



***EFFECT OF TRANSFORMATIONAL LEADERSHIP, INSTITUTIONAL
QUALITY AND POLITICAL COMPETITION ON CORPORATE
PERFORMANCE OF NIGERIA NATIONAL PETROLEUM
CORPORATION***

OSUAGWU JUSTINE UGOCHUKWU

GSM 2019 28



**EFFECT OF TRANSFORMATIONAL LEADERSHIP, INSTITUTIONAL
QUALITY AND POLITICAL COMPETITION ON CORPORATE
PERFORMANCE OF NIGERIA NATIONAL PETROLEUM
CORPORATION**

By

OSUAGWU JUSTINE UGOCHUKWU

**Thesis Submitted to the Putra Business School in Fulfillment of the
Requirements for the Degree of Master of Science**

April 2019

COPYRIGHT

All material contained within the thesis, including without limitation text, logos, icons, photographs, and all other artwork, is copyright material of Universiti Putra Malaysia unless otherwise stated. Use may be made of any material contained within the thesis for non-commercial purposes from the copyright holder. Commercial use of material may only be made with the express, prior, written permission of Universiti Putra Malaysia.

Copyright © Universiti Putra Malaysia



DEDICATION

This thesis is dedication:

My Family

My beloved mother: Ezi-Nne (Mrs) Osuagwu Grace A.

My late father (Honourable Mr) Osuagwu Edwin Anaba

I cannot pay all the love and supports I have received from you all, Thank you and
Thank You.

Dearest Sisters and Brothers:

Ngozi, Charles, Agnes, Uloma, Nnamdi, Amuche, Nneka and Akuchi

My friend (Mentor) Dr. Sunday Sunday Akpan

For all the endless supports, encouragement, love and prayers.



Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfilment of the requirement for the degree of Master of Science

EFFECT OF TRANSFORMATIONAL LEADERSHIP, INSTITUTIONAL QUALITY AND POLITICAL COMPETITION ON CORPORATE PERFORMANCE OF NIGERIA NATIONAL PETROLEUM CORPORATION

By

OSUAGWU JUSTINE UGOCHUKWU

April 2019

Chairman : Mazlan Hassan, PhD
Faculty : Putra Business School

Corporate performance is now widely recognized as the cause of organizational failure. Both academia and practitioners claim that corporate performance is under-researched. One of the corporate performance challenges facing NNPC is red tape, which imposes additional costs to the corporate. The aim of the study to examine the basic corporate performance challenges hindering NNPC in its attainment of organizational goals. This study addresses the issue on corporate performance by proposing mediators for transformational leadership; institutional quality and political competition; as possible factors that may affect corporate performance. This study then examines interrelationships between transformational leadership, institutional quality and political competition on corporate performance. This is a quantitative study. Three hundred and seventy questionnaires were distributed to employees of NNPC holding leadership position and 261 completed questionnaires were returned. The data was analyzed using regression model and Partial Least Squares Structural Equation Modeling Techniques (PLS-SEM), and Smart PLS version 3.0 was the software used to run the analysis.

The study revealed that transformational leadership style directly influences corporate performance significantly, while institutional quality and political competition did not mediate the relationship between transformational leadership and corporate performance. However, institutional quality and political competition have direct positive and negative effect on corporate performance. In this study, there was no direct relationship between transformational leadership and institution quality as well as political competition but transformational leadership, institution quality and political competition have significant effect on corporate performance independently. The study found that the adoption of transformational leadership style and favorable

political competitiveness are strategies of improving NNPC performance while institutional quality should be implemented if desirable performance of NNPC is expected in Nigeria.



Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk ijazah Master Sains

**KESAN KEPIMPINAN TRANSFORMASI, KUALITI INSTITUSI DAN
PERSAINGAN POLITIK ATAS PRESTASI KORPORAT NIGERIA
CORPORATION PETRONI NEGERI**

Oleh

OSUAGWU JUSTINE UGOCHUKWU

April 2019

Pengerusi : Mazlan Hassan, PhD
Fakulti : Putra Business School

Buat masa ini prestasi korporat dilihat sebagai faktor kegagalan organisasi. Berkaitan ini, akademia dan pengamal industri menyatakan terdapat kekurangan kajian isu prestasi korporat. Tujuan kajian ini adalah untuk mengkaji halangan yang dihadapi oleh NNPC untuk mencapai matlamat organisasi. Isu prestasi korporat akan dikaji dengan mencadangkan kualiti institusi dan saingan politik sebagai mediator di antara kepimpinan transformasi dan prestasi korporat. Kajian ini juga akan mengkaji hubungan di antara kesemua variabel: kepimpinan transformasi, kualiti institusi, saingan politik dan prestasi korporat. Teori yang menjadi dasar kepada kajian ini adalah Teori Asas-Sumber (Resource-based Theory), Teori Kepimpinan Administratif, dan Teori Institusi. Inilah adalah kajian kuantitatif. Tiga ratus tujuh puluh soalselidik telah diedarkan kepada pekerja NNPC yang berada di peringkat pemimpin. Dua ratus enam puluh satu soalselidik telah dikembalikan. Data telah dianalisa menggunakan PLS_SEM dan perisian SmartPLS versi 3.0.

Hasil kajian mendapati kepimpinan transformasi mempunyai pengaruh signifikan ke atas prestasi korporat, manakala kualiti institusi dan saingan politik tidak mempunyai kesan mediasi ke atas hubungan di antara kepimpinan transformasi dan prestasi korporat. Walaubagaimanapun kualiti institusi dan saingan politik masing-masing mempunyai kesan langsung positif dan negatif ke atas prestasi korporat. Juga didapati, tiada hubungan langsung di antara kepimpinan transformasi dengan kualiti institusi dan saingan politik. Akan tetapi, secara berasingan, kepimpinan transformasi, kualiti institusi dan saingan politik mempunyai kesan signifikan ke atas prestasi korporat. Kesimpulannya, kajian ini mendapati bahawa kepimpinan transformasi dan saingan politik yang sihat boleh dijadikan strategi untuk meningkatkan prestasi NNPC manakala untuk menjangkakan prestasi lebih baik NNPC di Nigeria, kualiti institusi sebaiknya dilaksanakan.

ACKNOWLEDGEMENTS

First and foremost, I will like to thank God Almighty, the creator of heaven and earth, the maker of all things, yes indeed He made it possible for me to go through this life academic experience. I will also like to thank Dr. Mazlan Bin Hassan (supervisor) for his kind gesture even though it was so challenging, I am glad that, I learnt from the best. To an amazing co-supervisor Associate Professor Lailawati Mahd Salleh PhD, you are a mother, good listener, soft spoken, passionate, kind and very professional; thank you for coming to rescue me; God I serve will keep you in His good book. I appreciate my lovely wife for having patiently waited for me to achieve this milestone. Finally, I want to thank specially to Dr. Sunday Sunday Akpan for his wonderful guidance.

All my thanks go to my church, my family, my friends and Putra business School, may Almighty God richly bless everyone.

I certify that a Thesis Examination Committee has met on 2 April 2019 to conduct the final examination of Osuagwu Justine Ugochukwu on his thesis entitled “Effect of Transformational Leadership, Institutional Quality and Political Competition on Corporate Performance of Nigeria National Petroleum Corporation” in accordance with the Universities and University College Act 1971 and the Constitution of the Universiti Putra Malaysia [P. U. (A) 106] 15 March 1998. The Committee recommends that the student be awarded the Master of Science.

Members of the Thesis Examination Committee were as follows:

Huam Hon Tat, PhD

Professor
Putra Business School
Serdang, Selangor
(Chairman)

Abu Bakar Abdul Hamid, PhD

Professor
Putra Business School
Serdang, Selangor
(Internal Examiner)

Noor Azman Ali, PhD

Associate Professor
Faculty of Economics and Management
Universiti Putra Malaysia
(External Examiner)

Lailawati Mohd Salleh, PhD

Associate Professor
Faculty of Economics and Management
Universiti Putra Malaysia
(Representative of Supervisory Committee/Observer)

PROF. TS. DR. M. IQBAL SARIPAN

Deputy Vice Chancellor (Academic & International)
Universiti Putra Malaysia

Date:

On behalf of,
Putra Business School

This thesis was submitted to the Senate of the Universiti Putra Malaysia and has been accepted as fulfilment of the requirement for the degree of Master of Science. The members of the Supervisory Committee were as follows:

Mazlan Hassan, PhD

Associate Professor
Department of Management and Marketing
Faculty of Economics and Management
Universiti Putra Malaysia
(Chairman)

Lailawati Mophd Salleh, PhD

Associate Professor
Faculty of Economics and Management
Universiti Putra Malaysia
(Member)

PROF. TS. DR. M. IQBAL SARIPAN

Deputy Vice Chancellor (Academic & International)
Universiti Putra Malaysia

Date:

On behalf of,
Putra Business School

Declaration by graduate student

I hereby confirm that:

- this thesis is my original work;
- quotations, illustrations and citations have been duly referenced;
- this thesis has not been submitted previously or concurrently for any other degree at any institutions;
- intellectual property from the thesis and copyright of thesis are fully-owned by Universiti Putra Malaysia, as according to the Universiti Putra Malaysia (Research) Rules 2012;
- written permission must be obtained from supervisor and the office of Deputy Vice-Chancellor (Research and innovation) before thesis is published (in the form of written, printed or in electronic form) including books, journals, modules, proceedings, popular writings, seminar papers, manuscripts, posters, reports, lecture notes, learning modules or any other materials as stated in the Universiti Putra Malaysia (Research) Rules 2012;
- there is no plagiarism or data falsification/fabrication in the thesis, and scholarly integrity is upheld as according to the Universiti Putra Malaysia (Graduate Studies) Rules 2003 (Revision 2012-2013) and the Universiti Putra Malaysia (Research) Rules 2012. The thesis has undergone plagiarism detection software

Signature: _____

Date: _____

Name and Matric No.: Osuagwu Justine Ugochukwu, PBS1413683

Declaration by Members of Supervisory Committee

This is to confirm that:

- the research conducted and the writing of this thesis was under our supervision;
- supervision responsibilities as stated in the Universiti Putra Malaysia (Graduate Studies) Rules 2003 (Revision 2012-2013) are adhered to.

Chairman of Supervisory Committee

Signature : _____

Name : Assoc. Prof. Dr. Mazlan Hasan

Faculty : Faculty of Economics and Management, UPM

Member of Supervisory Committee

Signature : _____

Name : Assoc. Prof. Dr. Lailawati Mohd Salleh

Faculty : Faculty of Economics and Management, UPM

TABLE OF CONTENTS

	Page
ABSTRACT	i
ABSTRAK	iii
ACKNOWLEDGEMENTS	iv
APPROVAL	v
DECLARATION	vii
LIST OF TABLES	xiii
CHAPTER	
1 INTRODUCTION	1
1.1 Background to the Study	1
1.1.1 Nigeria National Petroleum Corporation	4
1.1.2 Motivation for the study	4
1.2 Problem statement	6
1.3 Research questions	10
1.4 Research objectives:	10
1.5 Hypotheses	11
1.6 Scope of the study	11
1.7 Significance of the study	11
1.7.1 Theoretical significance	12
1.7.2 Management: Organisation (NNPC)	12
1.7.3 Management: Policy maker	12
1.7.4 Industry players (Practical)	13
1.8 Definition of Terms	13
1.9 Organization of the study	13
1.10 Chapter Summary	14
2 REVIEW OF LITERATURE	15
2.1 Introduction	15
2.2 Definition of corporate performance	15
2.3 Dimensions of corporate performance	16
2.3.1 Employee Satisfaction	17
2.3.2 Customer Satisfaction	18
2.3.3 Profitability	18
2.3.4 Creativity	19
2.4 Leadership Style	19
2.4.1 Transactional leadership style:	20
2.4.2 Servant Leadership Style	21
2.4.3 Ethical Leadership Style	21
2.4.4 Transformational leadership (TFL)	22
2.5 Elements of transformational leadership.	24
2.5.1 Inspirational motivation	24
2.5.2 Individualized consideration	25
2.5.3 Idealized influence	26
2.5.4 Intellectual stimulation	26

2.6	Institutional quality	27
2.6.1	Voice and accountability	28
2.6.2	Government effectiveness	29
2.6.3	Rule of law	29
2.6.4	Regulatory quality	30
2.6.5	Control and corruption	30
2.7	Political competition	31
2.7.1	Organizational politics	32
2.8	Current empirical research on transformational leadership	33
2.9	Research gap and conceptual framework	36
2.10	Summary	37
3	THEORETICAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT	38
3.1	Introduction	38
3.2	Transformational Leadership Theory	38
3.3	The Resource-based View Theory (RBV)	39
3.4	Administrative Leadership Theory	41
3.5	Institutional Theory	43
3.6	Research Framework	45
3.7	Summary	46
4	RESEARCH METHODOLOGY	47
4.1	Introduction	47
4.2	Research Design	47
4.3	Populations and Sample Size and Selection Procedure	48
4.3.1	Population and study Area	48
4.3.2	Sampling Frame	48
4.3.3	Sample Size	49
4.3.4	Sample Selection Procedure	49
4.4	Research instrument and Construction	50
4.4.1	Questionnaire Preparation	50
4.4.2	Scale Type Used	54
4.5	Pre-test Procedure	55
4.5.1	Instrument Validation Procedure	55
4.6	Method of Data Collection	55
4.7	Method of Data Analysis and Hypotheses Testing	56
4.7.1	Descriptive Statistics	56
4.7.2	Inferential Statistics	57
4.8	Data Analysis using Structural Equation Modelling (SEM)	57
4.9	Individual Constructs Analysis using SEM	58
4.9.1	Assessment of Construct Reliability	58
4.9.2	Assessment of Convergent Validity	58
4.9.3	Assessment of Discriminant Validity	59
4.10	Structural Model using Partial Least Square Structural Equation Model (PLS-SEM)	59
4.11	Summary	60

5	DATA ANALYSIS AND RESULTS	61
5.1	Introduction	61
5.2	Respondents' Demographic Analysis	61
5.2.1	Gender	61
5.2.2	Age	61
5.2.3	Organizational Position	62
5.2.4	Years Sent on Current Organizational	62
5.2.5	Type of Industry	62
5.2.6	Level of Education	62
5.2.7	Professional Qualification	63
5.2.8	Unit/Department	63
5.2.9	Descriptive Statistic of Key Variable in the Study	64
5.3	Assessment of Measurement Model	65
5.3.1	Result and analysis of internal consistency	68
5.3.2	Result and analysis of indicator reliability	68
5.3.3	Result and analysis of Convergent validity	68
5.3.4	Result and analysis of Discriminant validity	69
5.3.4.1	Fornell-Larcker's criterion: Inter-correlation matrix:	69
5.3.4.2	Heterotrait-Monotrait Ratio (HTMT)	69
5.3.4.3	Indicator (cross) Loading:	70
5.4	An assessment of structural (regression) model	72
5.4.1	Result of Collinearity Assessment	73
5.4.2	Result of Path Coefficient Assessment	73
5.4.3	Coefficient of Determination (R ²)	73
5.4.4	Mediation Analysis	73
5.4.5	Hypotheses Testing	75
5.4.6	Summary	77
6	DISCUSSION, CONCLUSION AND RECOMMENDATIONS	78
6.1	Introduction	78
6.2	Summary of Results and Discussion of Findings	78
6.2.1	The relationship concerning transformational leadership and corporate performance of NNPC	78
6.2.2	The intervention effect of institutional quality on the relationship between transformational leadership and performance of NNPC	81
6.2.3	The mediation outcome of political competition on the relationship between transformational leadership and performance of NNPC	83
6.3	Theoretical Contributions	85
6.4	Managerial Contributions	86
6.5	Practical Contributions	86
6.6	Limitations of the study	87
6.7	Recommendations for Future Research	87
6.8	Conclusions	87

REFERENCES	89
APPENDICES	111
BIODATA OF STUDENT	119
PUBLICATION	120



© COPYRIGHT UPM

LIST OF TABLES

Table	Page
2.1 Past empirical studies on TFL and corporate performance	34
4.1 NNPC Performance (NPF) construct and items	51
4.2 Transformational Leaders (TLS) Construct and Items	52
4.3 Institutional Quality (INQ) Construct and Items	53
4.4 Political Competition (POC) Construct and Items	54
5.1 Distribution of Respondents by Gender, Age, Organizational Position, Years Spent on Current Organizational, Type of Industry, Level of Education, Professional Qualification, Unit/Department = 261	63
5.2 Descriptive Statistics of constructs	64
5.3 Results Measurement Model Validation	67
5.4 Fornell-Larcker's criterion: Inter-correlation matrix	69
5.5 Heterotrait-Monotrait Ratio (HTMT)	70
5.6 Cross loading	71
5.7 Path Coefficient, T-statistics, significant level for all hypothesized paths	72
5.8 Mediation Calculation	74
5.9 Summary of Hypothesis Testing	76
6.1 Summaries of Research Question, Objective, Hypothesis and Findings	85

CHAPTER 1

INTRODUCTION

This section consists of ten (10) sections. The first segment (Section 1.1) introduces the setting of the study. The second section (Section 1.2) highlights the statement of problems for the present study. Section 1.3 presents the study questions. Section 1.4 presents research objectives. Segment 1.5 presents the hypothesis. Section 1.6 presents scope of the study. Section 1.7 presents significance of the study. Section 1.8 presents definitions of terms used throughout this study. Section 1.9 presents organization of the study and lastly 1.10 present's summary of this chapter 1.

1.1 Background to the Study

The growth of any economy depends to a large extent on the leadership and management of state institutions, politics, and resources. The stigmatization of most African countries as a microcosm of corruption and the darkest continent of the world is inseparable from the quality of institutions at all levels and the leadership of governance. The health of the nation is dependent on the health of its institutions manned by individuals (leaders), leadership thus play a desperate role in industrial transformation, socio-economic development, and economic growth. This is because organizations operate as trustees of public good to change performance in response to both internal and external pressure for sustainable development (Edwards, Knight, Broome, & Flynn, 2010). The drive for effective leadership results in the emergence of numerous leadership styles. One of the most favored styles or approaches in an organizational setting by practice and empirical evidence is transformational leadership (TFL) because it is human and humane in content and is also a relationship-based approach to leadership (Katou, 2015). TFL is considered an approach where leaders inspire their employers to perform beyond expectations (Pillai, 2013). It is also an approach where leaders organize their struggles to reform associations by raising employers' perception outside personal interests and be more aligned with corporate goals and vision (Edwards et al., 2010).

TFL is believed to have a wide range of potential for enhanced organizational performance. It can make an organizational strategic change (Waldman, Javidan, & Varella, 2006), alter staff perceptions and increase satisfaction (Aarons, 2006; Judge, & Piccolo, 2004), reduce stress, burnout, and turnover intentions (Martin R, & Epitropaki, 2001). One of the earliest studies that placed transformational leadership at the forefront of performance drivers was Burns (1978). Burns exemplified TFL as causing a change in the individual and social system. The author described these leaders as change agents in the life, aspirations, and expectations of people and organization, transforming business processes, moulding perceptions and values of employees. He additionally noted that they are idealized individuals because they are an ethical model of operational towards the advantage of the group, organization and the community. According to Pawar (2016), 'focusing on transformational leadership

is the sole biggest mode to impact a firm; and there is no restriction to the imminent of firms that enlisted people better than average individuals, raises them up as leaders, and every now and again develop them'. Pawar (2016) identified and explained elements of TFL that integrate and cause an effective change in firms' performance.

These elements include individualized consideration, inspirational motivation, idealized influence, and intellectual stimulation. In this study, we consider transformational leadership to be an approach where the leader influences the followers by motivating and inspiring them to do more on expected work. A leader identifying and reaching out to the emotions of the followers can also be described in this context as a transformational leader. Transformational leaders, in this sense, engage workers and make them less reliant on the leaders by assigning noteworthy specialist to people, creating followers abilities and boldness, making self-guided groups, giving direct access to important data, wiping out unnecessary control, and building a solid group, worker strengthening organization (Barling et al., 1996; Bass, 1985a).

Transformational leadership has been proven to work under public sector settings (Park, 2008; Weibel, 2007). It motivates the employees to be more dedicated and committed exceedingly to the leader's task and to make a huge sacrifice in the light of a legitimate concern for the attainment of the set mission. As studied by Wright & Pandey (2010), this importance on a mission may make transformational leadership well matched to the public sector, whose workers are inalienably required to see past self-enthusiasm to the success of the bigger group. Nigeria National Petroleum Corporation (NNPC) as a quasi-public sector organization fit in this context of a discussion on TFL. However, empirical study of the effect of TFL on the performance of NNPC appears to be inadequate because of in-spite of the several leadership programs aimed at transforming the organization, leadership at NNPC is still observed to be ineffective as evidenced in its perennial underperformance (Nwokeji, 2007).

For instance, programmes such as the structural division used by NNPC in 1979, which created five semi-autonomous sectors in 1985 was some sort of reform to strengthen the organization on capitalization, commercialization and reorganization inventiveness beginning from March 1988 (Nwokeji, 2007). Similarly, another programme called total quality management culture was imbued in 1995 with the aim of lowering the cost of attaining customer satisfaction and management quality (Okoye, 2010). According to Omoregie (2001), these programmes all failed because of ineffective leadership, among other factors.

Moreover, in 2004 another programme called Project PACE was implemented to create and align NNPC with global trends in corporate leadership and management. As explained by Ikoko (2006), the main reason for project PACE was to strengthen NNPC so that it can perform more when compared to other national oil firms. According to Makeri (2009), project PACE was carried out successfully yet it was discovered that NNPC still failed in some area likes inadequate leadership, accountabilities, weak culture, weak process enabler, ineffective managerial capacity

among others (NNPC, 2012). However, the proposal of TFL as a recipe for better performance remained uncertain. Some empirical studies have found TFL to positively relate to corporate performance in terms of creativity and innovativeness both at organizational and followers' or individual level (Gumusluoglu & Ilsev, 2009). Katou (2015) has also identified other dimensions of organisational performance that could be impacted by TFL. These dimensions include productivity, growth and creativity.

Productivity emphasizes organizational effectiveness in terms of its ability to meet goals and efficiency by means of using few possible resources to achieve the set objectives. Growth emphasizes development in terms of the organization's ability and capacity to meet future changes and trials and in terms of satisfaction of all members – customers, employees and stakeholders. Creativity emphasizes innovativeness (in terms of product or process) and quality (in terms of what percentage of the firm's product is of high quality) (Katou, 2015).

Some of the leadership challenges relating to the performance of NNPC are regular disruptions of production, inadequate development of native firms with operational abilities, red tape as well as inability to create natural gas resources to potential (Thurber et al., 2011). These challenges impose additional costs to the effective and efficient management of NNPC thus resulting in a significant negative impact on total revenue and undesired performance. These dimensions are the core issues in TFL, which for research purposes must be linked to a specific firm and different settings. In-between TFL and corporate performance are important institutional and political factors that could explain better how a transforming leader can improve organizational performance. This was shown in a study carried out in Norway with focus on her Oil and Gas Company.

The achievement of Norway's OG sector is epochal and enviable in the development of the downstream sector. In what many authors have come to tag as "Norwegian Model", Thurber et al. (2011), found that political competition and institutional quality intervene in the outcome of administrative design on the performance of the Norwegian oil sector. Institutional quality is about the country's bureaucratic capability endowment that allows for effective and durable policy and service delivery; while political competition is concerned with the possibility of an executive and his or her cohorts guaranteeing organizational sovereignty (Thurber et al., 2011). The effect of political competition and institutional quality on the performance of NNPC is well documented in past studies (Thurber et al., 2011; and Nwokeji, 2007). The Glowing Norway oil industry began with the implementation of formal organizational relationship, which was first implemented by the Nigerian government a year behind after which the Nigerian government decided to participate directly in oil affairs. The next section presents the background of NNPC.

1.1.1 Nigeria National Petroleum Corporation

NNPC was founded in 1977 as a state-controlled and owned company. It is a noteworthy member in both the up and downstream sectors of the Nigerian Oil and Gas Industry (OGI). Being a requirement for linking the (OPEC) in 1971, and in accordance with 1971 decree 18, Nigeria recognized an incorporated oil company called NNOC (Ayoade 2009; Gboyega et al., 2011). Also, in accordance with Nigerian Economic Development Plan for four years then, the NNOC was instructed to partake in all the 19 zones of the oil and gas production, comprising, midstream, downstream and upstream sectors.

Moreover, the organization sought to be independent and convey linkages in economic between the gas and oil business and other segments of the economy in Nigeria (Iledare, 2010). Nevertheless, Nwokeji (2007) and Gboyega et al. (2011) conveyed that (NNOC) was not capable to effectively and efficiently carry out these purposes because of inadequate technical know-how, insufficient funding; poor handling mechanism and needless organizational intrusion by the (FMPR). Thus, the federal administration, finished the NNPC Act of 1977, combined NNOC and FMPR in 1977 to form NNPC, and ceded to it the power of handling and controlling the downstream and upstream sectors of the country's gas and oil sector (Nwokeji, 2007). Thus, The NNPC carried all liabilities and assets that belonged to the two merged groups and joined the operational and commercial purposes of the NNOC with policymaking and regulatory roles of FMPR (Nwokeji 2007; Ayoade, 2009). As an office that is accountable as the pillar of the economy, the NNPC is huge to the Nigerian socio-economic growth.

Thus, NNPC operates under the following institutional arrangements, affiliates and linkages: (KRPC), (IDSL), (NPDC), (NETCO), (PPMC), Duke Oil, (IDSL), (HYSON), Nigerian Gas Company (NGC), Warri Refinery and Petrochemical Co. Limited (WRPC), (PHRC), the (DPR), NNPC Retail, Duke Oil (NNPC 2012). All things considered, the legislature on the NNPC Act of 1977 mandated the NNPC with different obligations and legitimate forces, to empower it and ensure the enthusiasm of Nigeria in both the downstream and upstream segments of the oil and gas business. These are the operations and activities of the upstream sector; Geological work, operational drilling, production and exploration, obtain seismic data, survey geodetic and civil engineers arranging and locating site for drilling and survey (Ehinomen, 2012). The downstream sector formed the basis of this investigation, hence the need for more explanation.

1.1.2 Motivation for the study

NNPC is a vital institution in the Nigerian economy. It is responsible for managing crude oil and gas affairs to the benefit of the nation. Sadly, evidence of institutional leadership inefficiency abounds at NNPC. For instance, the Nigeria Climate Reports (2009, p. 6) described NNPC as “a typical state institution that operates as a huge amorphous cost centre with little or no sensitivity to the bottom-line”.

In the study, NNPC was said to underperform, as it could not refine crude oil for local consumption even after it has received and spent over \$1 billion in repairing the country's formal functioning refineries between 1999 and 2007; yet the oil refineries still do not task sufficiently (Nwokeji, 2007). In the World Development Indicators (2016), the volume of production and consumption of petroleum product chart shows that consumption is higher than production in Nigeria compared to other African countries like Egypt and Algeria. The inability of NNPC to meet domestic consumption is attributable to inefficiency, which sits on the leadership of the corporation. However, the leadership itself suffers from lots of institutional and political incursions such that even in eras of formal controlling oversight (the present one), the regulator (NNPC leadership) has not able to secure adequate resources to viably supervise and control the oil business. The principal reason for this is that, the political system in Nigeria is built on some sort of patronage network fuelled by oil income, and those in authority lack the enthusiasm to support the improvement of a truly self-governing regulator that could oblige their ability to influence the operation of NNPC (Thurber *et al.*, 2010).

This inability has led the country to import about 80% refined petroleum product for local consumption (Sanders, 2010). Gillies (2009) described this, as a typical case of persistent mismanagement due, probably in part, to the kind of leadership that the corporation has been placed under. World Development Indicators (2016) chart present the volume of petroleum import (in Dollars) shows the trend of this importation for the past fifteen years and it was indicated that Nigeria is the highest importer of petroleum product in Africa, even when it has remained the highest maker of crude oil in the continent. This signifies the inefficiency of NNPC to live up to its purposes. Excepting from 2008, Nigeria has been on top of the ladder in fuel importation. Only after 2008 that Nigeria takes the lead signifying that the same situation faced in Nigeria is also faced by Algeria. Lamenting on the plight that Nigerian have gone through economically with its vast natural resource, Okpanachi & Andrews (2012) implicitly referred to Nigeria as "petroleum-cursed-state" in Africa probably due to the leadership and management of the country's trustee of a national treasure - NNPC.

Given the above situation in NNPC, it becomes expedient to investigate the influence and potentials of TFL at improving the performance of NNPC. Not only is it painful that Nigeria is described and seen as a "resource cursed nation" in Africa due to persistent mismanagement of NNPC (Okpanachi & Andrews, 2012). It is said that NNPC has been orchestrated as a basket of what the "resource curse" thesis put forward by several authors as "woes of resource abundance" in Nigeria. For instance, Ross (2001) argued that resource abundance inhibits democracy by increasing the distributive influence of the elites Lam & Wantchekon (2003) or by causing 'a halt' in democratic era due to: a) a blend of tenure advantage, political uncertainty, and suppression (Wantchekon, 2002); b) armed conflict (Collier & Hoeffler 2005); c) corruption (Vicente, 2007); d) disappointment in investing adequately in human capital and education (Gylfason, 2001); and, e) shadowy group transparency (Durnev *et al* 2009).

The decay and negative effect of mismanagement of NNPC are quite telling such that Okpanachi & Andrews (2012) who examined the emerging complexities and dynamics in Ghana's oil production had to warn Ghana to beware of five key areas that have doomed the NNPC's management. These areas are the growth of oil-producing areas, management of oil revenues, legal-regulatory framework, corporate social responsibility, and oil-civil society link. He advised that Ghana must give urgent thoughts to these issues in order to influence its newfound oil well and prevent the resource curse enigma that stigmatized Nigeria.

This advice began with having a leader with the vision to see these goals of superior revenue, community and societal development, legitimate and lawful operation and with the prowess and charisma to integrate these goals and cause desired actions among employees to work harmoniously toward effective and efficient attainment. The importance of TFL in engendering organizational performance is well documented and empirical evidence abounds of a significant positive relationship. However, to date, there is little known about transformational leadership practice within and in relation to the performance of NNPC. Given the speedy changes happening within the global oil and gas market and the high expectations from NNPC, it has become clear that there is a need for leadership that will generate and garner ideas, task the status quo, promote innovation, motivate and empower workers to take on tasks and find creative solutions to organizational problems. While it is likely that officials at some levels may use transformational approaches, it is also likely that numerous may not probably due to institutional, organizational and political barriers.

Although there is a dearth of empirical evidence that NNPC would perform better under a transforming leader, it is believed that TFL could mitigate some problems of NNPC and give more benefit to it through such TFL practices as creative problem solving, developing and engaging current staff in the process of management among others. Whether this belief is true or not is dependent on the outcome of this investigation as dedicated empirical literature addressing this interest are scarce.

1.2 Problem statement

Organizations today are confronting increased uncertainty in results of their activities. Brown and Duguid (2000) Grant (1996b) and Spender (1996) recognized that generic management goal is to enhance the corporation "wisdom" to empower basic leadership, and increase creativity, performance and so on. Globally, some national oil companies have in recent time suffered challenges of performance, and some of the areas that have been subdued in corporate performance are as follows: Mexico; Little of domestic technical capability (Thurber et al. 2011), Russia; government focused on reconsolidating control over oil (Micheal, 2006), Venezuela; domestic technical capacity (Thurber *et al.*, 2011). Different approached has been deployed to see what measurement will suit in solving this pronounced corporation performance issues in national oil companies at the world stage but Thurber *et al.* (2011) observed that the above countries have not done much. Africa national oil companies are not exceptions, according to (Santos & Brito, 2012). Santos & Brito (2012). Emphasized

that; no particular approach has been empirically proven as the authentic measurement of corporate performance.

In Africa, Marcel (2005) examined the national oil company in Algeria and found that 'no positive change over time' is among one of the challenges that are hindering the progress of performance in the organization. Also, Robert (2006) found that local consumption was higher than production in Egypt, thereby making production a challenge to its national oil company as well as a benchmark of performance. These are indicators of corporate performance setback. NNPC also has such issues in Nigeria. For instance, Nwokeji (2007) found one of the performance challenges facing NNPC was red tape, which imposes additional costs to the corporate and limited growth of domestic companies with operational volumes Thurber et al. (2011). Additionally, Thurber et al. (2011) opined that 'frequent disruptions to production were another dimension of challenges facing NNPC performance; which, in the end, result in low production capacity. At the heart of these challenges was the fact that the leadership of NNPC has been underrated, and this signifies practical case of leadership problem in the corporation, which deserves an empirical investigation (Munir, Rahman, Malik, & Ma'amor, 2012). On this basis, Munir et al. (2012) the authors opined that the leadership of an organization has some meaningful influence on corporate performance of the organization. It seems that NNPC is facing leadership issues. Undesired corporate performance is generally attributed directly to the poor leadership of the organization and indirectly to the intervening roles of institutional qualities and political completion as explained subsequently. On the issue of poor leadership, it is argued that the level of leadership challenges is generating efficiency in the corporate performance of organization of the Nigerian OGI (NNPC, 2012).

As earlier mentioned, in 1995, NNPC adopted TQM to strengthen its leadership (Okoye, 2010). Unfortunately, evidence from past reports and empirical studies show that NNPC is a failure compared to its counterparts such as Petrobras, Petronas, and Statoil in Brazil, Malaysia and Norway respectively (NNPC, 2012c; Adam, 2014). But still, the challenges identified as responsible for this failure is poor leadership (Abisoye oke, 2013). Note also that Ghana that recently discovered oil is said to be learning from NNPC's failure and the 'cabbages' and woes in Nigeria's downstream sector (Eyene, 2014).

Leadership issues in NNPC were reportedly in the media and government portals, For instance, the former governor of Central Bank of Nigeria, Lamido Sanusi disclosed that \$20 billion dollars generated from oil sales were not remitted into the treasury (Charles et al., 2016) and around 1970, mid 2004, over \$450 billion in oil cash flowed into government coffers, but the funds disappeared into private pockets and this has raised the question about the type of leadership in relation to its accountability, transparency as well as inefficiency in the management of the nation's economy (Ayittey 2002). As stated earlier, in similar studies (Olayinka, 1997; Thurber et al., 2011), leadership of NNPC was described as crippling and weak as there were rampant cases of limited growth of national companies with active operational capacities, red tape, disruptions of production, etc. (Bass, & Avolio 2000). On the indirect effect of institutional qualities, it is to be noted *prima facie* that a number of measures have

been used as mediators of TFL-performance relationship. These include job satisfaction and sub-mediating variables like trust in the team (at the team level) and trust in the individual (at an individual level) as well as work engagement (Susanne, 2013; Snjezana, 2013).

In all, finding indicated that these factors 'job satisfaction' has a positive mediating effect on the connection between TLF and corporate performance. This suggests that other factors could account for why a leader may not lead an organization to better performance. In this study, one of the factors is institutional quality, which was examined by Thurber et al. (2011) Norway. It has also been empirically proven by many scholars that institutional quality is viable to undertake meaningful stake in the task of institutional objectivity of a firm. Tun et al. (2012) contend that nations with better institutional quality ought to have the option to pull in greater investment because of decreases in both the expense of doing business and in uncertainty. Maruta, A. A. (2018) recent studies show that higher institutional quality leads nations to full profit from openness strategies. Other scholars like Belkhir et al., (2016); Oztekin and Flannery, (2012) Fan et al., (2012) found out that institutional quality; the main aim is to emphasis on institutional issues as a factor of organization's capital structure.

Meanwhile, Galinato et al (2018) suggested that Institutional quality might be based on the capacity of the bureaucracy to minimize the outcomes of policy revisions. It is obvious that an adequate institutional quality will result in greater leadership and corporate performance. Furthermore, Thunder et al (2011) studied the mediation effect of political competition and institutional quality and on the relationship between administrative design and performance; findings show that these variables had a significant result on mediating the relationship between administrative design and performance of Statoil in Norway. This has led the researcher to include another factor of interest in that study, which is political competition. Empirical studies that show political competition is relevant in organizational settings, Alfano (2015) concluded that political competition should be centered on welfare to the citizens by institutional and corporate administrations. Besley et al., (2010) proposed that higher political competition is related to a change in the policy mix towards strategies that are generally believed to be growth-promoting. In this research, political competition stands in a mediating role, that is to say, a transformational leader will be ready to dislodge the typical stereotypes of a political competitor by allowing both the organization and government to intertwine. The above sentence stands with what Carlin et al., (2018) said, Political competition, we estimate, actuates party-based stereotypes of reliability that inspire partisan trust taste: co-partisans trust each other more than they trust competing partisans.

Furthermore, another study by Hobolt and Klemmensen (2008) on political competition role in the contest of responsibilities of the government, the researchers reiterated that higher levels of political competition should theoretically yield more executive action and more policies. Kosec et al., (2018) asked a unique question "Can stronger political competition improve rural livelihoods in developing countries especially in Pakistan" results show that greater political competition significantly

contributed to better access to publicly given framework and comforts. With the above studies, political competition strategies can help leaders to straighten organizational politics that will occur in the attainment of organizational performance.

Furthermore. Thurber et al (2011), empirical studies and other have done well enough in identifying inefficient leadership and its attendant consequences, but what is not clear is the type of behavior that each leader exhibit and how such behavior has led to the growing problems and ultimately poor performance of NNPC. Thurber et al (2011), argued that no leadership style can work effectively in an organizational environment with highly complex institutional and political restrictions. Therefore, integrating the institutional complexities (e.g. institutional quality) and political restrictions (e.g. political competition) as mediators in the connection between TFL and corporate performance could best explain the path toward effective performance in NNPC. This is because without enabling good institutional quality (IQ) and political competition (PC), the leader may not have the capacity to perform. Thus, investigating the mediation effect of IQ and PC in the connection between TFL and performance of NNPC is also imperative. On grounds of the above-listed problems, and from a theoretical perspective, it becomes very imperative to carry on this research which its outcome will help policymakers in understanding transformational leadership and the intervening factors in relation to the management and performance of NNPC in Nigeria.

These researchers went on to specify that TFL is only leadership style that can promote greater performance more than other leadership styles such as laissez-faire and transactional. However, while transformational leadership effect on the performance of organization have prominently been researched in private sector organization, it seems to have been neglected in past studies involving a quasi-public organization like NNPC probably due to the disconnections that existed between leadership practices of public and that of private organizations.

This further point to some fundamental factors that have become parochial for the emergency of the above-identified problems of NNPC that are attributed to leadership inefficiency which has formed a major issue of significant focus in this research. From the above arguments, there are some uncertainties surrounding transformational leadership and the performance of NNPC in Nigeria. These uncertainties coupled with a number of concerns on the why NNPC is said to have underperformed in Nigeria despite its cardinal role in the economy constitute the imperatives and rationale for carrying out this investigation now that the government is contemplating reforms in many sectors in order to reposition the economy and country on the path to enviable development. For instance, it is argued that TFL can lead to an improvement in corporate performance, but empirical proof showing the level to which TFL can influence the level of performance in NNPC is not only scarce but also limited. This has left policy-makers and corporate managers with virtually no reliable and workable data and information on how to better manages the corporation toward the attainment of its corporate goals.

Other two important uncertainties are the absence of empirical evidence on the outcome of institutional quality and political competition on the connection between TFL and performance of NNPC. This laxity has also left policy-makers and corporate managers with no data and information on how to better manage the corporation amidst all institutional complexities and political forces that operate to either obstruct or enhance the performance of government agencies in Nigeria such as NNPC. Knowing the level to which these intervening factors can influence the attainment of desired corporate performance of NNPC could serve as a map that shows the direction and way toward a better or improved organizational management.

1.3 Research questions

To address the various research issues mentioned above, this study seeks answers to the following research questions:

1. What is the relationship between transformational leadership and corporate performance of NNPC?
2. What is the intervention effect of political competition on the relationship between Transformational leadership and performance of NNPC?
3. What is the intervention effect of institutional quality on the relationship between Transformational leadership and performance of NNPC?

1.4 Research objectives:

To provide answer to the above research questions and solutions to the identified research problems, this study generally sets out to examine the interrelationships among transformational leadership, institutional quality, political competition, and corporate performance of NNPC. However, specific objectives are to:

1. Investigate relationship concerning transformational leadership and corporate performance of NNPC
2. Examine the mediation outcome of political competition on the relationship between transformational leadership and performance of NNPC.
3. Examine the intervention effect of institutional quality on the relationship between transformational leadership and performance of NNPC.

1.5 Hypotheses

Because of the above research objective, the following hypotheses are formulated to control this investigation:

- H1: There is a significant positive relationship between transformational leadership and corporate performance of NNPC.
- H2. Political competition intervenes the connection concerning corporate performance and transformational leadership of NNPC.
- H3. Institutional quality mediates the relationship between transformational leadership and corporate performance of NNPC.

1.6 Scope of the study

This study focuses on three variables affecting successful corporate performance namely transformational leadership, institutional quality and, political competition. The focus is directed to these three constructs because it has been empirically proven that these factors play a significant role in determining corporate performance. This research was done on employees of NNPC in Nigeria and their affiliates with leadership position as a subject of research since they played the most important role in corporate performance processes. Employees with leadership-position were chosen as the unit of analysis in this study. The list of respondents is abstracted from the Nigeria National Petroleum Corporation published by Nigeria Business Search Engine. The employees with leadership position are selected to be the respondents in this study because they are in a unique position to create psychologically healthy workplaces, they have the authority and power to implement practices and change procedures in their organizations (Gulseren et al., 2019)

The study was carried out in Nigeria with NNPC and their affiliates as the institution of the investigation. The locations of the entities were in Abuja the capital territory of Nigeria and the south-south region in Nigeria, which includes River state, Delta State, Akwa Ibom State, and Edo states. The data collection was conducted over a period of 2 months (3rd December 2016 to 5th February 2017). The study covers leadership qualities of NNPC focusing on TFL in relation to its corporate performance with institutional quality and political competition as mediating variables.

1.7 Significance of the study

This research shows the basic significance measurement of the study. Important contribution of each of the dimensions will not be over emphasize, kindly see the various aspect of contribution.

1.7.1 Theoretical significance

Successful completion of this study will make a useful contribution to existing theories in management via theory extension. It has been observed that past studies on TFL and performance of a quasi-public sector organization like NNPC are scarce, so are the theories employed in studying this phenomenon. Including institutional complexities and political restrictions and using relevant theories such as the resource base theory, institutional theory, etc will be novel. Making a sound and justifiable arguments for the inclusion of these theories in this study will make a significant contribution by extending and integrating existing theories to explain the complex relationship between TFL and corporate performance. This way, the body of literature in this area will be extended and the academicians will also benefit by using it as a source of material for future studies.

1.7.2 Management: Organisation (NNPC)

The first groups of the beneficiary will be organizational management. The inclusion of institutional quality and political competition as a separate construct with transformational leadership will provide useful information to the management of NNPC in the area of organizational politics and institutional restraints and how to develop coping strategies in order to be successful. The management and particularly the leadership of NNPC will come to term with real practical issues to consider when attempting attaining set goals and expectations of the corporation. Therefore, by exposing the intricacies of organizational management relating to the polity and rules or statutes of the institutions in the OGI in Nigeria the leader will better be informed and prepared to lead the corporation in the right direction.

1.7.3 Management: Policy maker

To policy-makers, there will be imperatives for strengthening policy reforms and implementation to improve the performance of the oil and gas sector. Key areas that policy-makers will benefit will be in the area of institutional quality principles. Institutional quality in the oil sector in Nigeria has been a big issue but with this research, both the policy-maker and the government will appropriately pursue organizational goals. For instance, anywhere there are strong and supportive institutional qualities, the labour force tends to play a significant role and show more commitment to the organizational task even when the political complexities are less supportive (Thurber, 2011). On the other hand, Kark (2003), discussed transformational leadership in the context of dependency and empowerment on leadership after testing 888 bank employees working under 76 branch managers, finding shows transformational leadership has a positive relationship with these two elements. It is imperative that the findings of this study may cause policy-makers to rethink and enact dependency and empowerment in a leader that will enable execute there given task. They government could formulate an accelerated program that will enable the leader in oil sector act progressively thereby straightening the institution.

1.7.4 Industry players (Practical)

Another category of beneficiaries is the management of firms in the oil sector in Nigeria. Presently, little or no design of any transformational leadership dimensions with an external variable like political competitive and institutional quality has been studied on the oil sector in Africa. Dvir (2002) tried the effect of transformational leadership, improved via preparing, on worker's advancement and execution. Trial group leader got transformational leadership preparing, and control group leaders, varied leadership preparing. The specimen included 54 army leaders, their 90 coordinate workers, and 724 roundabout supporters. The result presented the leaders in the exploratory gathering had a more encouraging effect on uninterrupted supporters' improvement and on unintended devotees' execution than did the leaders in the regulator assemble. Therefore, it essential that under this circumstances management and leadership of an organization should embrace dimensions of transformational leadership.

1.8 Definition of Terms

Transformational Leadership – This is defined as an approach where leaders assemble their strengths to reform organizations by raising followers' consciousness beyond personal interests and be more aligned with corporate goals and vision (Edwards *et al.*, 2010)

Institutional quality - Institution quality can be defined as an arrangement of social variables such as rules, beliefs, qualities and associations that together inspire normality in individual and social conduct (Greif, 2006).

Political Competition – This is defined as the chances that a political executive, his or her cohorts and party in power will guarantee corporate sovereignty by not interfering in the management and operation of the firm in a manner that affects members of that organization to act in his or her favour against public good (Thurber *et al.*, 2011)

Corporate performance: This can be defined as subset of business insight and business analytics, which concerns the "wellbeing" of the company Margaret (2017).

1.9 Organization of the study

The content and discussions in this study are organized into six chapters. Chapter one consists of the introduction, motivation of the study, problem statement, research question, research objective, the scope of the study, the significance of the study, definition of terms and organization of this study. Chapter two contains the review of literature on transformational leadership, institutional quality, political competition

and relevant concepts. It also contains a review of empirical studies and, relevant supporting theories.

Chapter three presents the theoretical explanation in each of the variables, hypothesis and conceptual framework, Chapter four present the methodological issues including but not limited to research design, population, sample and sampling design, source of data and method of data collection, instrumentation, scale measurement, method of data analysis, data analysis and etc. In chapter five, the data collected are presented; analysis and findings are also discussed in the light of past studies and theoretical predictions. Chapter six contains a summary of major findings, conclusion, limitation of the study, the implication of the study, and future research direction amongst others.

1.10 Chapter Summary

In this chapter, we have discussed the fundamental issues that informed the conduct of this study. The background discussion shows the relevance of the basic concepts and the need to employ these concepts in the Nigerian downstream sector with a view to finding a way to solve the perennial leadership problems in NNPC. We have also presented the core problems of the study, relevant questions and objectives sought to achieve in the study. The hypotheses have been formulated in line with the objectives to provide guide and direction for the research. The chapter also explains the significance and contribution of the study to the theory, management, policy makers and the body of academia. Finally, some terms which meaning are relevant to this study only have been stated and defined while how the grouping of thoughts and presentations of the content of the research report is also present.

REFERENCES

- Aarons, G. A. (2006). Transformational and transactional leadership: Association with attitudes toward evidence-based practice. *Psychiatric Services, 57*(8), 1162-1169.
- Abisoye, O. J. (2013) Deregulation of the Nigeria downstream petroleum Industry: Challenges and Opportunities
- Acedo, F. J., Barroso, C., & Galan, J. L. (2006). The resource- based theory: dissemination and main trends. *Strategic Management Journal, 27*(7), 621-636.
- Ahmad, F., Abbas, T., Latif, S., & Rasheed, A. (2014). Impact of Transformational Leadership on Employee Motivation in Telecommunication Sector. *Journal of Management Policies and Practices, 2*(2), 11-25.
- Alfano, M. R., & Baraldi, A. L. (2015). Is there an optimal level of political competition in terms of economic growth? Evidence from Italy. *European Journal of Law and Economics, 39*(2), 263-285.
- Allard Bruinshoofd (2016) "Institutional quality and economic performance" RaboResearch - *Economic Research*
- Alli, O. (1997). "JV Investment and Incentives: An Appraisal In Nigeria Petroleum Business" Handbook, Edited by V. E. Eromosele, Advent publishers.
- Alonso JA. 2007. Inequality, institutions and progress: a debate between history and the present. *CEPAL Review 93*: 61–80.
- Alonso, J. A., & Garcimartín, C. (2010). The determinants of institutional quality. More on the debate. *Journal of International Development, 25*(2), 206-226.
- Adam Ibraheem Salisu. (2014). OpenAIR @ RGU The Open Access Institutional Repository at Robert Gordon University An Empirical Investigation of the Efficiency , Effectiveness and Economy of the Nigerian National Petroleum Corporation ' s Management of Nigeria ' s Upstream Petroleum Sec. academia edu. Retrieved from https://www.academia.edu/6745244/COMPLETE_WORK
- Akhigbe, O. J., Finelady, A. M., & Felix, O. O. (2014). Transactional leadership style and employee satisfaction in Nigerian banking sector. *European Journal of Business and Management, 6*(26), 14-23.
- Anantatmula, V. S. (2010). Project manager leadership role in improving project performance. *Engineering Management Journal, 22*(1), 13-22.

- Asal, V., Brown, M., & Dalton, A. (2012). Why split? Organizational splits among ethnopolitical organizations in the Middle East. *Journal of Conflict Resolution*, 56(1), 94-117.
- Atkinson, G., & Hamilton, K. (2003). Savings, growth and the resource curse hypothesis. *World Development*, 31(11), 1793-1807.
- Avolio, B. J., Walumbwa, F. O., & Weber, T. J. (2009). Leadership: Current theories, research, and future directions. *Annual review of psychology*, 60, 421-449.
- Avolio, B. J. & Bass, B. M. (2004). Multifactor Leadership Questionnaire. Manual and sampler set. (3rd ed.) Redwood City, CA: Mind Garden.
- Avolio, B. J., Yammarino, F. J., & Bass, B. M. (1991). Identifying common methods variance with data collected from a single source: An unresolved sticky issue. *Journal of management*, 17(3), 571-587.
- Ayittey, G. (2002). Biting Their Own Tails: African Leaders and the internalist intricacies-of the Rape of a Continent. *A Keynote Address to SORAC*.
- Ayoade, M. A., (2009). State petroleum ownership model- symbolism vs progress? *Oil, Gas & Energy Law Intelligence*, 7, pp. 1-20
- Babbie, E. R. (2007). *The practice of social research*, Belmont, CA: Thomson Wadsworth.
- Bakotić, D. F., & Babić, T. (2013). C, Relationship between Working Conditions and Job Satisfaction: The Case of Croatian Shipbuilding Company. *International Journal of Business and Social Science*, 4(2), 206-213.
- Barbuto Jr, J. E. (2005). Motivation and transactional, charismatic, and transformational leadership: A test of antecedents. *Journal of Leadership & Organizational Studies*, 11(4), 26-40.
- Barling, J., Weber, T., & Kelloway, E. K. (1996). Effects of transformational leadership training on attitudinal and financial outcomes: A field experiment. *Journal of applied psychology*, 81(6), 827.
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17, 99-120. doi:10.1177/014920639101700108
- Barreto, I., & Baden- Fuller, C. (2006). To conform or to perform? Mimetic behaviour, legitimacy- based groups and performance consequences. *Journal of Management Studies*, 43(7), 1559-1581.
- Bass, B. M. (1985). *Leadership and performance beyond expectations*. New York: Free Press.
- Bass, B. M. (1995). Theory of transformational leadership redux. *The Leadership Quarterly*, 6(4), 463-478.

- Bass, B. M., & Avolio, B. J. (1990). Developing transformational leadership: 1992 and beyond. *Journal of European industrial training*, 14(5).
- Bass, B., & Avolio, B. J. (2000). MLQ multifactor leadership questionnaire technical report. Thousand Oaks, CA: Sage.
- Belkhir, M., Maghyreh, A., Awartani, B., (2016). Institutions and corporate capital structure in the MENA region. *Emerging Markets Review* 26, 99-129.
- Besley, T., Persson, T., & Sturm, D. M. (2010). Political Competition, Policy and Growth: Theory and Evidence from the US. *Review of Economic Studies*, 77(4), 1329–1352. doi:10.1111/j.1467-937x.2010.00606.x
- Beyer, B (2012) Blending constructs and concepts: Development of emerging theories of organizational leadership and their relationship to leadership practices for social justice. *International Journal of educational leadership preparation*, 7(3)1-12
- Bharadwaj, A. S. (2000). A resource-based perspective on information technology capability and firm performance: an empirical investigation. *MIS Quart.*, 24, 169 – 196
- Boerner, S., Eisenbeiss, S. A., & Griesser, D. (2007). Follower behavior and organizational performance: The impact of transformational leaders. *Journal of Leadership & Organizational Studies*, 13(3), 15-26.
- Bohdanowicz, P. (2005). European hoteliers' environmental attitudes greening the business. *Cornell Hotel and Restaurant Administration Quarterly*, 46(2), 188-204.
- Bono, J. E., & Judge, T. A. (2003). Self-concordance at work: Toward understanding the motivational effects of transformational leaders. *Academy of Management Journal*, 46: 554–571.
- Boscheck, R., (2007). The governance of oil supply: an institutional perspective on NOC control and the questions it poses. *International Journal of Energy Sector Management* 1(4), 366–389.
- Brandt, T., Laitinen, E. K., & Laitinen, T. (2016). The effect of transformational leadership on the profitability of Finnish firms. *International Journal of Organizational Analysis*, 24(1), 81-106.
- Braun, S., Peus, C., Weisweiler, S., & Frey, D. (2013). Transformational leadership, job satisfaction, and team performance: A multilevel mediation model of trust. *The Leadership Quarterly* 24, 270–283.
- Brown, J. and Duguid, P. (2000), *The Social Life of Information*, Harvard Business School Press, Boston, MA.

- Brown et al., 2005 M.E. Brown, L.K. Treviño, D. Harrison Ethical leadership: A social learning perspective for construct development and testing *Organizational Behavior and Human Decision Processes*, 97 (2005), pp. 117-134
- Brown, M. E., & Treviño, L. K. (2006). Ethical leadership: A review and future directions. *The leadership quarterly*, 17(6), 595-616.
- Brunnschweiler, C. N., & Bulte, E. H., (2008). The resource curse revisited and revised: a tale of paradoxes and red herrings. *Journal of Environmental Economics and Management* 55, 248–264.
- Bryman, A. (1992). *Charisma and leadership in organizations*. London: Sage
- Burns, J. M. (1978). *Leadership*. New York: Harper & Row.
- Cavenaghi, V. (2001) *Business performance management: The contribution of the manufacturing area*. Thesis (PhD in Production Engineering) Post-Graduation Program in Production Engineering, USP, São Paulo.
- Carlin, R. E., & Love, G. J. (2018). Political competition, partisanship and interpersonal trust in electoral democracies. *British Journal of Political Science*, 48(1), 115-139.
- Chang, C., Rosen, C.C and Levy, P.E (2009). The Relationship between Perceptions of Organizational Politics and Employee Attitudes, Strain, and Behavior: A Meta-Analytic Examination. *The Academy of Management Journal*, 52(4), 779-801
- Charles E. Ekpo, Jide Chime and Frank N. Enor (2016). The Irony Of Nigeria's Fight Against Corruption: An Appraisal Of President Muhammadu Buhari's First Eight Months In Office. *International Journal of History and Philosophical Research* Vol.4, No.1, pp.61-73
- Cheung, M. F., & Wong, C. S. (2011). Transformational leadership, leader support, and employee creativity. *Leadership & Organization Development Journal*, 32(7), 656-672.
- Chin, W. W. (2010). How to write up and report PLS analyses. In *Handbook of partial least squares* (pp. 655-690). Springer Berlin Heidelberg.
- Chong, An., and Calderon, C. (2000). Institutional quality and salary appropriation. *Financial Development and Cultural Change*, 48(4), 761-786.
- Chuah Chin Wei (2015) *Effects Of Strategy Commitment, Engagement, Communication And Organizational Support On Successful Strategy Execution*
- Churchill Gilbert A. A paradigm for developing better measures of marketing constructs. *J Mark Res* 1979;16(1):64–73.

- Choudhary, A. I., Akhtar, S. A., & Zaheer, A. (2013). Impact of transformational and servant leadership on organizational performance: A comparative analysis. *Journal of Business Ethics, 116*(2), 433-440.
- Closs, D. J., & Xu, K. (2000). Logistics information technology practice in manufacturing and merchandising firms—an international benchmarking study versus world class logistics firms. *International Journal of Physical Distribution & Logistics Management, 30*(10), 869-886.
- Cochran C (2003) Customer Satisfaction: Tools Techniques and Formulas for Success. USA: Paton Professional A division of Paton Press LLC.
- Colbert, A. E., Barrick, M. R., & Bradley, B. H. (2014). Personality and leadership composition in top management teams: Implications for organizational effectiveness. *Personnel Psychology, 67*(2), 351-387.
- Colbert, B. A. (2004). The Complex Resource-Based View : Implications For Theory And Practice In Strategic Human Resource Management, *29*(3), 341–358.
- Collier, P., and A. Hoeffler. (2005). Resource Rents, Governance, and Conflict. Mimeograph, University of Oxford, Oxford, UK. Google Scholar
- Coltman, T., Devinney, T. M., Midgley, D. F., & Venaik, S. (2008). Formative versus reflective measurement models: Two applications of formative measurement. *Journal of Business Research, 61*(12), 1250-1262.
- Conger, J. (1990). Charismatic leadership. Wiley Encyclopedia of Management.
- Crant, J. M. (2000). Proactive behavior in organizations. *Journal of management, 26*(3), 435- 462.
- Crawford, C. B. (2005). Effects of transformational leadership and organizational position on knowledge management. *Journal of Knowledge Management, 9*(6), 6–16.
- Creswell, J. W., & Zhang, W. (2009). The application of mixed methods designs to trauma research. *Journal of traumatic stress, 22*(6), 612-621.
- Creswell, J. W. (2003). Qualitative, quantitative, and mixed methods approach.
- Crosby, B. and J. Bryson. 2010. ‘Integrative Leadership and the Creation and Maintenance of Cross-Sector Collaborations’, *Journal of Public Administration Research and Theory, 21, 2, 211–30.*
- Daugherty, P. J., Chen, H., Mattioda, D. D., & Grawe, S. J. (2009). Marketing/logistics relationships: influence on capabilities and performance. *Journal of Business Logistics, 30*(1), 1-18.

- Den Hartog, D. N., & Belschak, F. D. (2012). When does transformational leadership enhance employee proactive behavior? The role of autonomy and role breadth self-efficacy. *Journal of Applied Psychology*, 97(1), 194.
- Denton, M. & Vloeberghs, D. (2003). Leadership challenges for organizations in the New South Africa. *Leadership & Organization Development Journal*, 24 (2), 84 – 95
- Detert, J. R., & Burris, E. R. (2007). Leadership behavior and employee voice: Is the door really open?. *Academy of management journal*, 50(4), 869-884.
- Dfid. (2011). A Preliminary Mapping of the Evidence Base for Empowerment and Accountability. London: DFID
- Dierendonck, D.V. (2011). Servant Leadership: A review and Synthesis. *Journal of Management* 2011, 37.
- DiMaggio, P. J., W. W. Powell. (1983). The iron cage revisited: Institutional isomorphism and collective rationality in organizational fields. *Amer. Sociol. Rev.* 48(2) 147–160
- Dong, Y., Bartol, K. M., Zhang, Z. X., & Li, C. (2016). Enhancing employee creativity via individual skill development and team knowledge sharing: Influences of dual- _focused transformational leadership. *Journal of Organizational Behavior*. Retrieved from <http://onlinelibrary.wiley.com/wol1/doi/10.1002/job.2134/full>
- Drory, A. (1993). Perceived political climate and job attitudes. *Organization Studies*, 14(1), 59-71.
- DuBrin, A. J. (1991). Sex and gender differences in tactics of influence. *Psychological Reports*, 68, 635-646
- Durnev, A., Errunza, V., & Molchanov, A. (2009). Property rights protection, corporate transparency, and growth. *Journal of International Business Studies*, 40(9), 1533-1562.
- Dvir, T., Eden, D., Avolio, B. J., & Shamir, B. (2002). Impact of transformational leadership on follower development and performance: A field experiment. *Academy of management journal*, 45(4), 735-744.
- Eben, M. (2017). The origins of leadership: *American Journal of Sociology*; page 216-240 URL: <http://www.jstor.org/stable/2762385>
- Edwards, J. R., Knight, D. K., Broome, K. M., & Flynn, P. M. (2010). The development and validation of a transformational leadership survey for substance use treatment programs. *Substance use & misuse*, 45(9), 1279-1302.

- Ehinomen, C., & Adeleke, A. (2012). An assessment of the distribution of Petroleum products in Nigeria. *E3 Journal of Business Management and Economics*, 3(6), 232–241. Retrieved from <http://www.e3journals.org>
- Eyene, C. (2014), Africa at the 55th Venice Biennale: Of Achievements and Illusions. *africa art*, 47(1)1-5
- Fan, J.P.H., Titman, S., Twite, G., 2012. An international comparison of capital structure and debt maturity choices. *Journal of Financial and Quantitative Analysis* 47, 23-56.
- Fok-Yew, O. (2015). The Relationship between Transformational Leadership and Followers' Work Characteristics and Task Performance. *International Journal of Academic Research in Business and Social Sciences*, 5,(6), 366-377
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation model with unobservable variables and measurement error. *Journal of Marketing Research*, 1981, 39 - 50.
- Frederickson, H. G., & Matkin, D. S. (2007). Public leadership as gardening. *SR Morse, TF Buss, & CM Kinghorn, Transforming public leadership for the 21st century*, 34-46.
- Freeman, R. E., & Stewart, L. (2006). *Creating moral authority*. Connect Paperso.
- Fuller, J. B., Marler, L. E., & Hester, K. I. M. (2006). Promoting felt responsibility for constructive change and proactive behavior : Exploring aspects of an elaborated model-of-work-designy,1120(July-2005),1089–1120. <http://doi.org/10.1002/job.425>.
- Galinato, G. I., & Chouinard, H. H. (2018). Strategic interaction and institutional quality determinants of environmental regulations. *Resource and Energy Economics*, 53, 114–132. doi:10.1016/j.reseneeco.2018.04.001
- Gartner (2017). Magic Quadrant Strategic Corporate Performance Management Solutions Report
- Gavrea, C., Ilies, L., & Stegorean, R. (2011). Determinants of organizational performance: The case of Romania. *Management & Marketing*, 6(2), 285.
- Gboyega, A., Soreide, T., Le, T. M., & Shukla, G. P. (2011). Political economy of the petroleum sector in Nigeria., The World Bank Africa Region Public Sector Reform and Capacity Building Unit, Policy Research Working Paper, 2011
- Gerald W. Scully, (1982). The Institutional Framework and Economic Development," *Diary of Political Economy* 96, no. 3 (1982): 652– 62;

- Getha-Taylor, H., Holmes, M. H., Jacobson, W. S., Morse, R. S., & Sowa, J. E. (2011). Focusing the public leadership lens: Research propositions and questions in the Minnowbrook tradition. *Journal of Public Administration Research and Theory*, 21(suppl 1), i83-i97.
- Gillies, A., (2009). Reforming corruption out of Nigeria oil 1&2, U4 Brief (Online) Available from: www.u4.no/themes/nrm (Accessed 20th July 2011)
- Givens, R. J. (2008). Transformational leadership: The impact on organizational and personal outcomes. *Emerging Leadership Journeys*, 1 (1), 4-24
- Gotsis, G. N. & Kortezi, Z. (2010) Ethical Considerations in Organizational Politics: Expanding the Perspective, *Journal of Business Ethics*, 93, 497-517.
- Grant, A. M. (2012). Leading with meaning: beneficiary contact, pro-social impact, and the performance effects of transformational leadership. *Academy of Management Journal* 55(2), 458–476.
- Grant, R.M. (1996), Toward a knowledge-based theory of the firm'', *Strategy Management Journal*, Vol. 17, pp. 109-22.
- Greenleaf, R. K. (1977). Servant leadership.
- Gefen, D., Rigdon, E. E., & Straub, D. (2011). Editor's comments: an update and extension to SEM guidelines for administrative and social science research. *Mis Quarterly*, iii-xiv.
- Greif, A. (2006). Institutions and the path to the modern economy: Lessons from medieval trade. Cambridge University Press.
- Griffin D (2003) Transformational Leadership. <http://desgriffin.com/leadership/transform> (accessed 29 October)
- Gull, S., & Zaidi, A. A. (2012). Impact of organizational politics on employees' job satisfaction in the health sector of Lahore Pakistan. *Interdisciplinary Journal of Contemporary Research in Business*, 4(2), 156-170.
- Gumusluoglu, L. & Ilsev, A. (2007). Transformational leadership, creativity, and organizational innovation. *Journal of Business Research* 62, 461–473
- Gumusluoglu, L., & Ilsev, A. (2009). Transformational leadership, creativity, and organizational innovation. *Journal of business research*, 62(4), 461-473.
- Gylfason, T. (2001). Natural resources, education and economic development. *European Economic Review* 45 (4–6): 847–859.
- Haenlein, M., & Kaplan, A. M. (2004). A beginner's guide to partial least squares analysis. *Understanding Statistics*, 3(4), 283 - 297.

- Hair Jr, F.J., Sarstedt, M., Hopkins, L., & G. Kuppelwieser, V. (2014). Partial least squares structural equation modeling (PLS-SEM) An emerging tool in business research. *European Business Review*, 26(2), 106-121
- Hair, J. F., Hult, T. M., Ringle, C. M., & Sarstedt, M. (2014). *A primer on partial least square structural equation modeling (PLS-SEM)*: Sage Publications.
- Hair, J.F., Black, W.C., Babin, B.J., & Anderson, R.E. (2010). *Multivariate Data Analysis* (7th ed.). New Jersey: Prentice Hall
- Harris, K. J., Harris, R. B., & Wheeler, A. R. (2009). Relationships between politics, supervisor communication, and job outcomes. *Journal of Applied Social Psychology*, 39(11), 2669-2688.
- Hay, I. (2006) *Transformational Leadership: Characteristics and Criticisms*. School of Geography, Population and Environmental Management, Flinders University, Adelaide.
- Hayati, D., Charkhabi, M., & Naami, A. (2014). The relationship transformational leadership and work engagement in governmental nurses: a survey study. *SpringerPlus*, 3(1), 25.
- Henseler, J., Dijkstra, T. K., Sarstedt, M., Ringle, C. M., Diamantopoulos, A., Straub, D. W., ... & Calantone, R. J. (2014). Common beliefs and reality about PLS: Comments on Rönkkö and Evermann (2013). *Organizational Research Methods*, 17(2), 182-209.
- Henseler, J. , Ringle, C.M. and Sinkovics, R.R. (2009), “The use of partial least squares path modeling in international marketing”, *Advances in International Marketing*, Vol. 20, pp. 277-320.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity. *Journal of the Academy of Marketing Science*, 43(1), 115-135
- Heugens, P. P., & Lander, M. W. (2009). Structure! Agency(and other quarrels): A meta-analysis of institutional theories of organization. *Academy of Management Journal*, 52(1), 61-85.
- Hill, N., Roche, G., & Allen, R. (2007). *Customer satisfaction: The customer experience through the customer's eyes*. The Leadership Factor. London: Cogent Publishing Ltd. PP. 2
- Hinkin, T. R., & Tracey, J. B. (1999). The relevance of charisma for transformational leadership in stable organizations. *Journal of organizational change management*, 12(2), 105-119.
- Hobolt, S., & Klemmensen, R. (2008). Government responsiveness and political competition in comparative perspective. *Comparative Political Studies*, 41(3), 309-337.

- Hoque, Z. (2005). Linking environmental uncertainty to non-financial performance measures and performance: *A research note. British Accounting Review*, 37(4), 471-481.
- Hu, J., & Liden, R. C. (2011). Antecedents of team potency and team effectiveness: an examination of goal and process clarity and servant leadership. *Journal of Applied Psychology*, 96(4), 851.
- Ikoko, P. A. (2006). Project PACE deliverables and the NNPC business performance. Unpublished NNPC Chief Officers' Management Development Programme Course 055 Project Report
- Iledare, W. and Suberu, R., 2010. The management of oil and gas in federal systems: oil and gas resources in the Federal Republic of Nigeria, Black Auditorium, Washington, DC: The World Bank
- Ilies R, Curşeu PL, Dimotakis N, Spitzmuller M (2012) Leaders' emotional expressiveness and their behavioural and relational authenticity: effects on followers. *European J Work Organizational Psychology*, 17 January 2012. <http://dx.doi.org/10.1080/1359432X.2011.626199> (accessed 29 October 2012)
- Ittner, C. D., and D. F. Larcker. (1996). Measuring the impact of quality initiatives on firm financial performance. *Advances in the Management of Organisational Quality* 1: 1-37.
- International Monetary Fund (2016) Fiscal Affairs and Legal Departments Corruption: Costs-and-Mitigating-Strategies. <https://www.imf.org/external/pubs/ft/sdn/2016/sdn1605.pdf>
- Johnston, M. (2006). Good governance: rule of law, transparency, and accountability. New York: United Nations Public Administration Network.
- 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.
- Jung, D. I., Chow, C., & Wu, A. (2003). The role of transformational leadership in enhancing organizational innovation: Hypotheses and some preliminary findings. *The Leadership Quarterly*, 14(4), 525-544.
- Jung, D. I., & Avolio, B. J. (2000). Opening the black box: An experimental investigation of the mediating effects of trust and value congruence on transformational and transactional leadership. *Journal of organizational Behavior*, 949-964.
- Jusoh, R., Ibrahim, D. N., & Zainuddin, Y. (2008). The performance consequence of multiple performance measures usage: Evidence from the Malaysian manufacturers. *International Journal of Productivity and Performance Management*, 57(2), 119-136.

- Kacmar et al., 2011 K.M. Kacmar, D.G. Bachrach, K.J. Harris, S. Zivnuska Fostering good citizenship through ethical leadership: Exploring the moderating role of gender and organizational politics *Journal of Applied Psychology*, 96 (3) (2011), pp. 633-642, 10.1037/a0021872
- Kacmar, K. M., & Baron, R. A. (1999). Organizational politics: The state of the field, links to related processes, and an agenda for future research. In K. M. Rowland & G. R. Ferris (Eds.). *Research in Personnel and Human Resources Management*, CT: JAI Press, Stanford, 10, 1-39.
- Kaplan, R. S., Norton, D. P. (1993). Putting the Balanced Scorecard to Work. *Harvard Business Review*, September-October, 134-147
- Kaplan, R. S., & Norton, D. (1992). The Balanced Scorecard measures that drive performance. *Harvard Business Review*, 70(1), 71–79.
- Kark, R., Chen, G., & Shamir, B. (2003). The two faces of transformational leadership: Empowerment and dependency. *Journal of Applied Psychology*, 88(2), 246–255.
- Katou, A. A. (2015). Transformational leadership and organizational performance. *Employee Relations*, 37(3), 329 – 353
- Kaufmann, D., Kraay, A., & Mastruzzi, M. (2009). Governance Matters VIII: Aggregate and Individual Governance Indicators, 1996–2008. World Bank Policy Research Working Paper No. 4978.
- Klein, K. J., & House, R. J. (1995). On fire: Charismatic leadership and levels of analysis. *The Leadership Quarterly*, 6(2), 183-198.
- Kolzow, D. R. (2014). *Leading From Within: Building Organizational Leadership Capacity*. International Economic Development Council, 1-314.
- Kovjanic, S., Schuh, S. C., & Jonas, K. (2013). Transformational leadership and performance: An experimental investigation of the mediating effects of basic needs satisfaction and work engagement. *Journal of Occupational and Organizational Psychology*, 86(4), 543-555.
- Kovjanic, S., Schuh, S. C., & Jonas, K. (2013). Transformational leadership and performance: An experimental investigation of the mediating effects of basic needs satisfaction and work engagement. *Journal of Occupational and Organizational Psychology*, 86(4), 543-555.
- Krishna, U. S., & Das, C. K. (2005). Integrating multiple theories of corporate governance: a multi-country empirical study. *Academy of Management Annual Meeting Proceeding*, 1-6.
- Lam, R. & Wantchekon, L. (2003). Dictatorship as Political Dutch Disease. Unpublished manuscript, www.nyu.edu/gsas/dept/politics/faculty/wantchekon/research/lr-04-10.pdf

- Laub, J. A. (1999), Assessing the servant organization: development of the Servant Organizational Leadership Assessment (SOLA) instrument, Dissertation Abstracts International, UMI No. 9921922
- Le, T. H., Kim, J., & Lee, M. (2016). Institutional quality, trade openness, and financial sector development in Asia: An empirical investigation. *Emerging Markets Finance and Trade*, 52(5), 1047-1059.
- Lee, P. K., Cheng, T. E., Yeung, A. C., & Lai, K. H. (2011). An empirical study of transformational leadership, team performance and service quality in retail banks. *Omega*, 39(6), 690-701.
- LePine, J. A., & Van Dyne, L. (2001). Voice and cooperative behavior as contrasting forms of contextual performance: evidence of differential relationships with big five personality characteristics and cognitive ability. *Journal of applied psychology*, 86(2), 326.
- Lewis, B. R., Templeton, G. F., & Byrd, T. A. (2005). A methodology for construct development in MIS research. *European Journal of Information Systems*, 14(4), 388–400.
- Levchenko, A. A. (2007). Institutional quality and international trade. *The Review of Economic Studies*, 74(3), 791-819.
- Lipton, M. (2003). *Guiding growth: How vision keeps companies on Course*. Boston, Harvard Business School Press
- Liu, J., Siu, O. L., & Shi, K. (2010). Transformational leadership and employee well-being: The mediating role of trust in the leader and self- efficacy. *Applied Psychology*, 59(3), 454-479.
- Lu, H., While, A. E., & Barriball, K. L. (2005). Job satisfaction among nurses: a literature review. *International journal of nursing studies*, 42(2), 211-227.
- Ilies R, Curşeu PL, Dimotakis N, Spitzmuller M (2012) Leaders' emotional expressiveness and their behavioural and relational authenticity: effects on followers. *European J Work Organizational Psychology*, 17 January 2012. <http://dx.doi.org/10.1080/1359432X.2011.626199> (accessed 29 October 2012)
- Mabey, C., Salaman (2001) G. & Storey, Restructuring, in Salaman, G. London: Routledge J. Understanding Business Organisations.
- Maccoby, M. (2000). Leadership vs. Management. *Research Technology Management*, 43(1), 57-59.
- MacKenzie, S. B., Podsakoff, P. M., & Rich, G. A. (2001). Transformational and transactional leadership and salesperson performance. *Journal of the academy of Marketing Science*, 29(2), 115-134.

- Maes, J., & Sels, L. (2014). SMEs' radical product innovation: the role of internally and externally oriented knowledge capabilities. *Journal of Small Business Management*, 52(1), 141-163.
- Mafini, C., & Poee, D. R. (2013). The relationship between employee satisfaction and organisational performance: Evidence from a South African government department. *SA Journal of Industrial Psychology*, 39(1), 00-00.
- Makeri, T. E. (2009). Corporate culture and transformation programmes in NNPC, Unpublished NNPC Chief Officers' Management Development Programme Course 059 Project Report.
- Malasamy, G. V. (2016). Knowledge acquisition and product innovation flexibility in manufacturing companies in Malaysia. (Master Dissertation , Putra Business School – University Putra Malaysia).
- Malhotra, N.K. (2004). Marketing research: an applied orientation (4th ed.). Upper Saddle River, New Jersey: Pearson/Prentice Hall.
- Mamun, A., Yasser, Q. R., & Rahman, A. (2013). A discussion of the suitability of only one vs more than one theory for depicting corporate governance. *Modern Economy*, 4, 37-48
- Marcel, V. (2005). Oil Titans: National Oil Companies in the Middle East. Washington, DC: *Brookings Institution Press*
- Maruta, A. A. (2018). Trade aid, institutional quality, and trade. *Journal of Economics and Business*. doi:10.1016/j.jeconbus.2018.12.001
- Mafini, C., & Poee, D. R. (2013). The relationship between employee satisfaction and organisational performance: Evidence from a South African government department. *SA Journal of Industrial Psychology*, 39(1), 00-00.
- Margaret Rouse (2017) Posted: definition of corporate performance (<http://whatis.techtarget.com>)
- Martin, R., & Epitropaki, O. (2001). Role of organizational identification on implicit leadership theories (ILTs), transformational leadership and work attitudes. *Group processes & intergroup relations*, 4(3), 247-262.
- Marshall, M. N. (1996). The key source method. *Family rehearse*, 13(1), 92-97.
- Marshall, N. A., & Marshall, P. A. (2007). Conceptualizing and operationalizing social resilience within commercial fisheries in northern Australia. *Ecology and society*, 12(1).
- Matzler, K. , Schwarz , E., Deutinger, N. & Harms, R. (2012). The Relationship between transformational leadership, product innovation and performance in SMEs. *Journal of Small Business and Entrepreneurship*, 21(2), 139-151.

- Mayer, D. M., Kuenzi, M., Greenbaum, R., Bardes, M., & Salvador, R. B. (2009). How low does ethical leadership flow? Test of a trickle-down model. *Organizational behavior and human decision processes*, 108(1), 1-13.
- McCull-Kennedy, J. R., & Anderson, R. D. (2002). Impact of leadership style and emotions on subordinate performance. *The Leadership Quarterly*, 13(5), 545-559.
- Menocal, R. A & Sharma, B. (2008). Joint Evaluation of Citizens' Voice and Accountability: *Synthesis Report*. London: DFID.
- Micheal Ellman (2006). Russia's Oil and Natural Gas: Bonanza or Curse? School of Economics, University of Amsterdam
- Mihelic, K. K., Lipicnik, B., & Tekavcic, M. (2010). Ethical leadership. *International Journal of Management & Information Systems (Online)*, 14(5).
- Miller, B. A., & Swope, S. (2007). Assessing Organizational Performance in Higher
- Mintzberg, H. (1985). The organization as political arena, *Journal of Management Studies*, 22(2), 133-154.
- Moynihan, D. P., Wright, B. E., & Pandey, S. K. (2012). Working within constraints: can transformational leaders alter the experience of red tape?. *International Public Management Journal*, 15(3), 315-336.
- Mulligan, C. B., & Tsui, K. K. (2006). Political competitiveness (No. w12653). National Bureau of Economic Research.
- Munir, R. I. S., Rahman, R. A., Malik, A. M. A., & Ma'amor, H. (2012). Relationship between transformational leadership and employees' job satisfaction among the academic staff. *Procedia-Social and Behavioral Sciences*, 65, 885-890.
- Naghavi, N., & Lau, W. Y. (2014). Exploring the nexus between financial openness and informational efficiency—does the quality of institution matter?. *Applied Economics*, 46(7), 674-685.
- Nayab N. (2010) Characteristic of transformational leadership. Retrieved from <http://www.brighthub.com/office/home/articles/71743.aspx>
- Nayla B. Eltinay and Ridzuan Masri (2014) Understanding Impact of Financial and NonFinancial Measurements in Sudanese Banks' Performance. *International Journal of Humanities and Management Sciences (IJHMS) Volume 2*
- Neubert.,M. Neubert, D. Carlson, K.M. Kacmar, J. Roberts, L. Chonko (2009). The virtuous influence of ethical leadership behavior: Evidence from the field *Journal of Business Ethics*, 90 (2) (2009), pp. 157-170, 10.1007/s10551-009-0037

- Neupane, R. (2014). Relationship between Customer Satisfaction and Business Performance: A Case Study of Lloyds Bank UK. *International Journal of Social Sciences and Management*, 1(2), 74-85.
- Nielsen, K., Randall, R., Yarker, J., & Brenner, S. O. (2008). The effects of transformational leadership on followers' perceived work characteristics and psychological well-being: *A longitudinal study*. *Work & Stress*, 22(1), 16-32.
- Nifo, A. & Vecchione, G. (2015). Measuring institutional quality. *The Italian Platform for the Humanities and Social Sciences*, 1(2), 157-182.
- Nigeria Climate Reports. (2009). Oil and gas sector reforms in Nigeria: What you should know. July 12. <http://ngrclimatereports.com/?m=200907>
- NNPC, (2012). NNPC news and updates: unveiling the future NNPC. (Online) Available from: www.nnpcgroup.com/PublicRelations/NNPCinthenews/tabid/92/articleType/ArticleView/articleId/227/Unveiling-the-Future-NNPC.aspx (Accessed 17th March 2012).
- North, Douglas, (1990). *Institutions, Institutional Change and Economic Performance*. Cambridge University Press, Cambridge
- Northouse PG (2010) *Leadership: Theory and practice*. (5th edn.): Sage Publications, London.
- Noruzi , A. , Dalfard, M.V, Azhdari, B. , Nazari-Shirkouhi, S. and Rezazadeh, A, (2012). Relations between transformational leadership, organizational learning, knowledge management, organizational innovation, and organizational performance: an empirical investigation of manufacturing firms. *The International Journal of Advanced Manufacturing Technology*, 64(5), 1073-1085
- Nunnally Jum C, Bernstein Ira H. (1994). *Psychometric theory*. New York: McGraw Hill; 1994
- Nwokeji, G. U. (2007). *The Nigerian national petroleum corporation and the development of the Nigerian oil and gas industry: History, strategies and current directions*. James A. Baker III Institute for Public Policy, Rice University.
- Okoye, C. I. D. (2010). *Transformation programs in NNPC and corporate performance*, Unpublished NNPC Chief Officers' Management Development Programme Course 059 Project Report.
- Okpanachi, E., & Andrews, N. (2012). Preventing the oil "resource curse" in Ghana: Lessons from Nigeria. *World Futures*, 68(6), 430-450.

- Ohunakin, F., Adeniji, A. A., & Akintayo, I. D. (2016). Transactional Leadership Style and Employee Job Satisfaction among Universities' Guest Houses in South-West Nigeria.
- Omar, W. W. (2013). Transformational leadership style and job satisfaction relationship: a study of structural equation modeling (SEM). *International journal of academic research in business and social sciences*, 3(2), 346.
- Omoregie, F.O., (2001). Improving the effectiveness of total quality management (TQM) in NNPC corporate headquarters Abuja. Unpublished NNPC Chief Officers' Management Development Programme Project Report
- Olayinka R. Alli (1997): Joint Venture Investments and MOU incentives: An appraisal (Nigerian Petroleum Business Handbook Edited by Eromosele Victor) Advent Communication Ltd 1997.
- Othman, R. (2008) Organisational Politics: The Role of Justice, *Trust and Job Ambiguity*, *Singapore Management Review*, 30 (1), 43-53.
- Oztekin, O., Flannery, M.J., (2012) Institutional determinants of capital structure adjustment speeds. *Journal Financial Economics* 103, 88-112
- Pallant, J. (2005). SPSS survival manual: A step by step guide to using SPSS for windows (version 12). New South Wales, Australia: Allen & Unwin
- Park, S. M., & Rainey, H. G. (2008). Leadership and Public Service Motivation in U.S. Federal Agencies, (May 2015), 37–41. <http://doi.org/10.1080/10967490801887954>
- Parker, S. K., Williams, H. M., & Turner, N. (2006). Modeling the antecedents of proactive behavior at work. *Journal of applied psychology*, 91(3), 636.
- Pawar, A. (2016). Transformational leadership: inspirational, intellectual and motivational stimulation in business. *International Journal of Enhanced Research in Management & Computer Applications*, 5(5), 14 – 21
- Petter, S., Straub, D., and Rai, A. (2007). Specifying formative constructs in information systems research, *MIS Quarterly*, 31 (4), 623-656.
- Pfeffer, J. (1992). *Managing with power: Politics and influence in organizations*. Harvard Business Press.
- Piccolo, R. F., & Colquitt, J. A. (2006). Transformational leadership and job behaviors: The mediating role of core job characteristics. *Academy of Management Journal*, 49: 327–340
- Phillips, B. (1971). *Social Research, Strategy and Tactics* (2 ed.). New York: The Macmillan Company.

- Pillai, R. (2013). Transformational leadership for crisis management, in Dubrin, A.J. (Ed.), *Handbook of Research on Crisis Leadership in Organizations*, Edward Elgar Publishing, Cheltenham, pp. 47-66.
- Podsakoff, P. M., Ahearne, M., & MacKenzie, S. B. (1997). Organizational citizenship behavior and the quantity and quality of work group performance. *Journal of Applied Psychology*, 82: 262-270.
- Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *The leadership quarterly*, 1(2), 107-142.
- Price, J. L. (2001). Reflections on the determinants of voluntary turnover. *International Journal of manpower*, 22(7), 600-624.
- Purcell, J. & Hutchinson, S. (2007). Front-line managers as agents in the HRM-performance causal chain: theory, analysis and evidence. *Human Resource Management Journal*, 17 (1), 3-20.
- Purvanova, R. K., Bono, J. E., & Dzieweczynski, J. (2006). Transformational leadership, job characteristics, and organizational citizenship performance. *Human Performance*, 19: 1-22.
- Rafferty, A. E. & Griffin, M. A. (2006). Refining individualized consideration: Distinguishing developmental leadership and supportive leadership. *Journal of Occupational and Organizational Psychology*, 79 (1), 37-61.
- Rhodes, R. A. W. (2014). Public administration. OUP Uncorrected Proof – Firstproofs, Thu Feb 13 2014, Newgen
- Richard, P. J., Devinney, T. M., Yip, G. S., & Johnson, G. (2009). Measuring organizational performance: Towards methodological best practice. *Journal of management*, 35(3), 718-804.
- Roberts, J. (2004). *The modern firm: Organizational design for performance and growth*. Oxford, Oxford University Press.
- Robert Mabro (2006) *Oil and Gas: Some Crucial Issues*
- Robinson, J. P., Shaver, P. R., & Wrightsman, L. S. (1991). Criteria for scale selection and evaluation. *Measures of personality and social psychological attitudes*, 1(3), 1-16.
- Rocha Menocal, A., & Sharma, B. (2008). Joint evaluation of citizens' voice and accountability: *Synthesis report*. London: DFID.

- Roi, R. C. (2006). Leadership, corporate culture and financial performance. (Doctoral Dissertation, University of San Francisco). <http://www.leadershipchallenge.com/Research-section-Others-Research-Detail/abstract-rc-roi-121012.aspx>
- Ross, M.L., (2001) Does oil hinder democracy? *World Politics* 53, 325–361
- Russell, R. F. (2001). The role of values in servant leadership. *Leadership & Organization Development Journal*, 22(2), 76-84.
- Sanders, Philip. (2010) Nigeria to end fuel subsidies by end of 2011 at the latest, Aganga says. Bloomberg. September 3. <http://www.bloomberg.com/news/2010-09-03/nigeria-aims-to-end-oil-subsidies-within-6-months-finance-minister-says.html>
- Santos, J. B., & Brito, L. A. L. (2012). Toward a subjective measurement model for firm performance. *BAR-Brazilian Administration Review*, 9(SPE), 95-117.
- Sarros, J. C., Gray, J., & Densten, I. L. (2002). Leadership and its impact on organizational culture. *International Journal of Business Studies*, 10(2).
- Schyns, B., Kiefer, T., Kirschreiter, R., & Tymon, A. (2001). Teaching implicit leadership theory to develop leaders and leadership: How and why it can make a difference. *Academy of Management Learning & Education*, 10(3), 397-408.
- Scott B. MacKenzie Philip M. Podsakoff (2001) Transformational and Transactional Leadership and Salesperson Performance Indiana University Gregory A. Rich Bowling Green State University
- Seal, W. (2006). Management accounting and corporate governance: An institutional interpretation of the agency problem. *Management Accounting Research*, 17(4), 389-408
- Sekaran, U., & Bougie, R. (2009). *Research Methods for Business* (1st ed.): John Wiley & Sons Ltd.
- Shalhoub-Kevorkian, N., & Erez, E. (2002). Integrating a victim voice in community policing: A feminist critique. *International Review of Victimology*, 9(2), 113-115.
- Shamir, B., House, R. J., & Arthur, M. B. (1993). The motivational effects of charismatic leadership: A self-concept based theory. *Organization science*, 4(4), 577-594.
- Shin, S. J. & Zhou, J. (2003). Transformational leadership, conservation, and creativity: Evidence from Korea. *Academy of Management Journal*, 46 (6), 703-714

- Shleifer, A., & Vishny, R. W. (1997). A survey of corporate governance, *Journal of Finance*, 52(2), 737-783.
- Siba, E. G. (2007). Determinants of institutional quality in Sub-Saharan African countries.
- Simeon, D., McLiesh, C. & Ramalho, R. (2006). Regulation and Growth. *Economic Letters* 3, 395–401.
- Snjezana Kovjanic, Sebastian C. Schuh and Klaus Jonas (2013). Transformational leadership and performance : An experimental investigation of the mediating effects of basic needs satisfaction and work engagement, 1–13. <http://doi.org/10.1111/joop.12022>
- Sohail, M., Arslan, M. & Zaman, R (2014). The Impact of Corruption on Firm Performance: Evidence from Pakistan. *Public Policy and Administration Research* (9), 121-125.
- Spears, L.C. (1995). (Ed.). Reflections on leadership: How Robert K. Greenleaf's theory of servant-leadership influenced today's top management thinkers. New York: John Wiley & Sons, Inc.
- Spender, J.C. (1996), Organizational knowledge, learning and memory: three concepts in search of a theory'', *Journal of Organizational Change Management*, Vol. 9, pp. 163-79.
- Stephen P. Robbins, Mary K. Coulter (2002) " Eleventh edition Management" Prentice Hall, 2002 - *Business & Economics* - 674 pages
- Stephanie (2014) Snowball Sampling: Definition, Advantages and Disadvantages Statistics-Definitions-Snowball-Sampling <https://www.statisticshowto.datasciencecentral.com/snowball-sampling>
- Susanne Braun, Claudia Peus, Silke Weisweiler , Dieter Frey (2013). Transformational leadership , job satisfaction , and team performance : A multilevel mediation model of trust *The Leadership Quarterly*, 24(1), 270–283. <http://doi.org/10.1016/j.leaqua.2012.11.006>
- Suchman, M. C. (1995). Managing legitimacy: Strategic and institutional approaches. *Academy of management review*, 20(3), 571-610.
- Swink, M., Narasimhan, R., & Kim, S. W. (2005). Manufacturing practices and strategy integration: effects on cost efficiency, flexibility, and market- based performance. *Decision Sciences*, 36(3), 427-457.
- Teh Ming teck (2012) Leadership in Organization Transactional Leadership
- Tun, Y-L, Azman-Saini, W. and Law, S-H. (2012) International evidence on the link between foreign direct investment and institutional quality'', *Engineering Economics*, 23:379-386

- Thurber, M. C., Hults, D. R., & Heller, R. P. P. (2011). Exporting the ‘‘Norwegian Model’’: The effect of administrative design on oil sector performance. *Energy Policy* 39, 5366–5378.
- Thursby, J. G., & Thursby, M. C. (2002). Who Is Selling the Ivory Tower ? Sources of Growth in University Licensing, (August 2015).
- Tichy, N., & Davanna, M. (1996). *The transformational leader*, John Wiley & Sons, New York, NY.
- Toor, S. U. R. (2011). Differentiating leadership from management: An empirical investigation of leaders and managers. *Leadership and Management in Engineering*, 11(4), 310-320.
- Tucker, B. A., & Russell, R. F. (2004). The influence of the transformational leader. *Journal of Leadership & Organizational Studies*, 10(4), 103-111.
- Urbach, N., & Ahlemann, F. (2010). Structural equation modeling in information systems research using partial least squares. *JITTA: Journal of Information Technology Theory and Application*, 11(2), 5.
- Uma, S. (2000). Research Method for Business. *John Willy and Sons Inc.*.
- Umoren, N. J., Akpanuko, E. E., & Akpan, S. S. (2015) Entrepreneurship Education And National Development: Evidence From Nigeria.
- Van Knippenberg, D. & Sitkin, S. (2013). A critical assessment of charismatic-transformational leadership research: Back to the drawing board? *Academy of Management Annals*, 7:1-60
- Van Wart, M. (2013). Administrative Leadership Theory: A Reassessment After 10 Years. *Public Administration*, n/a–n/a. doi:10.1111/padm.12017
- Vicente, Pedro. (2007) Does oil corrupt? Theory and evidence from a natural experiment in West Africa. Discussion Paper. Department of Economics, University of Oxford.
- Vigoda, E. (2000). Organizational politics, job attitudes, and work outcomes: exploration and implications for the public sector. *Journal of Vocational Behaviour*, 57, 326-347
- Vigoda-Gadot, E. & Kapun, D. (2005) Perceptions of politics and perceived performance in public and private organisations: a test of one model across two sectors. *Policy & Politics*, 33(2), 251-276.
- Vince, R. (2001) Power and emotion in organizational learning, *Human Relations*, 54(10), 1325-1351.

- Volberda, H. W., van der Weerd, N., Verwaal, E., Stienstra, M., & Verdu, A. J. (2012). Contingency fit, institutional fit, and firm performance: A metafit approach to organization–environment relationships. *Organization Science* 23(4), 1040–1054.
- Vredenburg, D. & Shea Van-Fossen, R. (2010) Human Nature, Organizational Politics and Human Resource Development, *Human Resource Development Review*, 9(1), 26-47.
- Vroom, V. H., & Jago, A. G. (2007). The role of the situation in leadership. *American Psychologist*, 62: 17–24.
- Wantchekon, Leonard. 2002. Why do resource dependent countries have authoritarian governments? *Journal of African Finance and Economic Development* 5 (2): 57–77.
- Waldman, D., Siegel, D., & Javidan, M. (2006). Components of CEO transformational leadership and corporate social responsibility. *Journal of Management Studies*, 43, 1703–1725. [http:// doi.org/b2k5rg](http://doi.org/b2k5rg)
- Wart, M. V. (2003). Public- Sector leadership theory: An assessment. *Public administration review*, 63(2), 214-228.
- Weibel, A. (2007). Public Service and Motivation: Does Mission Matter? *Public Administration Review* 67:54–64.
- Wicks, D. (2001). Institutionalized mindsets of invulnerability: Differentiated institutional fields and the antecedents of organizational crisis. *Organization studies*, 22(4), 659-692.
- Wilkes, C.G. (1996), *Jesus on Leadership: Becoming a Servant Leader*, Life Way Press, Nashville, TN
- World Bank (2010). Worldwide Governance Indicators, available at <http://www.govindicators.org> (last accessed 15 December 2010).
- World Bank IBRD IDA World (2016) World Development Indicators 2016 now available The Data Blog. www.data.worldbank.org
- Wright, B., Pandey, S. (2010) Transformational Leadership in the Public Sector: Does Structure Matter? *Journal of Public Administration Research & Theory*; Jan 2010, Vol. 20 Issue 1, p75-89
- Wright, B. E. (2007). Public service and motivation: Does mission matter?. *Public administration review*, 67(1), 54-64.
- Wright, P. M., Dunford, B. B., & Snell, S. A. (2001). Human resources and the resource based view of the firm. *Journal of management*, 27(6), 701-721.
- Yamane, T. (1973). Taro Yamane's formula.

- Yammarino, F. J., Spangler, W. D., & Bass, B. M. (1993). Transformational leadership and performance: A longitudinal investigation. *The Leadership Quarterly*, 4(1), 81-102.
- Yukl, G. (1999). An evaluation of conceptual weaknesses in transformational and charismatic leadership theories. *The Leadership Quarterly*, 10, 285–305, [http://dx.doi.org/10.1016/S1048-9843\(99\)00013-2](http://dx.doi.org/10.1016/S1048-9843(99)00013-2).
- Yukl, G. (2006). *Leadership in organizations* (6th ed.). New Jersey: Prentice Hall.
- Zacher, H., & Jimmieson, N. L. (2013). Leader-follower interactions: relations with OCB and sales productivity. *Journal of Managerial Psychology*, 28(1), 92-106.
- Zeppau, Mary and Tatiana Sotuakou (2003) ‘The ‘STAIR’ Model for Managing and Measuring Performance in the Post-modern Era’. *The International Journal of Public Sector Management*, 16, 4: 320- 32.
- Zhu, W., May, D. R., & Avolio, B. J. (2004). The impact of ethical leadership behavior on employee outcomes: The roles of psychological empowerment and authenticity. *Journal of Leadership & Organizational Studies* 11(1), 16-26.
- Zhu, W., Chew, I. K. H., & Spangler, W. D. (2005). CEO transformational leadership and organizational outcomes: The mediating role of human-capital-enhancing human resource management. *Leadership Quarterly*, 16(1), 39-52.
- Zhu, W., Chew, I. K., & Spangler, W. D. (2005). CEO transformational leadership and organizational outcomes: The mediating role of human–capital-enhancing human resource management. *The Leadership Quarterly*, 16(1), 39-52.
- Zhu, W., Newman, A., Miao, Q. and Hooke, A. (2013). Revisiting the mediating role of trust in transformational leadership effects: do different types of trust make a difference? The *Leadership Quarterly*, 24 (1), 94-105.
- Zhu, 2008 W. Zhu The effect of ethical leadership on follower moral identity: The mediating role of psychological empowerment *Leadership Review*, 8 (3) (2008), pp. 62-73
- Zikmund, W.G., Babin, B.J., Carr, J.C., & Griffin, M. (2010). *Business Research Method* (8th ed.): Cengage Learning.