

Leadership Styles as Predictors of Team Performance among Amateur Football Players in Ijebu Igbo, Ogun State

Prof Andy. O Fadoju

Department of Human Kinetics and Health Education
University of Ibadan
Email: dokitafadoju@yahoo.com

Adewale O. Adeleye

Department of Human Kinetics and Health Education
University of Ibadan
Email: adewaleomoba81@yahoo.com

Abstract

Leadership is the process of influencing the activities of an individual within a group in its effort towards goal achievement in a given situation. It is the process of influencing people so that they will strive willingly and enthusiastically towards the achievement of team performance or group goals. This study was carried out to examine leadership styles as predictors of team performance. Descriptive survey research design was used. The participants were seventy amateur footballer purposely selected for the school. Multifactor leadership questionnaire MLQ5 and Team performance were administered on the respondents. Reliability value of Multifactor leadership questionnaire MLQ5 and Team performance were 0.75 and 0.85 respectively. The data were analyzed using multiple regression. The show a significant joint contribution of independent variables to team performance, ($F(9, 60) = 20.1128$; $R = .867$, $R\text{ square} = .751$, $\text{Adj. } R\text{ square} = .714$; $P < .05$). The contribution of transformational leadership and team performance was significant ($F(5, 64) = 20.585$; $R = .785$, $R\text{ square} = .617$, $\text{Adj. } R\text{ square} = .587$; $P < .05$). Also, the result on transactional leadership and team performance was significant $F(4, 65) = 4.914$; $R = .482$, $R\text{ square} = .232$, $\text{Adj. } R\text{ square} = .185$; $P < .05$), with 23% of degree of variance. It was recommended that Leaders should make extra effort on team performance in term of communicating a vision, addressing subordinate' emotion and drawing a positive picture of the future which is a good way of being a successful leader.

Introduction

Team performance is an activity in which a group of individuals, on the same team, work together to accomplish an ultimate goal which is usually to win. This can be done in a number of ways such as outscoring the opposing team. Hanlon (2009), asserted that team

members set goals, make decisions, communicate, manage conflict, and solve problems in a supportive, trusting atmosphere in order to accomplish their objectives. This can be seen in sports such as hockey, football and many others. Filppu, (2010) asserted that team performances are practiced between opposing teams, where the players interact directly and simultaneously between them to achieve an objective. Dyer, Dyer Jr., Dyer and Jeffrey (2007) asserted that the general objective involves teammates facilitating the movement of a ball or similar item in accordance with a set of rules, in order to score points. This usually involves careful strategic planning, good preparation, and a mental and physical toughness of each individual that is part of the team.

Team performances rely on all of the players working together equally in order to succeed at the task at hand. Being part of a team requires that each athlete has patience and perseverance since the goals put forth to accomplish might take some time to meet. This involves a good deal of dedication, hard work, and good leadership over that span of time and groups hardly function without effective leadership. Leadership can be seen as a social process in which one individual influence performance of others without the use of hazard or violent behaviour. Udegbe (2005) opined that leadership can be seen as a social process in which one individual influences the behaviour of others without the use of threat or violence. Leadership can be seen as a process of inspiring others to appreciate and have the same opinion on what needs to be done and how to do it, and the process of facilitating individuals and co-operative efforts to bring about and achieve common objectives. Molero, Cuadrado, Navas, and Morales (2007) and Bass (1998) identified two types of leadership styles, namely; transformational and transactional.

Judge and Piccolo (2004), after having made a meta-analysis based on studies containing these leadership styles, concluded that "the validity of transformational leadership, in particular, seems to generalize across many situations, including when it is studied in rigorous settings" Hence, the advantages of applying this model in the organizations and in the collaborators satisfaction were verified in several contexts including educational contexts (Harvey, Royal, & Stout, 2003), church (Druskat, 1994), military (Bass, 1998) and sport (Davis, 2002; Ristow, Amos, & Staude, 1999). This was also suggested by Chelladurai and Riemer (1998), when they said that the dimensions of this new paradigm can be identified through coaches' behaviors and they give an efficient answer to the comprehension of the phenomenon, and because of these facts, this integration should be done in the study of leadership in sports (Chelladurai, 2001).

Coaches' leadership behaviors play an important role in successful sporting performance (e.g., Gould, Greenleaf, Chung, & Guinan, 2002). Nevertheless, within the sport context, the conceptual and theoretical examination of these leadership behaviors is somewhat limited, especially in relation to transactional and transformational leadership theory (Rowold, 2006). He found out that transformational leadership behaviors predicted performers' perceptions of the effectiveness of their coaches' behaviors, satisfaction with their coach, and extra effort over and above transactional leadership. Zacharatos, Barling, and Kelloway (2000), in a study with adolescents within team sports, analyzed the impact of their leadership styles on subjective performance measures. They found that adolescents who used transformational leadership were more effective, satisfying, and effort-evoking

by their peers and coaches. In a study with university sports, Charbonneau, Barling, and Kelloway (2001) concluded that students' intrinsic motivation moderated the effect of transformational leadership. Tucker, Turner, Barling and McEvoy (2010) studied the effect of transformational leaders on teenaged ice hockey players. The data indicated that this type of leadership promotes pro-social behavior for followers, decreasing aggression.

Transformational leadership is based on inspiring, getting followers to buy-in voluntarily and creating a common vision. Transformational leadership is the leadership that builds character in the life of the follower, energizing human potential and generating increased capacity, developing a sound followership, building a good relationship and free access to others. Udegbe (2005) opined that transformational leadership are charismatic leaders who also provide subordinates' with intellectual stimulation, individualised consideration, inspirational motivation and idealised influence.

Gould, Dieffenbach and Moffett, (2002) asserted that when performance was taken into an individual consideration, it predicted the task cohesion in the high performance group, but not in the low performance group. Hardy, Shariff, Mnnoch, and Allsopp (2004) explored the effect of a transformational leadership intervention on self report recruit outcomes. Result revealed that the leadership styles of individual consideration fostered acceptance of group goals and team performance work, Contingent reward were significantly higher for the intervention as opposed to the control group as well as the psychological outcome of self confidence, resilience and satisfaction with training.

Transformational leaders translate their ambition into challenging collective goals and encourage team members to accept them. In addition, transformational leaders support team members in working toward these goals, such as by acting as a role model, showing concern for them as individuals and encouraging teamwork (Djordi 2011). Boonzaier, (2008), asserted that the leader inspire followers and in turn they feel an emotional attachment towards the leader. The leader instils pride, faith, enthusiasm and optimism in followers and gains the follower respects' and trust in team performance. Walumbwa and Lawler (2003) supported that transformational leaders successfully motivate their followers to be more actively involved in their profession and induce them to be more committed to the group by encouraging them to find out new methods to solve problems and identifying with followers needs, to improve the team performance.

Bass, Jung Bruce and Berson, (2003) posited that transformational leadership enables followers to transcend their self-interest and perceptions of own limitations in order to become more effective in pursuing collective goals and to exceed performance expectations. Amstrong (2001) postulated that transformational leadership emphasizes ethical behaviour, develops leadership among team members, share a vision and goals, improves performance through charismatic leadership, leads by example, and uses encouragement and praise effectively.

Transactional leadership is also a process whereby the leader and subordinates replace something of equal value (i.e., exchanging labour or a product for payment or rewards). This kind of exchange is not limited to monetary exchanges, transactional leadership include, Contingent reward, Management by exception (active and passive) Bass,etal, (2003). Athletes who fail to perform per expectations, however, are penalized. Such transactions or exchanges the promise of reward for good performance, and discipline for poor performance characterizes effective transactional leadership. Mester, Visser, Roodt, and Kellerman,(2003) and Yukl,(2006),postulated that the leader make use of incentive, contingent rewards, promises, praise or punishment to motivate followers to achieve performance level. (Bass, 1997) supported the assertion that the leader clarifies expectation, exchange promises and resources for support, arrange mutual satisfying agreement, and negotiates resources, exchange assistance for performance. Bass, Avolio, Jung and Berson (2003),Howell-Merenda (1999),Mester, Visser, Roodt and kellerman, (2003),asserted that management by exception is characterised by the leader specifying the standards of compliance, identifying ineffective performance of followers and taking corrective action when problems arise and irregularities occur. Avolio, Bass, and Jung, (1999), Bassand, and Avolio,(1994),Beukman,(2005),Yukl,(2006) postulated that the leader check for errors in performance that have or might arise and takes corrective action to avoid future mistakes. Interactions between a leader and his subordinates are crucial for team outcomes and team leaders are a key factor for the success or failure of teams. Every sector believes that effective leadership styles improve the performance of his team. Sport performance reduction has been tailored to ineffective leadership styles which have been affecting our national, local and amateur team. This study finds out if the leadership style is predictive of team performance among amateur football players in Ijebu Igbo, Ogun State.

Research Hypotheses

The following hypotheses were tested;

- 1) Transformational leadership (intellectual stimulation, and individualized consideration, idealized influence (behaviour), idealized influence (attributed) inspirational motivation) will not be a significant predictors of team performance among amateur football players in Ijebu Igbo, Ogun State.
- 2) Transactional leadership (contingent reward, management by exception (active), management by exception (passive) will not be a significant predictors of team performance among amateur football players Ijebu Igbo, Ogun State.
- 3) There will be no significant joint contribution of Transformational leadership and Transactional leadership to team performance among amateur football players Ijebu Igbo, Ogun State.

Methodology

Procedure

Descriptive survey research was used to carried out the research, Purposive sampling techniques was used to select 70 participant who registered during the Osifeko chairmanship football competition, because they are all involved in the competition and all in the amateur group also all have the same characteristics.

The Multifactors Leadership Questionnaire (MLQ) and Team Performance Questionnaire (TPQ) were used for this study. The MLQ was formulated from the full range leadership development theory (Bass and Avolio, 1997).The MLQ has been improved and tested since 1985 with the result that many versions of the questionnaire have been developed. The latest version form 5X (revised) was used for this study. While Team performance questionnaire was used for this study and was develop by Guzzo, Yost, Campbell, and Shea, (1993) to measure the performance of the athletes. The MLQ and TPQ take the form of a number of statements about the leadership styles and their performance. With internal consistency/reliability with Cronbach alpha ranging from 0.75and 0.85.After proper explanation on the purpose of the study, the instruments were administered individually to the respondents 30 minutes before the competition with the help of the coaches, as confidentiality of their responses was assured prior to data collection. Data were analysed by using multiple regression.

Team performance questionnaire used for this study was develop by Guzzo etal (1999) to measure the performance of the athletes.

Result

Demographic information of the Participant

Table 1; frequency distribution of the respondents according to Age

Age range	Frequency	Percent
16-20	11	15.7
21-25	44	62.9
25-30	15	21.4
Total	70	100.0

Table 1 shows that 11 participants (15.7%) were between 16-20 yrs, 44 participants (62.9%) were between 21-25 yrs While15 participants (21.4%) were between 25-30.

Table 2; frequency distribution of the respondents according to Educational qualification

Educational qualification	Frequency	Percent
SSCE	20	28.6
NCE	23	32.9
B.A,B.ED,B.SC	27	38.6
TOTAL	70	100.0

Table 2 shows that 20 participants of (28.6%) were holders of SSCE certificates, 23 participants of (32.9%) were holders of NCE certificates, while the remaining 27 participants of (38%) were holders of first degree certificates.

Table 3; frequency distribution of the respondents according year of experience

Year of experience	Frequency	Percent
2-5	29	41.4
6-10	41	58.6
Total	70	100.0

Table 3; above shows that 29 participants of (41.4%) had 2-5 years experience while 41(58.6%) had 6-10 years experience.

Table 4; frequency distribution of the respondents according to religion

Religion affiliation	Frequency	Percent
Christian	40	57.1
Islam	29	41.4
Traditional	1	1.4
Total	70	100.0

Section B

Ho 1; Transformational leadership (intellectual stimulation, and individualized consideration, idealized influence (behaviour), idealized influence (attributed) inspirational motivation) will not be significant predictors of team performance among amateur players in Ijebu-Igbo Ogun State.

Table 5a; Regression table showing the composite effect of Transformational leadership on team performance

Model	Sum of Square	Df	Mean square	F	Sig
Regression	23739.415	5	4747.883	20.585	.000
Residual	14761.157	64	230.643		
Total	38500.571	69			

$$R = .785$$

$$R^2 = .617$$

$$\text{Adj } R^2 = .587$$

Table 5a; above showed the joint contribution of independent variables (intellectual stimulation, and individualized consideration, idealized influence (behaviour), idealized influence (attributed), inspirational motivation, Management by exception, passive, Management by exception active and contingent reward and laissez faire) on team performance was significant ($F(5,64)=20.585$; $R=.785$, $R^2=.617$, $\text{Adj. } R^2=.587$; $p<.05$). About 62% of the variation was accounted for by the independent variables.

Table 5b; Regression table showing the relative contribution dimensions of Transformational leadership to team performance

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
(Constant)	-19.920	15.738		-1.266	.210
Idealized Influenced Attributed					
Idealized Influenced Behaviour	-1.187	.896	-.118	-1.325	.190
Inspiration Motivation					
Intellectual Stimulation	5.963	.887	.617	6.720	.000
Individual Considerations	2.197	.831	.236	2.643	.010
	2.292E-02	.806	-.003	-.028	.977
	1.294	.758	.139	1.707	.093

Table 5b; showed the relative contribution of each of the independent variables on the dependent variables. Idealized influence (behaviour) has the highest contribution of 67.2% ($t=6.720$, ($\beta=.617$, $P>.05$) followed by inspirational motivation with 26.4% ($t=2.643$, ($\beta=.236$, $P<.05$), individual consideration, has 17.1% ($t=1.707$, ($\beta=.139$, $P>.05$, while idealized influence (attributed) has 13.2% ($t=13.2$, ($\beta = -.118$, $P <.05$), and intellectual stimulation has 2.8% ($t=-.028$, ($\beta = -.003$, $P <.05$), respectively

H₀ 2; Transactional leadership (contingent reward, management by exception (active), management by exception (passive) will not be significant predictors of team performance among amateur football players in Ijebu Igbo, Ogun State.

Table 6a; Regression table showing the composite effect of Transactional leadership style on team performance.

Model	Sum of Square	Df	Mean square	F	Sig
Regression	8939.986	4	2234.997	4.914	.000
Residual	29560.585	65	454.778		
Total	38500.571	69			

$R = .482$

$R^2 = .232$

$\text{Adj } R^2 = .185$

Table 6a; above shown the joint effect of independent variables (intellectual stimulation, and individualized consideration, idealized influence (behaviour), idealized influence (attributed) inspirational motivation, management by exception,(passive) management by exception (active) and contingent reward and laissez faire) on team performance was significant ($F(4,65) = 4.914$; $R = .482$, $R^2 = .232$, $Adj.R^2 = .185$; $P < .05$).about 23% of the variation was accounted for by the independent variable.

Table 6b Regression table showing the relative contribution of Transactional leadership style to team performance

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
(Constant)	65.665	20.605		3.187	.002
Management by Exception Active	-2.295	1.126	-.238	-2.038	.046
Management by Exception Passive	-1.357	1.000	-.189	-1.357	.180
Contingent Reward...	3.577	1.018	.446	3.512	.001
Laissez Faire	1.917	1.178	.196	1.627	.109

The table above showed the relative contribution of each of the independent variables on the dependent variable; Contingent reward shows the highest contribution with 35.1% ($t=3.512$ ($\beta = .446$, $P < .05$), Management by exception active shows the second highest contribution with 2% ($t= -.2.038$ ($\beta = -.238$, $P < .05$) laissez faire show 16.2% ($t=1.627$ ($\beta = .196$, $P > .05$),and management by exception passive show the lowest contribution with 13.6% ($t= -.1.357$ ($\beta = -.189$, $P > .05$), respectively.

Ho3; There will be no is no significant joint contribution of Transformational leadership and Transactional leadership as predictors of team performance among amateur football players in Ijebu Igbo, Ogun State

Table 7; Regression table showing joint effect of independent variables on team performance

Model	Sum of Square	Df	Mean square	F	Sig
Regression	28917.935	9	3212.104	20.1128	.000
Residual	9582.636	60	159.711		
Total	38500.571	69			

$$R = .867$$

$$R^2 = .751$$

$$Adj R^2 = .714$$

The table above showed the joint effect of independent variables (Intellectual stimulation, Individualized consideration, Idealized influence (behaviour), Idealized influence (attributed) Inspirational Motivation, Management by Exception,(passive),management by exception(active) and contingent reward and laissez faire) on team performance was significant ($F(9,60) = 20.1128$; $R = .867$, $R^2 = .751$, $\text{Adj. } R^2 = .714$; $P < .05$). About 75% of the variation was accounted for by the independent variables.

Discussion

The purpose of this study was to investigate the leadership styles as predictors of team performance among amateur football players in Ijebu-Igbo. The stated null hypothesis on transformational leadership styles was significant. This informed the rejection of the null hypothesis (H_01). This finding is in line with Gould, Dieffenbach and Moffett, (2002) asserted that when performance was taken into an individual consideration, it predicted the task cohesion in the high performance group, but not in the low performance group. Djordi, (2011). asserted that transformational leaders support team members in working toward these goals, such as by acting as a role model, showing concern for them as individuals and encouraging teamwork. This finding corroborates the findings of Bass and Avolio (2000) that intellectual stimulation involves leaders stimulating their followers effort to be innovative and creative by questioning assumptions, reframing problems and approaching old situation in new ways. The finding is in line with Bass (1998) who asserted that transformational leaders are responsible for motivating their employee or follower to go beyond ordinary expectation by appealing to their higher order needs and Yukl, (1998), Arnold, Barling and Kelloway, (2001), Mester, Visser, Roodt, and Kellerman (2003) asserted that through setting more challenging expectations and raising levels of self and collective efficacy, such a leadership style typically achieves significantly higher performance and commitment levels from their employees or follower. Corroborated the findings of Herre (2010) postulated that Idealised influence (Behaviour) increases motivation and extra effort that in turn should lead to better performance and causes strong commitment on the side of the follower and thereby performance above and beyond duty. Rowold and Rohmann, (2009) asserted that these leaders encourage followers' to express feelings openly and provoke positive emotions in the followers, like pride, joy, and enthusiasm.

The second null hypothesis on transactional leadership styles was significant. This informed the rejection of the null hypothesis (H_02) This finding corroborates the findings of Bass and Avolio (2000), Mester, et al, (2003) that transactional leaders focus their energies on task completion and compliance and rely on organizational rewards and punishment to influence follower performance, with reward being contingent on the followers carrying out the roles and assignment as defined by the leader. Senior (1997) asserted that the leader rewards or disciplines the followers depending on the adequacy of

the follower performance. The null hypothesis on management by Exception (Active) was not significant. This assertion is supported by Rowold (2006) who asserted that within the world of coaching the skill of management by exception active which is transactional important to have in coaching by helping watch for trainee's mistakes and making correction. Yukl (2006) postulated that the leader check for errors in performance that have or might arise and take corrective action to avoid future mistakes. The null hypothesis on management by Exception (Passive) was significant. This is supported by Mester,etal (2003) who asserted that leader waits passively for mistakes to occur, intervening only if standards are not met. Densten (2003) also postulated that conditional punishment and other corrective action are used to rectify deviations from performance standards.

Conclusion

Based on the research findings of this study, the following conclusions were drawn

The transformational leadership significantly predict team performance among amateur football players in Ijebu Igbo, Ogun State.

The transactional leadership style have significant predictors with team performance among amateur football players in Ijebu Igbo, Ogun state

The transformational leadership and Transactional leadership style have significant joint contribution on team performance among amateur football players in Ijebu Igbo, Ogun State.

Recommendation

Leaders of each clubs needs to adapt their behavior in response to the situation and the intended team performance outcome and take into consideration possible side effects of their leadership behavior.

Leaders of these clubs should make extra effort on team performance in term of communicating a vision, addressing subordinates feeling and drawing a positive picture of the futures which is a good way of being a successful leader.

When goals have been set and goal pursuit takes center stage, the leader should convince the followers to follow the new vision and committing them to the goals which is crucial.

This is when leadership styles behaviour comes into play.

The leader has to adapt to his behaviors in order to instigate different mindsets in the followers and thereby facilitate successful change.

References

- Avolio, B. J.; Bass, B. M.; and Jung, D. I. (1999). Re-examining the components of transformational and transactional leadership using the Multifactor Leadership Questionnaire. *Journal of Occupational Psychology*, 24, 441-462.
- Bass, B. M. (1998). From transactional to transformational Leadership: Learning to share the vision. 19- 31.
- _____ (1998). *Transformational leadership: Industrial, military and educational impact*. New Jersey: Lawrence Erlbaum Associates.

- Bass, B. Jung, D Bruce J. A and Berson. Y, 2003. "Predicting Unit Performance by Assessing Transformational and Transactional Leadership." *Journal of Applied Psychology* 88, no. 2 : 207- 218.
- Bass, B. M. and Avolio, B. J. (Eds.). 1994. Improving organizational effectiveness through transformational leadership. Thousand Oaks, CA: Sage.
- Bass, B. M. and Avolio, B. J. 2000. MLQ Multifactor Leadership Questionnaire second edition sampler set: Technical report, leader form, rater form, and scoring key for MLQ Form 5x-short. Palo Alto, CA: Mind Garden.
- Boonzaier,A,2008. The influence of transactional, transformational leadership on leader-follower value congruence and leadership success.
- Charbonneau, D., Barling, J., & Kelloway, E. K. (2001). Transformational leadership and sports performance: The mediating role of intrinsic motivation. *Journal of Applied Social Psychology*, 31,1521–1534.
- Chelladurai, P., & Reimer, H. (1998). Measurement of leadership in sport. In J. L. Duda (Ed.), *Advances in sport and exercise psychology measurement* (pp. 227-253). Fitness Information Technology, Inc. Morgatown. USA.
- Davis, D. J. (2002). An analysis of the perceived leadership styles and levels of satisfaction of selected junior college athletic directors and head coaches. *Sport Journal*, 5, 27–33.
- Druskat, V. U. (1994). Gender and leadership style: Transformational and transactional leadership in the roman catholic church. *Leadership Quarterly*, 5, 99–119.
- Djordi, V,B (2011), Team performance within the context of sports; the influence of transformational leadership on team performance and the mediating role of team commitment.
- Dyer, W, Dyer Jr.,W; Dyer, and Jeffrey 2007. Team building;Proven strategies for improving Team performance. San Francisco, Ca.: Jossey- Bass.ISBN 978-0- 7879-8893-7.
- Filppu,L,2010. The benefit of team sport,
http://www.education.com/magazine/article/Ed_Benefits_Team_Sports/,retrieved 13 Dec 2012
- Gould, D., Greenleaf, C., Chung, Y. C., and Guinan, D. (2002). A survey of U.S. Atlanta and Nagano Olympians: Variables perceived to influence performance. *Research Quarterly for Exercise and Sport*, 73, 175–187.
- Gould, D,Dieffenbach, K. and Moffet, A (2002) psychological characteristics and their development in Olympic champions. *Journal of Applied sport psychology*,174-204
- Guzzo,R.A, Yost, P.R, Campbell, R.J. Shea,G.P.(1993). Potency in groups: articulating a construct, *British Journal of Social Psychology*, 32,87-106.

- Hanlon, Thomas (2009). *The Sports Rules Book: Essential Rules, Terms, and Procedures for 54 Sports*. Champaign, Il: Human Kinetics. ISBN 0880118075.
- Hardy, L, Shariff, A, Munnoch, K and Allsopp, A.J, (2004). Can leadership development positively influence the psychological environment of military recruit training. (INM report No 2004.005), Portsmouth, UK; Institute of Naval Medicine.
- Harvey, S., Royal, M., & Stout, D. (2003). Instructors' transformational leadership: University student attitudes and ratings. *Psychological Reports*, 92, 395–402.
- Herre, C, (2010) Promoting team effectiveness: How leaders and learning processes influence team outcomes
- Judge, T. A., & Piccolo, R. F. (2004). Transformational and transactional leadership: A meta-analytic test of their relative validity. *Journal of Applied Psychology*, 89, 755–768.
- Mester, C, Visser, D, Roodt, G and Kellerman, R, 2003. Leadership style and its relation to employee attitude and behaviour. *S.A journal of industrial psychology*, 29(2) 72-82.
- Ristow, A. M., Amos, T. L., & Staude, G. E. (1999). Transformational leadership and organizational effectiveness in the administration of cricket in South Africa, *South African Journal of Business Management*, 30, 1–5.
- Rowold, J. 2006. Transformational and transactional leadership in martial-arts. *Journal of Applied Sport Psychology*, 18, 312-325.
- Tucker, S., Turner, N., Barling, J., & McEvoy, M. (2010). Transformational leadership and children's aggression in team settings: A short-term longitudinal study. *The Leadership Quarterly*, 21, 389-399.
- Udegbe B.I, (2005), Leadership; Nature and pathways to Effectiveness. in psychology perspective in Human Behaviour. pg 289.
- Walumbwa, F.O. and Lawler J.J. (2003), "Building Effective Organizations: Transformational Leadership, Collectivist Orientation, Work-Related Attitudes, and Withdrawal Behaviors in Three Emerging Economies," *International Journal of Human Resource Management*, 14, 1083–1101.
- Yukl, G. (2006). *Leadership in organization*, Global Edition (7th ed), Upper Saddle, River NJ, Pearson Education, Inc
- Zacharatos, A., Barling, J. & Kelloway, E. K. (2000). Development and effects of transformational leadership in adolescents. *Leadership Quarterly*, 11, 211–226.