



Effect of transformational leadership on employee productivity in Nigeria Police Force

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Abstract

The Nigeria Police Force (NPF) plays a pivotal role in maintaining law and order, ensuring public safety, and upholding the rule of law across Nigeria. Despite numerous reforms, the NPF faces persistent challenges such as inadequate resources, corruption, poor training, and low morale, which significantly hinder its performance and productivity. This study investigates the effect of transformational leadership on employee productivity within the NPF. Transformational leadership, characterized by idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, has been shown to positively impact employee motivation, commitment, and performance in various organizational settings. The study employs a quantitative research design, using structured questionnaires to examine the impact of transformational leadership on employee performance. The population consists of police officers in various stations within the Nigeria Police Force. A stratified random sampling technique was used to ensure representation across different ranks and departments, with a sample size of 201 respondents determined using Krejcie and Morgan's (1970) formula. The data was analyzed using descriptive statistics, correlation analysis, and multiple regression analysis to explore the relationship between transformational leadership and employee performance. SPSS software was used to calculate metrics, while Cronbach's alpha was employed to test the reliability of the questionnaire. This method ensures a robust analysis of how transformational leadership affects performance in the police force. The findings of this study clearly demonstrate that transformational leadership has a significant positive effect on employee performance within the Nigeria Police Force (NPF). The results show that leadership behaviors characterized by inspirational motivation, intellectual stimulation, idealized influence, and individualized consideration are linked to improved motivation, commitment, and productivity among officers. By adopting transformational leadership practices, the NPF can overcome internal challenges such as low morale and inefficiency, ultimately enhancing its operational effectiveness and service delivery to the community. The data supports the hypothesis that transformational leadership plays a crucial role in driving positive organizational outcomes in the NPF. The insights gained from this research can inform policymakers and law enforcement agencies on effective leadership strategies to enhance police productivity and public safety.

Keywords: Commitment, Employee Productivity, Performance, Public Safety, Transformational Leadership

1. Introduction

The Nigeria Police Force (NPF) plays a crucial role in maintaining law and order, ensuring public safety, and upholding the rule of law across Nigeria. Established in 1930, the NPF has undergone several reforms aimed at enhancing its operational

efficiency and effectiveness. Despite these efforts, the NPF continues to face significant challenges that hinder its performance and productivity. These challenges include inadequate resources, corruption, poor training, and low morale among officers (Odeyemi & Abiodun,



2017). The NPF is the principal law enforcement agency in Nigeria, with a mandate to prevent and detect crimes, apprehend offenders, and enforce laws and regulations. The force is organized into various departments and units, each tasked with specific functions, ranging from criminal investigation to counter-terrorism. The NPF operates under the supervision of the Inspector General of Police (IGP) and is structured into state commands, zonal commands, and divisional police stations. Despite its critical role, the Nigeria Police Force (NPF) faces numerous challenges that significantly impede its ability to effectively carry out its duties. These challenges can be broadly categorized into issues of funding, corruption, training, professional development, morale, and working conditions. One of the foremost issues plaguing the NPF is inadequate funding. This lack of financial resources translates into poor infrastructure and insufficient equipment. Many police stations are in a state of disrepair, lacking basic amenities such as proper lighting, communication systems, and transport facilities. The shortage of essential equipment, such as firearms, protective gear, and forensic tools, further hampers the ability of police officers to perform their duties efficiently. This situation not only limits the operational capacity of the force but also exposes officers to greater risks during their duties (Abdulraheem, 2018). Corruption is a pervasive problem within the NPF, severely undermining public trust and the integrity of police operations. Officers often engage in corrupt practices such as bribery, extortion, and the misuse of power for personal gain. This systemic corruption erodes the legitimacy of the police force, leading to a lack of cooperation from the public and fostering an environment of lawlessness. Corruption within the NPF is both a symptom and a cause of broader governance issues in Nigeria, making it a

particularly intractable problem (Charlse, 2020).

The NPF also struggles with issues related to poor training and professional development. Many police officers receive inadequate training that does not equip them with the necessary skills and knowledge to handle the complexities of modern policing. This deficiency in training is compounded by a lack of ongoing professional development opportunities, which are crucial for maintaining and enhancing the competence of officers over time. As a result, many officers remain ill-prepared to deal with evolving security challenges, such as cybercrime, terrorism, and community policing (Moruf, 2023).

In addition to these problems, low morale, job dissatisfaction and high risk associated with policing duties are prevalent among NPF officers due to poor working conditions and inadequate remuneration. Police officers often work long hours under stressful and dangerous conditions, with little support or recognition. The financial compensation for police work is generally low, which, coupled with delayed salaries and benefits, further exacerbates dissatisfaction. This low morale impacts the overall effectiveness of the force, as demotivated officers are less likely to perform their duties diligently and professionally (Hills, 2022). The high-risk nature of policing duties in Nigeria also contributes to the challenges faced by the NPF. Officers are frequently exposed to violent crimes, armed conflicts, and other hazardous situations. The lack of adequate protective gear and support systems increases the physical and psychological risks faced by officers on the job. This high-risk environment not only affects the health and well-being of the officers but also their families, adding to the stress and pressure associated with police work.

In the specific context of law enforcement agencies, the influence of leadership styles on employee behavior, motivation, and



overall productivity has been a topic of extensive research. Various studies have highlighted the critical role that leadership plays in shaping organizational outcomes, particularly within high-stress environments such as police forces. Transformational leadership, characterized by inspirational motivation, idealized influence, individualized consideration, and intellectual stimulation, has garnered significant attention for its positive impact on organizational climate and employee outcomes (Moruf, 2023). Transformational leaders inspire and motivate their followers by creating a vision that encourages employees to exceed their own self-interests for the sake of the organization. This leadership style fosters a sense of purpose and commitment, which is particularly crucial in law enforcement, where the nature of the job demands high levels of dedication and resilience.

In this study, the dependent variable is employee performance, which reflects how well officers meet formal job requirements, exhibit punctuality, complete tasks efficiently, and collaborate with supervisors. Employee performance is crucial in law enforcement, as it directly impacts the overall effectiveness of the organization in ensuring public safety and order.

The independent variables, which form the core of transformational leadership, include inspirational motivation, idealized influence, individualized consideration, and intellectual stimulation. Inspirational motivation involves leaders who set clear goals and high expectations, motivating their teams to go beyond ordinary levels of performance. By expressing a compelling vision, leaders inspire their followers to achieve more. Idealized influence refers to leaders who serve as ethical role models, instilling pride, earning respect, and gaining the trust of subordinates. This quality is particularly important in law enforcement, where leaders are expected to uphold high moral standards.

Individualized consideration emphasizes leaders' attention to the personal needs of their employees, offering support, mentorship, and growth opportunities. In a high-stress environment like law enforcement, where officers face significant challenges, this personalized support can enhance job satisfaction and reduce turnover rates. Finally, intellectual stimulation encourages leaders to foster innovation, challenge conventional thinking, and promote problem-solving among their teams. This is essential in dynamic fields such as law enforcement, where adapting to new threats requires creative approaches and fresh perspectives. Together, these aspects of transformational leadership are critical in shaping employee performance and are essential for the operational success of the Nigeria Police Force (NPF).

This study is significant as it provides insights into the role of leadership in addressing the challenges faced by the NPF. The findings can inform policymakers, law enforcement agencies, and other stakeholders on effective leadership practices that can improve police productivity and enhance public safety. The objective of this study is to examine the impact of transformational leadership on employee performance within the Nigeria Police Force (NPF). Specifically, the study aims to explore how the key components of transformational leadership—inspirational motivation, idealized influence, individualized consideration, and intellectual stimulation—affect the performance of police officers in terms of task completion, punctuality, collaboration, and overall job satisfaction. Additionally, the study seeks to contribute to the existing body of knowledge by providing insights into the application of transformational leadership in law enforcement agencies in developing countries, particularly in Nigeria.



2 Literature Review

2.1 Transformational leadership

Recent studies highlight that transformational leadership continues to be a key approach in motivating and inspiring followers to achieve common goals and enhance organizational performance. According to Northouse (2022), transformational leadership fosters innovation, promotes collaboration, and elevates performance by aligning individual goals with organizational objectives, leading to meaningful organizational transformation. Leaders who practice transformational leadership inspire and empower their followers to exceed expectations, creating a high-performing work environment. This leadership style is characterized by the leader's ability to instil a sense of purpose, vision, and shared values within the organization, fostering a culture of innovation, growth, and moral development.

Several definitions by various scholars highlight the multifaceted nature of transformational leadership and its emphasis on inspiring, motivating, and empowering followers to achieve organizational goals and objectives. As a prominent leadership theory, transformational leadership has been widely studied and recognized for its positive impact on organizational performance, innovation, and moral development. Bass and Riggio (2006) describe it as a theory that focuses on the ability of leaders to inspire and motivate their followers towards achieving common goals and objectives. It emphasizes the transformation and elevation of individuals and organizations to higher levels of performance, innovation, and moral development. According to Burns (1978), transformational leadership occurs when leaders and followers raise one another to higher levels of morality and motivation. It involves a mutual commitment to shared goals and values, resulting in collective

empowerment and growth. Similarly, Avolio and Bass (1995) define transformational leadership as a process whereby leaders engage with followers in such a way that each raises the other to higher levels of motivation and morality. It involves inspiring and motivating followers to transcend their self-interests for the greater good of the organization.

Key components of transformational leadership which includes Individualized Consideration, Intellectual Stimulation, Inspirational Motivation and Idealized Influence work synergistically to create a dynamic and empowering leadership style that fosters organizational excellence and growth. By embodying idealized influence, transformational leaders inspire trust and admiration, establishing a strong foundation for organizational change and innovation. Their inspirational motivation and vision-setting abilities energize and mobilize followers towards collective goals, driving organizational success. Additionally, their emphasis on intellectual stimulation and individualized consideration cultivates a culture of empowerment, creativity, and personal growth, leading to enhanced employee engagement, satisfaction, and performance (Bass, 1985; Avolio et al., 2009). Transformational leadership has been widely studied and recognized for its positive impact on organizational outcomes, including employee satisfaction, commitment, and performance (Avolio et al., 2023; Bass & Avolio, 1994). In the context of law enforcement agencies like the Nigeria Police Force, transformational leadership has the potential to inspire a sense of purpose, professionalism, and dedication among police officers, ultimately enhancing their effectiveness in maintaining law and order and serving the community (Nusaibah B.M, 2022).

2.2 Employee productivity

Employee productivity on the other hand is a central concept in organizational behavior and management, reflecting the



efficiency and effectiveness with which employees utilize resources to achieve organizational goals (Hackman & Oldham, 1980). In the context of transformational leadership theory, the conceptualization of employee productivity often revolves around the extent to which transformational leaders influence and enhance the performance, motivation, and engagement of their followers.

Numerous studies have explored the conceptualization of employee productivity in organizational contexts, considering various factors that contribute to and influence productivity levels. Hackman and Oldham (1980) proposed the Job Characteristics Model, which identifies key job characteristics such as skill variety, task identity, task significance, autonomy, and feedback as determinants of employee productivity and satisfaction. Furthermore, Podsakoff et al. (2003) conducted significant research on the relationship between leadership behavior and organizational performance. Their work, particularly in the realm of transformational leadership, highlighted how this leadership style positively influences organizational culture, employee motivation, and work environments. They emphasized that transformational leaders inspire employees by fostering a supportive work environment, which in turn enhances productivity and job satisfaction. This positive relationship extends to organizational citizenship behaviors and organizational effectiveness, illustrating the role of leadership in shaping key organizational outcomes. This research aligns with the broader understanding that organizational culture, leadership style, and motivation are critical factors in determining employee performance and productivity.

2.3 Nexus between Transformational leadership and employee Performance

Empirical studies have consistently shown that transformational leadership is

associated with higher levels of employee motivation, commitment, and productivity. For instance, research by Yukl (2013) demonstrated that transformational leadership practices lead to improved performance and satisfaction among employees. Similarly, a study by Okiro (2015) found that transformational leadership significantly enhances organizational commitment within the Nigeria Police Force. These findings suggest that transformational leadership not only improves individual performance but also contributes to a more cohesive and effective organization. While transformational leadership is highly effective, it is important to consider its impact in comparison to other leadership styles, such as transactional and laissez-faire leadership. Transactional leadership focuses on exchanges between the leader and followers, where compliance is rewarded, and non-compliance is punished. Although this style can be effective in certain situations, it often fails to inspire and motivate employees to go beyond their basic duties (Bass & Avolio, 2023). Laissez-faire leadership, characterized by a hands-off approach, often leads to ambiguity and lack of direction, resulting in lower productivity and job satisfaction. In contrast, transformational leadership has been shown to foster a more engaging and supportive work environment, leading to better overall outcomes (Eagly, Johannesen-Schmidt, & Van Engen, 2022). In the high-pressure environment of law enforcement, where officers face daily challenges that require quick decision-making and unwavering commitment, transformational leadership can make a significant difference. By fostering a positive organizational climate, enhancing motivation, and promoting ethical behavior, transformational leaders can effectively address the unique challenges faced by law enforcement agencies. This leadership style not only improves



individual performance but also contributes to a more cohesive and effective organization, ultimately enhancing the ability of the police force to serve and protect the community. The influence of leadership styles on employee behavior, motivation, and productivity is a critical area of research, especially within law enforcement agencies. Transformational leadership, with its focus on inspirational motivation, idealized influence, individualized consideration, and intellectual stimulation, has been proven to foster a positive organizational climate and enhance the motivation and commitment of employees. By understanding and implementing transformational leadership practices, law enforcement agencies can significantly improve their operational effectiveness and better fulfil their mandate to maintain public safety.

Transformational leadership theory provides valuable insights into the impact of leadership behaviors on employee productivity. Transformational leaders inspire and motivate their followers, create a shared vision, and empower employees to reach their full potential, which is linked to increased motivation, commitment, and performance (Bass, 1985; Avolio et al., 2023). These leaders foster a supportive and empowering environment where employees feel valued and motivated to contribute towards organizational goals. Through behaviors such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, transformational leaders promote a culture of excellence, innovation, and continuous improvement (Bass & Avolio, 1994). This culture, in turn, enhances employee productivity and performance. The relationship between transformational leadership and employee productivity highlights the importance of leadership in shaping organizational outcomes. Transformational leaders enhance employee engagement,

satisfaction, and performance, leading to higher productivity and organizational effectiveness (Avolio et al., 2009). By aligning organizational goals with individual aspirations, providing meaningful work experiences, and fostering a supportive environment, transformational leaders create conditions conducive to high employee productivity and performance. This underscores the dynamic and reciprocal relationship between leadership behaviors and organizational outcomes.

Recent empirical studies, including one by Avolio et al. (2023) on U.S. military personnel, and a meta-analysis by Judge and Piccolo (2023), highlight the significant impact of transformational leadership on organizational outcomes. Avolio et al. demonstrated that transformational leadership positively influences follower attitudes such as trust and satisfaction, as well as organizational citizenship behaviors (OCB) among military personnel. Similarly, Judge and Piccolo's meta-analysis confirmed strong correlations between transformational leadership and job satisfaction, organizational commitment, and job performance across various organizational settings. Additionally, Alilyyani et al. (2018) found in a Saudi Arabian context that transformational leadership consistently enhances employee performance over time. These findings collectively underscore the universal effectiveness of transformational leadership in fostering positive employee attitudes and behaviors, ultimately contributing to organizational success and productivity.

Incorporating recent findings into the study enhances the understanding of transformational leadership, particularly in the context of the Nigeria Police Force (NPF). While Yukl (2013) provides valuable insights into how transformational leadership fosters innovation and collaboration, it is crucial to

explore unique contextual factors that may influence leadership effectiveness within the NPF. Scholars such as Bass and Riggio (2006) and Avolio et al. (2009) highlight the dynamic nature of leadership's impact, emphasizing that contextual elements specific to law enforcement can lead to new and valuable insights.

By addressing these nuances, this research aims to contribute meaningfully to the existing literature on leadership. It will

investigate how transformational leadership can adapt to the specific challenges faced by the NPF, potentially uncovering innovative strategies that prior studies may not have fully explored. This approach is expected to strengthen the study's relevance and provide a deeper understanding of the leadership dynamics within law enforcement agencies in developing countries.

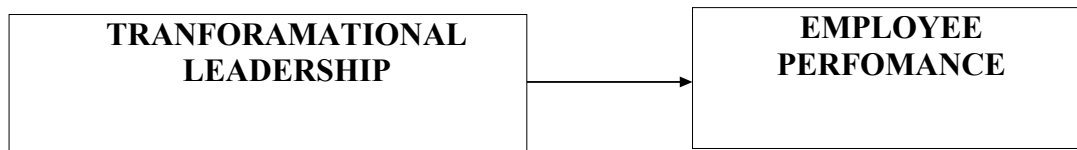


Figure 1: Proposed Model

By aligning leadership practices with the unique challenges of law enforcement, the study seeks to determine how leadership strategies can foster a high-performing, motivated workforce that contributes to enhanced operational efficiency and public safety. This dual focus on both internal (employee performance) and external (crime reduction) outcomes provides a comprehensive view of the impact of transformational leadership within the law enforcement context.

These leadership practices are hypothesized to positively influence employee productivity by enhancing motivation, engagement, and performance among police officers. Additionally, effective transformational leadership is expected to contribute to a reduction in crime rates, as improved police performance and productivity translate into better law enforcement outcomes. This model underscores the critical role of leadership in achieving both organizational and societal goals within the context of the Nigeria Police Force.

3. Methodology

This research study will adopt a quantitative approach to investigate the relationship between Human Resource Management (HRM) practices and Police Performance within the Nigeria Police Force (NPF). Adopting a correlational research design, this study aims to explore how independent variables such as Training and Development Programs, Leadership and Supervision, and Performance Appraisal Systems influence dependent variables related to Police Performance. The study's population comprises approximately 10,300 police officers stationed across various commands in Kano State, with a sample size of 385 officers determined using the formula by Krejcie and Morgan (1970) for sample size determination. Data collection involves structured questionnaires based on validated measures from previous research, ensuring reliability and validity. Statistical analyses, including descriptive statistics and multiple regression facilitated by SPSS software, will be employed to analyze the data.

4. Results and Discussion

4.1 Regression Analysis

Table 1: represents the model summary results

Model									
Model	R	R Sq	Adjusted R Square	Std. error of the estimate	Change Statistics				
					R square change	F change	df1	df2	Sig. F change
1	0.285 ^a	0.681	0.685	0.2143	0.088	23.823	1	321	0.001

Source: SPSS output

The regression analysis results highlight a strong relationship between transformational leadership and employee performance. The R-squared value of 0.681 shows that 68.1% of the variance in employee performance is explained by transformational leadership, indicating significant predictive power. The adjusted R-squared (0.685) further suggests a well-fitting model, while the F-change statistic (F = 23.823, p = 0.001) confirms that the model is statistically significant. These findings reinforce the role of transformational leadership in boosting employee performance, particularly within the context of the Nigeria Police Force.

4.2 Analysis of Variance, ANOVA

Table 2: Analysis of variance results

ANOVA ^a						
Model		Sum of squares	DF	Mean square	F	Sig
1	Regression	6.477	1	6.477	23.823	0.001 ^b
	Residual	66.885	321	0.272		
	Total	73.362	327			

Source: SPSS output

The ANOVA results demonstrate that the regression model is significant, with an F-statistic of 23.823 and a p-value of 0.001, which is well below the 0.05 threshold. This indicates that transformational leadership has a statistically significant impact on employee performance. The sum of squares for regression (6.477) shows how much variance in employee performance is explained by transformational leadership, while the residual sum of squares (66.885) reflects the unexplained variance. These results support the hypothesis that transformational leadership significantly enhances productivity in the Nigeria Police Force.

4.3 Calculated Coefficients

Table 3: Calculated Coefficient results

Coefficients ^a						
Model		Unstandardized coefficients		Standardized coefficients	t	Sig
		B	Std error	Beta		
1	(Constant)	2.793	0.226		4.386	0.001
	TL	0.305	0.063	0.297	1.881	0.001

Source: SPSS output



Table 3 shows the regression coefficients, with a constant of $B = 2.793$, indicating that when transformational leadership (TL) is absent, employee performance starts at 2.793 units. The unstandardized coefficient for TL ($B = 0.305$) means that for every one-unit increase in TL, employee performance rises by 0.305 units. The standardized coefficient ($Beta = 0.297$) shows a moderate effect of TL on employee performance. The t-statistic ($t = 1.881$, $p = 0.001$) confirms that this relationship is statistically significant.

1.4.4 Discussion of Findings

The study reveals a significant positive relationship between transformational leadership (TL) and employee performance in the Nigeria Police Force. The regression results show that TL positively influences employee productivity, with a coefficient of $B = 0.305$ ($p < 0.001$). This confirms that as TL practices increase, so does employee performance, in line with previous findings by Bass and Avolio (1995).

The model's R-squared value of 0.681 indicates that TL explains 68% of the variance in employee performance, underscoring its critical role. The ANOVA results also support the model's significance ($F = 23.823$, $p = 0.001$), while Cronbach's alpha values suggest acceptable reliability for the data collection instruments. These findings echo research by Ferozi and Chang (2021), reinforcing the importance of TL in enhancing police productivity and organizational effectiveness.

5. Conclusion and Recommendations

This study highlights the significant role that transformational leadership plays in enhancing employee performance within the Nigeria Police Force. The findings confirm that transformational leadership positively influences productivity, with key practices such as idealized influence, inspirational motivation, intellectual stimulation, and individualized

consideration driving improved outcomes. With 68% of the variance in employee performance explained by leadership practices, the study underscores the importance of fostering effective leadership styles in law enforcement agencies. These results align with previous research, confirming that transformational leadership is a critical determinant of organizational effectiveness and employee motivation in complex and high-pressure environments like the police force.

The implications of these findings suggest that enhancing transformational leadership training and development within the Nigeria Police Force can lead to improved operational effectiveness, which is crucial for addressing the dynamic challenges of law enforcement in a developing country. The study contributes to the broader body of knowledge on leadership and productivity, offering insights that are particularly relevant in the context of public sector organizations.

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