

EFFECT OF LEADERSHIP STYLES AND ORGANIZATIONAL PERFORMANCE: EVIDENCE FROM NIGERIA PRIVATE UNIVERSITIES

Dele, Jacob Ojomolade,¹ Ifeanyi Joseph Ugwulali², Adewale Joshua Adejuwon.³

^{1 & 2.} Department of Accounting, Finance and Taxation, Caleb University, Imota. Lagos

³Department of Management and Accounting, Lead City University, Ibadan

ojomolade4real@gmail.com, adejuwon.@gmail.com , iugwulali@gmail.com

Correspondence: ojomolade4real@yahoo.com

ABSTRACT

The paper examined the signaling effect of leadership styles and organization performance, evidence from private universities in South-West of Nigeria. Empirically, arguments ensued as to which leadership styles is appropriate to be adopted by organization to achieve performance. Seven universities were selected from the thirty-six private universities in Southwest using purposive sampling technique. Structured research questionnaire is used to gather primary data which was analysed using multiple regression analysis to determine the relationship between leadership styles and private universities performance in Nigeria. The results revealed that leadership styles have positive relationship with private universities performance at significance levels of 2.982 .871, .2.912. and 6.323% higher than the p-value at 5%. Intellectual leadership has a positive significant relation with university performance at $t=2.982$ greater than 5% p-value level while intellectual and individual leadership styles were the joint predictors of private university performance ($F (3,26) = 87.010$; $R^2 = .968$; $P <.01$. The joint predictor variables were explained by 94 % change in private university performance while the remaining was due to other factors. Intellectual leader $\beta=.253$, $t= 2.981$, inspirational leader $\beta .582$, $t = 2.912$ and idealized leader $\beta .013$, $t= 6.323$, $P < .05$ are dependently significant predictors of university performance, indicating positive significance relationship with students and university performance. Intellectual, inspirational, except idealized leadership impacted positively on private university performance, therefore, we recommend that private university should adopt leadership styles that promotes institutional performance relative to environmental structure that are conducive to enhance appropriate leadership style and university performance.

Keywords: *Leadership, Leadership Style, Organisation, Private University performance,*

1. Introduction

University educational is fundamental to a nation development with respect human capital development and skills acquisition to promotion the nation economic growth. To achieve these pivotal roles, there must be a manager in place, (leader) to coordinate the activities of the work forces. Excellence performance of a manager in an institution cannot be over emphasized, as it concerned motivation, efficient communication between manager and subordinates which play significant roles promoting institutional goals. Leadership as continues to be a key determinant between organization failures or success(performance), (Khajeh,2018) and amidst the researchers on organization or institution, performance is also a key issue as subordinates treated well are bound to perform better. The outcome of institution's performance depends practically on leadership style adopted. (Haque, et al 2017)

Studies into institutional performance and applicable researches done imply that capable and quality leadership styles are fundamental to effective institution or organization performance, (Abdullateef, et al, 2023) There have been arguments as to which leadership styles should an organization adopted to attain optima performance by researchers and practitioners. It emphasized that leadership styles adopted determine an organization success or failures.

For universities to achieve performances in the present environment (cultism, alcoholic, strikes examination malpractices, poor working environment and lectures delivery system) effective leaders to guide the universities are needed, (Pibowei-okubo et al ,2019). A leader plays the function of “blood” in an organization performance. A leader influences, directs and motivates subordinates for corporate objectives effectively, promoting organization performance which benefit the employees (Ojokuku, et al, 2012, Neba,2024). The results of Nigeria universities’ global ranking and performance are linked with types of leadership style adopted, despite the general clamoring of falling standard in education and unemployable graduates produced from our universities. Leadership performance quality is significant in determining universities’ performance.

Researchers and academia have mixed results owing to inability to identify which leadership style impacted on organization performance better, (Maingi et al 2018), therefore, empirical works on leadership styles and organizational performance are: Elenkov (2002); (Fenwick &, Gayle,2008); Obiwuru,et al (2011) (Ejere & Abaslim,(2013);Longe (2014); Iqbal et al. (2015); Jyoti & Bhau (2015), Sofi & Devanadhen, (2015), Bhargavi & Yaseen, (2016); also Wang et al. (2018), Maingi,(2018), Neba (2024) and Stanley (2024).The studies' found mixed-outcomes, without decisive result as to which leadership style is suitable to be adopted by organization to achieve the desire goals or results.

Autocratic leadership encourages disagreement which affect institutional performance, as it was empirically agreed that visionary leader causes undeviating changes in institutional performance as it was postulated by Iqbal et al. (2015), Sofi and Devanadhen (2015) while transactional leadership style positively transforms institutional performance.as discloses by Longe (2014). According to Bhargavi and Yaseen's (2016) research work, democratic leadership style and organizational performance are directly positive and correlated and preferred over autocratic leadership which is the worst fostering labor-industrial conflicts, Yukl (2012). According to Ibrahim and Daniel (2019), a person's leadership qualities depend largely on the circumstances of the situations in which he finds himself and leader qualities are openness, dependability, value addition or creation, honesty, accountability and respect, Anunobi (2018)

Conducted studies on leadership styles and organizational performance are mostly in private companies (sector), (Aboramadan and Dahleez, 2020, Abraham, 2018) and non on private universities in Nigeria, prompting this research on leadership styles and private universities performance in Nigeria.

This paper objective is to examine the effect of leadership styles and universities performance; evidence from Nigeria private universities. Specific objectives are to: identifies the signal influence of leadership styles on private university performance. ii. investigate the factors that affect leadership style and private university's productivity. iii. determine relationship between leadership style and Nigeria private university students' productivity.

The study employs the following alternative hypotheses: H1: The leadership style does not influence private university's performance in Nigeria, H2: There are no factors that significantly determine leadership style and private university's productivity, H3: No association existed between leadership style and Nigeria private university students' productivity.

ii. Literature Review

Organization performance and leadership styles are the main thoughts of this paper.

Organisation Performance.

Organisation performance is the transformation of inputs into outputs to achieve specified organization outcomes. The outcomes are the efforts put in by the leaders and subordinates to achieve set objectives and goals of the organization within time bound set, known as organization performance (Adbullateef, 2023). Organisation performance of private enterprise is profit while that of university are viewed from graduates' competency, employability, and skills acquisition. Performance is a model viewed from three perspectives, Effectiveness, efficiency and economy, (Garvea et al 2011 cited in Adbullateef et al 2023). The degree to which institutions depend on leaders' ability to apply financial, information and capabilities to position itself on the market effectively is referred to as organisation performance, Neba et al (2024). Organisation performance can be influenced either positively or negatively by domestic or external factors, Bandiyono & Augustine. (2019), and the ability to capture large market, high profit, quality product or services, using relevant strategy to pre-determine organisation survival. (Obiwuru & Okwu 2011), In term of profit level, product quality, financial health and market share organization performance can be inferred when comparing organization in the same industry. Performance can be a reflection of members' productivity in term of growth, profit, development and expansion. Leadership style has relationship with organization performance as one key forces driving business performance to sustain competitive hedge.

Leadership Styles

Leadership style is the management approaches' managers used toward achieving organization targets and transforming available resources of the organization into outputs, (Neba et al 2024). The uniqueness of leadership style is the means by which decisions are made and various functions, goal setting and corporate objectives are fulfilled. It deals with leading strategy of planning, directing organization goals, inspiring motivation and enhance staff potentials for growth and development. It is the process of exercising power and authority over the subordinates and influencing them in the organization. Leadership style is a means of improving, promoting, directing, shaping work behavior and organizing a group in achieving organization objectives such as profits, expansion, market shares, revenues and financial sustainability, (Stanle, (2024) and is the process of leading and directing subordinates toward a shared objectives, which are promotion, welfare and future expectations, (Olubode.2017). The induced reasons for relationship between leadership styles and organisation performance are based on creative and innovation markets competitions and dynamism affecting prices, diminishing returns and rivalry reducing existing capabilities. Performance is a considered variable in organization activities in arriving at goal attainment and it's likened to success, (Olusola, 2011), while others view it as goal-directed accomplishments, (Ahmed et al.2018). Performance referred to effectiveness and efficient utilization of available resources empirically, (Hilman & Abubakar,2017) and, (Ahmed et al, 2018). Performance combines financial and non-financial indicators on the level of success (Greenberg, 2011).and its complexity with several definitions.

The leadership styles are classified into: autocratic, participative, laisse faire, transactional and transformational leadership.

Democratic leadership style.

In democratic leadership style, decision making process is distributed and staked by followers. Group unity is what democratic leader believes in to achieve results. Results are closely monitored when negative results considered. Performance of the group members is influenced positively by group participations. Organization performance is influenced by share responsibilities of leaders and subordinates for firm's survival as viewed by Bhargavi & Yaseen's (2016).

Autocratic leadership style

The leaders did not consider the subordinates' view in decisions taking. Group members are ordered to comply to instructions by the leader. The leader takes all glory or praises only and never trust subordinates, Sunil, 2018. Autocratic leaders impose rules or decisions on group members without allowing the subordinates' contributions to the decisions. Democratic leaders are relevant in the field where quick decisions making are needed or for new employees without adequate job experiences, (Adbullateef et al, 2023)

Laisses faire leadership style. This leadership style can be referred to as “not concerned” style, where the leader surrenders rights of decision making to the subordinates and power to determine issues and directions. Jobs are unfulfilled as leader abdicates responsibilities and abandon employees' welfare. The laisseze faire leadership is suited where the employees are experts and skillful on the job and therefore, they require no control and monitoring to perform task or input of their leader, (Abdullateef et all,2023.)

Transformational leadership style

Bank (2016), transformational leadership allows “team spirit” creativity and innovation is not disregarded in order to solve problems, (Nadeem, 2017). It examines self-interest of workers in a team, identify their need changes and development by executing change policies that make a group members dedicated. It is responsible for encouraging, stimulating, and empowering the group members to work in a way for positive changes in their attitudes, beliefs and perceptions to contribute to the institutional future's success. Transformational leaders extend beyond traditional leadership, which indicates complete revitalization of companies or employees' orientation to transform their world and place. This leadership style is categorised into four as discussed below

Intellectual Leadership Styles

In Boises, (2015) and Yousaf, (2017), intellectual leadership allows effective communication devoid totalitarian rule, gives room for employees' debate and decision making. He influences not the organization but the employees.

Idealised or Charisma Leadership Styles

The characteristics of Idealised or charisma leader is influence or qualities driving by vision and logic of mission, inculcating pride in and among the group, gaining respect and trust (Humphreys & Einstein, 2003). Benefit of group followers go beyond self-interest through Charismatic behaviour inducements of a leader reassuring members that challenges will be overcome, confidence of attaining success and execution influence as employees put trust and confidence in their leader. (Obiwuru,2011)

Inspirational Leadership Styles

Intellectual leadership style shares the common features of charisma leadership style; setting higher standard which serves as a reference point. He emphasis genuine sympathy, building new institution and culture that promote best value and vehicles for competitive hedge in market. The leader motivates, innovates and allow creativity among the employees. He allows mutual understanding among workers through effective communication and training; increasing their awareness for greater expectation of the future, (Bass et al, 1997). However, self-interest is served rather than that of shareholders', (O'connur et al,1996), power is abused and leader takes glory for all achievements (Sankowsky,1995 cited in Nadeem,2017)

Individual consideration Leadership Styles

“Individual consideration” is the last components of transformational leadership by Bernard, which is about developing employees through training and counselling (Bass, 1985). This leader ensures effective collaboration between employees and inter-relationship through the act of mentoring. He assists employees to develop their strength of effective communication and listening capacity. Their goals are of paramount important to the leader and he concerns with individual problem and also their levels of maturity (Bass, 1985).

Performance measurements

Performance is measured by the quantity and quality of students produced relative to numbers turn out yearly, students dependability and knowledge accomplishments. (Malik, 2017). Performance measurement hinges on two terms: effectiveness and efficiency, Samsonawa, (2012). Efficiency as indicator on how resources are being used to meet achievement levels while effectiveness specifies degree of achievement, Cotelnic, (2022).

Conceptual Framework

Preamble. Various concepts of leadership styles were discussed to determine which one suited institutional performance best. Leadership styles is multi-facet, therefore no “one single best leadership styles” advocated. Leadership styles should be invoked according to the circumstances on hand, there are proses and cons for each leadership style used.

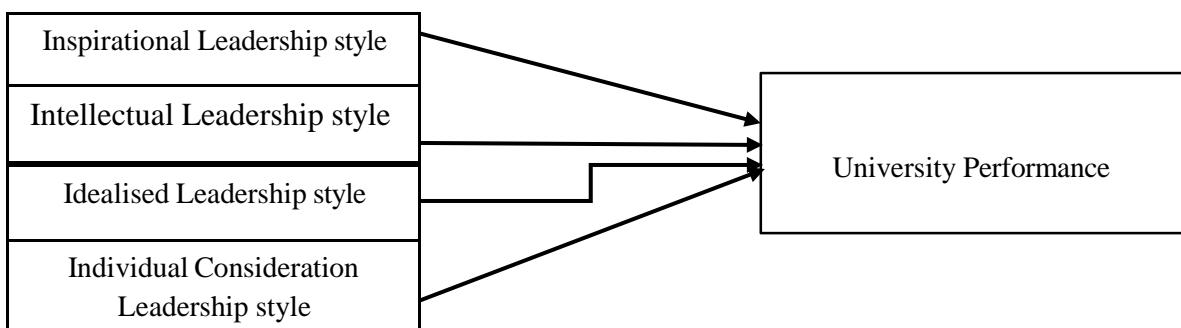


Fig.1 Research framework

Abdullah et al, (2023) Wang, (2018). Swapna, (2016)

Theoretical framework. The reviewed studies which linked leadership styles with institutions performance are participative, democratic autocratic, transformational and others. The theory that anchor this paper is contingency which is also called situational leadership theory. Fiedler (1954) contingency theory call for flexibility in management style to achieve best outcome. The situational leadership theory was further developed by Paul and Blanchard in 1969, stated that leaders must acclimate their leadership styles to the situation at hands, it refers to it as task-oriented leader. The situational leader is described as “no single best way to lead an institution or to make decision.”. leadership success is contingent on the situation of affairs or style of leadership adopted. It was argued that leadership style should tie with situation/circumstance for positive outcome. Leadership attributes determine the success or failure of an institution. Contingency theorists contend that both internal and external environments impacted significantly on organization's performance, which is contingent on circumstances. Leadership process by Bass (1985) says, a group of people and equipment in organization is just a muddle without a leader, and ability to inspire people to aggressively prearranged

goals is significant in leadership. What binds a group together and drives it towards organisational objectives is the human element called leadership. Nwosu (2019) argued that the appropriateness of organization performance depends on leadership style chosen as leadership styles are multidimensional, as no single leadership style is ideal, therefore, the theory emphasis adjustment and flexibility for leaders to conform to the circumstances at hands at a particular period.

Empirical Review

Neba, et al 2024 investigate the leadership styles and organization performance, a case of SMEs in Cameroon size businesses in Buea municipality. Purposive sampling technique was used to select 100 out of the SMEs and the data were analysed using multiple regression analysis. Positive and significant relationship revealed between leadership styles and organization performance of SMEs. Authoritarian and transformational leaders should be used since they have positive impact on the organisation performance.

Stanley et al (2024) researched into the effect of leadership styles and employees' performance in Bayelsa specialist hospital, Yenagoa, Nigeria, using descriptive research design, selecting 255 sample size randomly from the population of 276. Multiple regression was applied to analyse the data. The paper outcome says leadership styles have significant effect on employees' performance. Okwuokei, and Oyesuwa. (2023) carried out leadership evaluation and organisation performance. They say leaders need to possess the right traits and skills for the organization to achieve success. It was observed that leadership influences employee' performance. Ibrahim and Daniel (2019) studied the effect of leadership on the organisation performance in Nigeria. Primary data was used. Population is made of 505 out of which 250 sample size was selected. Participatory leadership and delegations of duties improve employees' and corporate performance as revealed by the study. Pibowei-Okubo, et al (2019) worked on prudential leadership and management of higher education resources in a depressed economy. The result showed that several leadership traits should be implored wisely to guarantee smooth management of fund in a depressed economy, as prudent leader is highly cautious and cost- effective by example. The gap from the empirical reviewed is the mixed outcome as to which leadership styles is the best, and many of the studies are on production companies, therefore, we prefer studying private university performance.

iii. Methodology

The data for this study was collected from seven private universities that served as sample size, representing 57.1 percent of the thirty-six private universities in the Southwest of Nigeria and structured research questionnaire was used to gather responses from the respondents, and the questionnaire was structured in likert scale format, ranging from 5 to 1. Purposive sampling technique was used to select seventeen respondents (12 staff and 5 students) from each university, adding up to one hundred and nineteen respondents from the seven private universities. The research questionnaires were administered on the respondents and one hundred questionnaires were completed and returned, a success rate of 84 %. Data collected were analysed using descriptive statistics, ANOVA and multiple regression analysis. Data reliability was performed through Cronbach's Alpha test with outcome of 6.45 %.

Model Specification: In this model, multiple regression was applied to estimate the relationship between the leadership styles (independent variables) and private universities performance (dependent variables). The model used four variables, Intellectual leadership style, Inspirational leadership style, Idealized leadership style and Individual consideration leadership style. Only one independent variable used (Y), while the equation goes thus:

$$UP = f (LS)$$

Where: Y represent UP which is the Independent variable, and LS represents: P1, P2, P3 and P4

Regression model

$$Up = \beta_0 + \beta P1 + \beta P2 + \beta P3 + \beta P4 + e$$

Up = universities performance,

P₁ Intellectual leadership, P₂ Inspirational leadership, P₃ Idealized leadership, and P₄ Individual consideration leadership

p₁, p₂, p₃, p₄, are coefficients of determination between the relationship of variables and university performance.

β_0 = constant, e = error term.

Priori expectation: it is expected that $\beta_0 (0,1,2,3,) > 0$, are expected to have positive outcome on university performance.

iv. Results and Discussion of Findings

Table 4.1. Intellectual leader encourages critical thinking, innovation and creativity towards university's academic performance

Options		Rate of recurrence	%	Valid %	Cumulative %t
Valid	Strongly Disagree	1	3.2	3.3	3.3
	Disagree	1	3.2	3.3	6.7
	Not decided	2	6.5	6.7	13.3
	Agree	10	32.3	33.3	46.7
	Strongly agree	16	51.6	53.3	100.0
	Total	30	96.8	100.0	
Missing	System	1	3.2		
Total		31	100.0		

Source: researcher's computation, 2024

Table 4.1 revealed that 86.6% of the respondents support that intellectual leader encourages critical thinking, innovation and creativity while the remaining either disagree or undecided.

Table 4.2. Inspirational leader is value driven towards university academic performance.

Options		Frequency	Percentage	Valid Percentage	Accumulative Percentage
Valid	Disagree	5	16.1	16.7	16.7
	Not decided	2	6.5	6.7	23.3
	Agree	11	35.5	36.7	60.0
	Strongly agree	12	38.7	40.0	100.0
	Total	30	96.8	100.0	
Missing	System	1	3.2		
Total		31	100.0		

Source: Researcher's computation, 2024

Out of the respondents 76.7% agreed that inspirational leader is a value driven force towards university performance while the rest respondents rather disagree or not decided.

Table 4.3. Idealized influence leadership models personal interest for university academic performance

Options		Frequency	Percentage	Valid percentage	Cumulative Percentage
Valid	Disagree	3	9.7	10.0	10.0
	Not decided	5	16.1	16.7	26.7
	Agree	16	51.6	53.3	80.0

	Strongly agree	6	19.4	20.0	100.0
	Total	30	96.8	100.0	
Missing	System	1	3.2		
Total		31	100.0		

Out of the respondents 81% agreed that idealised leadership style is driven forces towards university performance while the rest respondents rather disagree or not decided.

Table 4.4 Individual consideration leadership style and university performance relationship

Options		Recurrence rate	Percentage	Valid Percentage	Cumulative Percentage
Valid	Strongly disagree	6	19.4	20.0	20.0
	Disagree	6	19.4	20.0	40.0
	Not decided	4	12.9	13.3	53.3
	Agree	10	32.3	33.3	86.7
	Strongly agree	4	12.9	13.3	100.0
	Total	30	96.8	100.0	
Missing	System	1	3.2		
Total		31	100.0		

Source: Researcher's computation, 2024

It is asserted from table 4.4 that 46.6 % of the respondents support individual leadership relationship with university students' performance while 53.4 % disagree, evidencing that individual leader did not enhance university students' performance.

Table 4.5 Regression analysis test of leadership style and university performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.968 ^a	.937	.930	.238

The determinant of regression is R= .968, and R² =.937 (about 94%) explained the joint predictor variables of variation in private university performance and the remaining 6% was due to unrelated variables effect. These results supported Ojokuku, et al (2012) and Wang, et al (2018) drudgery which says that leadership style proportions mutually predict organizational performance.

Table 4.6. Coefficients*

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error			
1	(Constant)	.631	.212		2.981	.006
	Intellectual leader	.253	.087	.277	2.912	.007
	Inspirational leader	.592	.094	.713	6.323	.000
	Idealized influence leader	.013	.110	.012	.114	.910

a. Dependent Variable: University performance

The coefficients of determination are 0.253, .592 and .013 for intellectual, inspirational and idealized influence leaders are significantly positive The β = .253, .592 and .013 for the leadership styles respectively and t-tests = 2.912, 6.323 and 0.114, P-value > 0.007, 0.000 and 0.910 having positive effect and significant except idealized leader, therefore, leadership styles impact positively on private university performance. These results supported Ojokuku, Adtayo & Sajuyigbe (2012) and Wang, Fu- jin. Shiel, C,

& Mei-ling, T (2018).

Table 4.7. ANOVAa

Odel	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	21.993	3	7.331	129.300 ^b
	Residual	1.474	26	.057	
	Total	23.467	29		

a. Dependent Variable: University Performance

a. Predictors: (Constant), Idealized influence leader, Intellectual leader, Inspirational leader Multiple regression analysis results in table 4.7 are used to authenticate results derived from ANOVA. Positive-test 129.3pvalue=<.007 p-value=< .007(intellectual) .000 (inspirational and .910 (idealized). Inspirational P-value is lower than the significant level of 5% allowed by alpha for analysis. The results of regression coefficient and ANOVA are alike. The null hypotheses should be rejected and the alternative hypotheses accepted, signifying significant relationship between leadership styles and university performance.

Table 4.8a. Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1	(Constant)	.631	.212	2.981	.006
	Intellectual leader	.253	.087	2.912	.007
	Inspirational leader	.592	.094	6.323	.000
	Idealized influence leader	.013	.110	.114	.910

a. Dependent Variable: University performance

Intellectual leader β .253, $t= 2.981$, inspirational leader β .582, $t=2.912$ and idealized leader β .013, $t= 6.323$, $P< .05$ are dependently significant predictor of university performance. leaderships have positive and significant relationship with students and university output. This explain that leadership benefit the university and induce students to perform optimally according to Ebrahim (2018) with mixed results, that transformational, autocratic and democratic leadership have positive impact on organizational performance while transactional and bureaucratic leadership impact negatively.

Table 4.8b. Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1	(Constant)	.258	.426	.607	.549
	Team-work	.525	.351	1.494	.147
	Leader's education	.120	.363	.332	.743
	Leadership qualities	.286	.158	1.809	.082

a. Dependent Variable: Organizational structure determines leadership style and university productivity

a. The coefficients of determination are positive at 0.525, .120 and .286 for teamwork, leaders' education and leadership qualities. The F-test of 87.01 there is good fit at $p < .005$. The leadership styles are .525, .120 and .286, t-tests of 1.494, 0.332 and 1.809 and P-value > 0.147 , 0.743 and 0.082, therefore, organizational structure impacted on leadership styles positively and university performance. (Swapna 2016)

DISCUSSION OF RESULTS

The study examined the effect of leadership styles on private universities performance located in the Southwest Nigeria, using seven choosed private universities as sample size. Given this, data was collected and analyzed using multiple regression analysis. The analysis revealed that leadership styles (inspirational, intellectual and idealised) influenced private universities performance at .253, .592 and .03 significant levels while organsational structure, leaders' education and qualities are factors that significantly affect leadership styles and universities performance at .525,.120 and .286 significant levels. Leadership styles impacted positively on cu students' performance in private universities at .253, .582 and ..013 significant levels. The determinant of coefficient $R = .954$ specifies that 95.4 % of the explanatory variable is leadership style supported by Ojokuku et al (2012),, Nwosu (2019) and Ibrahim & Daniel (2019) empirical works. The coefficients of determination are positive at 0.253, .592 and .013 significant levels for intellectual, inspirational and idealized influence leaders are significant, for private university performance. Leadership styles are affected by teamwork, leaders' education and potentials $\beta = .525,120$ and .286 respectively with t-tests = t-tests of 1.494, 0.332 and 1.809 higher than p.value at 5% level having positive significant on leadership styles and private university performance. Leadership style has positive relationship with the students' performance. Intellectual leadership, and individual leadership were the joint predictors of private university productivity ($F (3,26) = 87.010$; $R^2 = .909$; $P <.01$. The joint predictor variables explained by 91 % of the change in private university performance while the remaining was due to other factors. Intellectual leader $\beta .253$, $t= 2.981$, inspirational leader $\beta .582$, $t = 2.912$ and idealized leader $\beta .013$, $t= 6.323$, $P < .05$ are dependently significant predictors of university productivity.

It implies that both have positive significance relationship with students and university productivity. This explain that leadership benefits the university and induce students to perform optimally in line with the work of Ebrahim (2018) The F-test of 129.3 is statistically significant with $p < .005$ indicating that the model is of good fit and a predictor that leadership influences private university performance.

Conclusion.

The research objective is to examine the effect of leadership styles on private universities performance chosen from South-west, Nigeria. A structured research design was embraced in which 119 respondents (staff and students) were sampled with purposive sampling. Private universities performance was measured based on leadership styles and students' performance. Descriptive statistics, Multiple regression analysis and ANOVA was applied to analyse the relationship and effect base on hypotheses. Findings revealed that intellectual, inspirational and idealized leadership styles influence have positive and significant relationship with private universities performance. Leaders' education and qualities and team work have positive and significant relationship with universities performance. Leadership styles have positive and significance relationship with university students' performance. This implies that leaders who desire better achievement for private universities should practice intellectual and inspirational leadership styles more to induce optimal students' performance

Reference

Abdullateef, A. Ifesowapo, Z.I. Abubakar, Y.U(2023) Rekationship between Leadership Styles and OrgainsationalPerformance in Nigeria Public Service. *International Journal of Intellectual Discourse*.6.4, 101-129

Abubakar, A & Hilman.H (2017.) Validity and reliability of the strategic Factors and Organisational Performance Scales. *International Journal of Organisations and Business Excellence*, 2, 16-27

Ahmed, A, Hilman, H & Kaliappen, N. 2018 New Tools for Measuring Global Academic Performance. *SAGE Open-Research paper*

Akajagbor, U.V. 2017 *The Role of School Administrator in the Improvement of Instructional Materials* in a Recessed Economy: Being Paper Presented at the 10th International Conference of the Faculty of Education Abraka. 53-54

Akinmayowa, O.A. 2017. *Recession and its Binary up short on Tertiary Education in Nigeria*: Being Paper Presented at the 10th International Conference of the Faculty of Education Abraka.59

Ala, C. 2022. University Performance. How we Define it and How We Measure it. *Easter European Journal of Regional Studies*. 8.1. 21-29

Anunobi, O (2018) *Developing Character for Institutional Leadership and Management*. In N.P Olulobe (ed) encyclopedia of Institutional Leadership, Policy and Management. 75-100

Banks, G.C, Mccaulley, K.D, Gardner, W & Guler. (2016). A Meta Analytic Review of Authentic and Transformational Leadership a Test for Redundancy. *The Leadership Quarterly*. 27.4. 634-652

Bandiyono, A & Augustine, Y. (2019) Organisational Performanceas Mediator on the Effect of Levers on Controland Learning Organisationon Tax Compliance, *InternationalJournal of Business Economics and Law*. 19.5, 65-78

Bass, B.M (1995) Theory of Transformational Leadership. *The Leadership Quarterly*.6(4). 463- 478

Bass, B.M. 1985. *Leadership and Performance Beyond Expectations*. New York Free Press

Bhargavi, S & Yaseen, A. (2016). Leadership Style and Organisational Performance. *Strategic Management Quarterly*. 4.1. 87-117

Boises, K. Fiset, J& Gill. H. (2015). Communication and Trust Are Keys Unlocking the Relationship between Leadership and Team Performance and Creativity. *The Leadership Quarterly*. 26.6. 1080-1094

Cotelnic, A, Chistrugo, N, Girssea, S, Guta, N. (2015). Evaluation of Existing Situation of Financial Autonomy in Moldova in University. *Institutional Autonomy in Moldova* 63-100.

Ejere, E.I & Abaslim, U. D. (2013). Impact of Transactional and Transformational Leadership Styles on Organisational Performance: Empirical Evidence from Nigeria *The Journal of Commerce*. 5.1. 30-41

Elenkov, D.S. (2002). Effects of Leadership on Organisational Performance in Russian Companies. *Journal of Business Research*. 55.6. 467- 480

Fenwick, F.J & Gayle, C.A. (2008.) Missing Links in Understanding the Relationship between Leadership and Organisational Performance. *International Business and Economic Research Journal*. 7

Greenberg, J. (2011). Behaviour in Organisations. 10th ed. Upper Sadden River. N.J Prentice Hall

Ibrahim, A. U & Daniel, C. O. (2019). Impact of Leadership on Organisational Performance. *Journal of Business Management and Social Research*. 6.2. 367-374

Kalopapa, B.D. (2016). Transformational Leadership Style and Organisational Performance: An Empirical Study of Oil Companies in Rivers State, Nigeria. *ARC Journal of Business and Economics (ARC-JBC)*, 10.1. 38-49

Khajeh, E.A. (2018) Impact of Leadership Styles on organisational Performance. *Journal of Human Resources Management Research*, 1.1

Lebas.M. (1995). Performance Measurement and Performance Measurement. *International Journal of Production Economics*. 41.9. 23-35

Longe, O.J. (2014). Leadership Style Paradigm Shift and Organisational Performance: A Case of the Nigeria Cement Industry. *African Research Review*. 8.4. 68- 83

Lyoti, J & Bhau, S. (2015). Impact of Transformational Leadership on Job Performance; Mediating Role of Leader Member Exchange and Relationship Identification. *Sage Open* 5.4. 1-13

Mainhgi, A.U, Rotich.G & Anyango.W (2018). Influence of Leadership Styles and Organisation Performance. *Journal of Management*,5(1) Article 41, 894-915

Malik, W.U, Javed, M & Hassan, S.T. (2017). Influence of Transformational Leadership components on Job Satisfaction and Organisational Commitment. *Pakistan Journal of Commerce and Social Studies*. 11. 146-165

Nadeem, Y. (2017) A Case Against Transformational Leadership: Empirical Examples from Political History of South Asia. *International Journal of Public Leadership*. https://doi.org/10.1106/ijpl_03_2017—oo14

Neba, N. B, Negou, E & Elangwe, E.B, (2024.) Leadership Styles and Organisation Performance, Case of SME in Cameroon Size Business in Buea. *Small Business and Entrepreneurship Research* 12(1), 24-46

Nwosu, N.N. (2019). Effective Leadership: A Panacea for Organisational Performance and Productivity. *International Journal of Institutional Leadership, Policy and Management*. 1.2. 284- 292

Obiwaeru, T.C, Okwu, A.T Akpa, V.O. & Nwankwere, I.A. (2011). Effects of Leadership Style on Organisational Performance: A Survey of Selected Small Scale Enterprises in Ikosi- Ketu Council Development Area of Lagos State, Nigeria. *Australian Journal of Business and Management Research* .1.7. 100-111

O'Connor, J, Muruford, M.D, Clifford .C.C Gessnor, T.T & Connelly, M.S. (1996.) Charismatic Leaders and destructiveness, and Historiometric study. *The leadership Quarterly* 6.4. 529- 555

Ojokuku, R.M, Adetayo & Sajuyigbe, A.A. (2012). Leadership Style in Organisational Performance: A Case Study of Nigerian Banks. *American Journal of Business and Management*.1.4. 202-207.

Ololube, N.P. (2017). Education Fund Misappropriation and Management and the Provision of Quality Higher Education in Nigeria. *International Journal of Scientific Research in Education*. 5.3 306- 312

Olusola, O.A. (2011) Accounting Skill as a Performance Factor for Small Businesses in Nigeria. *Journal of Emerging Trends in Economics and Italic Management Sciences*,25, 732-758

Oshemughen, H. O Okotie, E.C. (2017). Economic Recession and Lecturers' Productivity in College of Education in Delta State: Being Paper Presented at the 10th International Conference of the Faculty of Education Abraka. 51-52

Pibowei-Okubo, C.A, Okai, O.N & Alasomuka, V.A, (2019). Prudential Leadership and Management of Higher Education Resources in the Depressed Country. *International Journal of Institutional Leadership, Policy and Management*. 1.1, 27-45

Samsonowa, T. (2012.) *Industrial Research Performance Management*.: Key Performance Indicators in the ICT Industry. Springer-varlag Barling Heidelberg.

Sankowsky, D. (1995). "The Charismatic Leader as Narcissist: Understanding the Abuse of Power". *Organisational Dynamics*. 23.4. 57-71

Sofi, M.A & Devanadhen, D.K. (2015). Impact of Leadership Styles on Organisational Performance. An Empirical Assessment of Banking Sector in Jammu and Kashmir. *IOSR Journal of Business and Management*. 17.8. 31-45

Stanley, N.J, Abel, E.O & Awe, E.O. (2024). Effect of leadership Styles on Employee Performance in Bayelsa Specialist Hospital, Yenagoa, Nigeria. *Scope Journal*,14.2, 353-366

Tims, M, Bakker, A.R & Xanthopoulou. D. (2011)." D0 Transformational Leaders enhance their followers Daily Work Engagement". *The Leadership Quarterly* .22.1.121-131

Wang, Fu-jin. Shiel, C, & Mei-ling, T (2018) Effect of Leadership Style on Organisational Performance as Reviewed from Human Resource Management Strategy. *International Journal of Management and Business Studies*. 8.6. 01-13

Yousaf, N. (2017). "Gestalf Communication Experience and its Implications for a Mutual Relationship in Organisations". *Organisational Dynamics*. Available at <https://doi.org/10.1016/j.orgdyn.2017.06003>

Yuki. G. (2012). *Leadership in Organisation*. 5th Edition Englewood.