARY, CONCLUSSION AND RECOMMENDATIONS

4.1 Impact between individualized considerations and organization performance:

Based on analysis of the findings, it emerged that that those agreed recorded that inspiration motivation affects effectiveness of the performance, incentives motivate employees to be more productive and that WASAC is committed to setting standard goals. In the same vein, it was found that there was inspirational motivation and recognition of individual effort as a result of transformational leadership, WASAC undertook a Balanced Score card Performance Appraisal to its staff on an annual basis and also staff was appraised basing on Financial, Business Processes, Customer/Stakeholders and Learning and growth. This enables WASAC to realize employee strengths and weaknesses in terms of performance to come up with Training Needs Assessment for Corrective measures.

The study also established the extent to which leader’s intervention affected subordinate performance in the organization. Based on the analysis of the findings, it was revealed that to a larger extent, managers intervened promptly on subordinate performance to increase subordinates’ staff morale and team spirit. Further, transformation way of leadership has improved on the employee productivity in the sense that staff are aware of their expectation, how to carry-out their duties and taking right action. This has been measured through internal and external customer feedback survey and comparison of revenue realized.

4.2 Effects of inspiration motivation on organization performance:

The findings indicated that there is positive and negative correlation between leadership style dimensions and organizational performance, the model gives good account of dependent variable of organizational performance on leadership style dimensions. The coefficient of determinant of R= 0.23 indicates that 23% variation in organizational performance is accounted for by good leadership style. This finding agrees with the work of Howell and Frost (1989), Fu-Jin et al. (2010), Obiwuru et al. (2011), and Jeremy et al. (2011) that leadership style has significant effect on organizational performance.

The other trait, inspirational motivation, exerts negative but insignificant effect on performance, and. The traits are weak in explaining variations in performance. On the other hand, each trait of transactional leadership style considered in this study, constructive/contingent reward and corrective and management by exception has significant positive effect on followers and performance, and both jointly explain very high proportion of variations in performance. The study concludes that transactional leadership style is more appropriate in inducing performance in small scale enterprises than transformational leadership style.

4.3 Extent to which an organizational learning affects overall organization performance:

The finding indicates that 76% of the respondents strongly agreed with the statement that Creativity increases organization performance, 24% agreed with the statement. Majority (66%) of the respondents strongly agreed with the statement that Team orientation between workers increases organization performance, 27% just agreed while 6% disagreed with the statement. The study findings also showed that 40% of the respondents strongly agreed with the statement that Appreciation between workers and management increase organization performance,

4.4 Effect of idealized influence on organization performance:

The findings indicated that 73% of the study participants felt Reduction in business cost affects the organization performance. Also, 65% indicated that improved service delivery in the company increases organization performance. Further, 77% of the study participants felt that improved customer satisfaction in provision of goods and services increases organization performance. The results of correlation analysis revealed that they exist a strong and positive significant relationship between transformational leadership and performance of employees. Thus, the managers advised to embrace transformational leadership style in their leadership, to increase employees' performance.

4.5 Conclusion:

The study analyzed the effect of transformational leadership on the performance of employees in WASAC. From the analysis of the finding, it was concluded that motivation, and incentives affected performance of employees. It was also concluded that inspirational motivation and recognition of individual effort has been due to the result of transformational leadership. Employees of WASAC were appraised on the basis of financial, business processes, customer/stakeholders and learning & growth which enabled WASAC to realize employee strengths and weaknesses in terms of performance. Understanding the connection between transformational leadership and the organizational performance is an important factor for the development of effective organizations. Finding the methods to increase the performance of the employees is an important task for today's leaders. The literature review, we may conclude that there is a positive correlation between the transformational leadership style and the performance of the organizations. However, the nature of this relation has not been analysed yet, as well as how and why leadership affects performance.

The findings of the study also concluded that managers intervened promptly on subordinate performance to increase subordinates' staff morale and team spirit, transformation way of leadership has improved on the employee productivity in the sense that staff are aware of their expectation, how to carry-out their duties and taking right action. Further, the results of correlation analysis concluded that there exist a strong and positive significant relationship between transformational leadership and performance of employees.

4.6 Recommendations:

With due regard to transformational leadership there is need to motivate employees so as to improve on productivity. This should be done in a manner in which all the stakeholders are happy. This ensures that there is cohesiveness between employees and management and also employee's morale is promoted at all times. This therefore calls for establishing strategies that meet employee's motivation. Specifically, the study recommends:

1. Transformational leadership should be taught to all people at all levels of organization to have a positive impact on the overall performance.
2. There should be effective communication between management and other employees within the organization.
3. It is suggested that managers to be trained to use both styles of leadership and along with the increasing need for new skills and competencies of leadership as a result of changes in community, leadership training program is more important than ever.
4. Employees motivation should be boosted at all cost to promote productivity.
5. Reward and punishment should be done in a fair manner to all employees.

4.7 Suggestions for Further Research:

In this study outcomes of leaders were not included in the scope of this research and these factors may also have a relationship with job satisfaction and organizational commitment and may have an effect on performance of employees in the public and private sectors. Therefore, further study is recommended using other leadership styles so that leaders can fully understand and appreciate the appropriate methodology that will effectively enhance performance of employees in specific public-sector organizations.

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