

LEADERSHIP STYLES AND SUSTAINABILITY OF ENTREPRENEURSHIP PRACTICES IN HIGHER INSTITUTIONS IN NIGERIA

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Abstract

Over the last two decades, the terms leadership and leadership styles has become more important and widely used in the world. This research examined the enhancement of leadership styles on sustainability of the entrepreneurial practices in higher institution with reference to Covenant University Ota. Three hundred and two (302) members of covenant University Alumni (2007-2018) were randomly sampled by correspondence via emails through the alumni office. The study employed descriptive and inferential statistics. Regression analysis was used to test the hypothesis to determine the weight of the independent variables on the dependent variables. The result of analysis shows that Autocratic and Transformational style has significant effect on the practice of entrepreneurship and if properly applied would increase the number of entrepreneurs in the country, reduce unemployment as well lead to positive economic growth of the Nation Nigeria.

Keywords: Entrepreneurship, institutions, leadership, leadership styles,

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1.0 Introduction

The issue of leadership style has been raised in many instances such as; Business, Military, Religion, Politics, Sports, and many more. Some scholars (Angus-Leppan, Metcalf, & Benn, 2010; Strom, Sears, & Kelly, 2014; Chima, 2016) have said that the leadership style to be applied in an Institution is dependent on the size of the Institution. While some said the style of leadership to use is dependent on the past performance of the Institution. McCleskey (2014), argues that the search for a unique definition of leadership may be vain because its correct definition depends on the researcher's interest and the type of research problem or situation. It might be difficult, but it is very important to have a good definition of leadership. Leadership is globally seen as the art of influencing a certain group of people so that they will work voluntarily towards the achievement of their common goals. The definition of a leader is seen as somebody whom people follow, or as somebody who guides or directs others or organizing a group of people to achieve a common goal. Apart from the leadership styles that centers on McGregor's Theory 'X and Y' which are Democratic, Autocratic, Dictatorial and laissez faire leadership styles, there are a few others in the modern leadership theories. (i) Transformational leadership, (ii) Transactional leadership, (iii) Charismatic leadership, (iv) Visionary leadership, (v) Culture-based leadership (Bolden, Gosling, Marturano, & Dennison, 2003; Maccoby, 2007; Yaeger, & Lerner, 2011; Gandolfi, & Stone, 2017). Over the years different techniques and leadership styles have evolved to entrepreneurship practices however, the problem of one perfect leadership style over the others has raised more high brows from leaders around the world. For some, using the democratic style of leadership helps you achieve all round success while

some others say the best leadership style that encourages entrepreneurship practices is autocratic style. Over time, both styles have been criticized to be the least. Many believe now that transformational leadership style is the surest style that promotes the success of entrepreneur practices. In recent times, experts have brought to our knowledge that only innovative leadership style can really drive the success of entrepreneur practices. Scholars have been unable to justify what type of leadership style is best for Institutions to apply so they can witness massive growth on entrepreneurial practices. This research is put in place to clarify the best leadership style to improve entrepreneurship development in any Institution and thus lead to sustainability of such institutions. Specifically, the following objectives were examined: - the effect democratic style of leadership has on product innovation and commercialization. It is said that democratic leadership style plays a major role in product and service innovation as it allows subordinates' participation in decision making. How this has enhanced entrepreneur's practices are yet undetermined. Most notion as ascribed to autocratic style of leadership is the ability of persons with autocratic tendencies to effectively conceive and initiate a business start-up, how this has translated into students' thinking on ideas that lead to starting their own start-up is part of what this study is to accomplish. As against this backdrop, the study is set to ascertain the influence transformational leadership style has on student's ability to manage self-owned businesses and service consultancy as this is a major contending issue in several institutions. And to furnish the scenario, innovative leadership is put as a rival to transformational leadership style in response to the ability of students over time to spot, recognize and identify business opportunities. How this is linked to the role of leaders in enhancing and sustaining entrepreneurial practices has become a concern hence the need to stipulate these issues as aligned.

2.0 LITERATURE REVIEW

2.1. Leadership Styles

Leadership is regarded as the propelling force of any entrepreneur practice in other words, its relevance cannot be overemphasized. Many have successfully studied this development, but over time it has been recorded that there is no single or best definition of the term leadership. Ngodo (2015) contributed that leadership is a multiplicative inverse step towards social influence, this simply means leaders and their followers influence themselves for the most crucial reason which is to achieve their organizations goals and objective. According to Chima (2016) the leading style is seen as the combination of different features, behaviour and abilities used by a leader in communicating and interacting with his followers. Leadership refers simply to a relation in which people use their own ways and methods to create a way for people to work together productively for a general task. In recent leadership theories, five new leadership styles have been founded and they include (i) Charismatic leadership, (ii) Transactional leadership, (iii) Transformational leadership (iv) Visionary leadership, and (v) Culture-based leadership (vi) Innovative leadership. Still on the styles of leadership, there are some common and most used style of leadership, and most of the time, they involve Democratic, Autocratic, Dictatorial, and laissez faire styles of leadership (Chima, 2007; Zijlstra, 2014; Silva, 2016; Bhasin, 2017; Ibidunni et`al, 2018).

2.1.1 Charismatic Leadership

It is well known that the trait style of leadership which is top in success ranking is known as charismatic. Most leaders who are seen as charismatic tend to always have a vision and displays a motivating lifestyle that encourages subordinates to follow through with the vision to the end. With all this being mentioned, this is the most valued traditional type of leadership. Charismatic style of leadership helps to provide an avenue for creativity and innovation which is in most cases is motivational. With charismatic leaders at the top, people just intend to follow. This style of leadership however has one set back that undermines the practice and value of charismatic leadership. The fact that these charismatic leaders can leave and once they are gone, followers tend to appear rudderless and this also leaves them without any clue or direction (Fullan, 2010).

2.1.2 Transactional Leadership

Like the name implies, transaction. This means leaders who practice this style of leadership are ready to always give their followers something as a reward for following them. This reward can be anything ranging from a raise to a good performance review to a promotion to a new responsibility etc. The demerit with transactional leaders is referred to as expectation. Transactional style of leadership is defined in simple words as the exchange of reward for accomplishment of tasks. Pounder (2012) defines transactional style in his own words saying that it is the payment of benefits agreement from the two parties involved, which involves the leader and his follower.

2.1.3 Autocratic Leadership

Leaders who are autocratic are the definition of 'do as I say'. Generally, these managers are incompetent with the term leadership compressed like a burden on them, which forms a new task that involves the management of people. Every autocratic leader does not share his rights to make decisions and this can lead to the destruction of any organization or group as these leaders enforce their subjective ideas and strategies of their followers. In autocratic style of leadership, in most cases, the vision is not shared and little or no motivation is seen by the followers. Commitment, creativity and innovation are totally removed by leaders who are autocratic in nature. In fact, some of the subordinates of autocratic leaders can be linked to individuals who bid their time, waiting to see the failure this leadership style will in no time produce and the replacement of the leader which will eventually be next. (Fullan, 2010).

2.1.4 Bureaucratic Leadership

Bureaucratic leaders are leaders who focus on creating policies that will help meet the entrepreneur goals. For them, policies are the drivers for getting the work done. Bureaucratic leaders are more comfortable when they rely on an established policy so as to be able to convince followers to follow them. In doing this, they send a message directly which help to explains to the followers that policies help coordinates direction. Most of these leaders are often sold out to steps and procedures rather than committing their self to people and this therefore results to the followers being rigid. Problems associated with bureaucratic leadership is that the policies used to lead are not always stated until a damage occurs. One of leadership's most common advantage which is encouraging and coaching people is totally skipped and overlooked by most bureaucratic leaders (Delener, 2013).

2.1.5 Democratic Leadership

Democratic leadership is described as a style of leadership that shares the responsibility of decision making. The role of the leader is decentralized and administered to the followers. However, there is probability that the decision that will be taken is going to be weak or poor. One major challenge democratic leadership face is the assumption that each and every one as a share of the result and as well as same years of experience with regard to decisions. In as much as democratic leadership sounds very good in theory, it often slows down the process of decision making and workable results will normally require a large amount of effort (Angus-Leppan, Metcalf, & Benn, 2010).

2.1.6 Transformational leadership style

Even though leadership as a subject has been heavily investigated in the last century, it is still a field that is not very known. Leadership is said to be the ability of influencing and inspiring followers by helping them provide destinations to fight on their behalf (Sichone,2014). It is said now that Firestone has divided the functions of leadership into two different sub groups as functions of leadership in normal processes and leadership functions in transformation. In his study, function of leadership in a general stand point has been assessed as support and structure. Two functions of any leader establish an environment for followers and encourages labor following the steps of normal operations. In this age and time, transactional and transformational style of leadership have been considered and generalized as an interest in the field of science. Transactional leadership explains the interception that exists between members and the head of the group relating to the task. Seeing that this style of leadership establishes the similarity between a leader and an employee during work, it is also stated as negotiation, work based or managerial leadership (Koçel, 2011).

Transformational style of leadership is described as a continuous process that finds out missions and objectives of the organization by making some changes in the attitude of the staffs of the organization. The first step in this leadership style is for the leader is to help all employees understand that the result gotten from each of their work is important. The second step is for the leader to find out the organization targets and not that of the employees. At the last stage, the leader is accepted because he is good enough to manager workers' needs. This is to say that the transformational leadership stresses on a unique leadership style that help changes judgements, opinions, and beliefs of its followers. This style of leadership encourages individuals in a group to be goal-focused by helping them creating vision and mission statement in the business (Day, Gu, & Sammons, 2016).

2.1.7 Innovative Style of Leadership

Innovation leadership is a unique style that blends two or more styles of leadership to help motivate workers to develop new creative ideas, which brings about good products, and services. The innovation leader plays a major role of leadership in that style. The innovative leader is one who puts his focus not on small things but rather he looks at the big picture and works hand in hand with new kind of people who will not just be a plus to vision but help make it bigger and better. Every leader who applies the innovative style must be able to clearly state his or her vision in a concise manner and also provide enthusiasm for it. This leadership style help others to own the vision so they see it as their very own and this will prompt them to invest their money, their assets and also their resources so as to see the goals achieved. Innovative leaders are aware of the fact that leadership when demand is considered not effective and it will definitely not encourage creativity and innovation than when a leader leads with motivation and inspiration. Experts on leadership are convinced of the fact that a lot of leaders today need to have knowledge and apply this innovative style so as to facilitate the birth of new and innovative ideas and this cuts across the culture or group he leads (Day, Gu, & Sammons, 2016; Ogbari et`al, 2018).

2.2 The Intersection of Entrepreneurship and Leadership

Different Sources consider enterprise and leadership as individual constructions and identify "conceptual overlap" areas. This overlap is developed in conventional detail by Cogliser and Brigham (2004) and focuses on the following four specific areas: vision, influence (not just on the followers but on the wider population), leadership of creative people and planning. This suggests that the main objective of the article is to point entrepreneurship research in another direction, away from the downfalls of leadership research, and thus makes little attempt to redefine the very idea of "entrepreneurial leadership," as these four penultimate elements may constitute. Solomon & Fernald (2014) takes a similar approach, examining different entrepreneurial and executive literatures from which the following characteristics derive: vision, problems resolving, decision - making, risk taking, and strategic initiatives are common to both leaders and entrepreneurs. Moreover, the research gives little clarification for the merits of these features. The

difficulties of such a “negotiative” approach is that it is widely expressive in nature, and not explanatory. It clearly explains the fact that there are some given sections that is similar between entrepreneurs and managers, but not why. There is also need to know that, it does not suggest that building on these common characteristics would lead to further research and eventually the development of a new, possibly predictive value model.

2.2.1 The Psychological Approach

The definition of business leadership in the above terms "elemental" or "characteristic" is a very simple version of what many of the psychologically-oriented literature attempts to do. They examine the characteristics found in samples of leadership-driven entrepreneurs: "singles, thick-skinned, individuals' control, unlike managers. Enterprise leaders therefore are defined in opposition to "leaders" and not in terms of a range of skills to be taught. Similarly, work views leadership arrangements in entrepreneurial contexts, specifically distinguishing them from "managerial" contexts; from a very strong psychological background, Ensley, Hmieleski and Pearce (2006) focus on inherent traits, not learned arrangements. They have contributed to the fact that entrepreneurial leaders are the ones who adopt the challenges faced by communicating a vision and influencing others to help them realize it.

2.2.2 The Contextual Approach

Simply put, the contextual approach focuses less on inherent aspects of entrepreneurial leadership, but focuses more on factors in an environment that requires or favors a certain leadership method that can be called entrepreneurial. Eyal and Kark (2004) put forward a rich approach and suggested a specific process for enhancing the effectiveness of entrepreneurial leadership, but he was devoted to the leadership of schools and not companies. In its field study, Swiercz and Lydon (2002) place the concept of enterprise management in high-tech companies and identify a two-phase model in which the leader plays a significant role in the transition from introduction to maturity. The skills needed for such a change include the ability to raise his leadership style to the changing needs and complexities of the organization instead of giving a leadership position to a professional management, a general recommendation being made (Ogbari et al, 2017). This opinion concludes with the comment that "future courses can be conceived so that they can meet the changing needs of entrepreneurs ".

2.2.3 The Holistic Approach

The notions of climate and context are related to the idea of "style" leadership. Yang & Li (2008) understands it in detail from Delener (2013) and links it to the widely used measure of entrepreneurial orientation (Kreiser, Marino & Weaver, 2002; Ireland, Covin & Kuratko, 2009; Crute, 2010; Nyoni, 2018), even if it is not discussed in detailed terms. The assumed importance of "leadership styles" is not significantly influenced by entrepreneurship, although strong statistical controls exist in the analysis. When one accepts that this leadership can be regarded as a rigid structure, one finds out that transformative leadership styles have a much greater relation to business performance than other types, however, the idea is connected with that transformational management that is the most entrepreneurial in orientation can contribute to greater business performance when it becomes less powerful. Whether or how transformational leadership styles or entrepreneurial orientation can be developed is, however, not discussed. The building of "business leadership" is based here on foundations without depths. However, there is some advantage in the literature about transformation leadership, especially in opposition to other styles. Transactional management is based, for instance, on the legitimate power given to the leaders in the organization's bureaucratic structure. The finished product is strongly underlined, such as tasks and results in work, rewards and penalties (Mullins, 2008). The aim is also to manage employees according to strict regulations and regulations to prevent any changes as far as possible and to avoid decisions that may affect organization standards.

Transformational leadership, however, is viewed as a more suitable business context model. Burns (2016) and Burnes (2004) present transformational leaders as charismatic or visionaries who can inspire and encourage workers to follow them; these leaders transcend their self-interest to change an organization. Transformational leaders always find ways to substitute and change their organization's so-called standards through major change (Burnes, 2004). They will be able to influence and energetically exceed expectations by using their ability to encourage others in order to achieve a joint vision and by using example. In a market which is constantly changing, the ability of an entrepreneur leader to seek change in an organization is often the main source of competitive advantage rather than waiting or looking for that change. The cause of this topic is that transformational leadership, not transactional leadership, is a more appreciable style in entrepreneurial contexts”.

In defining the concept of entrepreneurial leadership in the earlier literature, Surie and Ashley (2007) have been more careful than Yang (2008), but they have both begun by a working definition — "leadership able to promote innovation and adaptation in high - speed and uncertain environments. Three perspectives were consistent with those discussed above: transformational, team-based and values-based. Their conclusion is also consistent that the "capability to draw extraordinary causes" of others, partly as a basis for entrepreneurial leadership, is founded in the context of the need to adapt to emerging environmental conditions. In this we see an overlap of several strands in the literature, especially the psychological and the contextual approaches—giving a more holistic and informative view of entrepreneurial leadership. However, the working definition is broadly credible, even though it is affirmed more than argued. Nevertheless, there are still no clear logistic implications for how to instruct entrepreneurial leadership (Stevenson, Lasen, Ferreira, & Davis, 2017).

Vecchio (2003) presents a critical view of business leadership, both aiming at questions about definitions of the structure and at a broader understanding of its importance. This comes from a common notion of business leadership and changes it with a hierarchical type of entrepreneurship. Likewise, Robinson, Goleby and Hosgood (2006) see entrepreneurship as "a kind of leadership focus." However, they are more focused on creating an entrepreneurial paradigm than on entrepreneurial leadership.

The other view is that Kuratko (2007) suggests that leadership is a type of enterprise or, at least, modern leaders need to develop entrepreneurship for efficiency. He put forward a different concept from its global impact and the nature of different on understanding and measuring leadership as a prerequisite entrepreneurial activity. Individuals who led this epic change in a Leadership Newspaper on Entrepreneurship in the 21st century. Leadership, which can survive and prosper in such an environment is considered the most suitable in a resource - restricted environment. There is certainly a variety of perspectives in Surie and Ashley (2007), Vecchio (2003) and Kuratko (2007) that are effective, although these are not once and for all helpful in redefining entrepreneurial leadership; in fact, they offer a variety of conflicting models, and they suggest a debate critically based on which to present the concept to students.

2.3 Entrepreneurship Education and the Role of Leadership Within it

Over time, research on entrepreneurship education has built up considerably in recent times. However, just a tiny fraction of it directly reckons with entrepreneurial leadership. Four different surveys of the literature on entrepreneurship education have highlighted problems in the field and these surveys advised that improvement may show forth through paying more attention to leadership.

Matlay et al (2014) critiques the robustness, comparability and general view of work on entrepreneurial education. In existing studies, he pointed out that the upward trend in entrepreneurial education is difficult to evaluate, because key definitions are very different: the nature of entrepreneurship itself, the nature of business and skill, the nature of entrepreneurial learning and the assessment of entrepreneurial capacity. We aim at addressing these criticisms by conceptualizing the education of business leadership that defines

a position on all these issues. McKeown et al. (2006) study three fields for graduate business education: type, content, and methods of delivery. He proposes a similar inventory of entrepreneurial leadership education, which examines 1) the numbers, levels and structures of programs in order to determine what (if any) 2) offers the systematic exposure for leadership issues within a business context; 3) the content and development of these programs.

3.0 Methodology

This survey research design was used to allow for the collection of substantial responses at the same time. The opinions of the research population were collated through the use of questionnaires shared and sent via email and also phone calls were put through to aggrandize the responses gotten by correspondence. The population of this study is the present Covenant University students from the year 2014-2019 and graduates from the period of 2007 to 2018, made up of both sexes with different qualification, and serving in different sector of the economy both nationally and internationally. The purposive sampling technique was deemed appropriate because the research was intentional as it focused on the EDS experience of Covenant University alumni and simple random sampling was chosen also because each of the respondents were given the chance to respond to the cases raised without being influenced.

The kind of questionnaire used for this research work was a closed-end structured questionnaire, where the respondents were to pick from a series of options, one that best satisfies their opinion on cases raised on leadership style and entrepreneurship practice. The questionnaire was shared equally into two main sections i.e. Section ‘A’ was designed to quantify the respondents demographic statistics while section B was further classified into 8 different sub sections addressing the research variables ranging from leadership style to entrepreneurship orientation. The questionnaire was sent to the respondents through the alumni platform. (Alumni) via their email addresses which were gotten from the Covenant University Alumni data base. In this research the construct and content type of validity were used. The Cronbach’s alpha reliability test was used in this work and its value is placed at .727 as seen below.

Table 1. Reliability Statistics

Cronbach's Alpha	N of Items
.727	24

Source: Field Study, 2019.

4. Analysis and Results

Restatement of Objectives and research questions and Hypothesis Testing

Objective 1: Examine the effect democratic leadership style has on product innovation and commercialization.

Research Question 1: How has the democratic style of leadership influenced product innovation and commercialization?

Hypothesis One

H₀. There are no major significant relationships between democratic style of leading and product innovation and commercialization

H₁. There are no major significant relationships between democratic style of leading and product innovation and commercialization

Table 2. a&b: Model Summary and Coefficients of democratic leadership style on product innovation and commercialization

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
1	.114 ^a	.013	.003	.75721	1.299	.275 ^b

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.599	.261		13.788	.000
	Democratic leadership makes room for different opinion	-.096	.061	-.105	-1.565	.119
	Leaders who are democratic have better results	.099	.067	.117	1.478	.140
	This style of leadership best promote entrepreneurship in schools	-.011	.067	-.013	-.163	.871

a. Dependent Variable: Product innovation and creativity

Table 2 shows that r-squared is 1.3% which is the total variation of the dependent variable (Product innovation and creativity) as it is explained according to the independent variable (Democratic leadership). In the table also, F= 1.299, based on the statistics, there is no significant relationship (sig= .000), therefore, we would accept the null hypothesis. The coefficient section of the table has no significant value which implies that there is no positive relationship between Democratic leadership and Product innovation and creativity. The significant level of 0.05 implies that the statistics is confident at 95%. This means that the use of Democratic leadership would not increase in Product innovation and creativity. Therefore, the null hypothesis would be accepted while the alternative is rejected.

Objective 2: To certify the impact autocratic style of leadership has on the initiation of business start-ups

Research Question 2: To what extent does autocratic leadership style certifies the initiation of business start-ups?

Hypothesis Two

H₀. There is no meaningful connection between autocratic leadership style and initiation of business start-ups

H₁. There is a meaningful connection between autocratic leadership style and initiation of business start-ups

Table 3a&b: Model Summary and Coefficients between autocratic leadership style and initiation of business start-ups

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
2	.187 ^a	.035	.025	.91210	3.616	.014 ^b

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.551	.243		14.621	.000
	Autocratic leadership style does not promote participation	-.052	.047	-.064	-1.111	.267
	Autocratic leaders are more effective than other leaders	.137	.045	.180	3.049	.002
	Covenant University leaders are autocratic in nature	-.054	.044	-.073	-1.231	.219

a. Dependent Variable: Business startup

Table 3a&b shows that r-squared is 3.5% which is the total variation of the dependent variable (Business start-up) as it is explained according to the independent variable (Autocratic leadership). In the table also, F= 3.616, based on the statistics, there is a significant relationship (sig= .000), therefore, we would reject the null hypothesis. In addition, there is a significant relationship between Business start-up and Autocratic leadership. The coefficient section of the table has a significant value of .002 which implies that there is a positive relationship between Autocratic leadership and Business start-up. Having a significant level of 0.05 implies that the statistics is confident at 95%. Which shows that the use of Autocratic leadership would also increase Business start-up. Hence adopting the alternative hypothesis.

Objective 3: To determine the influence transformational leadership style has on student's ability to manage self-owned businesses and service consultancy

Research Question 3: In what way has transformational leadership style influenced student's ability to manage self-owned businesses and services consultancy?

Hypothesis Three

H₀. There is no expressive relation between transformational style of leadership and student ability to manage self-owned businesses and the service consultancy

H₁. There is an expressive relation between transformational style of leadership and student ability to manage self-owned businesses and service consultancy

Table 4.a&b: Model Summary and Coefficients of Transformational Leadership style and Students ability to manage self-owned businesses and service consultancy.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
3	.253 ^a	.064	.061	.71879	20.501	.000 ^b

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.440	.218		11.169	.000
	Transformational leadership style	.264	.058	.253	4.528	.000

a. Dependent Variable: Self business management

Table 4a&b shows that r-squared is 6.4% which is the total variation of the dependent variable (Self business management) as it is explained according to the independent variable (Transformational leadership). In the table also, F= 20.501, based on the statistics, there is no significant relationship (sig=.000), therefore, we would accept the null hypothesis. In addition, there is a significant relationship between Transformational leadership and Self business management. The coefficient section of the table has a significant value of .000 which implies that there is a positive relationship between Transformational leadership and Self business management. With a significant level of 0.05 at 95% confidence, it reveals that the use of Transformational leadership enhanced greatly Self business management leading to the alternative hypothesis being accepted.

Objective 4: To evaluate the influence innovative leadership style has on the ability of students to recognize and identify business opportunities.

Research Question 4: To what extent has innovative leadership style affected the ability of students to recognize and identify business opportunities?

Hypothesis Four

H₀. There is no association between innovative leadership style and the ability of students to recognize and identify business opportunities

H₁. There is an association innovative leadership style and the ability of students to recognize and identify business opportunities

Table 5a&b: Model Summary and Coefficients of Innovative Leadership style and the ability of students to recognize and identify business opportunities

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
4	.091 ^a	.008	-.002	.70063	.830	.478 ^b

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
	(Constant)	3.163	.220		14.383	.000
1	Innovative style of leadership give better results	.006	.053	.009	.120	.904
	Innovative leadership is a must practice for schools who intend to be the best.	-.009	.054	-.012	-.170	.865
	Covenant University has adopted this style of leadership.	.054	.038	.091	1.433	.153

a. Dependent Variable: Opportunity and intrapreneurship

Table 4.3.4 shows that r-squared is 0.8% which is the total variation of the dependent variable (Opportunity and intrapreneurship) as it is explained according to the independent variable (Innovative leadership).

In the table also, $F = .830$, based on the statistics, there is no significant relationship ($\text{sig} = .000$), therefore, we would accept the null hypothesis. The coefficient section of the table has no significant value which implies that there is a negative relationship between Innovative leadership and Opportunity and intrapreneurship. The decision at significant level of 0.05 implies that the statistics is confident at 95%. Bringing to the fore that an increase in the use of Innovative leadership would not increase maximization of Opportunity and intrapreneurship. Hence the acceptance of the null hypothesis.

5.0. Discussions

The findings from the analysis indicated that democratic style of leadership has not influenced product innovation and commercialization which implies that there is no positive relationship between Democratic leadership and Product innovation and creativity. In relation to this, Fernald (2014) takes a similar approach, examining different entrepreneurial and executive literatures from which the following characteristics derive: vision, problems resolving, decision - making, risk taking, and strategic initiatives are common to both leaders and entrepreneurs. He suggests that, away from the downfalls of leadership research, there should be little attempt to redefine the very idea of entrepreneurial leadership. This asserts that both leaders and entrepreneurs share effective principles that distinguish them as much as relates them. This research reveals that there is a meaningful connection between autocratic leadership style and initiation of business start-ups. which implies that there is a positive relationship between Autocratic leadership and Business start-up. According to Tomlinson (2017), Chima (2016), and Olokundun et`al, (2019) this helps to determine the values, culture and change tolerance. They also help shape strategies used which includes execution and effectiveness. Successful styles of leadership generally share some similarities, that is, it influences people close to them where we also found out that experts suggested that experiential enterprise teaching methods involving practical activities and active participation in universities can be considered as important for the students ' entrepreneurial interest development and business startup potential.

This study also ascertained that there is an expressive relation between transformational style of leadership and student ability to manage self-owned businesses and service consultancy. which implies that there is a positive relationship between Transformational leadership and Self business management. This agrees with the works of Fayolle & Klandt (2006) and Ibidunni et`al, (2018) which ascertain that transformational leadership and ability to management enterprises can be seen from three different angles: culture, state of mind, behaviour and the creation of certain situations. Culture / state of mind education focused on entrepreneurship includes those aspects that focus on entrepreneurship-related values, beliefs and attitudes (i.e. entrepreneurial attitude, spirit or identity). He said it will also require enterprise educational skills, mainly focusing on behaviour, involve the identification of opportunities, effective decision-making and development of certain social skills.

Another finding was to investigate the association between innovative leadership style and the ability of students to recognize and identify business opportunities. The investigation revealed that there is no association between the two variables. implies that there is a negative relationship between Innovative leadership and Opportunity and intrapreneurship. This is similar to the notion of a process model in entrepreneurial education as espoused by Leitch and Harrison (2012), and Olokundun, et`al, (2018). The researcher agreed that there is a need for empirically informed improvements to the process of leadership entrepreneurship education in order to further examine entrepreneurial leadership learning processes in current entrepreneurial education systems which are heavily controlled by traditional enterprise training methods.

6.0. Conclusion and Recommendations

This research work examined the relevance of different style of leadership on entrepreneurial practice. The study explains how effective the style of leadership were and how some styles help change the view or orientation from the general Institutional cliché of leaders leading the people with a mindset that students will not be entrepreneur minded if the use of force and command is not applied. This method of leading has helped made majority of covenant university graduates to be employers of labor. Also, it noticed that while this method of leading is very effective some of the students might not understand and appreciate it until they find themselves out of the walls of the school. Furthermore, when they join the business world they might also find themselves using this method of leading. Overall it was discovered that leadership style has positive effect on entrepreneurial practice in the institution.

As a result of the findings in this study, we recommend that transformational leadership should be practiced in Universities in Nigeria and beyond so as to help encourage entrepreneurship and in turn gradually eradicate the challenge of unemployment. With this, Nigeria will increase in productivity hence boosting the Gross Domestic Product (GDP) which will improve the present economic situation of the country. This study also recommends the Government of Nigeria to ensure more practice to enhance entrepreneurial activities in the country which will in turn lead to great entrepreneurship in the country with this, the level of crime rate in the country will be reduced, the youths will become less idle and the level of the standard of living in the country will be increased. More so it is recommended that the Nigeria University Council (NUC) can review the result and findings (analysis) of this research and make transformational leadership style a prescribed or mandatory style of leadership to all universities in Nigeria and this should also be applicable to both the private owned and public universities to enhance entrepreneurship.

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