

The Impacts of Effective Leadership on Organizational Performance on Medicine San Frontier (MSF), Magburaka, Sierra Leone from 2018 To 2020

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ABSTRACT

An organization is a social set up, which has a boundary that separates it from its environment, pursues its own collective goals and control its own performance. It is vital to aver that the effectiveness or ineffectiveness of an organization lies in the leadership and the organizational structure of the institution. Thus, all organizations need to be coordinated to achieve effective result. This Research therefore focused on the impacts of effective leadership on organizational performance on Medicine San Frontier (MSF) Magburaka, Sierra Leone from 2018-2020. The objectives are: to examine the impacts of effective leadership on organizational performance the factors affecting leadership in private sectors and to assess the kind of leadership style adopted by Medicine san Frontier. The Researcher used an appropriate research design. She used survey research design and a quantitative research design in order to permit the analysis in a descriptive and deductive manner. The analyses among other things of the findings of the research show that effective leadership creates a conducive and perfect working environment thereby ensuring high degree of cooperation and efficiency in the organization. Besides, the Democratic and transformative style of leadership is the most effective style of leadership at Medicine San Frontier, followed by The Consultative and Transactional and the least is the Authoritative style. The Researcher ended with recommendations. Among other things, he recommended that further research on the topic should be done and leadership education in organization is germane for the benefits of the leaders and their subordinates.

Keywords: Organizational, Leadership, Sierra Leone, Medicine San Frontier, Performance.

INTRODUCTION

An organization is a social set up, which has a boundary that separates it from its environment, pursues its own collective goals, and controls its own performance (Hicks and Gullet, 1975). In a formal organization, interactions are rationally coordinated and directed through time on a continuous basis. The person at the helm of affairs is usually the leader.

Kraines (2001) stressed that the word leadership has been used by most disciplines: political science, business executives, social workers and educationist. However, there is large disagreement as regards the exact meaning.

This view was also supported by Taffinder (2006, pg 6), who gave different definitions to leadership: “a simple meaning: leadership is getting people to do things they have never thought of doing, do not believe are possible or that they do not want to do”. With reference to an organization, he defined leadership as “the action of committing employees to contribute their best to the purpose of the organization”. While on a complex and more accurate view, he explains that you only know leadership by its consequences – from the fact that individuals or a group of people start to behave in a particular way as a result of the actions of someone else”. Base on this, Leadership is not a position but a quality that influences others in an organization to do what had planned not to do. Leadership goes beyond a position and or title. It is a quality in a person.

It is important to distinguish between leadership as an organization function and as a personal quality. According to Bowery (2004) the later entails special combination of personal characteristics, which brings to light qualities and abilities of individuals. The former refers to the distribution of power throughout an organization and it

brings to focus the pattern of power and authority in the organization. Defining leadership in its various reflections is very important. However, it is necessary to buttress what our focus is when any of its definition is referred to and under what condition.

Previous views about leadership show that it is seen as a personal ability. However, Messick and Kramer (2004) were of the opinion that the degree to which individuals' exhibits leadership depends not only on his characteristics and personal abilities, but also on the characteristics of the situation and environment in which he finds himself.

Messick and Kramer (2004) further explained that since human beings could become members of an organization in order to achieve certain personal objectives, the extent to which they are active members depends on how they are convinced that their membership will enable them to achieve their predetermined objectives. Therefore an individual will support an organization if he believes that through it, his personal objectives and goals could be met, if not the person's interest in the organization will decline.

Considering the selected organization for this study, the effectiveness or ineffectiveness lies in the leadership and organization of the institute. According to Akpala (1988) some common problems were mentioned to affect organizational performance in business and other institutions. Among these problems faced by economic and government institutions in Africa are bad attitude to work among African work force, poor organizational performance, inefficiency and ineffectiveness in most places. The writer buttressed his point by saying that most organizations in Africa are managed by management systems that are strange to the typical African culture. However, suggestions were made that the right type of leadership and motivation were not applied in managing African workers.

Therefore all organizations need to be coordinated to achieve effective result. It is therefore the manager or leader's role to achieve this (Glantz, 2002). Glantz (2002) further explained that models on human relation shows that there are no essential conflicts that can satisfy workers social and psychological needs. These needs are entirely congruent with organizational goals of effectiveness and productivity.

The extent (degree) to which all members of an organization use their abilities and influences in the effective utilization of resources depends upon how well the managers (leaders) of the organization understand and perform their jobs. Maddock and Fulton (1998) explained that leadership and other processes of the organization must be such that can ensure maximum probability within all interactions and relationships with the organizations, each member will in the light of his background, values and expectations, view the expenses as supportive and one which can build and maintain his sense of personal worth and importance.

The number of organizations spring up yearly in Sierra Leone are so much but at the end of the day, many of them go downhill because of a lot of factors militating against them and the problems have been attributed to the performance of Leadership.

Profile of Medicines Sans Frontiers

Medicines Sans Frontiers (MSF) responded in Sierra Leone during a Cholera outbreak in 1986. It is a humanitarian organization which focuses on maternal and paediatric care, with the aim of reducing the high rates of sickness and death among mothers and children under five. Since then they have expanded their projects to meet the growing needs in the country. Today, their teams monitor the spread of different diseases, including COVID-19, and is helping to boost the pool of skilled and qualified medical staff.

In a country where child and maternal death rates are exceptionally high, their activities are focused on children under five, pregnant women and lactating mothers. MSF currently runs medical projects in three districts; Kenema, Tonkolili and Bombali, helping the Ministry of Health and Sanitation to provide general and specialist healthcare, including for tuberculosis and HIV. Their teams also provide psychosocial support and treatment for victims of sexual and gender –based violence.

Research Questions

The research questions of the study are:

- What are the impacts of effective leadership on organizational performance?
- What extent are the factors affecting Organizational Performance of the Organization?
- What is the type of leadership style adopted by Medicine San Frontier, Magburaka?

Specific Objectives

The specific objectives of the study are:

- To examine the impacts of effective leadership on organizational performance.
- To discuss the factors affecting the Organizational Performance of the Organization.
- To assess the kind of leadership style adopted by Medicine san Frontier (MSF) Magburaka.

REVIEW OF LITERATURE

Leadership

Stogdill (1974) thought that there are basically as many definitions of leadership as individuals that have attempted to illustrate the concept. A good evaluation of the different definitions of leadership uncovers the primary context is the character. Generally there appears to be certain freedom with regard to the contemporary problems. A few examples of leadership definitions are as follows:

According to Yukl (2006), they see leadership as a process of influencing their followers to understand and agree upon what is needed to be done and how it should be achieved, and the process of facilitating collective and individual efforts to realize a common objective or goal. The definition talks about direct and indirect influences but doesn't imply about the success of the process or achieving the goal. Also, leadership has been described by Memon (2014) as the means by which a person influences the behavior, thoughts and attitudes of others by being responsible for the direction in which the firm heads, as well as the obligation for what others see and also imagine about what lies ahead and how to attain it.

Kumar (2014) states that "leadership is defined as a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent". Kumar believes these are achieved through the application of leadership attributes, including values, belief, character, knowledge, ethics and skills.

Talat et al (2015) is convinced that leadership is actually a prevalent practice which often calls for responsibility, authority and delegation of power. He feels that the principal goal of a leader is to guide, direct and also persuade their supporters towards attaining individual in addition to organizational goals and objectives.

There are three levels associated with leadership methods and so they include; the leader, the follower, as well as the dyadic partnership between the initial two levels stated and also leadership analysis needs to address each and every level individually. Centering on the leader, trait as well as behavioral approaches are implemented, in the case of the follower the empowerment approach is employed and also the leader-member exchange concentrates on the relationship. Additionally, situational approach is focused on the blend of the three domains of leadership process (Uhl-Bien and Graen, 1995).

Yukl (2006) reported that the conceptualization of leadership is of four distinct levels that can be referred to as a hierarchy; Organization, Group, Dyadic and Individual. Studies performed involving the individual procedure is actually focused on the behavioral characteristics of a person out of a motivational, choice producing as well

as cognitive perspectives, and just how these single traits & an individual is encouraged by skills to be a leader. The disadvantage to this kind of approach is it does not take into account probably the most significant element of leadership, which is influencing as well as inspiring others (Yukl, 2006).

Compared to the dyadic as well as group processes, an organizational process allows a much wider comprehension of the usefulness of leadership. Such a study is focused on the most effective approach available technologies, resources as well as personnel that are implemented to set up and also execute work to boost efficiency and productivity.

Autocratic Leadership Style and Employee Performance

It is recognized as one in which the leader retains as much power along with decision-making power as possibly can. Milgron (1991) previously mentioned autocratic way of leadership evidently defines the division in between leaders and employees. This form of leadership does not accommodate suggestions from the employees and also they are required to follow orders without any form of explanation concerning exactly why the task needs to be completed. The motivation that is given is in a form of rewards and punishment.

Despite the fact that this style of leadership is widely rejected, it is practical when there is limited time frame for decision making. In recent times, such style of leadership can easily still be seen in nations being ruled by a dictator or even in the military of various governments. Michael (2010) is convinced that the majority of supporters of autocratic rulers as individuals who are just biding their time, waiting for the unavoidable collapse that this governance yields, eliminating the leader that follows.

In a study carried out by Peter (2013) which had been centered on relating management styles to job performance of employees of selected breweries. The outcome of this research revealed that there was clearly a significant relationship in between management styles and job performance. This study likewise indicated that the employees were discovered to be a great deal more responsive to the autocratic form of leadership in comparison with other styles management as a result of the nature of the work in the industry. The kind of work determines the kind of leadership style to be adopted.

Peterson and smith (1988) came to the realization in their study that a highly effective manager is influenced by the criterion in which leadership was being accessed. Thereby, in the event that leadership is seen from the point of work productivity, subsequently autocratic style is most effective, however, if the goal is maintaining excellent morals as well as a consistent measure of work, democratic approach is effective.

Cole (2000) even claims that autocratic leadership style is very effective in situations where modification needs to be fostered, there are times when in ending disputes like strikes, confidence implementation, plus a great deal more. If applied in its appropriate position, it brings about performance efficiency. Ispas (2012) conducted a survey on perceived leadership type as well as overall performance of employees in the hotel industry, discovering that autocratic management type is regarded by supervisors as the most frequently used form to guarantee anticipated end results. Additionally, they highlighted the reality that managers need to discover the appropriate approach to aid employees improve their performance individually.

Laissez-Faire Leadership Style and Employee Performance

The French phrase Laissez-faire, made use of mostly in economics and political sciences to mean a policy of the very least governmental interference within the economic concerns of society and individuals (Encyclopedia Britannica, nd). In relation to leadership literature, laissez faire undoubtedly is the saying for a "hands off of", permit things to ride method (Northouse, 2010) to influencing those in the workplace. Bass and Avolio (1990) described laissez-faire leadership as absence of any sort of leadership type or even distancing themselves from having to be involved in leadership activities.

Lewin et al (1939) explains that supervisors who are appointed, pay absolutely no interest to their responsibilities together with responsibilities that have been given to them. Laissez-faire leadership could be referred to as a form of leadership that is non-existent or "zero-leadership".

Workforce overall performance in this particular form hinges entirely on the potential, abilities and capabilities of the team member (Reid and Adler, 2008). Associates are absolutely free to make choices on their own, and leaders provide subordinates full liberty to operate on their own manner and also make major decisions (Coyle Shapiro, 2013). A few renowned researchers have suggested that Laissez-Faire style has resulted in enhanced job satisfaction and also more desirable employee performance, but may very well be detrimental in case staff is not managing their time effectively or perhaps in the event that they're not self-motivated to carry out their job effectively (Martin, 2013).

Einarsen et al (2007) argue that laissez faire leadership violates the genuine passions of the organizations including their employees by undermining organizational ambitions as well as /or subordinates well-being. Bass and Avolio (1997) also, regards laissez faire leadership as a terrible leadership style coupled with active remedial leadership (leading by observing as well as paying attention to mistakes) plus passive remedial leadership (waiting for issues to arise ahead of intervening). Laissez-Faire leadership style for the most part ends up in increased chaos within the organization as every individual feel him or her as very own leader (Monzani, 2015).

Kerns (2004) addressed the values to organizational leadership and also his research was notably supportive of the laissez-faire approach of bridging the divide between employer and worker where by his worry was primarily that laissez-faire will yield a favorable environment by way of which staff as well as families will truly feel like a community regardless of the various roles they play in the organization. Alan (2013) indicated that if performance is monitored by the leader and offers suggestions to workers on a regular basis, a laissez-faire management style could be productive. Most probably, leadership style will be effective when individual staff are seasoned, extremely qualified, trustworthy, motivated, and also competent to get the job done on their own. He argues that the chief benefit of laissez-faire leadership style is the fact that it offers a good deal of autonomy to staff members; it is able to play a role in greater job satisfaction together with enhanced organizational productivity. The issue with the afore mentioned in the African context is that laissez-faire was seldom practiced in its entirety due to political interference given that the employees need to be monitored and also the degree of personal drive and discipline is questioned.

Transformational Leadership Style and Employee Performance

Transformational leadership method concentrates on the development of followers which includes their needs. Ismail et al (2009) feels that leaders with transformational leadership style entirely pay attention to the growth and also continuing development of value process of employees, their motivational level as well as moralities along with their abilities. Bass (1997) states that the intention by which transformational leadership is centered around are transforming individuals and organizations pretty much - by altering their heart and minds, widen their vision, insight and their knowledge and also clarifying their motive to produce conduct appropriate for values along with principles. And in the long run bring about unwavering change and self-perpetuity.

A wide variety of empirical research has revealed that employee performance is influenced by leadership styles which highly effective leaders outshine weak leaders and transformation leadership offers significantly greater performance (Hater and Bass 1985; Burns 1978; Avolio and Howell 1993; Bass 1990).

Research studies in organizational conduct (Kotter, 1988 and Meyer & Botha, 2000; Bass & Avolio, 1994) has highlighted the transformational leadership as the most suited to organization nowadays. As indicated by Brand, Heyl & Maritz (2000) research continues to be carried out throughout the service, retail along with production sectors and also in the U.S., Canadian and German armed forces which point towards the little influence of leaders practicing transactional style of leadership have on the performance of their subordinates when compared to the effective accomplishments of transformational leaders.

Employees are able to attain individualized focus coming from the leader under transformational leaders. As a direct result, they have an inclination to react favorably by selling the agenda of the leader as well as performing beyond expectations. Transformation leaders can as a result produce high-quality leader-member interactions with employees and in turn influencing the efficiency of employees (see Wang et al, 2005).

Also, transformational leadership appears to have been observed to have a really favorable partnership with employee performance within the laboratory (Frost and Howell, 1989) and field (Bass, 1985) scenarios. As indicated by Avolio and Bass (1990), leaders who actually undertake the transformational approach of leadership encourages their employees to understand challenges via a different perspective, while giving support and encouragement and also communicating a vision plus rousing emotion and identification. Suharto (2005) shows that setup of even more standard transformational leadership activities is going to have considerable favorable effect on bettering subordinate performance of psychological empowerment.

In line with the research performed by Kehinde & Banjo (2014), transformational leadership would draw positive and effective end results in an organization on account of the fact that this form of leadership encourages employees to rise above expectations. The commitment and passion of followers is created for the intention of achieving organizational goals and objectives, facilitating resourceful thinking along with follower's inspiration to willingly agree to challenging goals and objectives while simultaneously stimulating subordinates intellectually. They went even further to advice transformational leadership as a good choice for organizations that mean to be competitive successfully. Latest research studies of leadership have carried on to confirm the beneficial correlation between transformation leadership and overall performance at different levels (e.g., Dumdum et al. 2002; Dvir et al. 2002; Howell et al. 2005)

Transactional Leadership And Employee Performance

Trottier et al. (2008) specifies transactional leadership as a form of leadership which usually is dependent on trades involving the leader and employees of an organization where the employee is compensated for meeting defined goals or quota or performance conditions. Riggio and bass (2006) described transactional leaders as motivators of their subordinates through the employment of contingent rewards and management by exception. Contingent reward basically means that the leader assures the followers a specific amount of reward in exchange for accomplishment of a defined task or job.

Management-by-exception (MBE) is made up of two variants: active (MBEA) and passive (MBEP), however, the one that is linked with transactional leadership is MBEA. With active MBE, the leader actively makes an attempt to stop mistakes and deviances from specifications by observing and taking measures to take care of errors. The relation between employee performance and leadership design, over the past one or two decades, has been given extensive scholarly interest. A lot of research studies on the relationship between transactional leadership, quite often complimented by transformational leadership, and employee performance have yielded equally significant and insignificant outcomes. Although, little or no work has been completed exclusively on the effectiveness of transactional leadership on employee performance in Sierra Leone, this study is focused towards incorporating additional literature to that particular respect.

According to Bass (1985), Transactional leadership describes expectations for the quality of employee performances and extends benefits to employees on a contingent basis which in turn drives followers to meet expected performance standards and satisfy their part to be rewarded accordingly. Empirical proof has been realized that firmly supports the connection between employee performance and contingent reward (Podsakoff & Mckenzie, 2006).

Bass (1985), reported that different styles of leadership which includes the transactional style of leadership, transformational style of leadership and laissez-faire leadership style plays a major part in management.

By clarifying their employee's requirements, the self-confidence required to carry out their jobs is built by transactional leaders. The transaction process, nonetheless, is a vital aspect of complete spectrum of good leadership. Highly effective leaders are able to transform the self-interest of others for the gain of their organization or group (Bass and Avolio, 2004).

Transactional leadership has a tendency to shift towards transformation when specific requirements are attained. Due to the transactional leadership system, employees' perceptions of their very own effectiveness or development potential are improved upon. Transactional leadership by itself is unfinished as changes centered

on transactions are too small but from time to time notable developments in the performance and also efforts of employees are observed.

Transformation comes about when subordinates discover they're keen on their work and even desire to play a role in their own self-development. (Avolio & Bass, 2004)

McGrath and MacMillan (2000) previously mentioned that highly effective types of leadership give rise to increased performance in times of completely new challenges. Gumusluoglu and Ilsev (2009); Mahdinezad, Suandi, bin Silong and Omar (2013); Zhu, Chew not to mention Spangler (2005) likewise supports this notion that transactional leadership positively impacts employee performance. In numerous research studies that have been completed by scholars on the relationship involving performance of an organization and its managerial leadership, it is apparent that there is a strong relationship. Which in turn drives home the notion that leadership is vital at pretty much all levels within an organization since to obtain the very best out of employees, the proper structure of leadership, considering the scenario, need to be put into use.

As research studies have revealed the beneficial relationship which is associated with transactional leadership style and the performance of employees, a few studies have in addition depicted the adverse effect of this style of leadership on the overall performance of employees. A number of the studies include Lowe, Sivasubramaniam and Kroeck (1996); MacKenzie, Podsakoff as well as Rich (2001); Steyrer and Geyer (1998); Proctor-Thomson and Parry (2002), virtually all individuals who provided results on the negative impact of transactional leadership on employee performance.

Hence the confusion which often continues to linger on the matter of the implications of transactional leadership on employee efficiency as a consequence of the diverse outcomes attained involving the two. I personally am convinced this may be associated with the circumstances or maybe condition in that this particular leadership design was used within every one of the experiments talked about previously. This particular existing analysis is designed to take a look at, the recommended impact of leadership types as well as worker overall performance.

Chan (2010) notes that a number of scholars that have performed study on different styles of leadership have yet to come up with a distinctive approach suited to distinct concerns, but Chan suggests it is vital to bear in mind, the unique styles which are employed are necessary when it comes to unique circumstances and that leaders only need to be aware of when they ought to implement a particular strategy and make use of ideal management styles, employee satisfaction, engagement, efficiency and ultimately the performance of the organization by means of its employees can be impacted by leaders. The level of leadership and guidance a leader offers to followers relies heavily on the styles they employ to match the circumstance.

The Relationship Between Effective Leadership And Organizational Performance.

Avery considering the views to several scholars' states that during the past four decades, the impact of leadership styles on organizational performance has been a topic of interest among academics and practitioners working in the area of leadership. This according to him is due largely to the widespread belief that leadership can affect the performance of organizations and that the style of leadership adopted is considered by some researchers to be particularly important in achieving organizational goals, and in working performance among subordinates. Several reasons he adds indicate that there should be a relationship between leadership and performance. The first reason he said relates to practice and that due to today's intensive, dynamic markets feature innovation based competition, price performance, rivalry, decreasing returns, and the creative destruction of existing competence, scholars and practitioners in his view are of the opinion that effective leadership behaviors can facilitate the improvement of performance when organizations face these new challenges (Avery 2008).

Understanding the effects of leadership on performance (Zhu et al, 2005 in Avery 2008 is also important because leaders in their view is viewed by researchers as one of the key driving forces for improving a firm's performance ; effective leadership to them is seen as a potent source of management development and sustained competitive advantage for organizational performance improvement. In view of this relationships Avery (2008) presents the views of (Avolio 1999 Lado et al 1992, Rowe 2007) who state that transactional leadership helps organizations achieve their current objectives more efficiently by linking job performance to valued rewards and by ensuring

that employees have the resources needed to get the job done. Visionary leaders Avery states creates a strategic vision of some factors, communicate that vision through framing and use of metaphor, model the vision by acting consistently, and build commitment towards the vision. (Zhu et al, 2005 in Avery 2008) suggest that visionary leadership will result in high levels of cohesion, commitment, trust, motivation, and hence performance in the organizational environments.

According to (Mehra et al 2006 in Avery 2008) when some organizations seek efficient ways to enable them to outperform others, a long standing approach is to focus on the effects of leadership. This is because team leaders are believed to play a pivotal role in shaping collective norms, helping teams cope with their environments and coordinating collective action. These leaders centered perspective has provided valuable insights into the relationship between leadership and team performance. (Avery 2008). International Business

Leadership Effectiveness and Job Performance

According to Oluseyi and Ayo Leadership, or more specifically effective leadership, is every bit as crucial (if not more so) in African organizations as it is throughout the world. It has been argued that effective leadership has a positive influence on the performance of organizations and it is the performance of many individuals that culminates in the performance of the organizations or in the achievement of organizational goals. Effective leadership is instrumental in ensuring organizational performance. As a result, many leadership theories have been proposed in the last fifty years which are claimed to have influenced the overall effectiveness of the organizations

where they have been employed. In competitive world business environment it is vital that organizations employ leadership styles that enable organizations to survive in a dynamic environment. Performance they said has been defined by Hellriegel et al (1999) as the level of an individual's work achievement after having exerted effort. Also Cummings et al (1973) in Oluseyi and Ayo believed that performance is ultimately an individual phenomenon with environmental variables influencing performance primarily through their effect on the individual determinants of performance ability and motivation. They also quoted Behling and Mitilem (1996) who confirmed the link between high performance and leadership in the United States by developing a model of charismatic/transformational leadership where the leaders' behavior is said to give rise to inspiration, awe and empowerment in his subordinates, resulting in exceptionally high effort, exceptionally high commitment and willingness to take risks. That is why it has been widely accepted that effective organizations require effective leadership, and organizational performance will suffer indirect proportion to the neglect of this (Oluseyi and Ayo 2009).

Leadership in Private Sector Organizations

Dubrin (2008) defined leadership effectiveness in private sector organizations as achieving targeted outcomes in terms of productivity, quality, and satisfaction in a given situation, and indicated as leadership effectiveness depends on four sets of variables as follow: Leaders' characteristics and traits indicating inner qualities of the leader, like self-confidence and problem solving ability which assist the leader to perform effectively in different situations.

Leaders' behavior and style, which refers the activities, leaders' approach relating to his or her effectiveness. All in all measuring the overall effectiveness of leadership in private organization in terms of achieving the objective of the organization seems logical. This is because since leadership is to achieve the vision of the organization and all leadership effectiveness has to contribute positively towards profit maximization which is the ultimate objectives of owners.

Mcshane defines the process effective leadership in private organizations as the process of influencing people and providing an environment for them to achieve team or organizational objectives. He states further that effective leadership help groups of people define their goals and find ways to achieve them. In his view they use power and persuasion to ensure that followers have the motivation and role clarity to achieve specified goals. Effective resources and achieve cooperate objectives more easily (Mcshane 2003).

Effective leaders in private sector organization result from experience, hard work, intelligence and host of other factors (Burke and Cooper, 2006). It is the ability to improve productivity in the work place through ability to influence employees. Accordingly, an effective leader is one who inspires others to give maximum contribution to achieve the business goal. In the process, effective leaders are not using force to influence others in doing their jobs, rather inspire them to do what is needed to be done.

Mark (2006) described effectiveness in private sector organizations as the ability to achieve high productivity. Hughes et al. (2007) indicated admitting leader's behavior or personality traits play key role in examining the consequences or impact of these behaviors to make judgments about the relative success of a leader in the private firm. They further noted as out of the vast number of measures to demark successful and unsuccessful leaders the commonly used as a superior's effectiveness or promotion ratings, subordinates ratings of their job satisfaction and moral or of their leaders' effectiveness, and different work-unit performance indices. Superior rate their leader on different measurement considered by the private organization as important, namely integrity, leadership administrative skills, communication impact and so forth.

Organizational goals are what an organization seeks to achieve its existence and operation (Bedeian & Zammuto, 1991). It is argued that equity and accountability are absent in private sector but are distinct in public sector (Flynn, 1997 quoted in Boyne, 2002). Private Sector organizations are not predominantly controlled by political forces but by market forces. The private sector organizations pursue a single goal of profit (Farnham & Horton, 1996 quoted in Boyne, 2002).

Goods and services of a private sector organizations depend on the market situation and follow the demand and supply mechanism. Private goods and services are rival in nature (Boyne, 2002). Private sector organizations maintain a distinguishable ownership, but it is difficult for public organizations to identify owners of resources. Besides, private firms are owned by the entrepreneurs or shareholders who own the property and resources and receive direct monetary benefits (Booney, 2002).

According to Borman, (2007) in Oluseyi and Ayo (2009) the most important dependent variable in industrial and organizational psychology of private organizations is job performance. And that one of the major concerns of companies has focused on improving workers' productivity which is one of the job performance measures. They also quoted Greguras who describes job performance as the extent to which an organizational member contributes to achieving the objectives of the organization. According to Kellor 2006 in Olusey and Ayo 2009, when you expect the best from your employees they will give you their best.

Effectiveness of leadership in private organizations is partially determined by the adequacy and clarity of communication. This is crucial in private organizations to achieve their goals and objectives. The manager exercises his leadership role through communication with members of the organization. Justin (2006) defined Communication as both transmission and reception of a message. Through communication the manager explains the nature of an assignment to his subordinate while the subordinate reports work progress to the superior. Feelings and attitudes are also expressed in the process of communication. Any type of organized activity demands communication.

RESEARCH METHODOLOGY

Research methodology is simply a path or a journey that researchers navigate in order to reach certain understandings and conclusions in a carefully setup setting. Whist many authors define research methodology as a process of collecting, analyzing and interpreting information to answer questions (Busetto et al., 2020; Chun Tie et al., 2019).

The researcher used a survey research design towards the completion of this study. According to Amin (2005), a survey research design would be an important tool to the researcher towards the collection of systematic data on different respondents of different gender, educational level and age at the same time at Medicine Sans Frontier. Creswell (2014) defines research design as types of inquiry within qualitative, quantitative and mixed methods approaches that provide specific directions for procedures in a research design. According to Amin (2005), a survey research design would be an important tool to the researcher towards the collection of systematic data on different respondents of different gender, educational level and age at the same time at the Medicine Sans Frontier (MSF), Magburaka, Sierra Leone. Simple random sampling of respondents was used to make sure that there was

no bias in the selection of respondents during the study. Quantitative research design was used by the researcher in order to permit the analysis in a descriptive and deductive manner.

The researcher conducted the study with a population which consists of all set of workers at the Medicine Sans Frontier (MSF), Magburaka, Sierra Leone. These categories that was chosen by the researcher are believed to be key to help in the research. This study population that the researcher has to conduct the study was workers of the Medicine Sans Frontier (MSF), Magburaka, Sierra Leone. The researcher sought permission to approach the workers at Medicine Sans Frontier (MSF), Magburaka, Sierra Leone through appropriate channels.

The study was conducted in Sierra Leone by population size of workers at the Medicine Sans Frontier (MSF), Magburaka, Sierra Leone with numbering over 250. These over 250 workers at Medicine Sans Frontier (MSF), Magburaka, Sierra Leone were the focus of the survey, as they were in the best position to help with assessing the impacts of effective leadership on organizational performance of Medicine Sans Frontier, Magburaka, Sierra Leone; from 2018 to 2020.

It would be a very difficult task to conduct a study using the whole population of the Medicine Sans Frontier (MSF), Magburaka, Sierra Leone. Due to that fact, the researcher chose few workers as the sample representing the total population of the Organization. In order to get a representative sample for the study, simple random sampling method was employed to get the workers who were studied. The researcher sent the survey to a sample of 100 respondents, drawn randomly from a pool of 250, workers which were acquired through an appropriate channel. Since these direct respondents are permanent workers of the Organization and have been at the Organization for at least two years, the researcher deemed them fit to represent the entire study population at the Organization, reason being they would have a reliable assessment of the impacts of effective leadership on organizational performance of Medicine Sans Frontier (MSF), Magburaka, Sierra Leone. The 100 workers were selected at random by the researcher from a pool of 250 workers including, supervisors and employees. The District was chosen because that is one of the areas of operations of Medicine Sans Frontier and it is the center of Sierra Leone.

The researcher obtained data from the study population by using a structured research interview, questionnaires and personal observation to the target population through appropriate channel that allowed the study population to easily assess the respondents in a stress free and timely manner. Collection of the data lasted for few days. This was because the researcher did not want the responses gotten from each respondent to be affected by other respondents' opinions. The data that was collected from the study population was primary data.

The data that was used for this study was obtained from different sources. This ranged from personal interviews, questionnaires, observations and library search. However, field study involves use of schedules of interviews was applied in obtaining, reinforcing and cross checking obtained data of this Research. The data that was generated for the study comprised of secondary (desk survey) and primary sources (field survey).

Primary data are those obtained directly from the banks and workers or main source. The aim of collecting them was to obtain first-hand information about the banks being studied. The bulk of the primary data was obtained through interviews and discussions that was designed via use of information generated from secondary survey (desk survey) after taking due cognizance of the purpose and objectives of the study.

The study data collection was accomplished by preparing structured interview question and questionnaires. Accordingly, structured interview was made with other relevant respondent.

In the discussion questions note taking was used during the discussion because video recording was not allowed by other respondents. During the discussion, the researcher was not only interested on what was said rather; the way the respondents' said it was also noted.

After the interview question, a summary of the key points was re-written by the researcher in order to change unorganized sentences into brief statements to incorporate main sense and what was said or observed during the discussion.

The validity of this research was calculated through interviews and questionnaires to the workers of the case Organization. The required results to conclude the research was found through the interview, questionnaires and

the response of the respondents. The study includes discussions, observations and interviews through an appropriate channel. There are 250 workers in the Organization and 100 responses to the survey. Hence, the research was said to be valid.

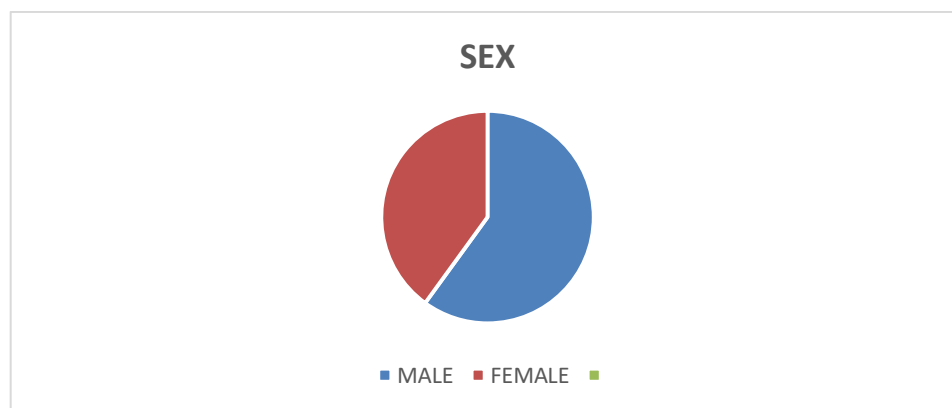
The reliability of the research will be said to have been proven if the researcher pre-tests the interview questions and questionnaires. In this research interview questions and questionnaires were sent to another renowned researcher who is a third party to check the reliability before the final work is ready to be utilized to the respondents. The reason for the pre-test was to check that the information was appropriate for the research or not. In order to make the research more reliable the empirical study combined with theoretical study. The researcher found the research to be reliable because the results that were found areas expected and all which represents 100 percent of the workers of the Bank that responded to the survey. Hence, the research was said to be reliable.

DISCUSSIONS AND FINDINGS

Sex of staff

No. of respondents: 100

Chart 1

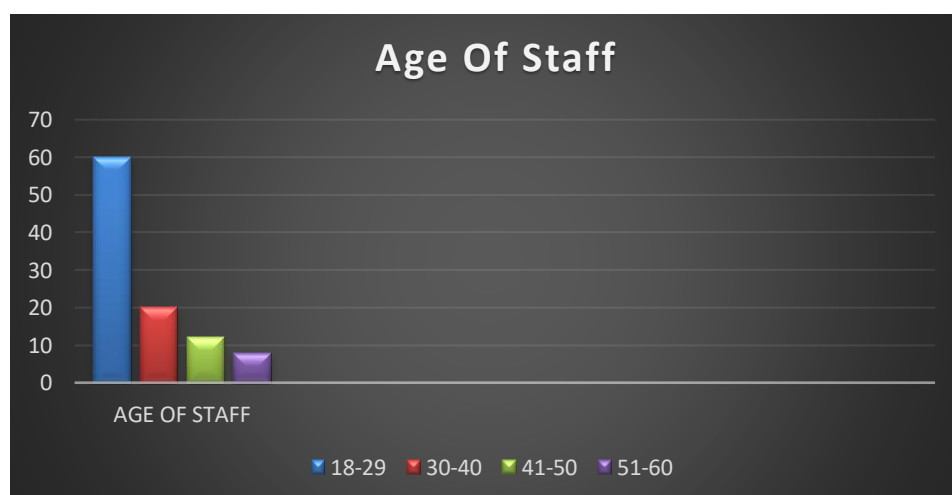


The Chart above shows that 60 respondents representing sixty percent (60%) of the total respondents are male, while 40 respondents representing forty percent are female.

Age of staff in the organization

No of respondents: 100

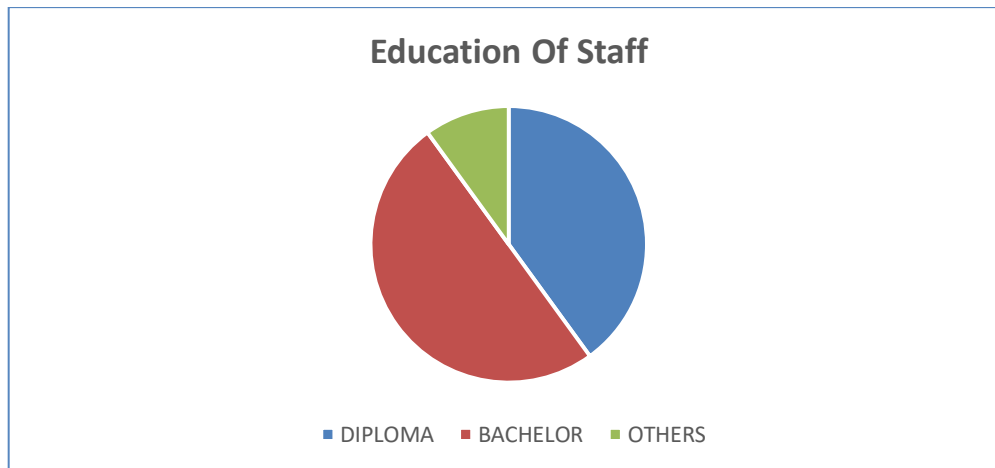
Chart 2



The Chart above indicates that 60 respondents of the population were between the ages of 18-29, 20 respondents of the population were between the ages of 30-40 , 12 respondents of the total population were between the ages of 41-50 and 08 respondents of the total population were between the ages of 51 -60.

Type of education possessed by staff

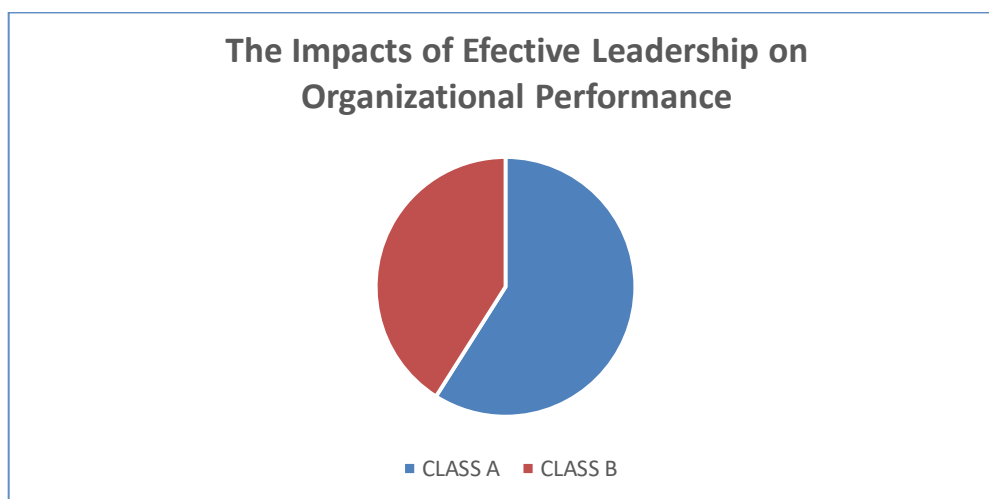
Chart 3



The Chart above indicates 50 respondents representing fifty percent (50%) of the sampled population has Bachelor's degree, while 40 respondents representing forty percent (40%) of the sampled population has Diploma and 10 respondents representing ten percent (10%) of the sampled population have other qualifications.

The Impacts of Effective Leadership on organizational performance

Chart 4



The Chart above shows the impacts of effective leadership on organizational performance. 100 respondents gave valid responses and the responses are classified into Class A responses and Class B responses for the purpose of this research. Class A has a population value of 59 from the sampled population which represents fifty- nine percent (59), while Class B has a population value of 41 from the sampled population which represents forty- one percent (41%).

Class A represents those who maintain that effective leadership will create a conducive and perfect working environment thereby ensuring high level of cooperation and efficiency in the organization. Class B represents those who maintain that effective leadership increases productivity and helps the organization to achieve its objectives and those who are not sure of the impacts of effective leadership on organizational performance. In

all of these, it is safe to say effective leadership has positive impacts and plays a key role in the success and growth of any organization.

Factors Affecting Organizational Performance

An analysis of the factors affecting the organizational performance of the department was conducted and the results are illustrated in Table 1. As depicted in Table 1, the views of the respondents are indicated by the degree in which a particular factor has enormously affected organizational performance

Amongst the factors affecting the performance of the organization, the respondents statistically confirmed “economic factors” with a very high degree which was followed by “government policies”,

Table 1. Factors affecting the Organizational Performance of the Organization

Human resources
Organizational Asset
Government policies
Organizational culture
Leadership Working environment
Organizational structure
Economic factors
Technology

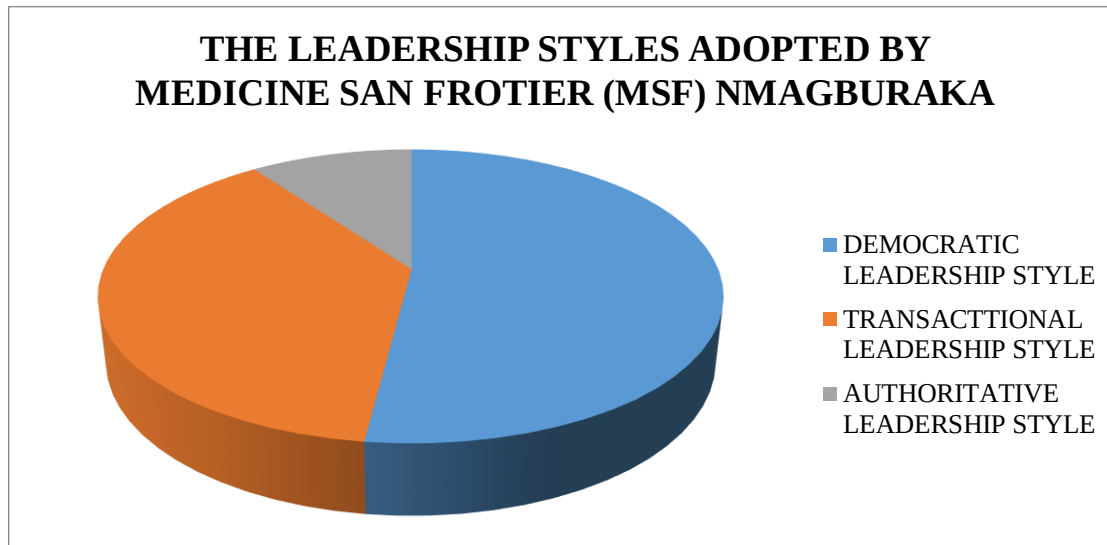
The third factor was working environment. The fourth factor was organizational culture. The fifth factor was organizational assets. These were followed by human resources, technology, organizational structure and leadership was the least factor rated.

The results show that the Organization (MSF) is negatively affected by economic factors as confirmed by the majority of the respondents. Changes in the government policies were positively confirmed and they assist the Organization to improve its performance. These findings are in line with Chitechi (2014) who argued that changes in the external environment have a significant impact on the survival and success of organizations. It was interesting to note that the organizational culture of the department was acknowledged as conducive for employees to perform well and contribute positively to the performance of the department, albeit the Organization operating under a highly politicized environment. This result concurs with Ahmed & Shafiq (2014) who notes that knowledge of the organization culture permits employees to understand the history and functioning of the organization.

There was skepticism about organizational assets to enable the employees to execute their duties effectively, and also about the organization having sufficient human resources to achieve its targets. At the same time, there was concern about the current organizational structure of the department and its ability to respond to the organizational needs. Availability of state of art technology would naturally positively influence the performance of employees in organizations, while non-availability or non-use of technology would negatively influence or impact the performance of employees in organizations. It appears the department had the challenge in the use of technology. There was also skepticism on whether a change of leadership in the Organization resulted in highly motivated management and employees and improved organizational performance. These findings resonated well with Maduenyi, Oke, Fadeyi, & Ajagbe (2015) and Mokgolo, Mokgolo, & Modiba (2012) that organizational structure has an impact on organizational performance and this demonstrates that organizations should have well-defined structures in place to achieve set objectives and that the effective leadership is vital because the effectiveness of the leader determines the eventual success of the organization.

The Leadership Styles Adopted By Medicine Sans Frontier, Magburaka, Sierra Leone.

Chart 4. The Leadership Styles Adopted by Medicine Sans Frontier, Magburaka, Sierra Leone



In this survey questions both middle and lower level managers were asked to indicate the leadership styles they follow. Data compiled from survey responses as indicated in the Chart, showed majority of middle and lower level managers responded as they are following Democratic (42%), Transactional Leadership Style (38%) most of the time, and Authoritative Leadership style of 10 percent.

At the same time, employees are also asked to choose style of leadership their bosses experience in their day to day business leadership. They are in line with the responses of their managers. That is they follow Democratic, Transactional and Authoritative leadership styles with Democratic being the most effectively used, followed by Transactional and by Authoritative style.

RECOMMENDATIONS

Based on the findings from the study is on the impacts of effective leadership on the organization performance collected by personal observation and through the questionnaires conducted in the Organization; it is necessary to offer the following recommendations.

- Subordinates should be educated about the need for harmony with them and their leaders in the work place for the mutual benefit of both parties.
- This research examined the effect of leadership styles on workers performance by studying only one organization. It is therefore suggested that a similar study be carried out which will cover more Organization in order that the subsequent findings may be compared with the finding of this research.
- That leadership is one of the tools used in attainment of organizational goals and objectives, therefore every organization should as issue of importance, ensure of getting the right leader that will man their organization; in order to achieve their set goals/objectives.
- Exhibition of authoritative style of leadership as the results from this study show negatively impacts on the performance of employees and therefore should not be employed by supervisors who intend to bring the best out of their employees. Supervisors should clarify organizational standards and goals to the employees and not wait for a problem to arise before tackling it.
- Based on the results acquired from this study, the researcher recommends that Democratic leadership is the most suitable form of leadership to be exhibited by supervisors due to the fact that the employees responded more favorably to Democratic leadership style when compared to other mentioned styles of leadership employee performance was tested against.

CONCLUSION

Organizations are established for specific purpose and objectives, people also join organizations to satisfy their needs, and in so doing they contribute to organizational performance to achieve the objectives of the organization. Therefore, it is the responsibility of every leader to build an organization that will function effectively because the extent to which he/she succeeds will depend considerably on subordinates willingness to corporate with him/her among other things will depend on the degree of congruency between the leadership style adopted by the leader and the expectations and desires of the subordinates.

From the findings in this study, it can be concluded that supervisors who intend to derive the best out of their employees should try and exhibit characteristics related to democratic style of leadership followed by transformational style while avoiding to exhibit characteristics related to authoritative styles of leadership.

This research work has shown that for any organization to survive, appropriate impact of leadership on the employee must be followed. It is hoped that the presentation of leadership in this project will contribute to the better understanding of the need for adopting of Democratic leadership in an organization, which will enhance organizational effectiveness. It was inferred that democratic or participative types of leadership is the best of all the leadership styles because of the benefits that will be derived from it by the employees amid the overall result to the organization as a whole. The study also shows that it is necessary to effect changes in impact of leadership when the need arises in an organization in order to enhance performance.

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