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Assessing the Efficiency of Leadership Styles in Improving Workers Productivity in Usmanu Dan fodio University Teaching Hospital Sokoto, Nigeria

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ABSTRACT

The study examines Leadership styles and on Workers Productivity in Usmanu Dan Fodio University Teaching Hospital Sokoto. The questionnaire was adopted as the research instrument to elicit the needed data from 327 respondents. The data analysis employed Smart PLS SEM 3.2.8, a second-generation statistical methodology developed to address the drawbacks of first-generation statistical methods including Manova, Factor analysis, and Analysis of Variance. The results indicate that there is a significant relationship Leadership styles and on Workers Productivity Based on the findings, the study recommends that Leaders in organizations should try as much as possible to understand the best style for their organizations this would ensure workers productivity..

Keywords: Leadership styles, Workers Productivity

INTRODUCTION

Public organizational leadership is becoming more widely acknowledged as a factor that influences employee productivity, organizational success, and the provision of high-quality services. Effective leadership affects an organization's ability to live up to public expectations in addition to staff morale and productivity. According to Northouse (2018), leadership is a process by which individuals persuade a group of others to act in a particular way in order to accomplish shared objectives. Its application is crucial in public service to guarantee accountability, transparency, and enhanced performance. In countries like Nigeria, Canada, Sweden, and New Zealand, participatory and transformational leadership—which emphasizes inclusivity, creativity, and employee motivation—has improved institutional performance and increased citizen satisfaction (Kaufman, 2017; Johansson, 2019). Some of these nations have demonstrated that public leaders can foster more dedication among civil servants by adopting visionary and emotionally intelligent leadership styles, which will ultimately improve the efficacy and efficiency of the public sector.

Additionally, current studies demonstrate that leadership has a major impact on key organizational performance, including motivation, work satisfaction, and service delivery efficacy. For example, Trottier, Van Wart, and Wang (2020) note that transformational leadership produces higher levels of creativity and accountability in the public sector, especially when leaders instill institutional purpose to support employees' aspirations. The COVID-19 pandemic also highlighted the significance of adaptive leadership in public administration, as leaders in nations like Australia and South Korea responded positively to economic and health crises by involving employees in decision-making and fostering resilience throughout civil service systems (UNDP, 2021).

The African states continue to face leadership challenges in the public sector due to the pandemic. As part of the Bring Together Agenda 2063, the African Union (2011) Charter on Values and Principles of Public Service and Administration promotes moral, open, and responsible leadership to guide progress.

However, because of entrenched political favoritism, corruption, and a lack of capacity, its execution is unequal (Hope, 2020). Research conducted in Kenya, South Africa, and Nigeria has shown that, despite improvements in the public sector, inadequate leadership remains the largest barrier to efficient service delivery.

It is based on the above discussion that, this paper is design to assess the efficiency of Leadership styles in improving workers productivity in Usmanu dan fodio University Teaching Hospital (UDUTH) Sokoto Nigeria.

Statement of the Problem

Due to persistent inefficiencies in service delivery, low staff morale, and inadequate accountability systems, the performance of employees at Usmanu dan Fodio University Teaching Hospital has come under increasing scrutiny. Poor leadership practices have been connected to problems at Usmanu Dan Fodio University Teaching Hospital, including absenteeism, poor communication, and demotivated staff (Kapijimpanga & Moonga, 2021). Employee productivity, job satisfaction, and service delivery are all positively impacted by transformational and participatory leadership styles, according to research conducted in Africa (Otieno, 2018; Eze et al., 2021). However, in Nigeria particularly in Teaching Hospitals, there is very little empirical data directly linking style of leadership to outcomes in the Health Institutions. Most public institutions still maintain a transactional or autocratic leadership culture, limiting staff participation and dragging morale down (Chirwa & Chileshe, 2020). Without context-sitting data to support leadership development, there are bound to be continuing performance gaps. Therefore this paper intends to cover the huge Gap created,

This study intends to contribute in understanding the benefits of leadership styles and workers productivity, particularly in the Nigeria Public Sector and beyond. The study is also aimed to add strength to the limited empirical researches conducted on leadership styles (LS) and workers productivity (WP), in public service as emphasized by McCullough and Vinod (2003): “Research that cannot be replicated is not science, and cannot be trusted either as part of the profession’s accumulated body of knowledge or as a basis for policy.” The Public Sector in Nigeria suffers from a number of challenges such as lack of motivation, lack of employee commitment, weak technical and managerial skills, politicization; corruption; and inefficient bureaucracy.

Objectives of the Study

The main objective of this research is to investigate how leadership styles enhances productivity of workers in Usmanu Dan Fodio University Teaching hospital Sokoto Nigeria.. Others include

- To identify the dominant leadership styles employed by leaders at Usmanu dan fodio University Teaching Hospital Sokoto
- To assess how these leadership styles influence workers motivation and productivity
- To evaluate workers’ perceptions of the effectiveness of leadership styles practiced at the Usmanu dan fodio University Teaching Hospital sokoto

Literature Review and Hypotheses Development

With a focus on public institutions, this literature review examines the body of research on leadership philosophies and how they affect worker performance. It aligns the review with the particular goals of the study by drawing on international, regional (Africa), and local (Zambia) research. The topics covered include employee perceptions of leadership, the research gap this study aims to fill, and the consequences of dominant leadership styles in public institutions on employee performance. The three research objectives serve as the framework for the literature review:

Productivity: the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. In a contract, performance is deemed to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract

To identify the dominant leadership styles employed by leaders at UDUTH

In both public and private organizations, leadership is widely recognized as a critical component of organizational effectiveness. Strong leadership is essential for coordinating institutional goals with employee passion, inventiveness, and responsibility in the public sector, where bureaucratic organizations

frequently obstruct efficiency. Global research over the past ten years has demonstrated the increasing significance of leadership style in enhancing service delivery, employee satisfaction, and institutional adaptation (Northouse, 2018)..

Globally, more flexible and participative leadership styles have replaced traditional bureaucratic and autocratic forms in public institutions. Diversity, emotional intelligence, and transformational competencies are given more weight in leadership frameworks in Canada, Sweden, and New Zealand. The Canadian Treasury Board Secretariat developed a values-based leadership framework that placed an emphasis on collaboration and innovation in order to increase employee engagement (Kaufman, 2017). In a similar vein, Johansson (2019) found that Swedish municipal managers who employed transformational leadership, which is defined by enhanced service quality and accountability, empowerment, and participatory decision-making.

Meier and O'Toole (2018) found that transactional leadership was less successful in fostering innovation or long-term drive in the US, even if it preserved operational stability. According to Judge and Piccolo's (2017) meta-analysis of over 200 leadership studies from North America and Europe, transformational leadership increases performance, commitment, and job satisfaction. In a similar vein, Trottier, Van Wart, and Wang (2020) found that transformative leaders in US government agencies enhanced intrinsic motivation through gratitude and inspiration. Browning (2021) in Australia concluded that participatory leadership, which involves employees in problem solving and decision-making, increased morale and production.

In all OECD member countries, leadership has been recognized as a major force behind the reform of the public sector. Initiatives in the Netherlands and Denmark that employed coaching-based leadership styles to enhance employee engagement and communication were acknowledged by the OECD (2020). Integrity, cooperation, and people-centered leadership were highlighted in the Public Service Commission's (2021) "Spirit of Service" framework in New Zealand, which improved performance and motivation. These studies show that public service outcomes are significantly enhanced by transformative and participative leadership techniques.

Because it affects staff morale and service performance, leadership effectiveness in public institutions has gained popularity in Sub-Saharan Africa. Many African public institutions continue to use hierarchical and authoritarian leadership styles that hinder accountability and innovation despite major governance improvements (Hope, 2020). Amanchukwu, Stanley, and Ololube (2015) claim that autocratic legacies impair performance. Nonetheless, actual data from a number of African nations demonstrates a consistent tendency toward revolutionary and democratic leadership.

To assess how these leadership styles influence employee motivation and job performance

In local, regional, and international governance systems, leadership styles have an impact on worker productivity and organizational efficacy. International research has repeatedly demonstrated that transformational and participatory leadership approaches enhance employee engagement, motivation, and creativity in industrialized nations including the United States, Canada, New Zealand, and Sweden. Evidence from OECD member countries in 2020 supports the growing focus on ethical and flexible leadership as the cornerstone of public sector transformation..

Research indicates both progress and ongoing challenges in Sub-Saharan Africa. Research from Kenya, South Africa, Ghana, Nigeria, Uganda, and Rwanda indicates that transformational and democratic leadership styles are linked to increased employee morale, accountability, and performance. Leadership effectiveness in African public institutions is still hampered by political intervention, bureaucratic conservatism, and a lack of capacity development (Hope, 2020).

Employee performance in local government in Zambia is significantly predicted by leadership style. Research in district and municipal councils indicates that although autocratic and transactional models often lead to disengagement and inefficiency, participatory and transformational leadership fosters teamwork, creativity, and accountability. Inadequate leadership is acknowledged by the Government of the Republic of Zambia (GRZ, 2018) [7] as a hindrance to effective service delivery, and it suggests leadership training that prioritizes inclusivity, emotional intelligence, and participatory management.

To evaluate employees' perceptions of the effectiveness of leadership styles practiced at the Usmanu Dan Fodio University Sokoto

Particularly in public enterprises with bureaucratic structures and limited resources, employee views of leadership play a crucial role in determining organizational effectiveness. According to a global survey, employees' motivation, engagement, trust, and desire to connect with corporate goals are significantly impacted by how they perceive their leaders (Greenberg, 1990) [27]. Because they emphasize justice, transparency, inclusiveness, and vision, transformational and participative leadership styles typically foster positive employee attitudes (Bass & Riggio, 2006). It has been demonstrated that autocratic leadership lowers engagement and productivity by restricting staff autonomy (Deci & Ryan, 2000).

A crucial element of effective leadership seems to be perceived fairness. Employees assess leaders on distributive, procedural, and interactional justice traits, which together produce attitudes of equity, respect, and trust, according to Greenberg's (1990) [27] theory of organizational justice. Employee commitment and loyalty are more likely to be won by leaders that promote equality and are honest. By promoting introspection and creating a shared sense of purpose, transformational leaders foster positive attitudes (Podsakoff et al., 1990).

These conclusions are supported by regional data. Research from East and Southern Africa indicates that consultative and participatory leadership enhances employee morale, collaboration, and productivity. The majority of leadership in Zambia's public institutions, including local councils, is hierarchical, which frequently results in negative employee perceptions and low engagement. However, empirical research demonstrates that staff motivation, trust, and service delivery outcomes much improve when council leaders employ collaborative and participatory strategies (Chirwa & Chileshe, 2020).

Despite these conclusions, there are some methodological and contextual limitations in the literature on leadership and worker performance in Sub-Saharan Africa. A lot of research employs qualitative methods, such case studies and interviews, without incorporating robust quantitative validation techniques (Ngulube, 2015). Additionally, study samples sometimes lack representativeness, focusing only on specific organizations or fields like health and education while neglecting local government contexts (Sakala & Mwansa, 2020). Furthermore, much of the existing literature adapts findings from less stable administrative environments, such as Kenya and South Africa, to countries like Zambia, where political intervention, inadequate institutional autonomy, and resource constraints create unique obstacles (Kanyamuna, 2021).

The insufficient analysis of employee perspectives is a significant gap in current research. The majority of leadership research ignores how employees view and interact with leadership behavior in favor of management or structural study (Kabwe, 2021). Our comprehension of the psychological and interpersonal components of effective leadership is constrained by this exclusion. Therefore, context-specific, empirically based research that integrates employee perspectives into leadership evaluations is desperately needed, especially among Zambian local governments like Ndola City Council. Based on the following discussion, this study hypothesizes the following;

H1: There is a significant relationship between Leadership styles and Workers Productivity

Under pinning theory

Several theories explained how organizations can make use of internal resources to attain competitive advantages, for example organization and administrative theory, progressive utilization theory (PROUT), ability motivation opportunity theory and resources-based view (RBV). The organization and administrative theory concentrate on legitimization of organization exercises. While the PROUT emphasize on advances monetary independence, cooperatives natural adjust, and RBV clarifies a craft of using organizations resources for competitive advantage. AMO also emphasize on some certain reciprocal features about how HRM explain the relationship with performance (Paauwe, 2009).

However, organization and administrative theory has a major weakness, which is concentrating more on structure and less on resources (Acedo, Barroso, & Galan, 2006). While the PROUT theory needs practical value and importance as simply confirm by Maheshvarananda and Branch (2010), similarly,

AMO consider factors at the individual level rather than organizational level, like abilities (A) which involves employees knowledge, skills and competencies, then motivation (M) employees motivation the extent to which employee skills are geared towards activities, and opportunity (O) which is employees opportunity, the ways that provide a chance for employees to express their capabilities and avoid any condition that will hinder achieving the set objectives (Boselie, Dietz, & Boon, 2005). RBV here has an edge over both PROUT, AMO, organization and administrative theories in light of the fact that it has the capacity of gathering resources and abilities of the organization to achieve supported competitive advantage and leads to OP. However, OCT will be considered important theory in this study as supporting theory, because RBV alone cannot explained clearly the relationship among the variables including mediation relationship. Based on this argument, RBV and OCT are considered as underpinning theories on this present study

The Social Exchange Theory

The Social Exchange Theory This theory provides a strong rationale for explaining employee performance (Saks, 2006). It explains the various levels of employee performances observed in different places of work environment (Saks, 2006). The theory posits that employee feel obliged to put in their best possible way when they are adequately rewarded and would to ensure they respond positive to the organization's gesture by putting addition time and efforts in the job they are assigned to do (Obicci, 2015). It further stressed that when repeated meetings are hold it could be used to stir obligations and positive contributions (Kumar &Swetha, 2011). The primary tenet of the theory is how the relationship that exists between the parties leads to trust, loyalty, and mutual commitments (Obicci, 2015). The rules tend to be reciprocal interdependence, so that the action of one party necessitates the action of the other party. For example, when an individual receives extrinsic or intrinsic rewards from an organization, he/she is motivated to reciprocal the rewards by contributing to the common goals of the organizations. The two-way relationship between the employee and employer is consistent with the description provided by Robbinson et al. (2004) on the employee-organization engagements. The social exchange theory is used as the theoretical foundation for the current study because employee commitment and involvement in contributing to the realization of the goals of the organization is dependent on the reward they received as well as the weightage of the reward (Obicci, 2015). It is stated that if organization do not provide the appropriate rewards, there is high possibility that employees would tactically refuse to work. As mentioned by Kumar and Swetha (2011), the level of physical and mental efforts that workers are willing to devote to the roles assigned to them at work places may depend the economic and psychological rewards receive from the organization. The researchers have maintained that reward system affects employee performance. Thus, the underpinning conceptual framework as shown in figure 2.1 is derived from the Social Exchange Theory upgraded by research findings on employee reward system.

Research Framework

The research framework will be framed to examine the influence of leadership styles on workers' productivity.

Leadership styles



METHODOLOGY

This study used a cross-sectional research design, in which self-administered questionnaires were used to collect data simultaneously. The unit of analysis was the Usmanu Dan Fodio Teaching Hospital in Sokoto, Nigeria. The survey package would be sent to the organizations of 216 key informants. According to Sekeran and Bougie (2013) and the Salkind view determining sample size table, the sample to be used is 216 out of the total population of 327. Smart PLS SEM 3.2.8 was used in the data analysis, it is a second-generation analysis technique which came to overcome the shortcomings of the first-generation statistical techniques like of Manova, Factor analysis, Analysis of variance. It also considered important in testing measured, latent variables and complex model (Hair, Sarstedt, Hopkins, & Kuppelwieser, 2014, 2016). To be able to determine the consistency of the study instrument, a content validity was also conducted. All the instruments used in the questionnaire were adapted from various sources with suitable internal consistency reliability and validity were confirmed in the literature. Employees working in the Hospital were the target population of this study. As part of field survey, 327 questionnaires were distributed to collect data from respondents. The data of Leadership Styles and workers productivity were collected through random sampling from the employees.

Gender-wise, 261 (79.75 percent) of the participants are men, while 66 (20.25 percent) are women. In terms of the workers' ages, 132 respondents (40.18 percent) were between the ages of 31 and 40, 89 respondents (27.61 percent) were between the ages of 21 and 30, and 85 workers (26.07 percent) were between the ages of 41 and 50. Those who are 51 years of age or older, who make up 20 responses (6.13 percent) of all responses, come next. Regarding qualifications, the findings show that 155 (47%) of the workers had a diploma, and 94 (27.9%) had a BSc/HND.. 40(11.9%) participants are secondary certificates holders, while 20 (5.9%) are masters holders and 3 (0.9%) respondents possessed a PhD. Meanwhile, with regards to the years of experience,89 respondents had between 1- 5 years working experience (27.30 percent), 72 respondents had between 6-10 years' experience (22.08 percent), 53 workers had between 11-15 years since employment (15.95 percent), 38 employees had between 16-20 years 'work experience (11.6 6 percent), 59 respondents falls between 21-25 duration in service (18 .09 percent), 10 workers had between 26-30 years in service (3.06 percent) and lastly 6 staffs had 31 years and above working experience (1.8 4percent) as can be seen in Table 1.

Table 1. Demographic Profile of Respondents

S/N	Characteristics	Frequency	Percentage	Valid percentage
1	Gender	Male	261	79.75
		Female	66	20.25
2	Age	21-30 years old.	90	27.60
		31-40 years old.	132	40.18
		41-and above	105	32.11
3	Qualification	Sec Cert	40	11.9
		Diploma	155	47.40
		Bsc/HND	94	27.9
		Masters	20	5.9
		PhD	3	0.9
4	Work Experience	Less than one year	23	6.8
		One to five -1-5 years	41	12.2
		Six to Ten -6-10 years	228	69.7
		Eleven -11years and above	35	10.4

ANALYSIS

Before going in to detail analysis, it is proper to start with evaluating the goodness of the model. This comprises the assessment of measurement model and structural model.

Measurement Model

As mentioned earlier, Partial least square structural equation modeling (PLS-SEM) was used in assessing the measurement model. Due to fact that the entire variables in this paper are reflective, the author begins by assessing the constructs reliabilities before the construct validity as recommended by the studies of (Hair, Sarstedt, Ringle, & Mena, 2012; Hair, Hult, Ringle, & Sarstedt, 2014). Table 1 gives the details results of measurement model (reliabilities and validity). The law says only items with loading of 0.70 and above are to be retained. While, items that has loadings below 0.70 are removed (Hair et al., 2014). Based on this, all the constructs in this study have attained the required loadings as their loadings ranges from 0.796-0.890. Regarding the average variance extracted (AVE) constructs, Table 1's results show that every variable in this study has reached the suggested AVE value of 0.50 and above (Chin, 1998; Hair et al., 2014). The constructs in this research have an AVE between 0.501 and 0.538, which indicates that the model has sufficient validity and reliability. In a similar vein, the table also included the route coefficient's importance (R2). It demonstrates that the variables for direct association accounted for 89% of the variance.

The square root of AVE and construct correlation were taken into account when evaluating concept discriminant validity using the Fornell and Larcker's (1981) criterion. The square roots of each of the three variables in this study are larger than their corresponding correlations, according to the results shown in Table 3, suggesting that the model is unaffected by the discriminant validity issue.

Table 2. Showing the AVE, CR and R²

Construct	AVE	CR	R ²
Leadership Styles	0.538	0.890	0.892
Workers Productivity	0.501	0.796	

Table 3. Latent Variable Correlations and Square Roots of AVE

Construct	1	2	3
Leadership Styles	0.726		
Workers Productivity	0.633	0.740	

Table 4. Results of the Hypotheses Tested

Hypotheses	Construct	Beta	Standard Error	T Statistics	P-value	Decision
H1	LS->WP	0.894	0.034	26.560	0.000	Supported

Structural Model

Based the recommendations of Ringle, Wende and Becker (2015), the study evaluated the structural model (Hypothesis testing) through the R-squared values and path coefficients. The paper used PLS-SEM bootstrapping of 500 subsamples to assess the path coefficient significance (Figure 4). Table 4 presents the results of the test of hypotheses through the path coefficients of determination, t-values as well as the p-values. The result show that hypotheses H1 which predicted that a There is a significant relationship between Leadership styles and Workers Productivity the result indicates a positive relationship between LS and WP ($\beta = -0.034$, $t = 26.560$., $p < 0.000$); hence, H1 is supported. This finding correspond with earlier once of Yousaf, Yang and Sanders (2015); Kalhoro, Jhaital and Khokhar (2017); Oroni, Iravo and Elijah, (2014). This testified that, leadership styles are good predictors of workers productivity.

CONCLUSION

The main objective of this paper was to extend the literature on Leadership Styles by testing the relationship between leadership and workers Productivity. Through PLS-SEM analytical tool, the study tested the hypotheses which were in line with the objective; the main findings show that Leadership Styles has a significant influence on workers' Productivity,. Therefore, this study had empirically extended the understanding of predictors of Leadership styles although past studies mainly concentrate on other forms of productivity, example Adaptive performance (Tabiu etal, 2018), Team performance, Woerkom and Croon, (2009) Team performance management (Chau & Witcher, 2008).

Managerial Implications

The findings of this paper possess several important implications. First, the findings extend extant literature by validating the significant and positive influence of leadership styles on workers' productivity, thus revealing that affective commitment is also important predictor of contextual performance, more so, it was disclosed that the relationship between intrinsic motivation and contextual can influenced through affective commitment. Second, the results also provide additional information on the variables that can serve as predictors of workers productivity. The paper is therefore suggesting that organizations can improve their employee performance by focusing on implementing suitable policies that can enhance workers motivation. Furthermore, the study provides to the management, administrators of the public service and beyond that, commitment is not only on the side of workers, but rather organizations should also be committed to welfare of its workers, as this go a long way in promoting employees productivity.

Limitations

Although this paper provides additional evidence for the predictive capacity of leadership styles on workers performance, however, the study has some limitations. First, the paper used only one dimension of independent, dependent and variables (LS, and WP) that explained only 86 percent of the variance of workers performance. This showed that there are still other predictors of workers productivity. Therefore, future studies can focus on other dimension of the variables such as transformational leadership extrinsic motivation, normative commitment and continual commitment. Secondly, questionnaire was the means of collecting data of this paper while this might be linked with social desirability bias. Hence, the need for further study that will use both questionnaire and interview sources of data collection. Third, the sample sizes (population) were both senior and junior workers from UDUTH. Future studies may separate senior and junior staff from other regions this may allow generalization. Additionally, future research may also try sample from private sector organizations.

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