

TRANSACTIONAL LEADERSHIP AND WORKERS' PERFORMANCE IN FAST FOOD COMPANIES IN RIVERS STATE, NIGERIA

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ABSTRACT

This study examined the relationship between transactional leadership and workers' performance in fast food companies in Rivers State, Nigeria. The study adopted a quasi-experimental survey in its investigation of the variables. Primary data was generated through structured, self-administered questionnaire. The population was 780 employees of the ten insurance companies in Port Harcourt. The study sample was 264 was calculated using the Taro Yamane's formula for sample size determination. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman Rank Order Correlation. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. Empirical findings revealed that there is a strong and moderate positive relationship between transactional leadership and subordinate performance in fast food companies in Rivers State, Nigeria. The study concludes that transactional leadership significantly influences subordinate performance in fast food companies in Rivers State, Nigeria. The study recommends that management of fast food companies should motivate and influencing subordinates by exchanging reward with a particular performance. A subordinate promised to be given rewards when he/she is able to complete their duties in accordance with agreements would put in more effort and is encouraged to work.

Keywords: Transactional leadership, workers' performance, task performance, contextual performance adaptive performance

INTRODUCTION

Leadership is one of the major study matters in management (Odumarie & Ifeanyi, 2013; Weihirich, 2008). In Today's competitive environment, organizations are striving hard to meet their goals (Paracha, Qamar, Mirza, Itassan & Wagas, 2012). Leaders play significant role in organizations and help employees in achieving their goals and objectives. According to Northouse (2007), Leadership is the ability of an individual to motivate a group towards the accomplishment of goals. It is a process in which an individual interacts with the workers of the organization, motivate them and helps them in achieving the target (Chaudhry & Javed, 2012). Leaders are the source that enhance employee's performance and make them contented towards their jobs. Therefore, it has always been a controversial issue from many years (Islam, Aamir, Ahmed and Muhammed, 2012). It is essential for organization to have a leader despite of all the contradictions about leadership role (Zenger & Folkman, 2002).

Leaders primarily affect group's performance and a group performance is dependent on leader. So, if leaders perform efficiently their job, the group will also perform the tasks efficiently (Drucker, 1996). Leadership is a vital element in management. It is the dynamic process at work in a work whereby one individual over a particular period of time and in a particular organization context influence the other group members to commit themselves freely to the achievement of groups tasks or goals (Tamunomiebi, 2020 cited Cole, 1997). Miner (2006) suggested that leaders adopt their style of managing people and organization according to the situation and need of time. According to Hambley, Neil and Kline (2007) various researchers focus on leadership styles. Among these studies many focus on transformation leadership style and transactional leadership style. Transformational leadership leaders motivate the followers by inculcating confidence in them and encourage the followers to use new ideas and techniques in their tasks.

On the contrary transactional leaders motivate the followers by giving rewards and recognition and punishment to meet the objective efficiently (Odumeru & Ifeanyi, 2013). In literature, most of the researches focus on transformational leadership, but some studies also focus on transactional leadership style. Lowe, Kroeck

and Sivasubramaniam (1996) conducted a meta-analysis in for-profit sectors and their study resulted that both transformational leadership style and transactional leadership styles have significant relationship with performance. A study by Rowold and Roahmann (2009) indicated that there is a positive and significant relationship between both leadership styles (transformational and transactional) with the performance.

Several researchers are of the opinion that transformational leadership style has little impact on performance as compared to transactional leadership style (Masi & Cooke, 2002; Sparks and Schenk, 2001; Deluga, 1992; Medley and Larochelle, 1995 Aflabi, Obude, Okediji and Ezech, 2008). Many resources depicted that transformational leadership style has greater impact on employee performance as to transactional leadership style (Egan, Sarros & Stantore, 1995) Numerous studies focus on transformational leadership style. In the context of Port-Harcourt, little attention has been on the leadership styles adopted by managers in the selected companies. Most of the researchers on the leadership style were done in other sectors. Therefore, this is another significant consideration of contemporary study. Therefore, the purpose of this study is to determine the relationship that exist between transactional leadership and workers' performance in fast food companies in Rivers State, Nigeria.

Conceptual Framework

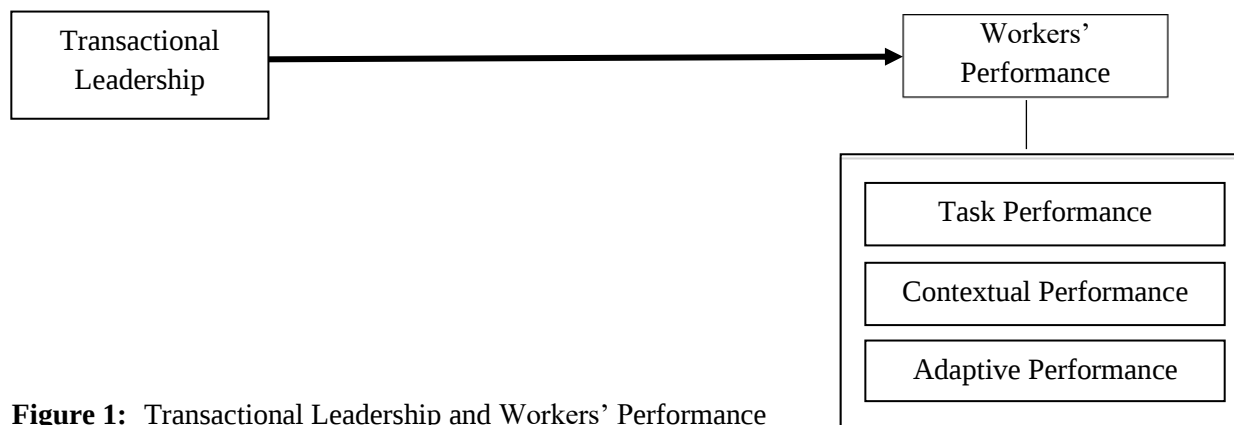


Figure 1: Transactional Leadership and Workers' Performance
Source: Author's Research Work 2023

The following research questions guided the study:

1. What is the association between transactional leadership and workers' task performance in fast food

companies in Rivers State, Nigeria?

2. What is the association between transactional leadership and workers' contextual performance in fast food companies in Rivers State, Nigeria?
3. What is the association between transactional leadership and workers' adaptive performance in fast food companies in Rivers State, Nigeria?

LITERATURE REVIEW

Theoretical Foundation

The underpinning theory for this study was anchored on the path-goal theory of leadership Theory.

The path-goal theory of leadership

The path-goal theory is a widely recognized theoretical development from a contingency approach which is derived from the behaviour and the expectancy framework of motivation theory of Victor Vroom. Although George Poulos and his colleague at the University of Michigan for social Research used path-goal concepts and terminology many years ago for analyzing the impact of leadership on performance the modern development is usually attributed to Martin Evans and Robert House, who at about the same time wrote separate papers on the subject. In essence, the path-goal theory attempts to explain the impact that leader behaviour has on associate motivation, satisfaction and performance. The early theoretical work on the pathgoal theory proposed that leaders will be effective by making rewards available to subordinates and by making those rewards contingent on the subordinates' accomplishment of specific goals (Luthans 2008). The early path-goal work led to the development of a theory involving four specific styles of leader behaviour (directive, supportive, participative and achievement) and three types of subordinate attitudes (job satisfaction, acceptance of the leader and expectations about effect, performance reward relationships).

It is argued by them that an important part of the leader's job is to clarify for subordinates the kind of behaviour most likely to result in goal accomplishment. This activity according to Ivancich is referred to

as path clarification (Bass 2008). This theory attempts to define the relationships between a leader's behaviour and the subordinates' performance and work activities. Leader behaviour is acceptable to subordinates to the degree that they see it as a source of satisfaction now or as a step toward future satisfaction. Leaders' behaviour influences the motivation of subordinates when it makes the satisfaction of their needs contingent on successful performance; and it provides the guidance, support and rewards needed for effective performance (but that goal theory of leadership and the expectancy theory of motivation, are closely related in that leader behaviours can either increase or decrease employee expectancies. McShane and Glinow say that path-goal theory states that effective leaders influence employee satisfaction and performance by making their need satisfaction contingent on effective job performance.

Conceptual Review

Transactional Leaders

As originally described by Burns (1978), the transactional leaders identify the expectations of their followers and respond to them by establishing a close link between effort and reward. Power is given to the leader to evaluate, correct and train subordinates when performance needs to be improved and to reward effectiveness when the required outcomes are achieved (Couto 2007). Bass and Avolio (1997) described transactional leadership in terms of two characteristics: the use of contingent rewards and management by exception. Contingent Reward: According to Odumeru and Ifeanyi (2013), contingent reward can be classified into two types. Contingent positive reinforcement and Contingent negative reinforcement. Contingent positive reinforcement is given when the defined goals are achieved on time or before time. This positive reinforcement is given in form of praise or rewards. Transactional leaders recognize followers' successful performance and reward them for positive output.

On the other hand, contingent negative reinforcement is given when the set goals are not met, tasks are not accomplished and performance falls below standard. Management by Exception-Active: Active management by exception means that leader observes followers' performance, watches the deviations

from the rules and regulations, anticipate problems and issues, take actions according to followers performance and makes corrections to resolve the problems (Odumeru & Ifeanyi, 2013). Bass and Avolio (2003) suggest that characteristics of transactional leadership consist of two aspects, namely contingent reward and exception management. Contingent reward is where leaders make agreement about what must subordinate do and promising reward obtained when goal is achieved. While exception management is leader monitor deviations from established standards and take corrective action to achieve organizational goals.

Concept of Workers' Performance

Workers' performance refers to job related activities expected of a worker and how well those activities were executed. Actual performance in a job is primarily determined by its effort spent. But it is also affected by the person's ability to do the job and also by individual's perception of what the required task is. Performance measurement is an ongoing activity for all managers and their subordinates. Employee performance as proposed by scholars, it is based on the type of reward system in place within organizations (Bari, Arif & Shoaib, 2013). A study by Anitha (2013) suggested that employee performance is an indicator of financial or other outcomes of the employee that has a direct connection with the performance of the organization as well as its achievement. Hence, people in management such as top, middle, and lower management contributes significantly in performance (Xanthopoulou et al, 2009a). Employers found that it is difficult to understand the behavior of employees and how to attract, retain and motivate them for a longer period in the organization as their behavior keeps on changing.

In an organizational context of performance, employee performance is defined as the degree to which an organizational member contributes to achieving the goals of the organization. Employee performance is vital to an organization as they play as an imperative mechanism that contributed to the success of an organization. Most organizations can measure employee performance through the quantity of output, quality of output, timeliness of output and labor productivity (George, 2015). What employee does or does not do will affect the reputation of the organization. The successful of supervising, create and empower the

employees is an important basis of organization performance (Christensen, 2011). Therefore, outcomes achieved by the employee can be measured by using indicators that can describe an employee's pattern of performance over time (Ying, 2004).

Measures of Subordinate Performance

Task Performance

Task performance is a measure of an employee's job effectiveness which involves their contribution to overall organizational productivity and actions that are part of the formal reward system and addresses the prescription as indicated in the descriptions of the role (Williams and Karau, 1991). It shows the level or the extent an employee achieves a given target. In general, task accomplishment comprises of activities that translates the organizations policies, missions and resources into tangible and intangible goods produced by the organization and to enable efficient operation of the organization (Motowidlo, 1997). Thus, task performance covers the fulfillment of the requirements that are part of the agreement between the employee and the organization. Borman and Motowidlo (1993) pointed out that task accomplishment is the effectiveness and efficiency with which job incumbents perform activities that contribute to the organization's technical core and assist in moulding the psychological state of the organization (Borman&Motowidlo, 1993). Task accomplishment measures relationship between inputs and outputs or how successfully the inputs have been transformed into outputs in an effective manner (Low, 2000).

Contextual Performance

In today's competitive business world, employees are expected not only to perform their required roles mentioned in their job description but also to perform tasks that may not be explicitly part of their job description such as helping a co-worker in his or her task, familiarizing a newly-joined employee to his work and supporting organizational policies etc. (Saleem et al, 2013). Such behaviours which are expected of an employee but not categorically mentioned in one's job description are called pro-social behaviours or extra-role behaviours and the performance is called contextual performance (Sattar& Ali, 2014; Shaju &

Subhashini, 2017). These contextual behaviours are significant to any organization as they facilitate enhanced communication and improved social interaction among the workforce (Kimani et al, 2017; Asaf & Alswalha, 2013; Naharuddin & Sadegi, 2013). Contextual performance is closely related to various other constructs like extra-role behaviour, civic organizational behaviour, pro-social behaviour, and most notably with organizational citizenship behaviour (OCB).

Adaptive Performance

The twenty-first century has spawned rapid changes in technology and working conditions. The capacity to adapt to these changes is important. Consequently, researchers have focused on examining employees who are capable of adapting their performance in an environment characterized by a high level of volatility, uncertainty, complexity and ambiguity (VUCA). The ability to be adaptable is important at both the individual and organizational level. At the individual level, adaptive performance is an employee's ability to adapt to rapid changing work situations (Park & Park, 2019). When an employee is adaptive this can lead to improved job performance and career success (Park & Park, 2019).

Empirical Review on Transactional Leadership and Subordinate Performance

Yulk (2007) asserts that transactional leadership style is one leadership style that focuses on transaction between leaders and subordinates. Transactional leadership motivates and authorizes subordinates by exchanging reward with a particular performance. In a transaction the subordinate promised to be given rewards when subordinate is able to fulfill their duties in accordance with agreements. In other words, he encourages subordinates to work. Transactional leadership styles can affect positively or negatively on performance. It depends on employee assessment. Positive effect can occur when employees see transactional leadership positively and a negative effect can occur if employee considers that transactional leadership styles cannot be trusted because they do not stick to their promises.

Judge and Piccolo (2004) found a mix relationship between transactional leadership and employee motivation. Contingent reward was found to be positively related with follower motivation, while

management by exception and laissez –faire leadership was negatively associated with follower motivation. Chaudhry and Javed (2012) conducted a study in banking sector of Pakistan and they found that employees under transactional leaders are more motivated than transformational leaders. Motivational level of employees is high under transactional leadership behavior and hence employees perform well for organizational productivity.

Obiwuru, Okwu, Akpa and Nwankere (2011) surveyed small- scale enterprises in Nigeria. Their investigation resulted that transactional leadership style had a significant positive relation with employee performance and they found positive but insignificant effect of transformational leadership with employee performance. Mutera (2012) conducted a study in United States of America, the results of his study revealed that both transactional and transformational leadership styles were significantly related to employee performance. Pradeep and Prabhu (2011) carried out a study in India and results of their study showed a positive association of both transactional and transformational leadership styles with employee performance. Paracha *et al.*, (2012) carried out a research to discover the performance of employees. They selected some private schools of Pakistan for this purpose. They found out that both transactional and transformational leadership styles are positively linked with employee performance. However they also found that transactional leadership style had more significant relationship with employee performance than transformational leadership style.

Shah and Hamid (2015) carried out an empirical investigation on the influence of transactional leadership on job performance. The survey method was used to collect data from the middle managers of six large banks of Pakistan. Hence using proportionate random sampling a total of 500 questionnaires were mailed to the bank branches with selfaddressed returned envelopes out of which 297 useable questionnaires were received. The findings of the study reveal that transactional leadership has significant relationship with job performance. However, the study used convenience sampling method which is highly vulnerable to selection bias.

A study carried out by Asiimwe and Sikalieh (2016) explored the relationship between transactional leadership style and SMEs Growth in the Top 100 SMEs in Kenya. This was amixed method study targeting the KPMG top 100 SMEs of 2013. A causal research design was employed. Stratified proportionate random sampling and purposive sampling techniques were used. Data was collected using a closed ended questionnaire and a structured interview guide. Pearson's correlation, multiple regression and Pearson's chi-square techniques where used to analyse the data. The analysis indicated that transactional leadership style and SMEs growth had a strong positive and significant correlation ($r= 0.702$, $p =0.007$), and a positive and significant relationship. However, the study purposive sampling which is subject to sample biasness. Based on the empirical findings, we hypothesized as follows:

- H₀₁:** There is no significant relationship between transactional leadership and workers' task performance in fast food companies in Rivers State, Nigeria.
- H₀₂:** There is no significant relationship between transactional leadership and workers' contextual performance in fast food companies in Rivers State, Nigeria.
- H₀₃:** There is no significant relationship between transactional leadership and workers' adaptive performance in fast food companies in Rivers State, Nigeria.

METHODOLOGY

Research design is a framework which guides the researcher in collecting and analysing the relevant data for the study. This is the overall plan, structure and strategy for conducting research. Nachmias and Nachmias (1987) see a research design as model evidence that enables the researcher to draw inference on causal relationships among intervening variables. The study adopted a quasi-experimental survey in its investigation of the variables. Primary data was generated through structured, self-administered questionnaire. The population was 780 employees of the ten insurance companies in Port Harcourt. The study sample was 264 was calculated using the Taro Yamane's formula for sample size determination. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman Rank Order Correlation. The tests were carried out at a 95% confidence interval and a 0.05 level of significance.

DATA ANALYSIS AND RESULTS

Bivariate Level of Analysis (Test of Research Hypotheses)

Decision rule: The decision rule which applies for all bivariate test outcomes is stated as follows: where $P < 0.05$, reject hypothesis on the basis of evidence significant relationship; and where $P > 0.05$, accept hypothesis on the basis of insignificant relationship between the variables.

Table 1: Correlations of Transactional Leadership and Task Performance

		Transactional Leadership	Task Performance
Spearman's rho	Transactional Leadership	Correlation Coefficient	1.000
		Sig. (2-tailed)	.674**
		N	249
	Task Performance	Correlation Coefficient	.674**
		Sig. (2-tailed)	1.000
		N	249

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

Source: SPSS Output, 2023.

H₀₁: There is no significant relationship between Transactional Leadership and task performance in fast food Companies in in Rivers State, Nigeria.

Table 1 showed the relationship between Transactional Leadership and task performance using Spearman's Rank-order Correlation techniques. From the analysis the result showed the correlation coefficient of $\rho = 0.674$ which show the direction and strength of this relationship. The coefficient represents a strong positive correlation between Transactional Leadership and task performance in in fast food Companies in in Rivers State, Nigeria. The tests of significance show that this relationship is significant at $p\ 0.000 < 0.05$ which makes possible to the generalization of our findings to the study population. Therefore, based on observed findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between Transactional Leadership and task performance in fast food Companies in in Rivers State, Nigeria.

Table 2: Correlations of Transactional Leadership and Contextual Performance

			Transactional Leadership	Contextual Performance
Spearman's rho	Transactional Leadership	Correlation Coefficient	1.000	.767**
		Sig. (2-tailed)	.	.000
		N	249	249
	Contextual Performance	Correlation Coefficient	.767**	1.000
		Sig. (2-tailed)	.000	.
		N	249	249

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

Source: SPSS Output, 2023

H₀₂: There is no significant relationship between Transactional Leadership and contextual performance in fast food Companies in in Rivers State, Nigeria.

Table 2 showed the relationship between Transactional Leadership and contextual performance using Spearman's Rank-order Correlation techniques. From the analysis the result showed the correlation coefficient of $\rho = 0.767$ which show the direction and strength of this relationship. The coefficient represents a strong positive correlation between Transactional Leadership and contextual performance in

in fast food Companies in in Rivers State, Nigeria. The tests of significance show that this relationship is significant at $p = 0.000 < 0.05$ which makes possible to the generalization of our findings to the study population. Therefore, based on observed findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between Transactional Leadership and contextual performance in fast food Companies in in Rivers State, Nigeria.

Table 3: Correlations of Transactional Leadership and Adaptive Performance

			Transactional Leadership	Adaptive Performance
Spearman's rho	Transactional Leadership	Correlation Coefficient	1.000	.645**
		Sig. (2-tailed)	.	.000
		N	249	249
	Adaptive Performance	Correlation Coefficient	.645**	1.000
		Sig. (2-tailed)	.000	.
		N	249	249

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

Source: SPSS Output, 2023

H₀₃: There is no significant relationship between Transactional Leadership and adaptive performance in fast food Companies in in Rivers State, Nigeria.

Table 3 showed the relationship between Transactional Leadership and adaptive performance using Spearman's Rank-order Correlation techniques. From the analysis the result showed the correlation coefficient of $\rho = 0.645$ which show the direction and strength of this relationship. The coefficient represents a strong positive correlation between Transactional Leadership and adaptive performance in in fast food Companies in in Rivers State, Nigeria. The tests of significance show that this relationship is significant at $p = 0.000 < 0.05$ which makes possible to the generalization of our findings to the study population. Therefore, based on observed findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between Transactional Leadership and adaptive performance in fast food Companies in in Rivers State, Nigeria.

DISCUSSION OF FINDINGS

The outcome of the analysis on how Transactional Leadership relates with the measures of subordinate performance in fast food Companies in Rivers State, Nigeria revealed that there is a significant relationship between rewarding behaviour and subordinate performance of fast food Companies in Rivers State, Nigeria, given the p-value of 0.000 which is less than the level of significant of 0.05 ($p=0.000<0.05$). the hypothesis which was given in null form was thus rejected and the alternate hypothesis was accepted. The rho values were 0.674, 0.767 and 0.745 respectively. This indicates a strong and positive relationship between Transactional Leadership and the measures of subordinate performance in fast food Companies in Rivers State, Nigeria. The positive relationship implies that an increase in transactional leadership will lead to increase in task performance, contextual performance and adaptive performance in the in fast food Companies in Rivers State in Rivers State, Nigeria.

This finding agrees with finding by Mugizi, Katuramu, Dafiewhare, Kanyesigye, (2020) conducted a study on rewards and work engagement of Non-Academic Staff: A Case of a Public University in Uganda. Inferential analyses revealed that both intrinsic and extrinsic rewards had a positive and significant relationship with work engagement. It was concluded that both intrinsic and intrinsic rewards are essential for work engagement of employees. This finding also agrees with finding of Hussain (2019) study on the role of rewards, appreciation and work related stress on employee performance, taking into account the mediating function of perceived organizational support in call centres in Lahore, Pakistan. Results showed that benefits and appreciation for employees have a substantial and beneficial impact on employee performance, while stress at work has a substantial and negative impact on employee performance. Findings also disclosed that perceived organisational assistance substantially and fully mediates the connection between rewards, recognition, workstress and performance of employees.

CONCLUSION AND RECOMMENDATIONS

When managers/leaders of organizations are not concern about the welfare and feelings of their employees especially as it relates to events in the organization, this attitude is capable of causing employees' low performance which if not address will threaten the growth and survival of the organization. Due to the changing environment of business many companies in the fast food companies have moved from the idea of adopting traditional means to increase employee performance. Leaders of an organization who practice transactional style of leadership are informed before-hand of what the company expects from them. A transactional leadership is effective when it comes to increase in production and performance. These are due to the fact that this leadership style has short-term goals that make it easy for employees to get things done. Management ensures that its visions for the company or organization will be realized. It is becoming a well-known fact that good leadership inspires followership and this can be of great advantage to organizations. Employees would go to any length in the event that a particular performance is accompanied by particular behavior exhibited by the leader and would follow any leader who is able to engender confidence in others.

Therefore, this study concludes that transactional leadership influences subordinate performance in fast food companies in Rivers State. Based on the findings of the study, the subsequent pointers were made:

- i. Management of fast food companies should motivate and influencing subordinates by exchanging reward with a particular performance. A subordinate promised to be given rewards when he/she is able to complete their duties in accordance with agreements would put in more effort and is encouraged to work.
- ii. The study also recommended that through transactional style of leadership, the managers of the organization should motivate their subordinate by promising rewards upon goal completion. When employees fail to reach their goals, the managers should respond with punishments like public ridicule, threats of demotions and/or firings, and harsh private conversations.

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