

**MODERATING EFFECT OF EDUCATIONAL LEVEL ON THE RELATIONSHIP
BETWEEN LEADERSHIP STYLES AND EMPLOYEES' PERFORMANCE IN
NIGERIA INSTITUTE FOR TRYPANOSOMIASIS RESEARCH (NITR) KADUNA,
KADUNA STATE**

BY

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MARCH, 2020

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF POSTGRADUATE STUDIES,
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MARCH, 2020

Declaration

I declare that this dissertation titled: Moderating Effect of Educational Level on the Relationship Between Leadership styles and Employees' Performance in NITR Kaduna, Kaduna State, has been carried out solely by me. The information derived from the literature has been duly acknowledged in the text and a list of references provided. No section of this dissertation was previously presented for any certificate in this institution or any other institutions. I take sole responsibility of all errors there-in

Iliya Mamza YUSUF

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.....

Name of Student

Signature

Date

Certification

This dissertation entitled Moderating Effect of Educational Level on the Relationship between Leadership styles and Employees' Performance in NITR Kaduna, Kaduna State by Iliya Mamza YUSUF meets the regulation governing the award of the degree of Master of Science (M.Sc.) in Business Administration of Ahmadu Bello University, Zaria and is approved for its contribution to knowledge and literary presentation.

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Dedication

This dissertation is dedicated to God Almighty, the author of all wisdom, knowledge and understanding.

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Abstract

The aim of this study is to determine the moderating effect of educational level on the relationship between leadership styles and employee performance in Nigeria Institute for Trypanosomiasis Research, Kaduna State. Nigeria Institute for Trypanosomiasis Research is faced with these problems of poor innovation, absence of motivation, low productivity, and inability to meet performance targets. A structured questionnaire was used to sample respondents using simple random sampling technique. A total of 253 copies of questionnaires were distributed to the respondents. Structural equation model was used to analyse data using partial least squares method (SmartPLS2). It was found out that educational level moderates the relationship between transactional, laissez-faire leadership styles and employee performance, whereas educational level does not moderate the relationship between transformational leadership style and employees' performance. Therefore, it is recommended that additional educational qualification among leaders will lead to a better decision and increase high level of employees' performance, therefore, the management of NITR should sponsor their leaders in order to obtain more additional relevant educational qualification for better performance.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Organisations need highly performing individuals in order to meet their goals, to deliver the products and services they specialised in, and finally to achieve competitive advantage. Employees' perform different jobs in an organisation depending on the nature of the organisation. They mainly perform tasks like production, storage, manufacturing, transportation, marketing, purchasing, distribution, promotion of business, finance and accounting, human resource, research and public relations (Chiou-shu& Le tran, 2012). All these activities are inter-related to achieve the targeted goals. Various factors such as leadership, skills, training, motivation, dedication, welfare, management policies, fringe benefits, salary and packages, promotion, job satisfaction, job experience and communication encourage employees to perform and give their best output. The importance of employees' performance must be understood by the management and taking timely steps in that direction will develop and motivate the employees (Chiou-shu& Le tran, 2012).

Leadership styles can either motivate or discourage employees, which in return can cause employees' increase or decrease in their level of performance (Belonio, 2012). Efficiency in resources mobilisation, allocation, utilisation and enhancement of organisational performance depends, to a large extent, on leadership style, among other factors (Timothy, Andy, Victoria & Idowu, 2011). Lack of appropriate leadership style and motivation are some of the factors that exert negative effect on employees' performance in Nigeria (Akpala, 1998). Businesses and organisations are always striving to find great leaders that can lead them to success; much effort

has been put forth into finding out how they operate since businesses are trying to identify the characteristics and behaviours associated with the best leaders (Tanya, 2016).

Full leadership range opined by Brass and Avolio (2004) which include transformational, transactional and laissez-faire leadership will be considered for the study. Transformational leadership style mainly focuses on how to inspire and motivate employees' to perform extraordinary, transformational leaders help their followers to accomplish the organisational goals and mission by working with them and through them hence bringing out the best in their followers by making them perform high. In transactional leadership style, leaders closely monitor their followers and motivate them with rewards on good performance as a result some employees' perform with their hand, head and heart to achieve assigned goals, a transactional leader, therefore uses carrot and stick approach to achieve those goals and to also increase employees' performance while in laissez-faire leadership style, leaders delegate full decision-making authority to followers by giving them guidance and related support to make them more involved in the tasks and motivate them for organisational performance, laissez-faire leadership has been linked with higher amounts of employees' bullying as well as role conflict, role ambiguity, and employees' conflict and in return increase employees' performance. Organisation needs strong leadership and management for optimal effectiveness to challenge the status quo, create visions for the future and inspire employees' to achieve the visions of the organisation and to formulate detailed plans, create efficient organisational structures and oversee day to day operations. (Robbins & Timothy, 2013).

Education is the acquisition or reception of knowledge and skills to solve human problems and to effect a positive change in the learner (Aliyu, 2013). Growth in general is higher when leaders are

more highly educated and education also affect leadership styles which in turn will lead to increase or decrease in employees' performance, more so, education help leaders to lead and make a better decision (Timothy, Jose & Marta, 2011). Educational level may work in conjunction to predict employee performance in an organisation(Chapman, Roberts, & Duberstein, 2011). Christopher and Pamela (2014) stated that the more leaders focus their influence, learning and relationships with employees on the core business of teaching and learning, the greater influence on employees' performance.

Nigeria Institute for Trypanosomiasis Research (NITR) is a research institute established by the government and it has a mandate for two diseases of economic importance which are trypanosomiasis and onchocerciasis. Both diseases still remain obstacles to good public health, poverty alleviation and agricultural development (Obaka, 1985). The management/leaders of NITR always wish to hire employees that are most efficient, talented, enthusiastic, and optimistic and above all committed to the organisation. The reason behind this need is that every management/leaders want to make their organisation as a benchmark for others and for this they need a strong base that form concrete pillars for the future of the organisation in a strategic way. According to Griffin (1999), managers and leaders on daily basis perform variety of tasks, requiring various types of leadership styles according to situations and nature of the decisions in other to improve employees' performance. This study analyses the moderating effect of educational level on the relationship between leadership styles and employees' performance in Nigeria Institute for Trypanosomiasis Research Agency Kaduna.

1.2 Statement of the Problem

A large number of organisations spend considerable huge amount efforts on solving managerial

problems. Besides, research on management's leadership style and employees' performance are unlimited and yet personnel do not know enough about leadership style and the organisational productivity, several organisations today have a problem of leadership and the style to be adopted in leading employees' (Chris, 2016). The absence of effective leadership is a serious problem in many organisations and the resultant outcome is poor performance, absence of motivation, poor growth and development of the organisation (Chris, 2016).

Various organisations need strong leadership styles that stimulate the employees' performance. Organisation such as Nigeria Institute for Trypanosomiasis Research is faced with these problems of poor innovation, absence of motivation, low productivity and inability to meet performance targets (NITR Annual Report, 2017). These problems are due to lack of strategic interventions of specific leadership style to a particular situation. Therefore, there is need to study this concept of Full Range Leadership styles in Nigeria Institute for Trypanosomiasis Research with a view of knowing how its employees perceive the leadership styles and how it affect their performance.

Bass and Avolio (1994) suggested that the most effective leadership styles are transformational and transactional leadership styles, if adopted collectively will motivate subordinates, influence their behaviours and attitudes and improve their performance. Although Full Range Leadership model has been validated in numerous settings to measure the effect/impact of both transformational and transactional leadership styles, yet researchers are unable to reach some final conclusion on what type of leadership styles should be in which setting. Chris (2016) suggested that laissez-faire leader has no confidence in his leadership ability, he does not get goals for the group and decision making is performed by whoever in the group is willing to

accept it. Under laissez-faire leadership style, productivity is generally low and work is sloppy, the group has little interest in their work morale and team which are generally low. Leadership is not the same thing across cultures (Bhagat& Steers, 2009). Therefore, failure of leadership can show in terms of employees' turnover, absenteeism, low performance, and customer dissatisfaction, which in the long run can be extremely costly to the success of the organisation (Derya, Musaffer, Joseph&Gyumin 2013). Iqbal, Anwar and Haider (2015) suggested that employees' performance includes executing defined duties, meeting deadlines, employee competency, and effectiveness and efficiency in doing work. Various organisations need strong leadership styles that stimulate the employees' performance. Leadership has characteristics that distinguish it as a dynamic symbolic movement where every employees' look up to for adjustment when necessary, these characteristics explain the vital sensitive and proper positioning of leaders in organisation. High employees' performances are more inclined to exert extra effort to ensure successful operation of the organisation.

Most previous related studies have examined the direct relationship between leadership styles and employees' performance irrespective of the leadership styles used with mixed results. Studies such as (Amal&Nosheen 2014: Memoona, Kiran&Bahaudin 2014: Obasan&Hassa 2014: Nor, Norliya&Nurhidayah 2014: Osabiya&Ikenga 2015 among others) examined the direct relationship between leadership styles and employees' performance. Some other studies (Zeb, Saeed,Rehman, Habibullah& Rabi 2007: Linguan 2010: Obiwuru, Okwu, Akpa&Nwankwere 2011 among others) examined the direct relationship between leadership styles and organisational performance. Therefore, some previous studies examined a moderating relationship in their study. That is to say, there may exist moderating/mediating relationships between leadership styles and employees' performance. An example of such study, is the study

of Paracha, Qamar, Mirza, Hassan and Wagas (2012) title impact of leadership style on employee performance and mediating role of job satisfaction. In this light, studies (e.g. Amal & Nosheen 2014; Memoona, et al 2014; Obasan & Hassa 2014 among others) have observed that leadership styles has significant positive relationship with employees' performance. In this study, educational level is proposed as a moderator because there are inconsistent findings regarding the relationship between leadership styles and employees' performance, therefore, the higher the level of education obtain by leaders, the better the ability to lead, make better decision and to tackle rigorous challenges in an organisation. It is on the basis of this argument that the study determines the moderating effect of educational level on the relationship between leadership styles and employees' performance.

1.3. Research Questions

The following research questions are raised to guide the research:

- i. To what extent does transformational leadership style have effect on employees' performance in NITR?
- ii. To what extent does transactional leadership style have effect on employees' performance in NITR?
- iii. To what extent does laissez-faire leadership style have effect on employees' performance in NITR?
- iv. How does educational level moderate the relationship between transformational leadership style and employees' performance in NITR?

- v. How does educational level moderate the relationship between transactional leadership style and employees' performance in NITR?
- vi. How does educational level moderate the relationship between laissez-faire leadership style and employees' performance in NITR?

1.4. Objectives of the Study

The main objective of the study is to examine the moderating effect of educational level on the relationship between leadership styles and employees' performance in NITR Kaduna, Kaduna State. Specifically, the study will be guided by the following sub objectives to:

- i. Determine the effect of transformational leadership style on employees' performance in NITR Kaduna State.
- ii. Examine the effect of transactional leadership style on employees' performance in NITR Kaduna State.
- iii. Evaluate the effect of laissez-faire leadership style on employees' Performance in NITR Kaduna State.
- iv. Determine whether educational level moderates the relationship between transformational leadership style and employees' performance in NITR Kaduna State.
- v. Examine whether educational level moderates the relationship between transactional leadership style and employees' performance in NITR Kaduna State.
- vi. Evaluate whether educational level moderates the relationship between laissez-faire leadership style and employees' performance in NITR Kaduna State.

1.5. Statement of Hypotheses

Based on the objectives, the following hypotheses are formulated in their null form:

H₀₁ Transformational leadership style has no significant effect on employees' performance in NITR Kaduna State.

H₀₂ Transactional leadership style has no significant effect on employees' performance in NITR Kaduna State.

H₀₃ Laissez-faire leadership style has no significant effect on employees' performance in NITR Kaduna State.

H₀₄: Educational level does not moderate transformational leadership style and employees' performance relationship in NITR Kaduna State.

H₀₅: Educational level does not moderate transactional leadership style and employees' performance relationship in NITR Kaduna State.

H₀₆: Educational level does not moderate laissez-faire leadership style and employees' performance relationship in NITR Kaduna State.

1.6. Significance of the Study

This research is of great importance to the management of NITR Kaduna State. The knowledge provide in this study will demonstrate the moderating effect of educational level and how it will affect leadership styles and employees' performance in NITR Kaduna State. The findings would provide a foundation in exploring how educational level affect leadership on employee which will further help the organisation to create the best ideas and draw suitable plans to increase employees' performance in NITR Kaduna State.

The study also enables future researchers, academic and students of management to understand

the effect and important of education among leadership styles (transformational, transactional and laissez-faire) on employees' performance. By discovering how this study reveals new findings and adding to the existing knowledge.

1.7. Scope of the Study

This research work is designed to assess the moderating effect of educational level on the relationship between leadership styles and employee performance in NITR Kaduna, Kaduna State and due to the fact that this research is a cross sectional research. The choice of the scope is based on the type of leadership style adopted and the level of employees' performance. The study will make use of educational level as moderator, leadership styles (transformational, transactional and laissez-faire) as the independent variable and employee performance as the dependent variable.

1.8 Limitations of the Study

The following limitations of this study were observed:

- i. The data of this study were collected through questionnaire only. Therefore, voluntary cooperation of the respondents determines the accuracy of the feedback that is, the accuracy of the study might have been affected by dishonesty of the respondents in trying to project a good image of the organisation, however it is beyond the researchers' ability to ascertain.
- ii. The findings of this study cannot be generalized in a large extend or context among all organisations because the study did not look at other organisation individually apart from NITR Kaduna, Kaduna State.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Introduction

This chapter presents literature review and theoretical framework related to the purpose of this study. It involves assess, define, examine and review of existing related literatures such as books, journals, website, scholarly articles and thesis relevant to the field of educational level, leadership styles (transformational, transactional and laissez-faire) and employees' performance.

2.2 Concept of Performance

The term performance has a Latin origin, where the verb performer had the meaning of finalizing a predetermined activity. Nowadays, the significance of performance comes from the English language, from the verb to perform, which signifies the regular accomplishment of a thing that requires ability or a certain skill. The noun performance denotes the manner of achieving the objectives predetermined by an entity (Avram&Rus, 1918). Performance is associated with quantity of output, quality of output, timeliness of output, presence/ attendance on the job, efficiency of the work completed and effectiveness of work completed” (Mathis & Jackson 2009). Nadia and Catalin (2003) see performance as success, competitiveness, achievement, action, constant effort; it is optimizing the present and protecting the future. Cosin, Gheorghe, Vennica and Cristina (2012) refer to performance as reaching the strategic objectives. Stefan (2011) sees performance as the result of activities over a given period of time. Ostroff and Schmitt (1993) define performance as an unstable balance between efficiency and effectiveness.

Niculescu and Lavalette (1999) refer to performance as a state of the enterprise's competitiveness, reached by a level of effectiveness and efficiency that ensure sustainable market presence. In practice, it might be difficult to describe the action aspect of performance without any reference to the outcome aspect. Because not any action but only actions relevant for organisational goals constitute performance, one needs criteria for evaluating the degree to which an individual's performance meets the organisational goals. It is difficult to imagine how to conceptualize such criteria without simultaneously considering the outcome aspect of performance at the same time.

2.3 Measurement of Performance

Performance measurement is the ongoing monitoring and reporting of program accomplishments, particularly progress towards pre-established goals. It is typically conducted by program or agency management. Performance measures may address the type or level of program activities conducted (process), the direct products and services delivered by a program (outputs), and/or the results of those products and services (outcomes) (General Accounting Organisation, 2005). Performance measurement is the process of quantifying the efficiency and effectiveness of past action (Stefan, 2011). More concrete performance measurement is the process of measuring how well organisations are managed against their targets and the value they generate for their stakeholders (Stefan, 2011).

Furthermore, New York State (2012) refer to performance measurement as the process of assessing the progress made (actual) towards achieving the predetermined performance goals (baseline). Measurement of performance can offer significant invaluable information to allow management's monitoring of performance, report progress, improve motivation and

communication and pinpoint problems (Waggoner, Neely & Kennerley, 1999). According to Robert (2004) there are four measures of performance, these include:

i. Accounting Measures

Accounting measures are those that rely upon financial information reported in income statements, balance sheets, and statements of cash flows. Accounting measures can be further sub-categorized into profitability measures, growth measures, leverage, liquidity, and cash flow measures, and efficiency measures

a) Profitability Measures

Profitability measures include values and ratios that incorporate net income or a component of net income such as operating income or earnings before taxes.

b) Growth Measures

Growth measures include values and ratios that present some indication of organisational growth. Growth has been conceptualized both in the context of resources and from a business operations perspective.

c) Leverage, Liquidity, and Cash Flow Measures

Leverage, liquidity, and cash flow measures include values and ratios that represent the organisation's ability to meet its financial obligations in a timely manner and provide a cash return to capital providers.

d) Efficiency Measures

Efficiency measures include values and ratios that represent how well the organisation utilizes its resources.

e) Operational Measures

Operational measures include variables that represent how the organisation is performing on non-financial issues.

ii. Market-Based Measures

Market-based measures of performance include ratios or rates of change that incorporate the market value of the organisation. These variables include returns to shareholders, market value added, holding period returns, Jensen's alpha, and Tobin's Q. The calculation of these variables requires a market valuation for the organisation and is generally only available for publicly traded organisations.

iii. Survival Measures

Survival measures of performance simply indicate if the organisation remained in business over the time period of interest. Barnard (1938) and Drucker (1954) proposed that survival is the ultimate measure of long-term performance.

iv. Economic Value Measures

Economic value measures of performance are adjusted accounting measures that take into consideration the cost of capital and some of the influences of external financial reporting rules. These measures have not been used by researchers in strategic management or entrepreneurship

studies because the values are not generally reported and most organisations do not even calculate them internally. Typical economic value measures include residual income, economic value added, and cash flow return on investment.

2.4 Concept of Employees' Performance

Employees' Performance is the successful completion of tasks by selected individual or individuals, as set and measured by a supervisor or organisation, to pre-defined acceptable standards while efficiently and effectively utilizing available resource within a changing environment (Chiou-shu& Le tran 2012). Aguinis (2009) described that "the definition of performance does not include the results of an employees' behaviour, but only the behaviours themselves. Performance is about behaviour or what employees do, not about what employees produce or the outcomes of their work". Perceived employees' performance represents the general belief of the employee about his behaviour and contributions in the success of organisation. For the strength of an organisation job satisfaction plays a vital role which has significant impact on employees' performance. And the word performance we used to pass on the individual aptitude to be inspired, stirring, pioneering and to determinant to achieving the goals on an organisation (Walumbwa&Hartnell, 2011). A previous study has examined that a positive relation is found between satisfied employees' and organisation, as the performance of the satisfied employees are more productive for the organisation then less satisfied employees (Ostroff, 1992). The main theme of every organisation is to enhance employees' performance. Walumbwa, Avolio and Zhu (2008) expressed, leadership style correlated with subordinate skills with work worth to asses employees' performance. They trained their workers, arranged meeting with their subordinates and take feedback from their subordinates and in end result employee

productivity added. Firm mostly increase employees' performance by giving empowerment to their team members (Ozaralli, 2002). Researchers have also studied the employees' performance with extraverted leadership and gave very interested results, employees' performance are increased under the extraverted leadership when employees are passive. And if employees are proactive, result will be opposite (Grant, Gino & Hofmann, 2011).

Ngozi and Obianuju (2015) see employees' performance on the other hand, can be decomposed using employee commitment, meeting deadlines, achievement, quality of output/work, responsibility, operational efficiency and effectiveness, positive attitude to work, excellent customer service delivery, rare cases of absenteeism, job satisfaction, increased productivity, working with less supervision, growth, low turnover of top talents and harmonious work relationships amongst others. Karatepe and Kilic (2009) indicate that work-family conflict and work-family facilitation affect employees' performance and find out that work-family facilitation enhances job satisfaction. According to Biswas (2009), organisational communication act in way to fastening workforce by transmitting cultural norms from an organisational framework to an individual's way of life in the organisation and by supporting style of leader also plays incredible role for increasing employees' performance.

Henceforth, employees' performance is the accomplishment of agreed work at the right time or what employees do. The success or failure of any organisation depends on employees' performance, goal setting is an importance factor that influences employees' performance and it is a constructive method use to motivate employees who help to achieve organisational targets.

2.5 Concept of Leadership Style

For a long time now, leadership theory and research has focused on different leadership styles such as the autocratic, democratic and laissez-faire. The challenges confronting modern organisations to meet with higher performance, better job-satisfaction, increased morale and productivity in subordinates have led to the demand for better quality of leadership. Prominent among new leadership models proposed are the transformational and transactional leadership styles (Avolio& Bass, 2004; Burns, 1978). These leadership styles have a broad continuum of behaviours from the most potent-idealized (charismatic) leadership to the least potent – laissez-faire leadership. Leadership style is modelled after a leader's behaviours (Tanya, 2016)

Newstrom and Davis (1993) define leadership style as a manner and approach of providing direction, implementing plans, and motivating people. As seen by the employees, it includes the total pattern of explicit and implicit actions performed by their leader. Rose, Gloria and Nwachukwu (2015) refer to leadership style as the approaches use to motivate followers. Leadership is not a “one size fits all” phenomenon. Leadership style should be selected and adapted to fit organisations, situations, groups, and individuals. It is, thus, useful to possess a thorough understanding of the different styles as such knowledge increases the tools available to lead effectively. Basically, Cherry (2006) views leadership styles as a leader's characteristic behaviour when directing, motivating, guiding and managing groups of people towards an organisational goals. Therefore, great/effective leaders can inspire political appointments and social change in a society. They can also motivate others to perform, create and innovate. Therefore, managers are required to grow and develop the future and to motivate the organisational members to achieve the dreams and to improve their performance (Iqbal, Anwar &Haider 2015). Consequently, leadership styles can be viewed as the combination of skills, qualities, characteristics, and behaviours that managers used when relating

with their subordinates in organisations (Jeremy, Melinde, & Ciller 2012).

Basically, Talat, Sana, Samra and Abeera (2015) considered Leadership style as the most effective driving force in any organisation. Consequently, effective managers provide guidance that encourages subordinates to think outside the box to solve organisational problems, and to make decisions that can improve the performance of the organisation (Benntt, 2009). In fact, leadership is essential for all organisations to achieve goals. Since leadership style is a key basis of the success or failure of any organisation (Bizhan, 2013).Northouse (2010) suggested that leadership style consists of the behaviour pattern of a person who attempts to influence others. It includes both directive (task) behaviours and supportive (relationship) behaviours. Therefore leadership style refers to the approach, behavior, skills, qualities and characteristics that managers use to inspire and motivate employees toward achieving organisational goals. Leadership style motivate employees to perform, create and innovate in order to achieve their dreams and to improve their performance, moreover, it is essential for the success of any organisation these leadership styles include transformational leadership style, transactional leadership style and laissez-faire leadership style.

2.5.1 Transformational Leadership Style

Transformational leadership style 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 organisation (Bass &Riggio, 2008).Transformational leadership style focuses on team-building, motivation and collaboration with employees at different levels of an organisation to accomplish change for the better. Transformational leaders set goals and incentives to push their subordinates to higher

performance levels, while providing opportunities for personal and professional growth for each employee (David, 2009).

Transformational leaders elevate people from low levels of need, focused on survival (following Maslow's hierarchy), to higher levels (Kelly, 2003; Yukl, 1989). They may also motivate followers to transcend their own interests for some other collective purpose (Feinberg, Ostroff & Burke, 2005), but typically help followers satisfy as many of their individual human needs as possible, appealing notably to higher order needs (e.g. to love, to learn, and to leave a legacy). Transformational leaders are said to engender trust, admiration, loyalty and respect among their followers (Barbuto, 2005). This form of leadership requires that leaders engage with followers as 'whole' people, rather than simply as an 'employee' for example. In effect, transformational leaders emphasize the actualization of followers (Rice, 1993). Transformational leadership is also based on self-reflective changing of values and beliefs by the leader and their followers. From this emerges a key characteristic of transformational leadership. It is said to involve leaders and followers raising one another's achievements, morality and motivations to levels that might otherwise have been impossible (Barnett, 2003; Chekwa, 2001; Crawford, Gould & Scott, 2003; Southwest Educational Development Laboratory, 2004).

According to Charon (2003) transformational leadership goes beyond just monitoring the performance of the followers and being reactive (providing negative feedback and corrective action when noticing an issue). It also puts a great emphasis on being proactive, establishing long term goals, facilitating change, seeking continuous improvement, and giving the followers an opportunity to learn from their mistakes.

According to Steven (2007) full range of leadership introduces four elements of transformational

leadership:

i. Idealized influence

This is the degree to which the leader behaves in admirable ways that cause followers to identify with the leader. Charismatic leaders display convictions, take stands and appeal to followers on an emotional level. This is about the leader having a clear set of values and demonstrating them in every action, providing a role model for their followers. Genuine trust must be built between leaders and followers. Trust for both leader and follower is built on a solid moral and ethical foundation.

ii. Inspirational motivation

The degree to which the leader articulates a vision that is appealing and inspiring to followers. Leaders with inspirational motivation challenge followers with high standards, communicate optimism about future goals, and provide meaning for the task at hand. Followers need to have a strong sense of purpose if they are to be motivated to act. It is also important that this visionary aspect of leadership be supported by communication skills that allow the leader to articulate his or her vision with precision and power in a compelling and persuasive way.

iii. Intellectual stimulation

The degree to which the leader challenges assumptions takes risks and solicits followers' ideas. Leaders with this trait stimulate and encourage creativity in their followers. The leader's vision provides the framework for followers to see how they connect to the leader, the organisation, each other, and the goal. Once they have this big picture view and are allowed freedom from convention they can creatively overcome any obstacles in the way of the mission.

iv. Individualized consideration or individualized attention

The degree to which the leader attends to each follower's needs, acts as a mentor or coach to the follower and listens to the follower's concerns and needs. This also encompasses the need to respect and celebrate the individual contribution that each follower can make to the team (it is the diversity of the team that gives it its true strength). This approach not only educates the next generation of leaders, but also fulfils the individuals need for self-actualization, self-fulfilment, and self-worth. It also naturally propels followers to further achievement and growth. Transformational leaders are those who stimulate and inspire followers to achieve extraordinary outcomes and in the process, develop their own leadership capacity.

2.5.2. Transactional Leadership Style

Transactional leadership encompasses three elements: contingent reward, management by exception – active, and management by exception – passive. Contingent reward is described as a constructive interaction whereby leaders agree with followers the tasks to be completed and clearly articulate performance expectations in exchange for rewards; that is, followers are rewarded when performance expectations are successfully met (Bass & Bass, 2008). Rewards may be material in nature (such as a raise in salary) or psychological (positive feedback and praise) (Bass & Bass, 2008). Management by exception is regarded as a corrective form of leadership because it concerns the degree to which a leader intervenes or takes corrective action on the basis of followers' behaviours. Corrective actions may include discipline, negative feedback or disapproval (Bass & Bass, 2008). Active management by exception includes leaders actively monitoring subordinates' behaviour to ensure it complies with expected standards of performance (i.e. ensuring compliance with rules and procedures for example) and intervening

before problems arise. On the other hand, passive management by exception involves leaders intervening only after problems have occurred; thus, unlike active management by exception, it represents a reactive form of leadership (Bass & Avolio, 1990; cited in Yukl, 2010).

2.5.3. Laissez-faire Leadership Style

The laissez-faire leadership style is also known as the "hands-off" style. It is one in which the manager provides little or no direction and gives employees as much freedom as possible. All authority or power is given to the employees and they must determine goals, make decisions, and resolve problems on their own (Muhammad, Khan, Qamar, Hafiz, Hamid, Abdul & Tahir, 2015). In this style of leadership, all authority or power is given to the employees and they must determine goals, make decisions, and resolve problems on their own (Goddy, 2014). Regan and Ghobadian as cited in Washington, Machera and Karodia (2014) found that the laissez-faire leadership style was positively correlated with both long and short term employee performance. Therefore, Lewin, Lippit and White (1939) found that laissez-faire leadership led to lower productivity and satisfaction among followers when compared with autocratic and democratic leadership styles, but it can be effective in situations where group members are highly skilled, motivated and capable of working on their own. Although, this style of leadership complete freedom is given to the group in such way that they allow employees within the team to take decisions.

In general, a laissez-faire approach is most effective when a group of followers are highly motivated, experienced and well trained. It is important that the leader can have trust in their

followers to complete tasks without supervision and this is more likely to happen with a highly qualified team or individual (Derbra, Tracey, Lizzie & John, 2010). Laissez-faire leader has no confidence in his leadership ability. He does not set goals for the group and decision making is performed by whoever in the group is willing to accept it. Under laissez-faire leadership style, productivity is generally low and work is sloppy. The group has little interest in their work morale and team work which are generally low (Chris, 2011). Laissez-faire is uninvolved in the work of the unit. It's difficult to defend this leadership style unless the leader's subordinates are expert and well-motivated specialists, such as Scientists. "Leaders let group members make all decision (Mondy & Premeaux, 1995).

Oludele and Abiodun (2015) suggested that laissez-faire leadership may best be used when employees are educated, knowledgeable, and self-motivated. Employees must have the drive and ambition to achieve goals on their own for this style to be most effective. Laissez-faire leadership is not a good idea in situations where employees feel insecure about the manager's lack of availability or the manager is using the employees to cover for his or her inability to carry out his or her own work. This type of situation can create resentment and result in an unhealthy work environment. Nwokocha and Iheriohanma (2015) argued that the basis for this leadership style is in two folds; the first is, there is a strong belief that employees know their jobs best, so leave them alone to do their jobs. The second is that, the leader may be in a political, election-based position and may not want to apply power and control for fear of not being re-elected. Alan (2013) opined that laissez-faire leadership style can be effective if the leader monitors performance and gives feedback to team members regularly.

2.6 Leadership and Employees Performance

Relationship between leadership style and employees' performance has been discussed often. Most research showed that leadership style has a significant relation with employees' performance, and different leadership styles may have a positive correlation or negative correlation with the employees' performance, depending on the variables used by researchers (Fu-Jin, Shieh & Tang, 2010). Leadership has a positive influence towards employees' performance (Shahab&Nisa, 2014) and, therefore, play important roles to ensure the increase of organisation and individual performance (Gul, Ahmad, Rehman, Shabir&Razzaq, 2012). Performance, explained as the accomplishment, execution, carrying out, working out of anything ordered or undertaken (Armstrong, 2010), is greatly influenced by leadership style (Walumbwa, Mayer, Wang, Workman & Christensen, 2011).

In order to stimulate and influence subordinates' extra-role behaviours, managers may consider acting as role models for their subordinates by demonstrating extraordinary technical ability, being persistent in coping with difficult tasks, and by acknowledging the employees' value and input (Srithongrung, 2011). Leadership is associated with employees' performance (Ogbonna& Harris 2000). The relationship between Leadership and performance is established considerable attention (Gadot, 2006). As a result of this, employees will be motivated to put in more effort to improve their performance.

Other researchers also confirmed the effect of leadership on performance. For instance, Phillips and Gully (2012) suggested that at its best, leadership inspires and motivates employees' to work hard towards organisational objectives and help the organisation succeed. Armstrong further indicated that high performance comes about as a result of appropriate behaviour, especially discretionary behaviour and the effective use of required knowledge, skills and competencies

which is influenced among other things by leadership style. Thus, employees choose to perform the tasks as a result of their identification with the leader. Studies on leadership have identified positive relationship between leadership style and performance at various levels (Dvir, Eden, Avolio & Shamir, 2002; Howell, Neufeld & Avolio 2005). For instance, there empirical evidence that leadership behaviour positively influences employees' performance (Howell et al, 2005; Dvir et al, 2002; Shafie, Baghersalim & Barghi, 2013).

According to Bass (1985) employees choose to perform tasks out of identification with the leader or with the organisation. This relationship results in the employees basic agreement with the norms to which they are required to perform. Bass suggests that transformational leadership can create identification with and internalization of desirable values, as opposed to the limited goal of transactional leadership to create a compliant workforce.

The foregoing indicates that there is a relationship between leadership style and employees' performance and, therefore, with the adoption of appropriate leadership style, leaders will be able to influence employees to perform to the best of their ability.

2.7 Concept of Education

Many Educationists have defined this concept 'Education' in so many perspectives. Swift (1969) defined education as "all that goes on in the society which involves teaching and learning." Education is "a social science that encompasses teaching and learning specific knowledge, beliefs and skills" (Singh 2010). Fafunwa (1979), defines education as "the aggregate of all the process by which a child or adult develops the abilities, attitudes and other forms of behavior which are of positive value to the society in which he lives, that is to say it is a process of disseminating knowledge either to ensure social control- or to guarantee rational

direction of the society or both”. An educated person despite the fact that he has passed through the walls of an educational institution, society, generally, expects a kind of change from an educated person. In view of all these, we can define Education as a process of developing knowledge and ability in learners in such a way that they use this knowledge to improve themselves and their society and should be able to apply such knowledge and skills in solving practical problems of the society. In fact, education is the most powerful weapon which can be used to change and develop the world.

Education is the acquisition or reception of knowledge and skills to solve human problems and to effect a positive change in the learner (Aliyu, 2013), will be adopted by the researcher for the purpose of this study. Education is a tool for empowerment and human capital development and a better tool for political participation and political appointment, international trade and a weapon for emancipation. Education is the most powerful weapon one can use to change the world. In fact, it is the handmaiden of individual and societal development. So, countries that are more educated are more developed than those that are less educated.

2.8 Educational level as a Moderator

Generally, a moderator is a qualitative or quantitative variable that affects the direction and/or strength of the relation between an independent or predictor variable and a dependent or criterion variable (Baron & Kenny, 1986). Moderator variables are typically introduced when there is an unexpectedly weak or inconsistent relation between a predictor and a criterion variable. Prior studies (Upasna&Shivganesh, 2013; Pau, Bruno & Carlos, 2016) have utilized education as a contingent variable in the relationship between various organisational outcomes and their antecedents. In 2013, Upasna and Shivganesh investigated the moderating role of tenure and educational levels on the relationship between psychological contract breach and organisational

outcomes. Results revealed that psychological contract breach and organisational outcomes have negative relationship. It was also revealed that educational levels significantly moderates the relationship between psychological contract breach and organisational outcomes.

Pau, Bruno and Carlos (2016) examined the effect of gender policies on fertility: the moderating role of education and normative context. The findings revealed that the national level of childcare coverage is positively associated with fertility, family allowances, prevalence of women's part time employment and length of paid leaves were also found to be positively associated with completed fertility, though the associations were not statistically significant. These variables show a significant pattern according to education.

Andreas, Michel, Delphine, Marie, Eduarbo and Mathias (2015) examined the association of leisure activities in middle adulthood with cognitive performance in old age: the moderating role of educational level. The findings suggest that an active lifestyle during middle adulthood may be related to better cognitive functioning in old age, particularly in individuals with a low educational level.

Although the focus of the present study is educational level as a moderating variable, previous research has also considered educational level as a variable that influences leaders. More specifically, high level of education among leaders will lead to high level of influence on employees' performance (Timothy, Jose, & Marta, 2011).

Furthermore most studies on the subject of leadership styles and their effect on employees' performance are majorly confined to the developed world within the context of individual countries and organisations raising the question on whether their findings can be generalized to other sectors, countries and the developing world.

Also, some studies looked at the relationship between leadership styles and employee performance with a mediating variable of job satisfaction (e.g. Paracha, Qamar, Mirza, Hassan and Wagas, 2012) and a moderating variable of power distance by Samar, Kamran, Atif, Zohaib and Alyami (2015).

2.9 Empirical Review

Eran (2006) examined leadership style, organisational politics, and employees' performance. An empirical examination of two competing models, University of Haifa, Haifa, Israel. Data was presented using descriptive statistics; analysis was done using statistical package for social science (SPSS). Findings – The research resulted in mixed findings that only partially support the mediating effect of organisational politics on the relationship between leadership, in-role performance and Organisational Cultural Behavior (OCB). A direct relationship between leadership and performance (in-role and OCB) was also found. Research limitations/implications – The differences between the models do not allow clear answers as to the mediating or direct effect of organisational politics in the relationship between leadership and performance. The study resulted to mixed findings hence; it gives room for further research in order to arrive at a conclusive result.

Zeb, Saeed, Rehman, Habibullah and Rabi (2007) examined Transformational and Transactional Leadership Styles and its Impact on the Performance of the Public Sector Organisations in Pakistan. For this purpose three public sector organisations were randomly selected. To collect data structured questionnaire was adopted and SPSS was used to analyze data. The study reveals

that both of the leadership styles have significant relationship with the organisational performance. It is therefore, concluded that transformational and transactional leadership styles have positive impact on organisational performance. The study did not capture laissez-faire leadership style and hence gives room for further study.

Fatemeh, (2009) examined a study of the relationship between leadership styles and employee job Satisfaction at Islamic Azad University Branches in Tehran, Iran. The objective of this study is to explore how at the 16 branches of Islamic Azad University, Tehran province, Iran, leadership styles (the independent variable) influence employee job satisfaction (the dependent variable). Using random sampling, the researcher distributed 400 questionnaires, 386 of which were completed. The study concentrates only on non-teaching staff. The survey was administered between October and December, 2009. The researcher found that the dominant leadership styles were transformational and transactional and employees were moderately satisfied with their job. The results show that different leadership style factors will have different impacts on employee job satisfaction components. The study made use of only non-teaching staff and ignores teaching staff therefore, there is a need to carry out a study on teaching staff.

Hani (2010) examined the influence of transformational and transactional leadership styles on employee commitment, work performance and organisational commitment in one of Abu Dhabi's leading government agencies. Data was analysed using the SPSS software tool and Microsoft Excel. The findings support the argument in the literature review that transformational and contingent reward leadership behaviours enhance organisational commitment and employee performance. The research also revealed an employee preference for transformational leadership style in the UAE public sector. Finally, the research provides recommendations for the

Government Agency, the UAE public and private sectors, and academic researchers for optimal implementation of the transformational leadership style to increase employees' work performance and organisational commitment. The study did not capture transactional and laissez-faire leadership style hence there is need to study full leadership range.

Linguan (2010) examined Measuring the Impact of Leadership Style and Employee Empowerment on Perceived Organisational Reputation. The SPSS Statistical software was used to analyze the data. The results showed that transformational leadership positively influences employees' perception of organisational reputation, not only directly but also indirectly, through empowering employees. Transactional leadership represented by contingent reward behaviour has a significant negative direct effect on employees' perception of organisational reputation. Transformational leaders are more likely to delegate power to employees and involve them in decision making than transactional leaders. The study did not capture laissez-faire leadership style but make use of transformation and transaction leadership leadership style.

Durga and Prabhu (2011) examined the Relationship between effective leadership and employee performance. The results suggest that leaders must have the ability to attract / influence their subordinates, be able to set clear standards of performance to their peers and act as a best role model to the subordinates. The Garrett's score that gives the preferences of the Middle level managers and the subordinates from among various leadership styles recommended the transformational leadership style in both the public and in the private sector enterprises. The results of correlation and regression analysis suggests that the transformational leadership style

has significant relationships with performance outcomes. The study, thus, adds some additional knowledge for a better understanding of the preferred leadership approach and appropriate style for use with subordinates in various professional levels. The study only made use of transformational leadership style and ignores the other two leadership styles.

Veronica (2011) examined the effect of leadership behaviours on employee performance. Specifically, the study identified the leadership behaviours exhibited by managers in Guinness Ghana Breweries Limited (GGBL) in enhancing employee performance and specific behaviours that affected the performance of the employees. The data was obtained by administering questionnaire to personnel in GGBL. The data received from the respondents was analysed with the help of statistical software program SPSS_17. To test for the hypothesis, Pearson Coefficient correlation analysis was conducted to examine whether the hypothesis was accepted or rejected. It was observed that strong correlation existed between a job-centred leadership behaviour exhibited by leaders in Guinness Ghana Breweries. The study focus on democratic, autocratic and laissez-faire leadership style but ignores full leadership range which include transformational and transactional leadership style.

Obiwuru, Okwu, Akpa and Nwankwere (2011) examined the effects of leadership style on organisational performance: a survey of selected small scale enterprises in Ikosi-ketu council development area of Lagos state, Nigeria. The major objective was to determine effect of leadership styles on performance in small scale enterprises. OLS multiple regression models were specified, estimated and evaluated. The result showed that while transactional leadership style had significant positive effect on performance, transformational leadership style had

positive but insignificant effect on performance. The study concluded that transactional leadership style was more appropriate in inducing performance in small scale enterprises than transformational leadership style and, therefore, recommended transactional leadership style for the small enterprises with inbuilt strategies for transition to transformational leadership style as the enterprises developed, grew and matured. The study focused on one local government area and small scale enterprises therefore, there is need for the study to be carried out in more than one local government and big scale enterprises.

Barbara (2012) examined the behavioral profile of an effective German leader of a global health company. Data was analysed using statistical package for social science (SPSS). Laissez-faire leadership, transactional leadership, transformational leadership, emotional intelligence and values congruence are hypothesized and tested in conjunction with leadership effectiveness. Results show that transactional leadership, transformational leadership and emotional intelligence are significantly related to leadership effectiveness. With reference to the results of value congruence between the leader and his followers, only significant value congruence for conservation was found in this case study. The study focus on Health Company thereby neglecting other organisations hence there is need to conduct the study in other sectors.

Umer, Adnan, Anam, Inam-ul and Hamid (2012) examined Impact of Leadership Style (Transformational & Transactional Leadership) On Employee Performance & Mediating Role of Job Satisfaction” Study of Private School (Educator) In Pakistan. The purpose of this research was to determine that those leadership styles, that is, Transformational leadership style and transactional leadership style have impact on employee performance. Result shows that transactional and transformational both are significantly positive associated with

Employee performance, however, transactional leadership was more significant than transformational. Another important discovery made was there is no mediating role of Job satisfaction between transactional leadership and employee performance. But it mediates with transformation leadership and employee performance. The study did not capture laissez-faire leadership style.

Abdul and Husnain (2012) conducted a research that is based on “Transactional, Laissez-faire leadership style and their impact on Motivation” in banking sector of Pakistan to identify that which leadership style is good for the employee to increase their Motivation level with the organisation. Data was analysed using descriptive, correlation and (SPSS). The research found that Transformational leadership has positive, strong and significant association with the Commitment. But the motivational level in respect of Laissez-faire is low because of not interference of management. Laissez-faire also have positive relation but due to insignificance relation it indicate that Laissez-faire style is not an important style that boost the motivation level of workers as compare to other leadership styles. The study ignores transactional leadership style and the study only examined banking sector thereby neglecting other business sectors.

Ojukuku, Odetayo and Sajuyigbe (2012) examined the impact of leadership style on organisational performance in selected Banks, in Ibadan Nigeria. Inferential statistical tool was used to analyze the data, specifically Pearson product moment correlation was used to examine the relationship between leadership style dimensions and organisational performance, while Regression analysis was used to examine the significant effect of leadership style dimensions on followers and performance. Findings showed positive and negative correlation between

leadership style dimensions and organisational performance. It was also found that leadership style dimensions jointly predict organisational performance, which counted for 23% variance of performance. The study concluded that transformational and democratic leadership style should be employed by the Banks' management in order to wax stronger in a global competitive environment. The study focuses on banking sector thereby neglecting other business sectors.

Emmanuel and Ugochwuku (2012) examined the impact of transactional and transformational leadership styles on organisational performance in the Nigerian work context. The survey method was adopted to carry out the research. Regression and Correlation statistical techniques were used to analyze data. It was revealed from the study that while transformational leadership style had a strong positive impact on organisational performance; transactional leadership style had a weak positive impact on organisational performance. The conclusion reached was that mixed style of leadership (combining transformational and transactional leadership styles) depending on the situation will be the most appropriate style to adopt. It was, therefore, recommended that the mix of both transformational and transactional leadership styles should be implemented but with due consideration to the situation and nature of task assigned to employees/followers. This study did not capture laissez-faire leadership style.

Mitra, Norashikin, Fauziah and Hamed (2013) examined the effects of leadership style on organisational performance in University Teknologi MARA, Malaysia. The main aim of any organisation is to sustain competitive advantage and considered to be effective between the demands of various stakeholders and the needs of the employees. Findings show the main focus is on transformational leadership and its role in enabling the increase in organisational

performance. They start by underlying the link between transformational leadership and organisational performance and clarify the effects of leadership style on organisational performance and conclude by making some future research propositions. The study did not capture transactional and laissez-faire leadership

Bizhan, Saeid and Valid (2013) examined the relationship between leadership style and employees performance in the Real Estate Registration in Tehran province, Iran. To test the hypotheses, correlation method using SPSS software was used. And the results showed that development-oriented and pragmatic- oriented leadership style have a positive impact on employee performance and leadership style and non-interference is a negative impact. This study ignores full leadership range.

Ngugen and Tran (2014) examined The Influence of Leadership behaviours on Employee Performance in the Context of Software Companies in Vietnam. The purpose of the study was to analyze the influence of transformational, transactional and passive/avoidant leadership behaviours on individual job performance in the context of software companies in Vietnam. The study used questionnaire and multiple regression for data processing. The results show that passive/avoidant leadership behaviour is the most important factor influencing on individual job performance; however, this is the negative influence. This study also reveals that there's not a statistical difference in job performance for male and female. However, there's a significant difference between different groups of age, number of years working with the current company, monthly income and position. The study did not capture laissez-faire leadership style

Amal and Nosheen (2014) examined the impact of leadership styles on organisational performance in Pakistan. Though most of the researchers in the past agreed that leadership style

has relationship with organisational performance but there are some who did not support this view, hence, an ambiguity exists. Results of the study were analysed through SPSS and the researchers found that though the most suited style of leadership is transformational one, but in new and growing organisations transactional leadership style may be more productive, while in certain circumstances though limited and for a short period, laissez-faire style may be required. Hence, the leader might have to adopt a hybrid style of leadership style. Leadership style has a significant impact on the organisational performance. The study emphasises on hybrid leadership style that is, combination of two leadership styles to increase employees' performance.

Memoona, Kiran and Bahaudin (2014) examined the impact of transactional, transformational and laissez-faire leadership styles on motivation: a quantitative study of banking employees in Pakistan. A sample of 100 employees from 5 different commercial banks was surveyed and empirical analysis showed that all three leadership styles have significant positive impact on employee motivation. Implications and suggestions for practice were presented. The study focus on banking sector only, therefore, a study should be done in other business sector.

Obasan and Hassan (2014) examined the test of the impact of leadership styles on employee performance. The study examined the effect of transformational, transactional and laissez-faire leadership styles on employee performance constructs of organisational commitment, organisational citizenship behaviour and job satisfaction in the Nigerian public sector using Department of Petroleum Resources as a case study. Data was analysed using regression on SPSS, it was established that the leadership styles tested have positive relationship on performance of employees. The study concluded by recommending that managers should use more of transformational leadership to bring about higher levels of organisational commitment,

OCB and job satisfaction. The study focuses on one department henceforth, more department need to be studied.

Nor, Norliya and Nurhidayah (2014) examined transformational, transactional or laissez-faire: what styles do university librarians in Malaysia. The main objective of the study is to identify the leadership style that is being practiced by librarians in university libraries. The results indicate that librarians are practicing more on transformational leadership style ((M = 4.01) followed by laissez-faire leadership style (M = 3.73). Transactional leadership style (M = 3.67) is the least practiced as compared to the transformational and laissez-faire leadership style. In addition, transactional leadership style showed significant difference among age groups. The result further indicated that there were significant differences on transformational leadership and transactional leadership between levels of positions and working experience of respondents. The outcome of this study is expected to assist practitioners to recognize their styles of leadership and find other factors that can help them to engage with subordinates in the organisation. The study focus on librarians in Malaysia thereby neglecting other aspect of the school.

Macro, Baldegger and John (2014) examined Leading yourself and leading others: Linking self-leadership to transformational, transactional, and laissez-faire leadership. The study adopted a descriptive survey case study design employing both quantitative and qualitative approaches. In both studies, leaders' self-leadership was positively associated with active styles of leading (transformational and transactional leadership) and negatively with passive styles of leading (laissez-faire leadership), as indicated by self- and follower-reports. These relationships remained even after controlling for sex, age, and leadership experience. Overall, data support the notion that effectively leading oneself is associated with effectively leading others..

Gopal and Rima (2014) examined the leadership styles and employee motivation in a leading oil company in India. The objective of this study was to explore how at the western region of a leading oil and refinery Company, leadership styles (the independent variable) influence employee motivation (the dependent variable). Data of both types, primary and secondary, have been used for the study. The researcher, found that the dominant leadership styles were transformational and transactional and employees were moderately motivated. The results show that different leadership style factors will have different impacts on employee motivation components. The study focus on oil industry

Nwokocha and Iheriohanma (2015) examined the nexus between leadership styles and employees' retention in organisations with a view to ascertaining how leadership styles influence employees' retention and performance, and consequently enhance productivity in organisations in Nigeria. Thus, the study reveals that when management styles are considered repugnant by the subordinates, they undermine employees' performance and instigate their propensity to quit the organisation, and vice versa. The paper further argued that employees' retention and performance can be achieved through the adoption of appropriate leadership styles that will align business strategies with employees' motivation and morale. Hence, it therefore, proposes that managers adopt leadership styles that will corroborate the behavioral patterns within the expectation levels of employees. This will propel employees to perform at maximum levels of contribution and not only spur but concertize their retention in organisations. The study make use of leadership style and employee retention in order to increase performance.

Adamu (2015) examined the impact of transformational leadership, transactional leadership, laissez-faire leadership and servant leadership styles on performance among employees of

Package Water producing Industry in Adamawa State, Nigeria. SPSS Correlation and regression techniques were used to test the study hypotheses. The result provided support for three hypothesized relationships for the study. Specifically, transformational leadership style, transactional leadership style and servant leadership style have positive, strong and significant relationship with performance among the study sample. However, laissez-faire leadership style was not found to be significantly related to performance among the employees. Therefore, it is recommended that, package Water enterprises managers/ owners should practice transformational leadership, servant leadership styles and transactional leadership for improved performance in the industry in Adamawa State, Nigeria. The study made use of additional leadership style which is not part of full leadership range.

Samsudin, Adlan, Mohd and Badrisang (2015) examined Organisation Performance and Leadership Style: Issues in Education Service, UiTMSarawak, Kuching, Malaysia. The study examines the leadership styles of the academic leaders in the Malaysian Public Universities in Klang Valley area. Data was analysed using SPSS. It is found that transformational leadership was highly practiced by most academic leaders in Malaysian Public Universities in Klang Valley area. Transformational leadership supported knowledge sharing among educators. Further research is needed to understand the characteristics, skills, and preparation needed for aspiring an individual seeking to move into the position of faculty leaders. The study did not capture transactional and laissez-faire leadership style.

Anyango (2015) examined the effect of leadership styles on employees' performance at Bank of Africa, Kenya. The main objective of the study was to investigate the effect of different leadership styles (transformational, transactional, autocratic, and laissez-faire leadership styles)

on employees' performance. Descriptive and inferential statistical techniques were used for data analysis. In inferential statistics, Pearson's correlation and regression analysis were used. The findings show that transformational leadership style is the most exhibited style at the bank followed by the transactional leadership style and laissez-faire. Employee performance is above average. The results suggest that supervisors in organisations need to use a lot of transformational leadership behaviours or rather embrace transformational leadership style, but not laissez-faire leadership. From the results, transformational leadership could have greater effects on employee productivity and quality of performance. It is recommended therefore that Transformational and transactional leaderships are the most effective leadership styles. The study focus on banking sector thereby neglecting other business sector.

Ronald (2015) examined the effects of transformational, transactional and laissez-faire leadership characteristics on subordinate influencing behaviour. The purpose of this study was to experimentally manipulate the relationship of (a) four transformational leadership characteristics (charisma, inspiration, intellectual stimulation, and individual consideration); (b) two transactional leadership characteristics (contingent reward and management by exception); and (c) laissez-faire leadership with soft, hard, and rational subordinate influencing behavior. The results were generally supportive of the predictions. The findings were discussed in terms of the emotional and metamorphic effects of transformational leadership, the exchange nature of leadership, and the permissiveness of laissez- transactional faire leadership.

Muhammad and Anis-ul (2016) examined the role of transformational, transactional and laissez-faire leadership style on prediction of rational intuitive, dependent, avoidant and spontaneous

decision making style. Multiple regression analysis demonstrated that transformational leadership style positively predicted rational styles. Transactional leadership style positively predicted intuitive, dependent and avoidant style. Laissez-faire leadership style positively predicted intuitive dependent and avoidant style and negatively predicted rational style. Finally, leadership styles displayed non-significant effect on spontaneous style. The study was grounded in theory and it has both theoretical value and applied significance in the modern corporate sector. The study contributed to the existing knowledge with multi theoretic approach in explaining leadership styles and employees' performance.

Leila and Ghobad (2016) examined leadership styles facilitating organisational commitment of employees. In this knowledge-based era, human resources are considered as the most important organisational capital and the main factor of success and excellence. One of the most important factors affecting the maintenance and development of this valuable capital is organisational commitment. To this end, the effect of three styles of transformational, transactional and laissez-faire leadership on a variety of organisational commitments (effective, normative and continuous) has been investigated. Methodology used was descriptive and correlation. Collected data was analysed using Structural Equation Modeling. Results of the study suggest that leadership style of managers has a significant effect on organisational commitment; so that the transformational and transactional leadership style have positive effect on organisational. The study recommends that managers should use transformational and transactional leadership styles to increase organisational commitment.

Obinna, Ifeanyichukwu and Moses (2016) examined the Role of Leadership Styles and Self Efficacy on Employees' Job Involvement in Enugu State. The study investigated the role of leadership styles and self-efficacy on employees' job involvement. Three instruments were used for data collection. They were Leadership Behaviour Description Questionnaire (LBDQ), Self-efficacy Scale (SES) and Job Involvement Scale (JIS). Two hypotheses were tested. Two-way analysis of variance (ANOVA) was used to analyze the data. Result shows that there is a significant difference between different types of leadership styles on job involvement as well as self-efficacy and job involvement. The results were discussed in terms of their relevance in work setting and suggestions for further research made. The study focuses on one location.

Domfeh, Obuobisa and Asara (2016) examined Leadership Style and Employee Behaviour: A Reciprocal Relationship. An effective leader is one who has a purpose and is able to influence his followers to enable them achieve that goal successfully. Data was analysed using SPSS. Findings, identified that Leadership, explained as a systematic process where individual(s) influence(s) others towards the achievement of desired goals in interpersonal relationship, has influence on employees, specifically their performance and voluntary turnover. For further studies, it is suggested that data is gathered and analysed to confirm or refute the finding of this relationship between leaders and their followers in both private and public sector organisation.

Nady (2016) examined An Exploration of Leadership Styles and Motivation in Egyptian Business Organisations. Data were analysed using SPSS. The study yielded information that can make it easier to lead and motivate employees in Egyptian business organisations, and increase the ability of Egyptian organisations to effect positive social change by way of leadership practices that allow organisational stakeholders to enjoy the positive impact on society of

organisations that are better led, more productive, and more focused on a greater sense of social wellness. The study did not capture transactional and laissez-faire leadership styles.

Muhammad and Kuchinke (2016) examined the impact of leadership styles on subordinates' performance. The impact of leadership styles on employee performance outcomes is explored theoretically and tested empirically in Pakistan. Findings of this study reveal that there exists a significant relationship between transformational leadership and employee performance outcomes. However, laissez-faire leadership style showed negative relationship with employee performance outcomes in terms of effectiveness, and employee satisfaction. Banking industry in Pakistan is prone to numerous challenges including employee turnover. Model presented in the study will be helpful for the human resource managers and top management to design effective leadership development programs. Further, it may help to design strategies to satisfy, retain and motivate the employees. Also, it will help the managers decide, which leadership style they should choose in terms of outcomes. The study focus on banking sector thereby neglecting other business sector and also ignores transactional leadership style.

Although all the studies have examined the direct relationship between leadership styles and employees performance, it has failed to address the contribution of educational level on employees, the gap that the current study intend to fill is the introduction of educational level as a moderator and also in the context of Kaduna State because majority of the studies were conducted outside Kaduna State. Therefore the current study analyses the moderating effect of educational level on the relationship between leadership style and employee performance in NITR Kaduna, Kaduna State.

2.10 Theoretical Framework

Contingency theory was considered as an underpinning theory for this study.

2.10.1 Contingency Theory

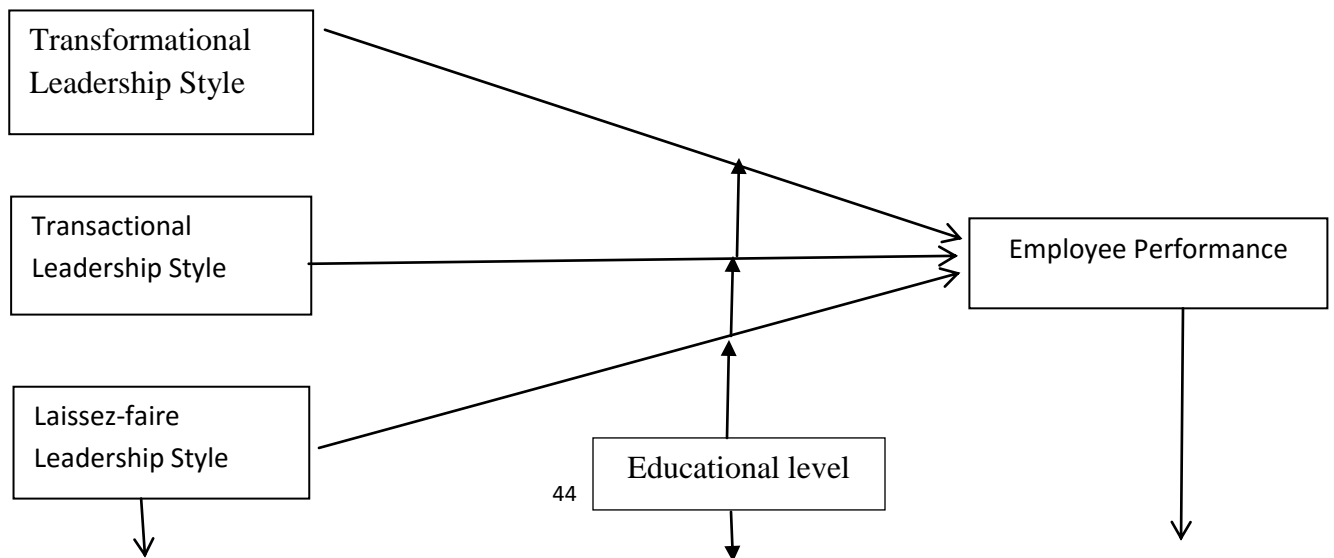
Contingency theory is a behavioral theory developed by Fred Fiedler (1964). Contingency theory postulates that there is no single or one best way for manager/leader to lead or direct. Situations will create different leadership style requirements for a manager. The solution to a managerial situation is depending on the styles that influence on the situation. The theory shows the relationship between the leader's orientation or style and group performance under differing situational conditions. The theory is based on determining the orientation of the leader (relationship or task) the elements of the situation (leader-member relations, task structure and leader position power) and the leader orientation that was found to be most effective as the situation changed from low to moderate to high control. The Fiedler contingency model proposes that effective employees' performance depends on the leader's style and the degree to which the situation gives the leader control. Fiedler claims that if performance is to be improved, we must cope not only with the leader's style but also with the situational factors which influence him/her. Performance can be improved either by the leader's fit to the situation or the situation's fit to the leader.

For example, the theory relates to the independent variables in the logic of transformational leadership style, transactional leadership style and laissez-faire leadership style which the management of NITR can adopt for their organisation while the dependent variable relate to employees' performance which is the result of the styles adopted. Transformational, transactional and laissez-faire leadership styles which are the independent variables consider for the study can be best appropriate depending on the styles of leadership and the situation the

organisation find itself. Though, there is need for the management to identify and comprehend the situation before choosing the suitable styles of leadership. The adoption of transformational, transactional and laissez-faire leadership styles has the capacity to enhance or decrease the performance of employee in NITR with educational level as a moderator and their result shall define the level of performance in the organisation.

However, if the right style of leadership is adopted, employees' performance will improve, if otherwise performance of the organisation will decrease and educational level will be use as a moderator. This study attempt to study the effect of leadership styles (transformational, transactional and laissez-faire) on employees' performance: moderating role of educational level. Leadership styles will stand as the independent variables, employees' performance will be the dependent variable while educational level as a moderator. This study will assess if educational level will affect the relationship between leadership styles and employees' performance of NITR in Kaduna State. Also, this study will examine the nature of relationship that all the variables have with each other.

2.11. Research Model



Independent Variables

Moderating Variable

Dependent Variable

Figure 2.1

The model described the research framework of the study. It consist of the independent variables; transformational, transactional and laissez-faire leadership style; dependent variable, employees' performance. From the model, a direct relationship between leadership styles and employees' performance is shown. This means that leadership styles are associated with employees' performance. The model further showed that education is moderating the direct relationship between leadership styles and employees' performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this chapter, the most appropriate methods that was employed for conducting the study was explained. The chapter discusses the research design, population, sample size and sampling technique of the study, instruments and measures as well as the procedure for data collection and data analysis.

3.2 Research Design

The study employed survey design which is cross-sectional in nature. Creswell (2003) noted that survey method comprises of cross-sectional and longitudinal studies using either questionnaires or structured interviews for data collection. Sekaran and Bougie (2013) described cross-sectional study as a one-shot study that collects data just once upon a time, while longitudinal study is a kind of study in which data are collected for two or more times. Consequently, the study

employed cross-sectional study to collect data using structured questionnaire. Multiple regression analysis was employed for data analysis.

3.3 Population of the Study

The study population is the aggregation of elements from which the study is actually selected (Osuala, 2005). The total population for this study is 540 staff (NITR Payroll, 2017). This number consists of 175 senior staff and 365 junior staff of NITR, Kaduna State.

3.4 Sample Size and Sampling technique

The sample size was determined using formula suggested by Yamane (1967), because of the level of precision, the level of confidence or risk and the degree of variability in the attributes being measured. The assumptions are that the sample will be the representative of the population.

Sample size formula:

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

Where: n= sample size

N= population size

e= sample error level of significance

1 = constant

Therefore;

$$\begin{aligned}
&= \frac{540}{1 + 540 (0.05)^2} \\
&= \frac{540}{1 + 540 \times 0.0025} \\
&= \frac{540}{2.3525} \\
&= 230
\end{aligned}$$

Two hundred and thirty (230) sample size against a population of 540 of NITR at 95% confidence level at 5% error of precision level confirmed by the Krejcie and Morgan's (1970) table of determination of sample size which revealed that for a population of 540 respondents, a sample size of 230 is appropriate.

However, Israel (2013) suggests that in order to provide for nonresponse, the sample size can be increased to 10% to 30% of the sample size. Hence, in order to take care of response bias and improper filling of some respondents to return the questionnaire, 10% of the above minimum sample size was added. Twenty-three (23) respondents which was 10% of the sample size was added to the calculated sample size of 230 which brings it to two hundred and fifty-three (253) questionnaire that was administered across the organisation. In order to allocate the sample size out of the population, the researcher adopted simple random sampling technique for the distribution of the questionnaire to respondents. In using the simple random sampling technique, the researchers used balloting without replacement, numbers 1-300 of the class been investigated were written in pieces of papers, rolled and put into a container; they are shuffled and then picked one after the other, until sample of 253 was selected.

3.5. Source and Method of Data Collection

The study used primary source of data which was obtained through the instrument of questionnaire. The survey unit of analysis consists of two hundred and fifty-three (253) employees in NITR. It is suggested that in environment like Nigeria where research culture is not sufficiently developed, face to face delivery would be suitable (Ringim, 2012). Even in developed countries literature has shown that the rate of return for mail survey is less than 5% (Asika 1991) as cited by Augustine (2016). Some of the advantage of face to face delivery is that, it helps to collect all completed questionnaire within short period of time (Augustine, 2016).

3.6 Measurement of Variables

In this section, the study focused on the measurement of leadership styles and employee performance. The questionnaire was divided into three sections, Section one of the questions asked on bio data, section two asked questions on leadership styles (transformational, transactional and laissez-faire), section three asked questions on employees' performance. All questions were close ended form and all response were measured using 5-Point Likert Scale ranging from strongly disagree (5) to strongly agree (1).

i. Leadership Styles: Transformational leadership style was measured by questionnaire developed by Carless, Wearing and Mann (2000) with 7-items, adopted from the work of Claude, Sarah, Stéphanie and Jacques, (2015). Transactional leadership style was measured using a questionnaire developed by Avolio and Bass (1995), with 5-items, adopted from the work of Harms and Marcus(2010). Laissez-faire leadership was measured using multifactor leadership questionnaire developed by Avolio and Brass (2004), with 4-items, adopted from

the work of Hani (2010). The items were measured using five point likert scale ranging from strongly agree (5) to strongly disagree (1). Therefore a total of three independent variables were tested representing the full range of leadership behaviour.

ii. Employees' Performance- Employees' performance was measured using the individual performance scale developed by Koopmans, Berhnaards, Hildebrandt, Vet and Berk (2014) adapted from the work of Widyastuti and Hidayat (2018) and Pradhan and Jena (2017). It is 6-items scale, the items were presented on a five point Likert Scale ranging from strongly agree (5) to strongly disagree (1).

iii. Educational Level- Educational level was measured using the educational qualification on the bio data. It is 5-items scale measurement. Respondent were asked to indicate their highest educational level by choosing one of the following five levels (1) primary school level (2) Secondary school level (3) ND/NCE level (4) HND/Degree level (5) Masters/PHD level. For moderator analyses, we distinguished the sample into low versus high educational attainment according to the two categories of low level education (i.e. levels 1, 2 and 3) versus higher level of education (i.e. 4 and 5).

3.7. Validity and Reliability of Instrument

Validity test can be described as “the extent to which the research findings accurately reveal the phenomena under study” or “the extent to which what is set to be measured is accomplished” (Collis & Hussey 2009). Validity is important in determining whether the statements in the questionnaire instrument are relevant to the study. To this effect, Reliability of the instrument was obtained through employing the Cronbach's Alpha coefficient to measure the internal

consistency of the instrument on the questionnaire to be administered to forty (40) respondents for pilot testing.

After running the data using SPSS version 20, it was found that all the measures possessed high reliability standard ranging from 0.758 to 0.879. This is in line with the benchmark that an instrument with coefficient of 0.60 is regarded to have an average reliability while the coefficient of 0.70 and above shows that the instrument has a high reliability standard (Litwin 1995; Hail et al., 2010; Sekaran&Bougie 2010; Tabachnick&Fidell, 2014).

Table 3. 1Reliability test scores of variables

Variables	Number of items	Cronbach's Alpha
Leadership styles		
Transformational leadership style	7	.758
Transactional leadership style	5	.832
Laissez-fair leadership style	4	.784
Education level	5	.712
Employees' Performance	6	.879

Table 3.1 shows the reliability test results for the instruments (questionnaires) that was used for the study. All alpha reliabilities for all construct which were above 0.70, therefore, meeting the acceptance standard for research.

3.8 Method of Data Analysis

Data analysis was conducted using Partial Least Square (SmartPLS 2) and followed the two-stage approach for assessing the measurement model and the structural model respectively. According to the suggestions of Urbach and Ahlemann (2010). This study arranged the important criteria and processes to estimate the outer and inner model.

3.8.1 Measurement Model

The first stage, the outer model was used to assess the reliability and construct validity of measurement items. There are five common criteria to assess the outer model as follows:

- i. Unidimensionality: The study adopt confirmatory Factor Analysis for both the dependent and independent variables set of items as a group or are answer most by participant. In a good model, indicators load well on their intended factors and cross-loadings with other factors they are not meant to measure is deleted. Ideally, there is simple factor structure, by rule of thumb taken to mean that intended loadings should be greater than .5.
- ii. Reliability: Reliability was used to assess the internal consistency in the construct and there are two common indexes to fit including Composite Reliability and Cronbach's Alpha. Composite reliability is a preferred alternative to Cronbach's alpha as a test of convergent validity in a reflective model. Composite reliability varies from 0 to 1, with 1 being perfect estimated reliability. In a model adequate for exploratory purposes, composite reliabilities should be equal to or greater than .6 (Chin, 1998; Hock & Ringle, 2006); equal to or greater than .70 for an adequate model for confirmatory purposes (Henseler, Ringle, & Sarstedt, 2012); and equal to or greater than .80 is considered good for confirmatory research (Daskalakis & Mantas, 2008). Cronbach's alpha also addresses the question of whether the indicators for latent variables display convergent validity and

hence display reliability. By convention, the same cutoffs apply: greater or equal to .80 for a good scale, .70 for an acceptable scale, and .60 for a scale for exploratory purposes.

- iii. Convergent validity: Convergent validity is acceptable if the following criteria are met Albers, (2010). (i) the statistical significance of each factor loading is confirmed by a P-value of 0.5, (ii) construct reliability exceeds 0.7, and (iii) average variance extracted (AVE) is greater than 0.5.
- iv. Discriminant Validity: The square root of AVE in each latent variable was used to establish discriminant validity, if this value is larger than other correlation values among the latent variables then a discriminant validity is well established (Fornell and Larcker, 1981). The square root of AVE was manually calculated and written in bold on the diagonal of the table.

3.8.2 Structural Model

The second stage, was used to assess the Goodness-of-fit and research hypotheses in the proposed research framework. According to the suggestions of Urbach&Ahlemann (2010). The criteria to assess the outer model is as follows:

- i. Coefficient of determination (R-Square, R^2): It is an index to measure each endogenous latent variable's R-Square. Chin, (1998) suggested that the explanatory power is considered substantial, moderate, and weak if R-square is approximately around 0.67, 0.33 and 0.19 respectively.
- ii. Path coefficient: It was used to observe the direction and significance of path coefficient to understand whether the research hypotheses supported or not in the research proposed model. This test use a bootstrap procedure in SmartPLS. As the distribution of PLS is unknown, conventional significance testing is impossible. However, testing was

accomplished by resampling methods such as the bootstrap (Davies, 2001). Resampling methods do not have specific sample size requirements but the smaller the sample, the more likely that fitted confidence limits was fitted to noise in the data rather than to a true underlying distribution. The structural model was run using the bootstrap procedure with 5000 times of resampling and 229 cases.

- iii. Effect size (f^2): It was used to evaluate the effect size of each path in the structural equation model by means of f^2 proposed by Cohen (1988). f^2 values of 0.35, 0.15, and 0.02 are considered large, medium, and small, respectively. R-square change is the change in R^2 when a causal (exogenous) factor is removed from the model (Cohen, 1988).
- iv. Predictive relevance: Q^2 examined predictive relevance of inner model that was evaluated by a nonparametric Stone-Geisser test (Antonakis, Bendahan, Jacquart, & Lalive, 2014). This index apply the blindfolding procedure in SmartPLS. Q^2 was applied to examine the extent to which this prediction was successful or not. Blindfolding utilizes a cross-validation strategy and reports cross validated communality and cross validated redundancy for constructs.

3.9. Justification of Methods

Regression analysis was chosen for the estimation of the coefficients, involving independent variables that best predict the value of the dependent variable. Multiple regression was used as a tool of analysis to determine the combine effect of leadership styles on employee performance. These was used to test the research hypotheses at 5% level of significance (95% confidence level), to test the several impacts of independent variables on the dependent variable, convergent

correlation was used to determine how strongly pairs of independent variables are related to dependent variable.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter analysed data using PLS-SEM path modelling. Before presenting the main results, the researcher analysed and presents preliminary analysis such as gender, age, educational qualification and descriptive statistics. The main data analysis started with measurement model analysis in which reliability as well as validity analysis was conducted. Similarly, the analysis and results of structural model are also performed and presented in the form of path coefficient and its P-value, the R^2 , effect size as well as the predictive relevance are all presented in the chapter. Finally, the study discussed the findings of the study, and also the managerial and theoretical contribution of the study.

4.2 Response Rate

A total of 253 copies of questionnaire were distributed and 245 (96.8%) were retrieved. Data screening was carried out on the retrieved questionnaire out of which 229 were found to be useful. The analysis was based on 229 questionnaire duly filled and returned which represent (90.5%) of the total questionnaire distributed, a response rate which is considered sufficient for statistical reliability and generalization (Tabachnick&Fidell, 2014).

Table 4.1
Summary of Responses and Percentage

Items	No of Copies	Percentage
No of Questionnaire Distributed	253	100
No of Return Questionnaires	245	96.8
No of Useful Questionnaires	229	90.5

Source: Field Survey, 2018

Table 4.1 present the response rate and the useful questionnaire for the study is 90.5 percent out of 100 percent; this size is considered adequate for analysis in the current study. This is because it is not necessarily required that researchers must have 100 percent response rate of their sample size for the results to be valid and generalizable (Aminu, 2015).A response rate of 50 percent is considered adequate for data analysis and reporting, whereas 60 percent is good, and 70 percent is very good considerably (Babbie, 2007). The study response rate is considered as very good with response rate of 90.5 percent.

4.3 Preliminary Analysis

In order to conduct a particular statistical analysis to address the research questions, some preliminary analyses need to be carried out initially (Pallant, 2010). The preliminary analysis carried out in this study are; demographic profile of respondents and descriptive statistic of variables used in the study. Since the study uses PLS for analysis, it is of no need to further test for missing value, outliers and normality test.

4.3.1 Demographic Profile of Respondents

In this section, the frequency distribution and percentage of participants are presented based on their demographic characteristics. Particularly, the demographic variables examined in this study include the gender of the respondents, age and educational qualification. However, these frequencies as well as percentages of the participants based on the aforementioned characteristics are as presented.

Table 4.2
Response Distribution by Gender and Percentage

Gender	Frequency	Percentage	Cumulative Percentage
Male	108	47.2	47.2
Female	121	52.8	100.0
Total	229	100	

Source: Field Survey, 2018

Table 4.2 present the gender distribution of the respondents. A significant portion of the respondents were male (47.2%), while female constitute (52.8%). This implies that more female gender responded to the questionnaire.

Table 4.3
Frequency Distribution by Age group and Percentage

Age	Frequency	Percent	Cumulative Percent
18-30	57	24.8	24.8
31-40	92	40.2	65
41-50	59	25.8	90.8

51 and above	21	9.2	100.0
Total	229	100	

Source: Field Survey, 2018

Table 4.3 present the age groups, 24.8% fall within 18-30, 40.2% within 31-40, 25.8% within 41-50 and 9.2% within 51 and above. Most of the respondents falls within age 31-40.

4.3.2 Descriptive Statistics of Constructs

The section present the descriptive statistics of the endogenous and exogenous variable. Specifically, the mean (i.e., the sum of all observed outcomes from the sample divided by the total number of events) and standard deviation (i.e., the measure that is used to quantify the amount of variation or dispersion of a set of data values) were computed to determine the descriptive characteristics of the study's variables.

Table 4.4
Descriptive Statistics of Endogenous and Exogenous Variable

Variables	Samples	Mean	Std. Deviation
Transformational Leadership	229	3.86	0.45
Transactional Leadership	229	3.26	0.67
Laissez-faire Leadership	229	3.15	0.37
Educational level	229	3.10	0.34
Employees' Performance	229	3.75	0.43

Source: Field Survey, 2018

Table 4.4 present the descriptive statistic of the variables used in the study. All the constructs in the present study were measured using 5-point Likert-type scale. Consequently, both the mean and standard deviation of all of these latent constructs were computed based on the same 5point Likert-type scale, anchored as 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree. The mean and the standard deviation of employees' performance is 3.75 and

0.43 respectively. This is above average, which indicates that the respondents of the present study agreed with the statements or questions concerning this construct. Similarly, the mean and standard deviation of all other construct are 3.86 and 0.45 for transformational leadership; 3.26 and 0.67 for transactional leadership; 3.15 and 0.37 for laissez-faire; 3.10 and 0.34 for educational level; all are above average. Transformational leadership has the highest mean response while educational level has the lowest mean response.

4.4 Measurement Model (outer model)

The study evaluate the measurement model by assessing the reliability of individual items measuring each latent construct, the internal consistency reliability (i.e., construct reliability), discriminant validity, as well as convergent validity for each of constructs.

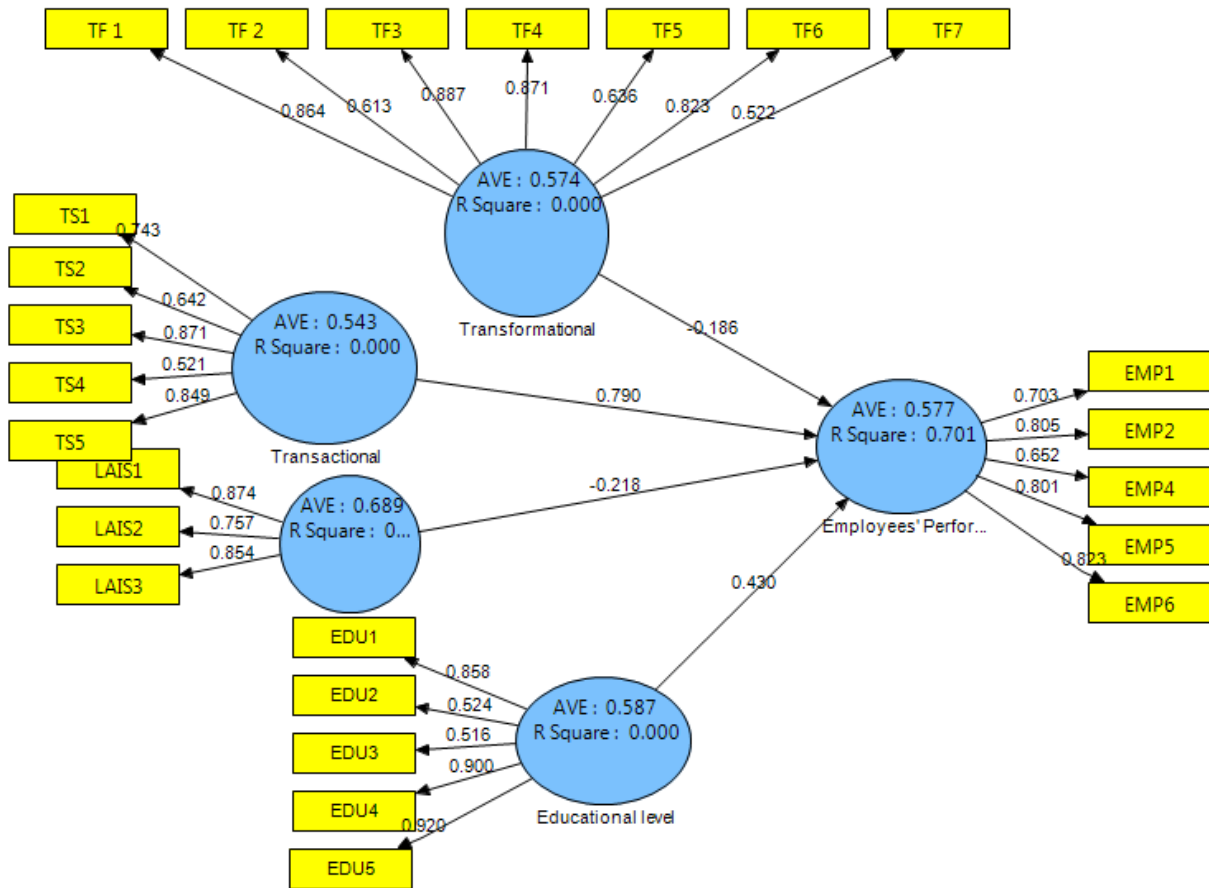


Figure 4.1
Measurement Model for direct relationship

The measurement model in diagram 4.1 show the indicators loading on their intended factors. The simple factor structure, by rule of thumb taken to mean that composite reliability should be greater than 0.7 and average variance expectation should be greater than 0.5. (Garson, 2016). Indicators that do not met this prerequisite were removed to increase the composite reliability and average variance expectation.

Table 4.5
Reliability and Validity

Construct	Items		AVE	CR
Transformational	TRF1	0.864	0.574	0.901
	TRF2	0.613		
	TRF3	0.887		
	TRF4	0.871		
	TRF5	0.636		
	TRF6	0.823		
	TRF7	0.522		
Transactional	TRS1	0.743	0.543	0.852
	TRS2	0.641		
	TRS3	0.870		
	TRS4	0.521		
	TRS5	0.849		
Laissez-faire	LAIS1	0.874	0.689	0.869
	LAIS2	0.757		
	LAIS3	0.854		
Educational Level	EDU1	0.858	0.587	0.870
	EDU2	0.524		
	EDU3	0.516		
	EDU4	0.900		
	EDU5	0.920		
Employees' Performance	EMP1	0.703	0.577	0.871
	EMP2	0.803		
	EMP4	0.652		
	EMP5	0.801		
	EMP6	0.705		

Note: AVE represents Average Variance Extracted; CR represents Composite Reliability

The factor loading in table 4.5 indicate the range of item of each variable. Item on the factor loadings are greater than .5. Thus, simple factor structure is achieved due to loadings at 0.5 levels. Indicators load well on their intended factors and cross-loadings with other factors they are not meant to measure. From the table, the composite reliability ranges from 0.852 to 0.901. This implies that the overall reliability measurement of the instrument is acceptable in terms of reliability thus depicting its internal consistency.

4.4.1 Discriminant Validity

Discriminant validity is the other type of construct validity of reflective construct, which concerns with the extent to which a particular construct is distinct from other constructs of the same model based on empirical standards (Hair *et al.*, 2014). The square root of AVE in each latent variable was used to establish discriminant validity.

Table 4.6

Fornell-Lacker criterion Discriminant Validity

Edu. Employees' levelperformance	Laissez-faire	Transactional	Transformational		
Edu level0.942					
Employees' Performance	0.760	0.890			
Laissez-faire	0.737	0.712	0.873		
Transactional	0.768	0.660	0.830	0.886	
Transformational	0.833	0.677	0.815	0.758	0.890

Table 4.6 show the discriminant validity result. The square root of AVE in each latent variable was used to establish discriminant validity, if this value is larger than other correlation values among the latent variables then a discriminant validity is well established (Fornell&Larcker, 1981). The square root of AVE is manually calculated and written in bold on the diagonal of the table. This number is larger than the correlation values in the column and row, thus result indicates that discriminant validity is well established.

4.4.2 Structural Model

Having established the model fit from the measurement model, the next part is the structural model or inner model. Hair et al. (2013) identified four key criteria for assessing the structural model in PLS-SEM. These include assessments of significance of the path coefficients, coefficient of determination (R^2), the effect size (f^2), and lastly (4) predictive relevance (Q^2). However, to ascertain the direct effect of transformational, transactional and laissez faire leadership styles on employees' performance, it is important to carry out a bootstrapping analysis. Bootstrapping was done by using 5000 subsamples using 229 cases. Figure 4.2 presented the structural model of the direct effects.

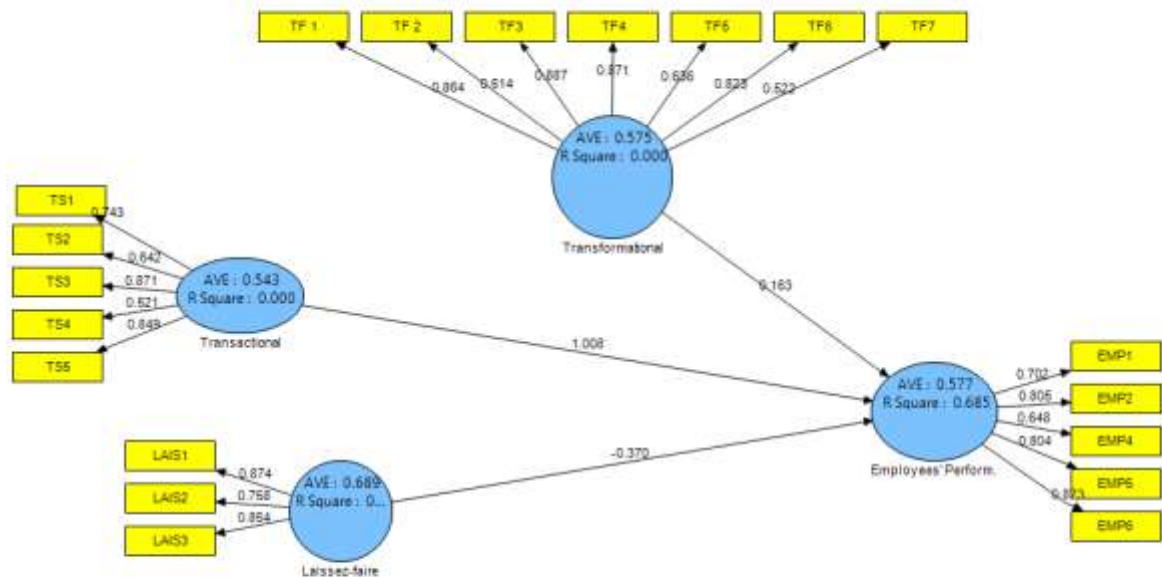


Figure 4.2
Structural model for direct relationship

4.4.3 Test of Hypotheses for Direct Effect.

The study tested for the three hypotheses before the moderation. From Table 4.7, the study presented the results of the path coefficients for the structural model with the beta value of the relationships, t-statistic and adjusted r square.

Table 4.7
Path Coefficient for Direct Relationship

B	Standard	T	P	Decision
	Valve	Valve	Error	Statistics
				Valve
Laissez-faire ->	-0.3700	0.085	4.346	.000** Rejected
Employees' Perf.				
Transactional ->	1.008	0.086	11.715	.000** Rejected
Employees' perf.				
Transformational ->	0.1630	0.080	2.030	.043* Rejected
Employees' perf.				

P value** < 0.01 and P value* < 0.05

The analysis in table 4.7 show that laissez-faire leadership has a positive and significant effect on employees' performance with P value .000 < .01, thus the null hypothesis is rejected and the alternate hypothesis is prefer. Transactional leadership has a positive and significant effect on employees' performance with P value of .000 < .01 therefore the null hypothesis is rejected and the alternate hypothesis is prefer. Transformational leadership has a positive and significant effect on employees' performance with P value of .043 > .01, the null hypothesis is thereby rejected and the alternate hypothesis is prefer. The R square 0.685 (68.5%), which means that 68.5% variance in employees' performance, is accounted for by leadership styles. Hence, there exist direct relationships between leadership styles and employees' performance in NITR Kaduna State.

Table 4.8
R-square Change and F-square Effect Size of Exogenous Factors

R SQUARE		0.685		
Construct	Unexplained	R2 change	F2 change	Effect Size
Laissez-faire	0.315	0.660	0.079	Small
Transactional	0.315	0.505	0.571	Medium
Transformational	0.315	0.675	0.032	Small

Table 4.8, the effect size of laissez-faire leadership style on employees' performance is 0.079 and this indicated a small effect size on the endogenous variable. On the other hand, transactional leadership style has medium effect size on employees' performance with 0.571 while transformational leadership style also has a small effect size on employees' performance with 0.032. The Q^2 represent the predictive relevance of the model. According to stone-Gaiser's criterion, for a predictive relevance, the Q^2 value must be greater than 0. From the table, the value of Q^2 is 0.368 which is greater than 0.

4.4.4 Testing of Hypotheses for Moderating Effect

This study applied Multi Group Analysis (MGA) approach using Partial Least Squares Structural Equation Modelling to detect and estimate the strength of the moderating effects of educational level on the relationship between leadership styles and employee performance of NITR Kaduna, Kaduna State. MGA approach is considered appropriate in this study because the moderating variable is categorized as low and high level of education (Afthanorhan, Nazim, & Ahmad, 2014; Muhammad, 2011).

To apply MGA approach in testing the moderating effects of educational level on the relationship between leadership styles and employee performance in NITR Kaduna State, the MGA paths coefficients between the latent independent variable and the indicators of the latent moderator variable need to be created.

4.4.5 Determining the Strength of the Moderating Effects of Low Level of Education

As stated earlier, this study made use of (MGA) to determine the moderating effect of educational level on the relationship between leadership styles and employee performance. To ascertain the suitability of the data for MGA, again the 2-stage process was conducted for both low and high categories before running the PLS-MGA analysis (Henseler, et al., 2009).

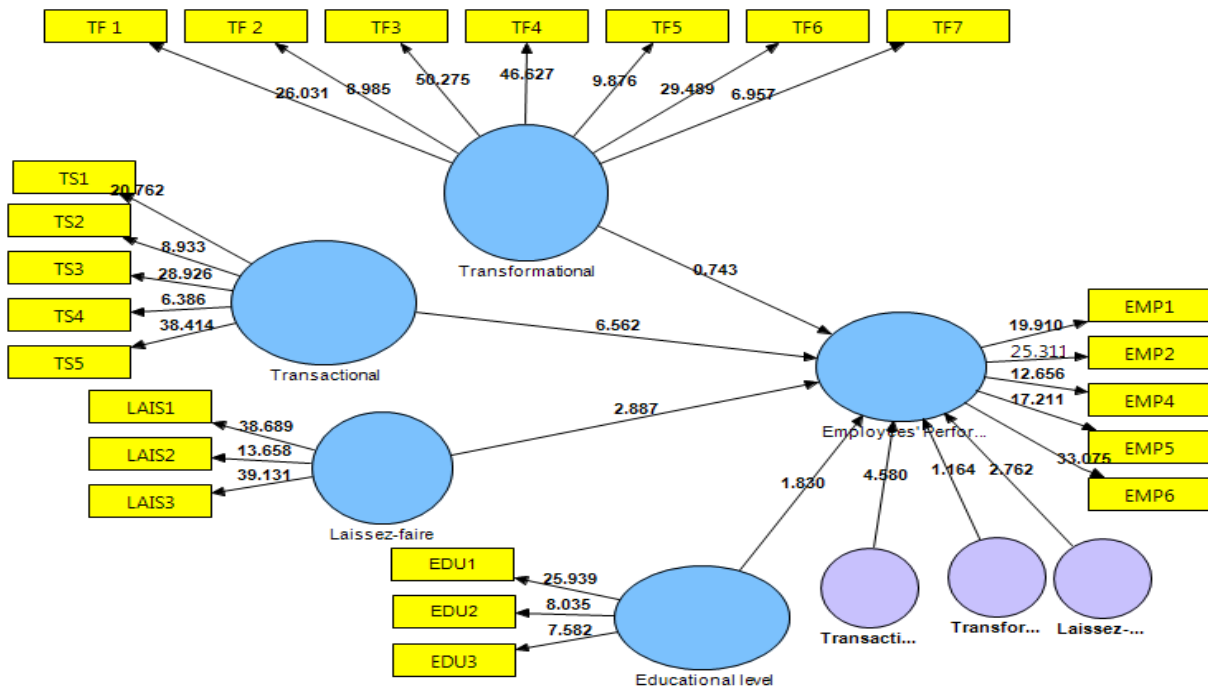


Figure 4.3: Measurement Model for Low Level of Education

Table 4.9

Path Coefficient for Moderation Relationship

Hypotheses	Relationship	Beta	Std Error	T-value	p-value	Decision
H4	LAI * EDU -> EMP	2.107	0.763	2.762	0.006*	Rejected
	TRS * EDU -> EMP	-3.139	0.685	4.580	0.000**	Rejected
H5	TRF*EDU- >EMP	0.710	0.610	1.164	0.246	Accepted
H6						
R ²	0.724					

***P value <0.01, **P value<0.05 *P-value<0.1

Table 4.9, the moderating result show that low level of education significantly moderates the relationship between laissez-faire leadership style and employees' performance ($\beta = 2.107$; $t = 2.762$; $p < 0.1$) ; low level of education significantly moderates the relationship between transactional leadership style and employees' performance ($\beta = -3.139$; $t = 4.580$; $p < 0.1$) Finally, low level of education does not significantly moderates the relationship between transformational leadership style and employees' performance ($\beta = 0.710$, $t = 1.164$; $p > 0.1$). The negative beta value indicate the present of inverse correlation, that is, a decrease in one variable will lead to an increase in another variable.

The R square value of 0.724 implies that 72.4% of the variance in the dependent variable employees' performance is explained by leadership styles, low level of education, the interaction between leadership styles and low level of education.

Table 4.10
Effect Size and Predictive Relevance

Construct	R² included	R²excluded	F²	Effect size
LAI*EDU->EMP	0.724	0.698	0.094	Small
TRS*EDU->EMP	0.724	0.523	0.728	Large
TRF*EDU->EMP	0.724	0.718	0.022	Small

Just as it was necessary to examine the effect size and predictive relevance of the exogenous variables on the endogenous variable on the direct relationship, it is also important to assess the effect size and predictive relevance of the moderated relationship. On this note, the first interaction term (LAI*EDU->EMP) has small effect size on the endogenous variable and the second interaction term (TRS*EDU->EMP) has large effect size while the third interaction term (TRF*EDU->EMP) on the other hand also has small effect size as presented on the table. The Q² represent the predictive relevance of the model. According to stone-Gaiser's criterion, for a predictive relevance, the Q² value must be greater than 0. From the table, the value of Q² is 0.385 which is greater than 0.

4.4.6 Assessment of the measurement model of High Level of Education

In assessing the measurement model for high level of education, the study used the Hensler *et al.* (2009) two stage process as depicted in Figure 4.4.

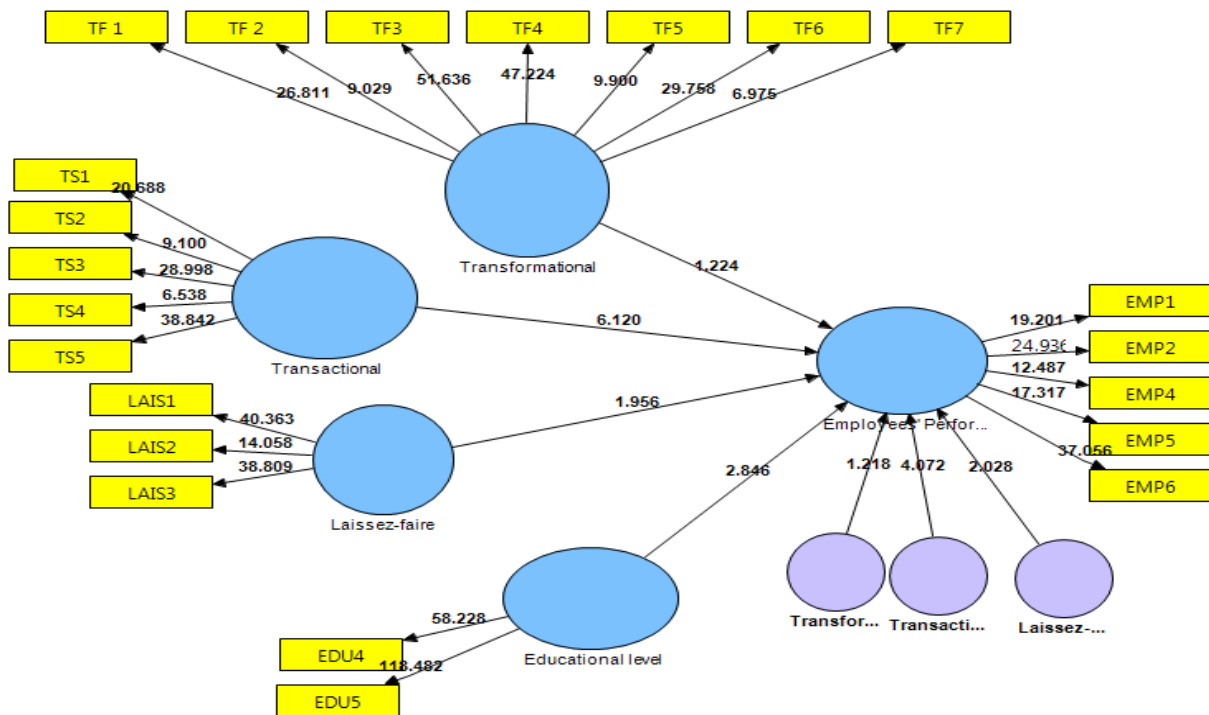


Table 4.11

Path Coefficient for Moderation Relationship

Hypotheses	Relationship	Beta	Std Error	T-value	p-value	Decision
H4	LAI * EDU -> EMP	1.119	0.551	2.028	0.044*	Rejected
H5	TRS * EDU -> EMP	-2.059	0.506	4.072	0.000**	Rejected
H6	TRF*EDU->EMP	0.696	0.571	1.218	0.224	Accepted
R ²		0.725				

***P value <0.01, **P value<0.05 *P-value<0.1

Table 4.11, the moderating result show that low level of education significantly moderates the relationship between laissez-faire leadership style and employees' performance ($\beta = 1.119$; $t = 2.028$; $p < 0.1$) ; low level of education significantly moderates the relationship between

transactional leadership style and employees' performance ($\beta = -2.059$; $t = 4.072$; $p < 0.1$)
 Finally, low level of education does not significantly moderates the relationship between transformational leadership style and employees' performance ($\beta = 0.696$, $t = 1.218$; $p > 0.1$).

The R square value of 0.725 implies that 72.5% of the variance in the dependent variable employees' performance is explained by leadership styles, low level of education, the interaction between leadership styles and low level of education.

Table 4.12
Effect Size and Predictive Relevance

Construct	R² included	R²excluded	F²	Effect size
LAI*EDU->EMP	0.725	0.715	0.036	Small
TRS*EDU->EMP	0.725	0.657	0.247	Small
TRF*EDU->EMP	0.725	0.723	0.007	None

Just as it was necessary to examine the effect size and predictive relevance of the exogenous variables on the endogenous variable on the direct relationship, it is also important to assess the effect size and predictive relevance of the moderated relationship. On this note, the first interaction term (LAI*EDU->EMP) has small effect size on the endogenous variable and the second interaction term (TRS*EDU->EMP) has small effect size while the third interaction term (TRF*EDU->EMP) on the other hand also has none effect size as presented on the table. The Q² represent the predictive relevance of the model. According to stone-Gaiser's criterion, for a predictive relevance, the Q² value must be greater than 0. From the table, the value of Q² is 0.393 which is greater than 0.

4.5 Discussion of Findings

The findings show that transactional style of leadership has positive and significant effect on employees' performance. Among all leadership styles transactional leadership ($\beta= 1.008$, $t= 11.715$, $p< .01$) has the highest, strong and positive standardized beta value coefficient. This indicates that transactional leadership style is one of the most important variable in predicting high performance among employees. Therefore, this finding is supported by Fatemeh (2009), Amal, et al (2014), Ronald (2015), Hani (2010), Obasan, et al (2014), Durga, et al (2011) and Adamu (2015).

The study discovered that transformational leadership has a positive and significant effect on employees' performance. Therefore, transformational leadership ($\beta= 0.163$, $t= 2.030$, $p> .01$) has a low positive standardized beta coefficient. This indicates that transformational leadership is one of the less important variable in predicting performance among employees. Therefore, this finding is supported by Fatemeh (2009), Amal, et al (2014), Ronald (2015), Hani (2010), Obasan, et al (2014), Durga, et al (2011) and Adamu (2015).

The study also discovered that laissez-fair leadership has a positive and significant effect on employees' performance give subordinates a complete freedom, allow subordinates to provide effective solution and allow subordinates to appraise themselves. Laissez-faire leadership ($\beta= -0.370$, $t= 4.346$, $p<.01$) has the lowest positive standardized beta value coefficient. This indicates that laissez-faire leadership shows a minimum level of performance among employees'. This view is consistent with Bizhan, et al (2013), Nor, et al (2014), Ronald (2010) and Fatemeh (2009). The negative beta value indicate the present of inverse relationship, that is, a decrease in one variable will lead to an increase in the other variable.

The effect size of each the three independent variables which are transformational, transactional, and laissez-faire leadership styles were tested on the dependent variable employees' performance. The findings of the study reveal that leadership styles has effect on employees' performance in NITR Kaduna, Kaduna State. Therefore, management/leaders of NITR should attach more importance to transformational, transactional and laissez-faire leadership styles in other to increase employees' performance.

The study revealed that both high and low educational level significantly moderates the relationship between transactional, laissez-faire leadership styles and employees' performance. From the result, educational level further strengthens the relationship between transactional, laissez-faire leadership styles and employees' performance and this is also in line with the expectation of the study. It is expected that if educational level interacted with transactional and laissez-faire leadership styles, the level of employees' performance increases.

Finally, it was revealed that the relationship between transformational leadership style and employees' performance was not significantly moderated by both high and low educational level. This is not in line with the expectation of the study. From the finding, employees may be committed to job performance yet the effect of transformational leadership style on employees' performance remains unchanged.

4.6 Implication of the Study

The study examined the effect of leadership styles on employees' performance and the role of educational level and has come up with results. There is no doubt that these results may have great implications to both body of knowledge, management and administrators.

4.6.1 Theoretical Implications

A major theoretical implication of this study lies in the inclusion of a moderator. A moderator was desirous to explain these interactions. Other contribution is the use of a cross-sectional approach to examine leadership styles and employees' performance and the moderating role of educational level, the study also identify factors contributing to employees' performance and the leadership styles on employees' performance, has added to the body of knowledge. Further studies may include other dimension of leadership styles such as servant, democratic among others or other possible moderating variables.

4.6.2 Managerial Implications

There are several practical implications that can be derived from the findings of this study. Firstly, performance of the employees is positively influenced by transformational, transactional and laissez-faire leadership styles. It has also proved that educational level influenced a significant amount of employees' performance. Secondly, educational level is found to moderate the link between leadership styles and performance at workplace. Educational level play an important role in organisational settings as they have a tendency to effect the link between leadership styles and performance. The higher the level of education achieve by a leader the higher the level of influence he possess over employees which in turn will lead to increase in performance.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

The role of leadership styles has been considered crucial in employees' performance because they affect how organisational resources are organized and used in achieving the organisational goals efficiently and effectively. Employees' performance in Nigeria is seriously declining as a result of poor management/educational level and inadequate application of suitable styles of leadership. Six hypotheses were formulated to guide the research in line with the objectives of the study.

Relevant literatures were reviewed for the study both theoretical and past empirical studies. The conceptual performance, employees' performance, educational level and leadership styles were also discussed. Also, past studies on the relationship between the independent, the dependent variable and moderating variable were reviewed and studies in this area have help create awareness on how important educational level, leadership style and employees' performance are. The study discussed the underpinning theory, at the same point develop a model showing the relationships between the independent variables, dependent variables and moderating variable. Cross-sectional research design was employed in the study in order to achieve the objectives of the study. Data were collected using a survey questionnaire from which the population of 540 staff in NITR, Kaduna state and the sample size of 253 copies of questionnaires were distributed to the target respondents. A total of 245 copies of questionnaires were returned. After screening of the returned copies of questionnaire, 229 copies of questionnaires were found to be valid and

usable for the final analysis, giving 90.5% rate of return. Partial least square (PLS Smart2) was used to analysed data and structural equation model was also used to test for hypotheses.

Afterwards, the demographic profiles of respondents, as well as the descriptive statistics of the latent variables, were all presented before presenting the main analysis. Preliminary analyses were carried out in the study. Specifically, the assessment of factor loading was performed, and the identified cases were deleted justifiably. In the main analysis, the researcher started with the assessment of the measurement model in which the reliability of individual item was assessed. The study examined the measurement model and the structural equation model respectively. The outcome of the analysis showed that there was a positive significant effect of leadership styles on employees' performance. However with the integration of moderation in the form of interaction terms of educational level and transformational; educational level and transactional and educational level and laissez-faire, the effect of transactional and laissez-faire leadership styles on employees' performance was strengthened significantly. It was also found that the effect of transformational leadership style on employees' performance was not significantly improved

5.2 Conclusion

Based on the findings, the study concludes that leadership styles has effect on employees' performance in NITR, Kaduna State. Similarly, educational level in this context moderates the relationship between transactional, laissez-faire leadership styles and employees' performance. Also, the moderation of educational level on the relationship between transformational leadership style and employees' performance has not reached a significant level.

5.3 Recommendations

Based on the findings and conclusion of the study, the following recommendations are put into consideration in order to increase employees' performance by leaders.

- i. It is recommended that the management of NITR should adopt a transactional leadership style rather than transformational or laissez-faire styles to enhance employees' motivation consistently and efficiently; which will in turn generate higher quality performance on the employees' part and boost their performance.
- ii. The study also recommended that transformational leadership style can also promote employees' performance, it is recommended that managers/leaders should try to meet the interests and expectations of their employees' and provide better facilities and conditions for their employees', because man is a rational creature, and if he finds out that his interests would be satisfied enough in an organisation, the chance of his displacement will be less and hence increase his performance.
- iii. Although the last finding indicated that laissez-fair leadership style has a significant effect and positive correlation on employees' performance. Thus, this study thereby recommends that managers/leaders should take proper measures to checkmate and improve its communication process in the area of laissez-fair leadership style such as to leave subordinates alone without interference, give subordinates a complete freedom, allow subordinates to provide solution and also allow them to appraise themselves.
- iv. Additional educational qualification among leaders will lead to a better decision and increase high level of employees' performance, therefore, the management of NITR should sponsor their leaders in order to obtain more additional relevant educational qualification for better performance.

- v. The management of NITR should organize seminars and workshops to educate management on the various types of leadership styles and how it can lead to better performance among employees in the organisation.

5.4 Suggestion for Future Studies

The study suggested need to replicate in other research institute or other places with large sample size which would provide further validation, endorsement, certification, reinforcement and support for the generalization of the findings. The current study is quantitative in nature; future research should employ a qualitative method which could be more meaningful because each method could complement one another if both the qualitative and quantitative research is employed for a research. The study also suggests that further studies should re-examine the effect of leadership styles on employees' performance with additional variables in the hypothesis, other moderators and mediators can be integrated in the model for further theoretical contributions

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APPENDICES

Appendix A: Questionnaire

Introductory Letter

Dear respondents,

This questionnaire is purely for academics purpose. It is specifically designed for an MSc Degree Research program in the Department of Business Administration, Ahmadu Bello University, Zaria. The topic of the research work is “Impact of leadership styles on employees performance in NITR Kaduna, Kaduna State.” Kindly, help to complete the survey questionnaire as accurately as possible. Please note that, your response shall be treated with utmost sense of responsibility, respect and confidentiality.

I thank you most sincerely, in anticipation of valued response.

Yours sincerely,

Yusuf, IliyaMamza

MSc Student

General Guidelines for the Survey

The questionnaire is divided into 3 sections. You are kindly requested to answer the questions in all the sections. Kindly tick () your response to all the statement in each of the sections.

SECTION A: BIO DATA

i. Sex

a) Male [] (b) Female []

ii. Age group

(a) 18-30 years [] (b) 31-40 years [] (c) 41-50 years [] (d) 51 years and above

iii. Educational Qualification

- (a) Primary School Level []
- (b) Secondary School Level []
- (c) ND/NCE Level []
- (d) HND/Degree Level []
- (e) Masters/PHD Level []

SECTION B: “Leadership Styles Questionnaires”

Give your immediate impressions. There is no right or wrong answers for each of the statements below. Please tick the number that indicates the degree to which you perceived to the statement using the rating scaled (1) strongly disagree, to (5). Strongly agree. (1 2 3 4 and 5).

Transformational Leadership Style

S/No.	Items	1	2	3	4	5
1	My leader communicates a clear and positive vision of the future					
2	My leader treats employees’ as individuals, supports and encourages their development					
3	My leader gives encouragement and recognition to employees’					
4	My leader fosters trust, involvement and co-operation among team members					
5	My leader encourages thinking about problems in new ways and questions assumptions					
6	My leader is clear about his/her values and practices what he/she preaches					
7	My leader instills pride and respect in others and inspires me by being highly competent					

Source: Adopted from Carless, et, al (2000)

Transactional Leadership Style

S/No.	Items	1	2	3	4	5
1	My leader provides me with assistance in exchange for my efforts					

2	My leader focuses attention on irregularities, mistakes, exceptions, and deviations from standards					
3	My leader fails to interfere until problems become serious					
4	My leader re-examines critical assumptions to question whether they are appropriate					
5	My leader avoids getting involved when important issues arise					

Source: Adopted from Avolio and Bass (1995)

Laissez-faire Leadership Style

S/No.	Items	1	2	3	4	5
1	My leader avoids getting involved when important issues arise					
2	My leader is absent when needed					
3	My leader avoids making decisions					
4	My leader delays responding to urgent questions					

Source: Adopted from Avolio and Bass(2004)

Section: C Employee Performance

S/No.	Items	CODE				
1.	I use to maintain high standard of work.	1	2	3	4	5
2.	I am capable of handling my assignments without much supervision	1	2	3	4	5
3.	I am very passionate about my work.	1	2	3	4	5
4.	I know I can handle multiple assignments for achieving organisational goals	1	2	3	4	5
5.	I use to complete my assignments on time	1	2	3	4	5

6.	My colleagues believe I am a high performer in my organisation				
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Source: Adopted From Koopmans et al (2014)

APPENDIX B

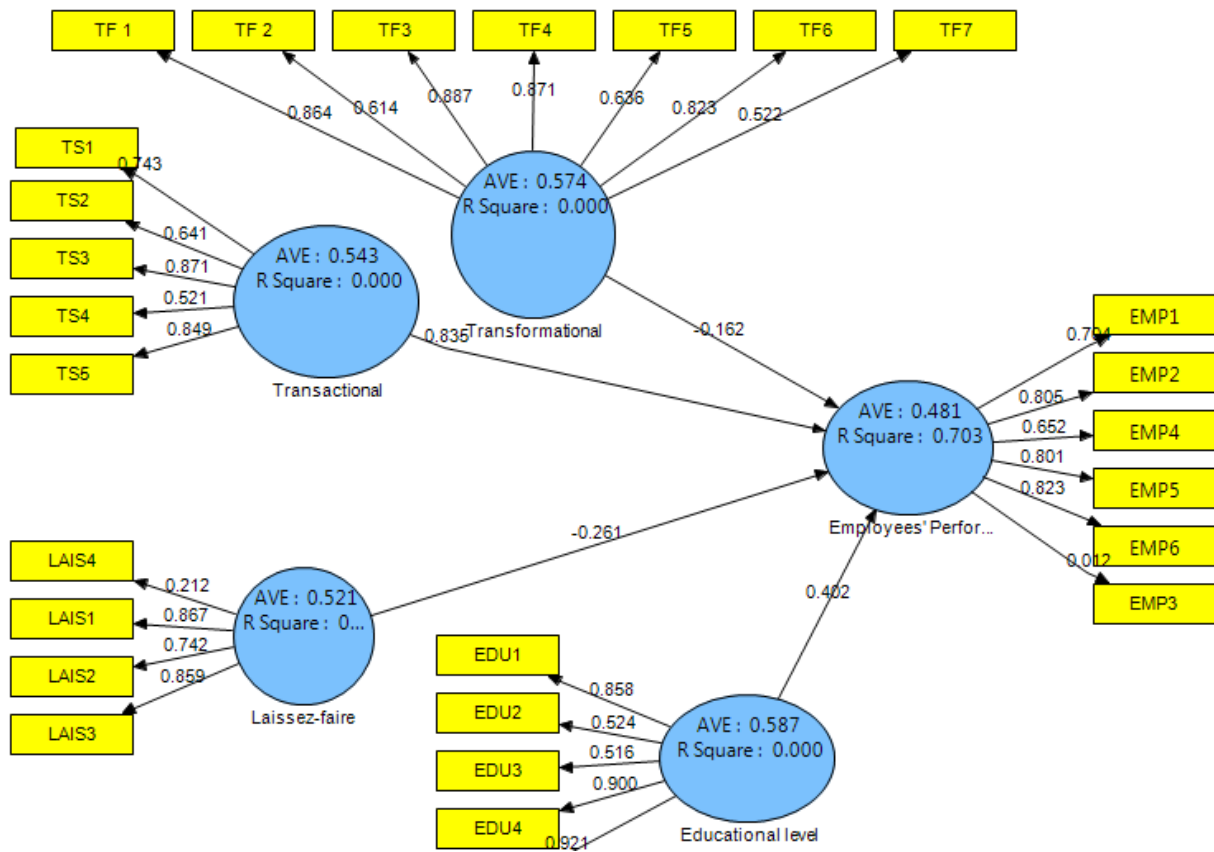


Figure 1
Initial measurement model

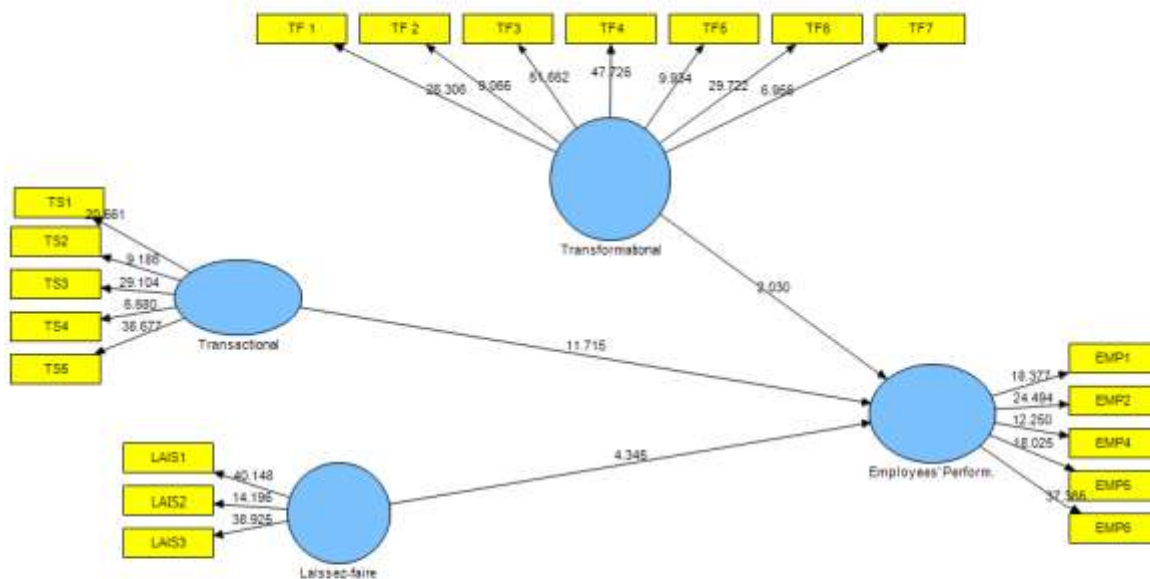


Figure 2
Measurement model for direct relationship

Path Coefficients (Mean, STDEV, T-Values)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)
Laissez-faire -> Employees' Performance	-0.370097	-0.362629	0.085169	0.085169
Transactional -> Employees' Performance	1.007762	1.003517	0.086022	0.086022
Transformational -> Employees' Performance	0.163025	0.162218	0.080300	0.080300

T Statistics (|O/STERR|)

Laissez-faire -> Employees' Performance 4.345454

Transactional -> Employees' Performance 11.715148

Transformational -> Employees' Performance 2.030204

Construct Crossvalidated Redundancy

Total	SSO	SSE	1-SSE/SSO
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Employees' Performance	1140.000000	720.897068	0.367634
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