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LEADERSHIP DYNAMICS AND EMPLOYMENT GROWTH

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*Abstract*

*This study is aimed at examining the impact of leadership dynamics on employee growth. Some organizations are out of business as a result of poor leadership approach. In order to carry out proper investigation into the study, a conceptual framework was formulated showing leadership dynamics as the independent variable, employee growth as the dependent variable and organizational climate on the moderating variable. These also have dimensions and measures. The study is anchored on some theoretical foundations such as transformational leadership, transactional leadership, Trait and Behavioural leadership. The conceptual review gives detailed explanations of the dimensions and measures. Base on the outcome of the study, it was found out that leadership dynamic is a strong factor in the organization which can determine to a great extent the performance of the organization in terms of productivity, market share and the employee growth. Hence, it was recommended that organizations seeking for success should adopt an effective leadership style like the transformational model in order to achieve employee growth and organizational success and productivity.*

*Keywords: Performance, Leadership, Growth, Employee, Dynamics, Transformational.*

**Introduction**

This study is basically on leadership dynamics and employee growth. There is a growing concern among contemporary organizations over business failures. Graham (2010) pointed out that many have attributed this challenge to poor leadership approach that prevails in such organizations.

Research has shown that the quality of leadership provided by the organisation has direct bearing with the performance of the employees and the organization at large (Kadisa 2014). Most organizations have joined the trend for leadership dynamics probably because it is viewed as one of the effective instruments for achieving organizational goals (Laureen 2006).

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As a management concept, leadership is defined as the capacity of one person to cause a group of persons to voluntarily contribute their efforts towards a common goal (Prowel 2014).

This definition indicates that an individual provides the guide and direction which others follow to achieve a defined objectives.

Leadership can also be viewed as influence, art or the process of making people to strive willingly and enthusiastically toward the achievement of group goals (Weihrich, Cannice & Koontz, 2011). Basically leadership is all about providing guide posts to people and, people should be encouraged to work with both zeal and confidence. Leaders act to help the employees to actualize the individual and group goals and also the objectives of the organizations.

Leadership dynamics is an attempt to view or examine leadership from different models or perspectives and their components. This is the focus of this study. Organizations are clamouring for the effective approach to leadership that can aid the organization to achieve its goals. (Powel 2014).

Ideally, contemporary organizations are tending towards strategic leadership. Leadership trend is shifting from Leiza fair style to transformational model; perhaps, the conventional approach can no longer fulfill the needs of the organization and employees. The transformational approach is part of the new models that most organizations practice in order to create change in both individuals, group and the organization at large (Seaman & Sagy 2008). Organisations that are seeking the way forward have different models to adopt. Hence this study tries to explore different leadership approaches, concepts and the impact of leadership dynamics on organizational performance.

### **Aim and Objectives**

The major objective of the study is to examine the impact of leadership dynamics on employee growth.

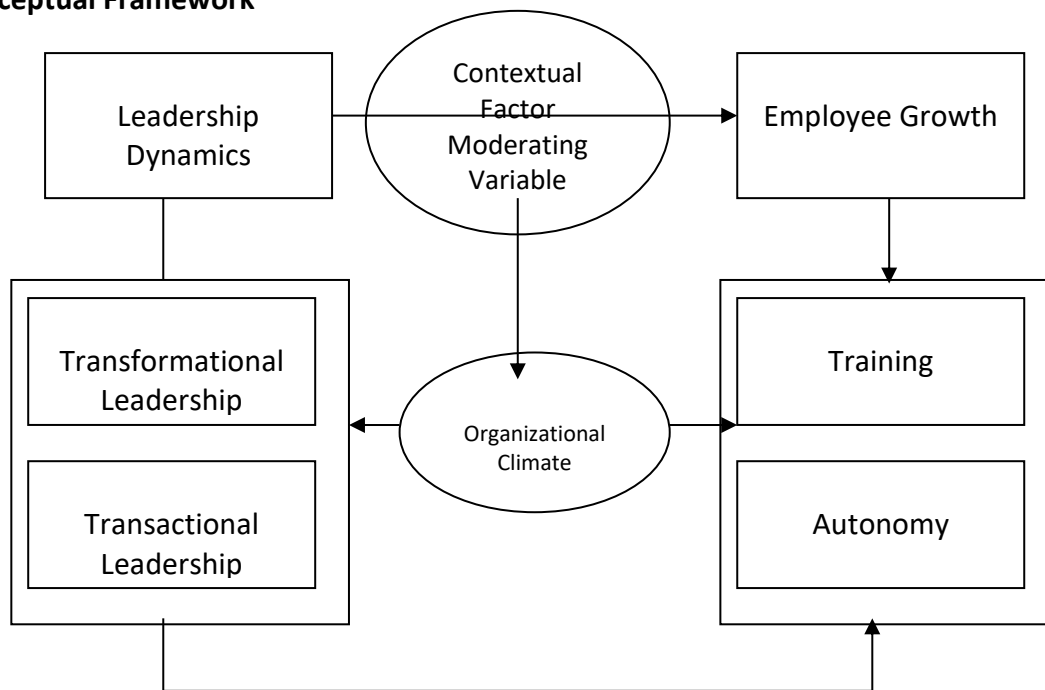
### **Significance of The Study**

The study contributes to the body of existing literature and inspires managers to adopt a more effective model of leadership

### **Review of Literature**

It is important that in an academic exercise of this nature, the review of existing body of knowledge in relation to the subject matter investigated be explored. There are several theories that have been propounded in support of leadership. The essence is to confirm the functions of leadership as a concept in organization. This is to serve the purpose of in-depth understanding of the discourse so far and also lay a theoretical foundation for the study. Importantly, such review also helps in establishing a point of departure for the new study having identified existing gap in knowledge. This review, however, takes the form of theoretical, conceptual and empirical framework.

### Conceptual Framework



**Fig 1: Conceptual Framework showing the relationship between leadership dynamics and employee growth.**

**Source: Dimension: Seaman & Sagy (2008)  
Measures: Karayan (2007)**

### Leadership Theories

Studies have shown that leadership is not a new concept. It has improved in meaning and characteristics through in-depth research and applications. Therefore, a lot of scholars have tried to examine the concept of leadership from several angles. The Trait approach that spanned up to 1940s claimed that leadership ability is inborn. By late 1940s to 1960s, Behavioural Approach became dominant and advocating that effectiveness has to do with how the leader behaves. In the late 1980's, the contingency approach became popular suggesting that effective leadership is dependent upon the situation (Bryman, 2003).

**Transformational Leadership** is gaining much attention among the drivers of modern organization. This is probably because it is viewed as the approach adopted by effective and result oriented leaders. The basic components are intellectual stimulation, individualized consideration, inspirational motivation and idealized influence (Techar & Jose 2007).

Recent approach to leadership focus on vision and charisma, the term used by sociologist Webber to describe leaders who can lead but who do not hold a sanctioned office, Kadisa (2014). According to Bolman & Dely (1991), leadership dynamics are categorized into four frames which are structures, human resource, political and symbolic. They opined that leadership can be approached from that angle. While Kingson (2008) argued that dynamic leadership basically is all

about being visionary, strategic and team building. To him, a dynamic leader must be a man of vision, must be strategic and ready to build a team or formidable workforce.

### **Transactional Leadership Theory:**

This theory was first advanced by Max Weber in 1947 with the idea of the exercise of control on the basics of knowledge. It is one of old theories that is still in practice in contemporary organizations. Most Human Resource professionals use it to achieve organizational goals because of its effectiveness. This theory has stood the test of time. Under transactional leadership, the leader tells the followers what to do in order to achieve desired rewards for their efforts. The characteristics includes being passive, using telling method, being reactive etc. They are attracted more to group if they expect more reward or avoiding punishment.

### **Trait Theory of Leadership**

Throughout history, strong leaders have been described in terms of their traits. The search for personality, social, physical or intellectual attributes that differentiated leaders from non-leaders gives back to the earliest stages of leadership research (Robbins, Judges & Vebra, 2014).

Many theorists have contributed to the development of trait theory. As at 1950s, many held the belief that leadership and special abilities like intelligence were inherited. In addition to intelligence, other factors such as birth order, status and liberal parents highly correlate with leadership abilities (Carlson, 1996). It tried to define any distinguishing physical or psychological characteristics of the individual that explained the behaviour of leaders. This theory claims that leadership ability is inborn (Hoy & Miskel, 1991).

Trait theory holds the view that some are marked out for subjection while some are to rule. It is important to state that this view has some shortcomings. First, it is not classified which of the traits are most important and which are not. Also, some traits overlap like tract, judgment and common sense are listed as separate but are in one person. There is an assumption that the leader's traits existed prior to leadership and most of them have failed to approach the study of personality as an organized whole (Gouldner, 2005).

### **Behavioural Theory of Leadership**

Behavioural theory of Leadership supports and encourages motivation. (Philaos 2001). One of the major expectations of employees is motivation. The purpose of motivation as an instrument is to enhance employee performance which ultimately results to improved productivity. It is a model that attends to employee welfare and other packages. Based on this, behavioural model no doubt supports employee growth in the organisation.

Behavioural theory of leadership holds the view that people can be trained to be leaders (Robbins, Judge & Vebra, 2014). The most comprehensive theory resulted from the Ohio State studies in the late 1940's which sought to identity independent dimensions of leaders' behaviour. This theory, however, anchors on two basic facts which are initiating structures and consideration.

The idea of initiating structures is about the extent to which a leader is likely to define and structure his or her role and those of subordinates in the search of goal attainment. Consideration on the other hand describes the extent to which a leader is likely to have job

relationships characterized by mutual trust, respect for subordinates ideas and regards for their feelings.

Leadership study carried out at the Michigan University Survey Research Center pointed out two major basics which are employee-oriented style and task oriented style. This is related to Ohio State studies because while consideration has to do with employee oriented, initiating structures is similar to task-oriented style. This means that a leader can either be employee-oriented or task-oriented.

## **Conceptual Review**

### **Concept of Leadership Dynamics**

The concept of leadership dynamics is the core of this study. It is one of the emerging issues in modern management as a global trend for best practice (Bashire, 2000). Contemporary challenges prevailing in modern organizations have occasioned the shift from conventional leadership practice to a more dynamic leadership approach that is transformational in nature.

Contemporary organizations are shifting attention to leadership dynamics probably because it has the key to managerial effectiveness. (Albert & Fred 2003). Management practitioners are seeking for effective leadership model that can drive the organization to high productivity and profitability. This is occasioned by today's competitive business environment and economic changes.

Bashire (2000) argued that the survival and increased performance of an organization is determined by the model of leadership which is the driving force of the organization.

Modern organizations anchor on transformational leadership which upholds valuable and positive change with the idea of developing the followers into leaders.

According to Kingson (2008), it is an approach in leadership that outcomes the demonstration of competency. The basic characteristics include: visionary, strategy and team building. It is an approach of leadership that encourages and support employee development and growth. As a contemporary and transformational approach leadership dynamics involves sensitivity to employee needs, ensures safety and motivation. Leadership dynamics is strategy that outcomes effective influence on employees for improved organizational performance and employee growth. The application of strategies in leadership is about taking effective decisions, monitoring of the business environment and is action based.

### **Transformational Leadership**

Transformational leadership is gaining much attention among the drivers of modern organization. This is probably because it is viewed as the approach adopted by effective and result oriented leaders. The basic components are intellectual stimulation, individualized consideration inspirational motivation and idealized influence (Geshaye 2008). It is action based, considerate and influential.

This is a leadership approach that causes change in individuals and social systems. In its ideal form, it creates valuable and positive change in the followers with the end goal of developing followers into leaders. Transformational leadership is a noticeable representative of the new theories that have occupied focal point in leadership study (Seaman & Sagy 2008). Transformational leaders work to enhance the motivation and commitment of followers by

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directing their behavior toward a shared vision. The world is in search of effective leadership that can move the organization forward and advance best practice. This is probably possible through the approach of transformational leadership (Techar & Jose 2007). Transformational leaders help their followers to grow and develop into leaders. Provide their needs, empowering them and aligning the objectives and goals of the individual followers, the leader, the group and the larger organization. Rarcha & Cuban (2013) outlined the following as the benefits of transformational leadership. These are lowering of turnover costs, engaging the frill person, creating and managing of change, formulating new corporate visions and actualizing them, and creating enthusiasm.

Transformational leaders are change agents. They are more functional in formulating strategic ideas of moving the organization forward. Vito & Bizan (2000) posited that transformational leadership reaches every level of an organization. At the team level, you can find people that care, stimulate, inspire and motivate each other. Upper level transformational leaders set an organization's direction and vision, influencing how lower levels of an organization operate.

Gashaye (2008) outlined the following as the four basic components of transformational leadership.

These are:

**Intellectual Stimulation**

Transformational leaders encourage creativity among followers. The leader encourages followers to explore new ways of doing things and new opportunities to learn.

**Individualized Consideration**

This approach to leadership involves offering support and encouragement to individual followers. In order to foster supportive relationships, they keep lines of communication open so that followers feel free to share ideas and so that leaders can offer direct recognition of the unique contributions of each follower. This can only be possible through transformational leadership approach.

**Inspirational Motivation**

They have clear vision that they are able to articulate to the followers. They help followers to experience the same passion and motivation to fulfill these goals.

**Idealized influence**

The transformational leaders serve as a role model for followers. Because followers trust and respect the leader, they emulate this individual and internalize his or her ideals

**Transactional Leadership**

In the course of trying to determine the effective and result oriented leadership style that can aid and enhance organizational success and employee growth, it becomes necessary to examine the concept of transactional leadership approach. Kulnert (1994), posited that transactional leadership is based on the assumption that subordinates and systems work better under clear chain of command. Transactional leadership places much value in order and structure.

Some of the basic features of transactional leadership is that it is structured and patterned. It operates a defined and existing structure and this must be followed (Allen & Diddo 2004).

The system of operation is patterned such that the employees must take instruction from the leader before implementing any activity. Their activities are patterned to conform with company policy and routine. The employees do not take independent action or decision. Every offence is punished while good performance is highly rewarded.

Transactional Leadership do not encourage employee growth probably because it's features do not permit career liberty and advancement.

According to Migare (2004), transactional leadership depends on self-motivated people who work well in a structured, directed environment. It is a leadership model that focuses on results, conforms to the existing structure of an organization and measures success according to that organizations system of rewards and penalties. The system highlights formal authority and positions of responsibility in an organization. It tries to maintain routine by managing individual performance and facilitating group performance. Sergus (2003) asserted that transactional leaders set the criteria for their workers according to previously defined requirements. Performance reviews are the most common way to judge employee performance. They work best with employees who know their jobs and are motivated by the reward- penalty system. Piknan (2002) outlined the following as the characteristics of transactional leadership. These are practicality, resistance to change, passive, directive, rewards performance, discourage independent thinking, etc.

Transactional Leadership Concept is based on the idea that managers give the employees something that the employees want in exchange for getting what the organization want. It is a kind of exchange system.

Transactional Leadership theory holds the view that the employees are not self motivated, it is about structure, instruction and monitoring in order to complete tasks correctly and on time. Hence, the employees are being properly supervised, and instructed to work.

### **Concept of Employee Growth**

The employee growth in this study is the dependent variable with Two measures which are: training and autonomy (Karayan, 2008). The employees working in an organization are expected to grow in their career, position and self-confidence. Employee growth is as relevant as organizational productivity and profitability. It is the evidence of leadership dynamics. This is because when the leadership approach is favourable and functional, it certainly enhances the growth of the employee (Maxis, 2006). There are certain strategies and components that a dynamic leader must put in place which will outcome employee growth. These include: training, set goals, motivation and being sensitive to employee's needs. Giving the employees opportunity to go for training also enhances employee growth. When the leadership is mainly task- oriented, the effect is frustration, hostility and labour turnover. Therefore, organizations are encouraged to make employee growth a top priority to ensure stability and high productivity.

Job advancement is a management term used to describe the upward change in the position of an employee which occurs as a result of promotion. Employees are not expected to remain in one position or at one level in the organization. Job advancement in human resources

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is a very important concept because the human factor as a resource can guarantee competitive advantages for organizations. Therefore in today's highly competitive environment, job advancement of human resources is the key to the success of any organization and as an important resource to be cultivated and managed as a strategy that is required by all organizations (Ibrahim, Naim & Ermira, 2015). Job advancement is a kind of promotion to the next level. It helps the employees to move higher in their job and to grow in both experience and positions.

### **Training**

Training and development is the framework for helping the employees to enhance their personal and organizational skills, knowledge, abilities and attitude. Globalization is pushing organizations towards a steep competition. Organisations are trying their level best to sustain in this competitive environment (McDone & Levi 2013).

In such situation, employees see the need to update their skills to enhance their performance and survive in the organization. Contemporary challenges compels the employees to improve their competency with a well designed training and development programme. In most organisations, the junior staff go for training to update their skills and boost their performance. They strive to acquire relevant skills especially in technology: The executives go for development programme to improve their conceptual skills in decision making and interpersonal skills.

The conceptual skill includes to take quality decisions and able to analyse project using the decision models like quantitative and statistical analysis to determine the outcome of a project before embarking on it. It is to enhance their managerial competency.

Training and development are the fundamental aspect of organisational activity. Training constitute a basic concept in human resource development, It is concerned with developing a particular skill to a desired standard by instruction. Training is a highly useful tool into a position where they can do their job effectively and conscientiously (Dale 2008). Training is the act of increasing the knowledge and skill of an employee for doing a particular job. Grino (2007) defined training as an organized procedure by which people learn knowledge as skill for a definite purpose.

Training refers to teaching and learning of activities carried on for the primary purpose of helping members of our organization acquire and apply the knowledge, skill, abilities and attitudes needed by a particular job and organization.

Training is one of the key benefits that employees desire as part of their growth. This is because through training, they acquire more knowledge, enhance their skills, performance and competency.

Every employee desire to grow in his or her career. This can only be possible through training.

Under transformational leadership the employees are encouraged and supported to undergo training.

### **Employee Autonomy**

The nature of organisational life requires some degree of employee autonomy at work place. Autonomy is at the forefront of research on job design and the management of employees



(Bhave 2009) Autonomy in the workplace refers to how much freedom employees have while working. For some organisations, autonomy means employees are allowed to set their own schedules but whichever concept is applied, autonomy tend to result in an increase job satisfaction.

Autonomy affects employees, positively, According to Meyer & Gagna (2005) autonomy at work is known to show an increase in motivation levels, creativity and happiness of the employees. Managers are also realizes that supporting autonomy is essential as it equates to optimal productivity from reports due to their willingness to perform and complete tasks.

Autonomy at work place includes allowing the employees to take rational and informed decision on behalf of the organization.

This can be referred to as giving the employee certain degree of autonomy and responsibility for decision making regarding their specific organizational tasks (Jaya & Kumar 2017). It is aimed at raising knowledge workers who are the drivers of business. The organization believes in enriching people's job and giving authority to exercise control over and take responsibilities for outcomes of efforts. The 21st century industrial organizations are more concerned about autonomy, proper information and individual participation for organizational excellence.

Gamani (2010) pointed out that empowerment helps to create autonomy for employees, allows the sharing of responsibilities and power at all levels, builds employee self-esteem, confidence and energizes the work force for better performance.

### **Relationship between Leadership Dynamics and Employee Growth**

At this juncture, this study examines the impact of leadership dynamics on employee growth. It is important to state that both leadership dynamics and employee growth are relatives (Graham 2010). As such, none operates in isolation. Leadership is about influence, it basically involves being strategic in managerial activities such as planning, decision making, recruitment and sensitivity to employee needs.

Kingson (2008) noted the basic characteristics of leadership dynamics include visionary, strategic and team building, adding that it an approach of leadership that encourages and supports employee development and growth. Research has shown that strategic leaders apply consideration in decision and are sensitive to employee needs and welfare.

According to Dindad (2010), strategic leaders give priority in the following areas of employee's growth.

### **Transformational Leadership and Employee Training**

One of the notable variables of leadership dynamics is transformational leadership. Transformational Leadership is an approach that is action based and causes changes in individuals and social system. According to Vito & Biza (2000), some of the features of transformational leadership is that it gives room for employee welfare, motivation and inspiration.

On the other hand, training and development is about giving the employee the opportunity to update his/her knowledge, skill, attitude and improved competency. According to McBen (2003), transformational leadership approach creates room for employee training and

development in order to enhance the skills, attitude and knowledge of the employee and ultimately improve the competency of the employees thereby enabling them increase their input and productivity. The impact of training on employee performance is quite significant in terms of general performance. Such feat is achievable under transformational leadership; hence modern organizations have shifted attention to leadership approach that is dynamic in nature, effective and strategic, that believes and upholds motivation of employees and ready to train the employees. Training is an aspect of organisational effectiveness because it helps to build employee's confidence and competency which also impacts positively on organizational productivity and bottom line

### **Transactional Leadership and Employee Autonomy:**

Transactional Leadership Approach is a component of leadership dynamics. It is a style of leadership that is based on pattern, structure and chain of command (Allen & Diddo 2004).

As a characteristic of transactional leadership style, every organizational activity is structured to conform with company policy or routine. Also, it does not encourage independent action or decision while offences are punishable, performance is highly rewarded.

Migare (2004) argued that transactional leadership does not encourage career liberty and advancement. Hence, because of its patterned structure, employees are to follow a particular pattern as instructed, therefore the autonomy is eluded. Evidently transactional leadership does not permit employee autonomy.

### **Organisational Climate**

Organisational climate portrays how employees see specific attributes of their work organization which incorporates authority style, correspondence level and the employee cooperation in the basic leadership. It involves the essential segments inside the organization which fundamentally affect the workers. Adenike (2011) propelled that hierarchical atmosphere involve related arrangements of states of mind, values and practices that describe the individuals from a specific association. Most organizations expect high level of loyalty and commitment from their employees.

Employees on the other hand expect the enabling environment and conditions that can guarantee satisfaction to make them deliver quality services. The life and health of the employee should be given to priority as part of the strategic approach of leadership (Dandid 2010). This is a way of ensuring job satisfaction, employee loyalty and growth in the organization.

### **Empirical Review**

Paisal (2015) carried out a study on the impact of leadership style as a moderator variable on the relationship between leadership practices on employee growth. The study was carried out in Jordan using 20 commercial banks for a survey. The leadership can be a key factor influencing the success of strategies and for creating competitive advantage in a dynamic environment. The

study emphasized strategic leadership, high lighting transformational and transactional leadership as methods of achieving organizational goals.

The purpose was to measure the impacts of the leadership styles on Jordan banks and it was found that team building, supporting rewarding and consulting are the factors that impacts the employees positively and that the transactional practices boots employee morale and enhances growth.

### **Summary of Literature Review**

In the course of this study, the work of other scholars was reviewed. This was done to formulate the dimensions and measures in the conceptual frame work and to create the meanings and understanding of some basic concepts. The concepts of leadership dynamics was reviewed critically and defined.

### **Conclusion**

Owing to the challenges of current business environment, it becomes necessary that a study of this nature will be carried out with the objectives of investigating the impact of leadership dynamics on employee growth. To this effect, relevant literature was reviewed to confirm the existence of the problem and its implications.

Most scholars have carried out diverse research in this regard. As a result of present day competition in every business environment, most organizations are in search of effective leadership that can strategically improve organizational goals of profitability, high market share and employee retention. The concept of dynamic leadership which is different from conventional leadership emphasizes leadership approach that is visionary, strategic and team building. An approach of leadership that is sensitive to employee needs as career development, job advancement and autonomy. It makes the employees to have job satisfaction and growth in their career.

### **Implications of the study**

Considering the views of most scholars who have carried out studies on the concept of leadership dynamics, it becomes apparent that style of leadership plays significant role on organizational performance. Organisations should therefore choose the style of leadership that can meet the goal of the organization based on the different approaches to leadership. One of the implications is that leadership dynamics is about team building, being strategic, supportive and rewarding. These however births employee retention and growth.

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