



Leadership as an Essential Tool for the Sustainability of Entrepreneurship in Nigeria

**OLUWATUSIN,
James Adekunle**

JABU Consult & Development Unit
Joseph Ayo Babalola University
Ikeji-Arakeji Osun State, Nigeria

jamesoluwatusin@gmail.com

**OLADELE,
Olusola Ebenezer**

Industrial Chemistry Department,
Joseph Ayo Babalola University
Ikeji-Arakeji Osun State, Nigeria

solaoxbee@gmail.com

ABSTRACT

Only very few nations around the world are as blessed as Nigeria in terms of human and material resources. However, one major thing the country lacks is “leadership” nearly in all aspect of human activities. “The leadership syndrome” is everywhere: in the home, institutions, companies and corporate bodies and in governance. This paper therefore investigated and dealt with leadership as an essential tool for the sustainability of entrepreneurship in Nigeria. The study exhibited the fact that lack of effective and sustainable leadership is the reason Nigeria cannot boast of many world-class companies that have lived on for over 100 hundred years. Instead, we have very high level of attrition rates of companies in the private sector, in fact the public sector is considered more terrible. The study portrayed our leaders as macabre dancers – one step forward, two steps backward – for decades. Therefore, the study recommends that entrepreneurs must take the subject of leadership so germane so as to give the rightful leadership that could translate to bringing the vision and mission of entrepreneurship to bear and to fulfill the responsibility of impacting positively on the larger society. It further submits that leadership is an essential path to economic, social, political and moral sustainability through entrepreneurship.

Keywords: Leadership, tools, sustainability, entrepreneurship.

Introduction

Leadership requires having global perspective and orientation as the challenges associated with leadership comes in different arrays with global attention. No leader will succeed with the local champion mentality considering the competitive nature of the business world. Learning agility is essential for global leaders so that they can deal with ambiguity and adapt to cultures and changing global conditions. As the pace of globalization continues, the ability to manage teams remotely is another competency that will become increasingly important. Virtual teams present peculiar challenges and require new leadership skills and styles (Fola, 2015). There is no doubt that globalization has created a need for leaders to become competent in cross-cultural awareness and practices. Effective global leadership must incorporate multicultural differences in our values, competencies and norms by taking into cognizance the rate entrepreneurship is becoming a key factor in the world economic development. In the area of culture and leadership, the Globe Project (Global Leadership and Organizational Behavior Effectiveness), a study of 62 nations and more than 800 organizations, considered how differences in cultures were related to differences in approaches to leadership (GPI, 2010). Today's competency models are extensions of global practices, with cultural awareness and emotional intelligence required in a global economy Sosik (2012). An effective leader influences followers in a desired manner to achieve desired goals of self and organizational development. Entrepreneurs have become the heroes of economic development and contemporary enterprises (Sathe 2003).

Gupta, Macmillan, and Suriec, (2004) opined that some researchers have tried to combine the concepts of leadership and entrepreneurship behavior into a new form of leadership called entrepreneurship leadership. This leadership model has been used to show both entrepreneurship and leadership behavior. In the dynamic, complex, and uncertain competitive environment, a type of entrepreneurial leader who is distinct from the behavioral form of leaders is needed (Cohen, 2004). Leadership style is the 'relatively consistent pattern of behavior that characterizes a dependable leader (DuBrin, 2001). Our organizations of this generation need effective leaders who understand the complexities of the rapidly changing global environment. Tarabishy, (2005) described leadership style to mean a kind of method and capability aimed at realizing organizational targets which will further affect all organizational activities. Nevertheless, Adegeye, (2015) opines that leadership style refers to a kind of relationship when someone uses his rights and methods to make many people work together for a common task. Leadership style in an organization is one of the factors that play significant role in enhancing or retarding the interest and commitment of the individuals in the organization (Obiwuru, 2011).

There are few common leadership styles in the literature as cited in Zaidatol,

Akmalih, Sharifah (2012) namely autocratic leadership, bureaucratic leadership, democratic or participative leadership, servant leadership, people or relationship oriented leadership, task oriented leadership, laissez-faire leadership, charismatic leadership, transactional leadership and transformational leadership. However to be more comprehensive, most organisations adopt full-range of leadership styles evolved that consist of transactional leadership, transformational leadership and passive/avoidant leadership. The three types of leadership styles evolved by Bass and Avolio according to them; they are extensively used by researchers in the leadership field. Moreover, Bass and Avolio (2006) stated that the major leadership constructs of transformational leadership, transactional leadership, and passive/avoidant leadership form a new paradigm for understanding both the lower and higher order effects of leadership style. This paradigm builds on earlier leadership paradigms such as those of autocratic versus democratic leadership, directive versus participative leadership, and task-versus relationship oriented leadership which have dominated selection, training, development, and research in this field for the past half a century. It must also be noted that different leadership styles may affect organizational effectiveness or performance (Nahavandi, 2002).

Statement of the problem

There have been several arguments on which one comes first, whether bad leadership creates failed entrepreneurship or failed entrepreneurship creates bad leadership. While there may be problem of data, an average Nigerian does not need any statistics to rate our leadership, the confidence of the led is completely eroded in their leaders due to the attending economic, political and social issues. The decline in confidence on both business and political leaders is extremely worrisome. Studies in most nations of the world showed that failures in all sectors are not caused by the complex of other factors of production, financial instruments but rather by failures in leadership. Most leaders easily forget two basic principles of leadership, firstly; to sustain success which means that organizations must serve their customers well on the long term and secondly to contribute to ensuring healthy market.

Another significant issue relates to how bad leadership, corruption and mismanagement account for major causes of business failure and decline in the quest for entrepreneurship which is a wheel to economic development. It is imperative to note that entrepreneurship brings a change in national development; this paper therefore addressed one critical function of leadership which is change factor in management and proffer solutions to challenges of leadership in molding successful entrepreneurs.

Objectives of the study

The main focus of this study is to examine leadership as an essential tool for

the sustainability of entrepreneurship in Nigeria. It has the following specific objectives.

- i. To investigate the extent to which leadership has positively or negatively affected entrepreneurship in Nigeria.
- ii. To find out the factors that limits the adoption and effective use of various leadership styles in developing entrepreneurship

Literature review

Entrepreneurship concept:

Entrepreneurship is the art of starting a business, basically a startup company offering creative product, process or service. It is an activity full of creativity. The capacity and willingness to develop, organize and manage a business venture along with any of its risks in order to make a profit. The most obvious example of entrepreneurship is the starting of new businesses (Onimole, 2013). Entrepreneurship is the process of designing, launching and running a new business, which is often initially a small business. Entrepreneurship is also the capacity and willingness to develop, organize and manage a business venture along with any of its risks to make a profit. However, to effectively implement all the above mentioned functions, robust leadership qualities coupled with effective entrepreneurial creative mind could translate to optimal organizational goals. Coad, Antonakis & Rao, (2008) stated that entrepreneurship is the act of combining land, labor, natural resources and capital to produce profit. The capacity and willingness to develop, organize and manage a business venture along with any of its risks in order to make a profit is the primary goal of entrepreneurs but this is practically impossible without a focused and discerning leadership. The most obvious example of entrepreneurship is the starting of new businesses.

Concept of Leadership

The concept of leadership has been universally defined in various ways by various authors. According to Adegeye (2015) Leadership is the ability of an individual to influence, motivate and empower others to contribute toward the effectiveness and success of the organizations of which they are members. Fola, (2015) opined that leadership is the ability to provide selfless service to others, equipping with training, motivating and inspiring people with a view to working together to achieve a common goal. It is a behavior that brings the future to the present by envisioning the possible and influencing others to make the vision a reality while leaving the path for others to mature into leaders. This explains the reason why leadership without succession leads to failure. Everyone is a product of one leadership or the other and everyone is either under one leadership, at the hem of one organization or leading some group of people. Good leadership and effective people practices have been found to positively impact the bottom line of organizations. The true

leadership of today is the one that gets result and according to Daniel, (2000) the best result oriented leaders do not adopt one style of leadership but skilled at several and must possess the ability to switch as occasion demands. It is important that leaders must have global perspective with sustainability in view. It is worrisome that most entrepreneurs attach little importance to this concept in our contemporary time and hence the high rate of business failures due to leadership inefficiency.

Leadership style

Research has shown that various authors have written on leadership styles and come up with various types of leadership, it must be added that no leadership style is completely good or bad but the success of any leadership style largely depends on its application. The following leadership styles are the most commonly practiced by entrepreneurs and organizations.

Autocratic leadership style

The autocratic leadership style allows leaders to make decisions alone without the input of others. Leaders possess total authority and impose their will on employees. No one challenges the decisions of autocratic leaders (Adeyeye, 2015). Countries such as Cuba and North Korea operate under the autocratic leadership style. This leadership style benefit employees who require close supervision but researches has proved in entrepreneurial development that close or excess supervision does not bring the best out of the people but only by making the employees to have the right orientation. Creative employees who thrive in group functions detest this type of leadership style. It must also be added that this style is ineffective in our contemporary world as it denies the employees the ability of independent mind but renders them timid (Acs & Szerbs, 2012).

Participative leadership style

Levy, Cober & Miller (2002) submitted that it is often called the democratic leadership style, participative leadership values the input of team members and peers, but the responsibility of making the final decision rests with the participative leader. Participative leadership boosts employee morale because employees make contributions to the decision-making process Northhouse, (2007). It causes them to feel as if their opinions matter. When a company needs to make changes within the organization, the participative leadership style helps employees accept changes easily because they play a role in the process. This style meets challenges when companies need to make a decision in a short period especially on issues of entrepreneurial development that translates to unexpected income to an organization.

Transactional leadership style

The leaders using the transactional leadership style give certain tasks to be performed and they provide rewards or punishments to team members based on performance results (Bass, 2015). Leaders and team members set predetermined goals together, and employees agree to follow the direction and accomplish those goals. The leaders possess power to review results and train or correct employees when team members fail to meet goals (Adegeye, 2017). Employees receive rewards, such as bonuses, when they accomplish goals. Transactional leadership concentrates on the exchanges that occur between leaders and their followers through which he helps his follower to fulfill their own self-interests (Northouse, 2007).

Eptropaki & Martin (2005) stated that transactional leaders clarify followers' responsibilities, their performance objectives, and their tasks that must be completed. Transactional leaders prefer to avoid risk, and focus on efficiency. Levy, Cober, & Miller (2002) concluded that transactional leaders help the followers to identify what must be done to accomplish the described results such as better quality output, more services, and reduction in the cost of production.

Hence, today's organizations have come to embrace Transformational Leadership. According to *Transformational leadership style*, Kinicki, Brown & Kreitner, (2008) stated that transformational leadership style depends on high levels of communication from management to the subordinates to achieve their goals. Leaders motivate employees and enhance productivity and efficiency through communication and high visibility. Sosik, Potosky & Jung (2002) believed that leaders focus on the big picture within an organization and delegate smaller tasks to the team to accomplish goals. Transformational leaders encourage followers to do more than the required.

They are proactive and help followers to attain unexpected goals while they move followers beyond immediate self-interest. The transformational leaders engage in a particular set of behaviors. Pierce, Newstorm & Bass, (2008) opined that transitional leaders are models of integrity and fairness, set clear goals with high expectations, provide support and recognition, stir the emotions and passions of people, and get people to look beyond their self-interest to reach for the improbable goals. Transformational leadership focuses on social values and appears in times of distress and change (Bass, 2003). This type of leadership is an important antecedent to construct the collective confidence or strength required by groups to be successful when faced with difficult challenges. Transformational leaders can create significant organizational change and act as change agents, foster higher level of intrinsic motivation, and loyalty among followers, introduce a new image or view of the future and create a commitment to this image among followers. This researcher is of the opinion that changes must occur from the top management from any entrepreneurial establishment and run down to

the middle management to the lower cadre in the organization. A total quality leadership through change can only occur only when the head is ready to be involved as changed elements and further engage themselves as change agents for the total entrepreneurial environment overhaul. Workers at all levels of an entrepreneurial environment must recognize that change is inevitable. It can therefore not be handled with levity. McKinsey & Company says about 70% of change initiatives in organizations fail. This is because organizations fail to give attention to critical elements of change. Communication is one of those critical areas that are often wrongly handled. Changes must be communicated at the right time, to the right people and in the right and effective manner. Employees must see the big picture, the benefits to show that leadership at management level has their interest at heart and they must appreciate the success of such change. Most times, people do not resist the change itself; they only resist being changed, so any change that will negatively affect the emotions, positions and future of people are vehemently frowned at. Change must therefore be communicated to employees in such a way that resistance is overcome and their fears are assuaged.

Steps in leading through change

Gupta, (2004) identified six basic or generic steps, issues, or decisions in the management of change:

1. **Size and content of change:** The first step is to decide on the focus of change efforts. What is it that needs changing? How big is the problem or threat facing the organization, and how should the organization respond?
2. **Time available for change:** How much time does management have to execute the change? Does the organization enjoy the luxury of time, or must it act quickly?
3. **Tactics in the change/execution process:** How should the change be executed? Should it proceed in “bits and pieces” or all at once? Should it be implemented slowly and methodically or quickly, to get it done in one fell swoop?
4. **Responsibility or accountability:** Who is responsible or accountable for elements or aspects of the change process? Are responsibility and accountability clear to all involved in change?
5. **Overcoming resistance to change:** It is vital to overcome resistance to change or new execution efforts. Overt and especially covert resistance can kill or injure change efforts and execution in a big way.
6. **Monitoring the change:** Are the changes working? How tightly or loosely should the change process be monitored? What methods for tracking change should be employed? Monitoring results and progress and tweaking or modifying the change process are important to achievement of desired execution results.

Theoretical review

This study is premised on the transformational leadership theory. This is also known as the relationship theory which focuses on the relationship between the leaders and the followers. This kind of leadership is inspirational and charismatic, it involves the leaders encouraging their followers to be transformed and become better at a task. This leadership theory involves the ability to show followers the significance of the task before them. Gupta, (2004) opines that the leadership theory does not only focus on team's performance but also give the team members the required push to reach their goals and potentials.

Another critical area that is clearly explained in this study is the leadership theories that seek to explain the various forms and style of leadership. The style of leadership represents the manner, behavior and conduct of the leader. Successful leaders influence their followers and bring about change in their followers' attitudes and behaviors (Stogdill, 2004).

This paper further examined the theory of the three essentials Ps of leadership and their implications on sustainable entrepreneurship, tagged the sustainability concept. Hugo (2015) described "People" as personnel, which is the most valuable asset in an organisation, the proper coordination of the other factors of production depends on the viability and the quality of people managing the other factors. Apparently, this calls for a robust effort on the part of every entrepreneur so that personnel at all cadre will work towards same goal and not at cross purposes. He further described "Planet" as the environment which is the orbit on which entrepreneurship activities rotates, a solid knowledge of the business environment is required by every entrepreneurship leaders so the leadership could predict the environment where entrepreneurial activities operate Northhouse (2002). Leaders in entrepreneurship should be able to bend operations where necessary to suit the prevailing business environment. He also noted in his theory that change is constant while every successful entrepreneur must embrace change. Hugo (2015) concluded that profit "Economy" is one of the cardinal aims of the entrepreneurs, that is, maximization of profit; this aim cannot be fulfilled if entrepreneurial leaders fail to effectively combine all the other 2Ps in line with the goal of achieving a sustainable business goal and development. Entrepreneurs are in business for the aim of maximizing profits and for this goal to be realised, an effective coordination of these "3Ps" are very vital and essential.

Empirical review

This section examined a number of empirical studies on the subject of leadership role in entrepreneurship success and sustainability. Leadership today must not be limited to the traditional leadership but sustainability leadership. In a study conducted by Sosik (2002), in his findings; he submitted that

sustainability-minded leaders must evolve into futurists pursuing long term investment and collaborations that strengthen and transform organization's assets. They need to be inquisitive and reflective asking questions that touch the main purpose of the entrepreneurial success agenda; the answers that could be provided by all sectors of the organisation. Moss & Ritossa, (2007) stated essentially that today's leaders must think out of the box and be able to manage the threat, opportunities, strength and weaknesses of the organisation. The present and future success of an organisation depends on the effective management of these variables; leadership must be sensitive and proactive to respond positively to changes that could be occasioned by these variables in the business environment.

Obiwuru, Okwu & Akpa (2011) in their research submitted that leadership will need to move from focusing on mission-critical and cost-cutting activities to a future orientation. Leadership in its real sense goes beyond these tasks as leadership is more broad based. Today, leaders are being tasked with helping organizations stay competitive now and continue to have a platform to be successful in the future. This will require a shift from a heads-down mentality that is internally focused to one that monitors external dynamics and global competition (Shonubi, 2019). Leaders must therefore be strategic having long terms plans and versatility-that is, knowing a bit of every key area of sustainability in business. This leadership role typically uses advanced skills of influencing, motivating and inspiring followers. They also emphasized that a leader mobilizes a manager of human, financial and other material resources to achieve entrepreneurial goals. When conceptualized as a process of sense making, effective leadership can provide an opportunity for notions of societal purpose to come to the fore in counter veiling balance with corporate purpose.

Bass & Avolio (2004) in their analysis highlighted the fact that goal of transformational leadership is to 'transform' people and organisations in a literal sense – to change them in mind and heart; to enlarge their vision, insight, and understanding; clarify purposes; make behaviour congruent with beliefs, principles, or values; and bring about changes that are permanent, self-perpetuating, and momentum building.

Noorshahi, Yamani & Sarkhabi, (2008) in their research work "transformational leadership and its effects" stated that leadership comprised of five dimensions which are idealized influence (attribute and behavior), inspirational motivation, intellectual stimulation, and individualized consideration. Idealized influence describes the degree in which leaders are perceived as an inspiring role model. Moss & Ritossa (2007) agreed that they turn out to be great entrepreneurs and industrial giants. These leaders are admired, respected, and trusted; followers identify and pursue these leaders Bass, (2003) also opined that Inspirational motivation describes the degree in which the leader states a vision that is attractive and encouraging to followers. Judge & Piccolo, (2004) in their submission admitted that leaders strengthen

followers by viewing the future with optimism and act in ways that motivate those around them by providing meaning and challenge to their followers.’

Leadership through change and entrepreneurship management

Change is an unavoidable part of existence; and organizations must prepare and plan for it. It is one area of organizational management that requires serious efforts and costs. Changes including business failure especially during economic recession do not last forever; it is the ability to manage change that makes the difference between good and bad leadership which translate to either a successful entrepreneur or the opposite. It must be noted that successful leadership requires the effective management of change. Levy, Cober & Miller, (2002) submitted that transformational leadership is often synonymous with change, as key actions and steps are taken or modified to make strategy work. Limsila & Ogunlana, (2008) opined that whether it is the financial crisis, marketing challenges, skyrocketing fuel prices, soaring raw-material costs, or a handicapped healthcare system, these and other uncontrollable factors have brewed up the perfect storm — perfect, that is, for testing the leadership of today’s business and organization leaders, as well as the stability of the vessels they steer.

Discussions

Contribution to Entrepreneurship

Apparently, for any entrepreneur to succeed in the business world as a transformational leader, such must be able to avoid operating at comfortable zones, such leaders as entrepreneurs must be prepared incessant changes, higher task even at inconvenient periods and be ready to bend backward and effect meaningful changes worthy of emulation by subordinates in the operations of the organisations.

Transformational leadership is a leadership approach that causes change in entrepreneurial eco-systems. Humans generally prefer to have a serene life without much hitches or hurdles in the way. Even if they are to witness a problem situation, they tend to pull themselves away from the scene of action to avoid consequences that may lead to complications at a later date. It must be noted that very few are bestowed with qualities that make them appear exceptional to the eyes of ordinary men and women, such people bring wonderful transformations in the lives of people, who willingly follow the leader and support the cause. Intellectual stimulation explains the degree in which the leaders stimulate their followers’ endeavors to be innovative and creative. A focused entrepreneurial leader must have the capacity to consider the old organizational problems with a new perspective so as to come up with the best approach in solving problems. Individualized consideration refers to the degree in which leaders providing support, encouragement, and coaching to followers. The leaders listen carefully to individual needs of followers and

may delegate certain responsibilities to help followers grow through personal challenges. Apparently, in any given business environment, there has always been this debate, whether transformational leaders show success! But it has to be kept in mind that each component of transformational leadership has relevance for improving the decision-making process (Northouse, 2007).

Leadership skills

Bass & Avolio, (2012) noted that entrepreneurs, leaders of small, medium or big corporation or even nations must among others possess the following skills:

- **Soft skills.** Personal and interpersonal competences are extremely important in good times and bad. Research shows that difficulty relating with others is one of the most—if not the most—frequent causes for executive derailment. As one moves up the ladder in career, people skills become increasingly important (Yukl, 2006).
- **Recognizing your unique leadership style,** how that style may positively influence the development of subordinates and the peculiar style to adopt under each circumstance.
- **Team management.** This is the ability to achieve desired goal through effective management and empowerment of his team members.
- **Stakeholders' engagement.** The ability to relate and communicate with all the relevant stakeholders.
- **Change management.** Versatility and balance.
- **Possessing the above skills creates leadership effectiveness and efficiency** which enables the leader to perform with dexterity the following specific roles:
 - **Create an agenda.** This involves establishing direction: Provides vision of the future, develops strategies for change to achieve goals.
 - **Develop and align people.** Communicates visions & strategy, influences creation of teams. Showing dexterity in handling of tough situations and changing dynamics in the workplace.
 - **Execute, motivate and inspire.** This energises people to overcome obstacles.
 - **Overcome challenges.** This produces positive and sometimes dramatic change.

Building Strategic Relationship

Nahavandi, (2002) stated that team and teamwork are significant factors for project success in any successful entrepreneurial setting. The fact remains that teamwork does not just happen. It evolves. Every leader must understand the fact that teams go through various development phases. At the beginning of any project formed for the team, roles and responsibilities are defined and distributed. The prerequisite for building strategic relationship is very essential; leaders must understand that roles and responsibilities need to be

adjusted to cope with the changing environment Gupta, (2004).

Learning and Innovation

Apparently, we do not live in a world of uncertainty while projects are no different. We constantly face uncertainties as we have to make decisions, and act on incomplete information. In such a situation, making mistakes is inevitable. They are normal and part of our daily life. They can actually enforce learning effects from the leaders; from this perspective, punishing mistakes is counter intuitive. The key is to embrace these mistakes as learning opportunities and move practically on (Adegeye, 2015). Innovation comes from learning and there is no learning without mistakes. In some situations leaders may actually want to encourage their teams to make mistakes if it satisfies a higher purpose. For example, if a leader wants to find a new approach or develop a new technical routine the only way to approach this may be by trial and error. In this case followers cannot learn if they do not make mistakes. It would be fatal if leaders punish their team members for errors committed. As long as subordinates learn from their mistakes, it is a good process and valuable learning experience. Entrepreneurial leaders, who are seriously interested in creating something new, must have to go new ways. Given that every project faces many changes, entrepreneurs must take paths that they did not and could not plan in every detail. It must be understood that when new approaches are taken mistakes becomes inevitable. The big question is what do entrepreneurs stand to make out of them. The way a leader reacts to mistakes makes a big difference. Learning from them and moving on to a higher level is key to innovation and innovative results. Dynamic leaders must create room for team members to be creative, to try something new, share their ideas, and learn from each other. Leaders must spend sufficient time estimating their work packages and account for risks. This should do the trick and make additional time buffers unnecessary Stogdill, (2004). Leaders must expect team members to think outside the box, beyond the known path they travel, avoid comfort zones and find new avenues to reach the goals of their projects. Since every team member has the luxury of this innovation time, it helps create a team learning culture. It is a perfect learning curve for the purpose of every successful project.

Leveraging your emotional intelligence

Success in life is dependent upon your ability to work effectively with others. As the pace of change continues to escalate and become more complex, it becomes increasingly critical for leaders to understand and manage their own emotions as well as the emotions of others. Increasing your emotional intelligence will help them to develop perseverance to achieve their personal goals as well as the empathy necessary to cultivate strong relationships Sath, (2003). When emotional intelligence first appeared to the masses, it served as the missing

link in a peculiar finding: people with average IQs outperform those with the highest IQs 70% of the time. This anomaly threw a massive wrench into what many people had always assumed was the sole source of success—IQ. Decades of research now point to emotional intelligence as the critical factor that sets star performers apart from the rest of the pack Adegeye, (2015). Emotional intelligence is the “something” in each of us that is a bit intangible. It affects how we manage behavior, navigate social complexities, and make personal decisions that achieve positive results. Emotional intelligence is made up of four core skills that pair up under two primary competencies: personal competence and social competence Sosik, Potosky, & Jung, (2002).

Conclusion and Recommendations

Organisations, nations and entities that would remain standing during the hard storm must find leaders with the right competencies to build a bridge to the future. We need leaders who can envision the manner the next century entrepreneurial activities, global financial markets, governments and businesses must function to maintain stability and serve all participants fairly (Fola, 2015). It is very clear that the present type of leaders in every facet, may it be academic, social, political and business could only achieve but a little if their orientation and mindsets remain unchanged instead of being in conformity with the global trend of purposeful leadership. It is a Hobbesian paradox that we cannot enforce change unless change has already occurred. Higher status or even a persuasive presentation full of facts is of limited utility. The lunatics may run the asylum, the best we can do as leaders is to empower them to run it right. This account for the reason change always requires leadership rather than authority. Respectable people always prefer incumbency to disruption (Zaidatol, Zakaria, & Sharifah, 2004). Only misfits are threatened by the status quo. So if we want to create real change, it is not power and influence that we need, but those who seek to overthrow the status quo. Hugo, (2015) says “You can resist an invading army, you cannot resist an idea whose time has come” the fact is that the world is evolving, activities and trends are changing, and if change is truly constant, then it is time for radical and transformational leadership in all sectors and at all levels. Recently leadership has been receiving greater attention in the entrepreneurship literature since it has been recognized that entrepreneurs cannot successfully develop new ventures without the presence of effective leadership behaviour. It has been observed that all components for transformational leadership have significant positive relationships to entrepreneurial success which includes extra effort, effectiveness and satisfaction Adegeye, (2015). Consequently, transformational leadership style is more practical and efficient. Moreover transformational leadership is not solely playing the roles to achieve organizational goals but also developing followers to be leaders and this is a good sign of leadership development. It is very germane to note that if

our country is to be transformed to change the current realities the issue of leadership should be taken seriously.

References

- Acs, Z. J. and L. Szerb. (2012). National Systems of Entrepreneurship: *Measurement Issues and Policy Implications*. SSRN e-Library.
- Adegeye, A. (2015). Quality leadership style: the prerequisite for becoming a successful entrepreneur.
- Avolio, B. J., Gohen & Yuki, B. M. (2006). *Multifactor Leadership Questionnaire Manual and Sampler Set* (3rd ed.). Palo A, CA: Mind Garden.
- Bass, O. Pierce, R. & Newstorm, R. N (2015). Types of leadership in dynamic business environment. *Journal of Business Policy* 1–6.
- Coad, A. Antonakis, S. and R. Rao, (2008). Innovation and firm growth in ‘complex technology’ sectors: *A quantile regression approach. Research Policy*, 37: p. 633–648.
- Cober, S. Moss & Ritossa (2007). *The effect of visionary leadership on organizational goals. Journal of leadership and management Policies, Vol. 2, Issue 5*
- Daniel, S. Limsila & Ogunlana (2008). Fundamental of business leadership. *Journal of Business Leadership* 21 (2): 232–40.
- Fola O. (2015). Leadership and financial challenges in during economic recession. A conference note.
- GPI, (2010). Global leadership and organization behavior effectiveness
- Gupta, V., I. C. MacMillan, and G. Suriec. (2004). Entrepreneurial leadership: Developing and measuring a cross-cultural construct. *Journal of Business Venturing* 19 (2): 241–60.
- Hugo V, Eptropaki & Martin, D. (2015). Leaders as change agents developing countries. *Journal of Consumer Relations & Psychology*, 45(8), 145-158.
- Kinicki, R, Brown F, Kreitner S. (2008). Entrepreneurship management and practice
- Levy, P. E., Cober, R. T. & Miller, T. (2002). “The Effect of Transformational and Transactional Leadership Perceptions on Feedback-Seeking Intentions”. *Journal of Applied Social Psychology*, 32(8), 1703-1720.
- Nahavandi, A & DuBrin R. (2012). *The art and science of leadership*. 3rd edition Upper Saddle River, NJ: Prentice Hall.
- Noorshahi H, Yamani G, & Sarkhabi Y., (2008). Strategic management and business planning
- Northouse, P. G. & Shonubi, R. (2019). *Leadership: Theory and Practice*, 4th edition. Thousand Oaks, CA: Sage.
- Obiwuru T. C., Okwu, A. T., and Akpa, V. O. (2011). “Effects of Leadership Style On Organizational Performance: A Survey Of Selected Small Scale Enterprises In Ikosi-Ketu Council Development Area of Lagos State, Nigeria”. *Australian Journal of Business and Management Research*. 1(7). pg 100-111.
- Onimole A. (2013). Starting a new business in a complex environment. A lecture note on leadership.
- Sathe, V. 2003. Corporate entrepreneurship: Top managers and new business creation. Cambridge: Cambridge University Press.
- Sosik, J. Potosky, D., & Jung, D. I. (2002). “Adaptive Self-Regulation: Meeting others’ Expectations of Leadership and Performance”. *The Journal of Social Psychology*, 142(2), 211-232.
- Stogdill, D. (2004). *Leadership and the business environment*. Macmillian Press.
- Tarabishy, Y. Autio, F., Judge & Piccolo, H (2005) Maintaining effective leadership for organizational transformation. *Journal of transformational leadership*, 68: 112-134
- Zaidatol Akmalih, L. P., Zakaria, K., & Sharifah, M. N. (2004). “Leadership Practices of Principals of Sekolah Harapan Negara: a Comparative Study. In Rahimah, H. A & Tie, F. H (Ed.)”, *Principals and School Management* (pp.133-142).