



Leadership Styles and Small Enterprise Performance: A Systematic Review

¹OTARU, A. P.; ²DAUDA, C. K.; ³IJAIYA M. A.; ⁴ADELEKE S. T.; ¹ONIMISI, R. O.
^{1,2,3,4,5}Department of Entrepreneurship, School of Innovative Technology, Federal University of Technology,
Minna, Niger state, Nigeria.

otaruayo@futminna.edu.ng. 08034065556

Abstract

Leadership styles remain a central theme in organizational research, yet existing studies are fragmented across contexts and methodologies which limit theoretical integration. This study aims to systematically review recent research to identify dominant themes, methodological orientations, and regional patterns in leadership studies. Using the SQAT approach, seventy-three peer-reviewed articles published between 2015 and 2024 were systematically selected and analyzed. Five leadership styles including transformational, transactional, autocratic, strategic, and laissez-faire are seen as the most recurrent. The findings indicate that survey and case study designs dominate empirical research, with notable regional concentration in the United States, China, and India, while Africa and Latin America remain underrepresented. Research activity peaked between 2019 and 2021 which reflect high scholarly attention during the COVID-19 pandemic. The review concludes that despite the prominence of transformational and strategic leadership paradigms, conceptual coherence and methodological diversity are limited. It recommends inclusion of developing regions, adoption of mixed-method designs, and stronger theoretical alignment to advance leadership research.

Keywords: Leadership styles; Methodological trends; Organisational research; Systematic review; Transformational leadership.

1.0 Introduction

Small and medium-sized enterprise (SME) performance has continued to attract scholarly and policy attention due to its central role in employment generation, innovation, and economic stability (Olowookere *et al.*, 2021; Mamudu and Aliu, 2022). However, sustaining high performance among SMEs depends largely on the quality of leadership that guides decision-making, resource utilization, and employee motivation. Leadership styles therefore constitute a critical determinant of enterprise outcomes, influencing productivity, growth, and adaptability in competitive environments. Across sectors from business and education to healthcare and the public service, scholars have long sought to understand how various leadership styles shape decision-making processes, organizational culture, and strategic outcomes (Eisenbeiss *et al.*, 2020; Jensen *et al.*, 2021). While early leadership theories focused on traits and behavioral patterns, contemporary research has expanded to encompass relational, contextual, and adaptive dimensions which reflects the increasing complexity of work environments and institutional governance.

In recent years, global disruptions such as the COVID-19 pandemic, digital workplace transformation, and heightened socio-political uncertainties have reignited scholarly interest in leadership as both a practical function and an evolving theoretical field. Questions about the efficacy of hierarchical control, the ethics of influence and the nature of remote leadership have gained salience, prompting a re-evaluation of longstanding models such as transformational, transactional, and autocratic leadership (Wong and Giessner, 2018). Simultaneously, newer paradigms including strategic and distributed leadership have gained traction, reflecting a shift towards more fluid, collaborative, and future-oriented approaches.

Despite this resurgence of interest, the leadership literature remains methodologically and thematically fragmented. Much of the existing research is context-specific, with limited synthesis across disciplines, sectors, or geographic settings. Empirical studies tend to dominate, particularly those using cross-sectional survey methods (Zainol *et al.*, 2018; Samson and Ilesanmi, 2019; Simić *et al.*, 2020), while conceptual and critical contributions remain comparatively underdeveloped. Moreover, leadership research continues to be unevenly distributed globally, with substantial contributions from the United States, China, and India, and limited representation from Africa, Latin America, and parts of Eastern Europe. This geographic imbalance restricts the generalisability of theoretical models and hinders the development of culturally responsive leadership frameworks.

This systematic review addresses these gaps by examining the evolution of leadership style research between 2015 and 2024. The study maps trends in thematic orientation, methodological preferences, and regional distribution. Specifically, it aims to (i) identify the dominant leadership styles that structure research agenda, (ii) assess the methodological approaches employed, and (iii) highlight underexplored contexts and directions for future research. Unlike prior reviews that focus on singular leadership models, this study offers a comprehensive synthesis of leadership styles as a field in transition shaped by crises, driven by organisational complexity, and increasingly responsive to the demands of diverse workforces and changing institutional landscapes.

2.0 Methodology

This study employed the Systematic Quantitative Assessment Technique (SQAT), a framework developed by Pickering and Byrne (2014) to ensure a rigorous and transparent review process. SQAT systematically screens, assesses, and synthesizes peer-reviewed journal articles, emphasizing methodological clarity, replicability, and high academic standards. The technique focuses exclusively on original, peer-reviewed research, thereby maintaining the quality and credibility of the evidence base (Pickering and Byrne, 2014). A distinctive strength of the SQAT framework lies in its ability to reveal important geographic, scalar, theoretical, and methodological gaps in the existing body of literature. In doing so, it goes beyond traditional narrative reviews that often lack transparency in article selection and synthesis. Rather than relying on subjective criteria, SQAT follows a structured and logical sequence that can be easily replicated in future studies (Umar, 2025). This repeatability is crucial for producing systematic reviews that are both robust and defensible.

Table 1: SQAT Methodology

| S/N | Step | Application in current study |
|-----|-------------------------------|---|
| 1 | Define topic | Leadership Style (LS) articles published between 2014 - 2024 |
| 2 | Formulate research questions | Five research questions: <ol style="list-style-type: none"> 1. What is the time distribution of LS articles? 2. In which countries were these articles written? 3. What kinds of ST articles were published (conceptual vs. Empirical) 4. What are the prevalent methodologies in literature? 5. What are the specific themes these articles examined, and what were the major findings? |
| 3 | Identify key words | “Leadership Style” |
| 4 | Identify and search databases | <ol style="list-style-type: none"> 1. Five databases utilised: Taylor and Francis, Wiley, Elsevier, Springer, Sage. 2. “All in title search” using the phrase “Leadership Style” |
| 5 | Read and assess publications | <ol style="list-style-type: none"> 1. Abstracts of articles found were read to ensure that they were dealing with LS. 2. Literature reviews, book chapters |

Source: Pickering and Byrne (2014).

Table 2: LS journal publication (2015 - 2024)

| S/NO | PUBLISHER | NUMBER OF ARTICLES |
|------|--------------------|--------------------|
| 1. | Taylor and Francis | 23 |
| 2. | Wiley | 19 |
| 3. | Elsevier | 12 |
| 4. | Springer | 12 |
| 5. | Sage | 7 |
| | TOTAL | 73 |

Source: Authors' Review, 2025

3.0 Results and Discussion

This section presents the descriptive findings of the systematic review on leadership style literature published between 2015 and 2024. The analysis draws on 73 peer-reviewed articles selected based on quality, relevance, and disciplinary alignment. The discussion is structured across three dimensions: temporal distribution, country of publication, methodology and article type.

3.1 Time Distribution of LS Articles

The temporal trend over the ten-year period reflects both continuity and disruption in scholarly engagement with leadership style. As shown in Figure 3.1, research output between 2015 and 2017 was relatively moderate, ranging from 4 to 6 articles annually. This may suggest a period of steady but limited attention, likely shaped by existing saturation in classical leadership theories such as transformational, transactional, and servant leadership.

A gradual expansion is observable from 2018, with article counts rising to 7 in that year and reaching 9 by 2019. The significant jump between 2019 and 2021, peaking at 11 articles in 2020, coincides with the COVID-19 pandemic. This surge likely reflects the renewed interest in crisis leadership, adaptive strategies, and emotional intelligence in times of organisational uncertainty. Notably, 2020 and 2021 together account for over a quarter of the total output, underscoring the heightened relevance of leadership discourse during global disruption.

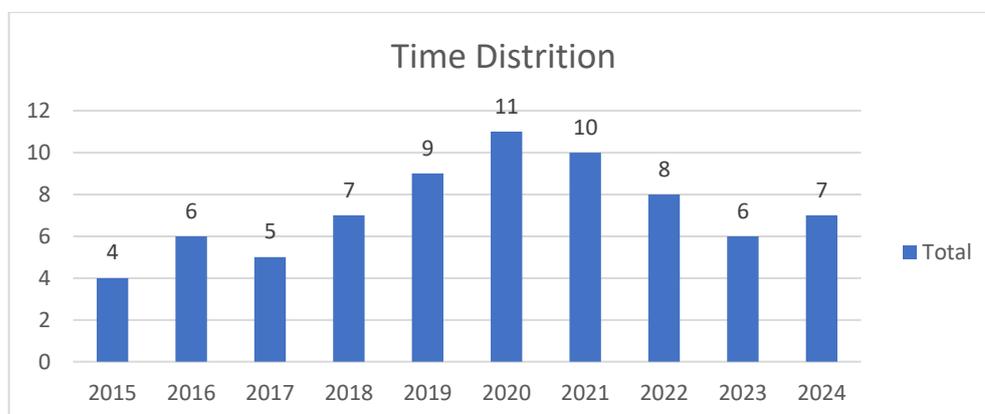


Figure 3.1: Time Distribution

Source: Authors, 2025

However, post-pandemic years record a modest decline, with only 8 articles in 2022, followed by 6 in 2023. The slight rebound in 2024 with 7 articles suggests a return to thematic

equilibrium, where leadership style continues to be studied but within more focused or specialized subdomains such as remote work management, inclusive leadership, and digital-era leadership. Taken together, the time distribution illustrates that leadership style remains a dynamic and policy-relevant area of research, with its visibility shaped in part by external socio-economic triggers.

3.2 Geographic Distribution of LS Articles

The geographic pattern of publication reveals a notable concentration of research within a handful of countries. The United States leads with 18 articles, followed by China (15), India (13), and the United Kingdom (12). Spain and Italy contribute 8 and 7 articles respectively. This distribution reflects both the institutional strength of management and organisational psychology in Anglo-American scholarship and the expanding academic capacity in Asian contexts.

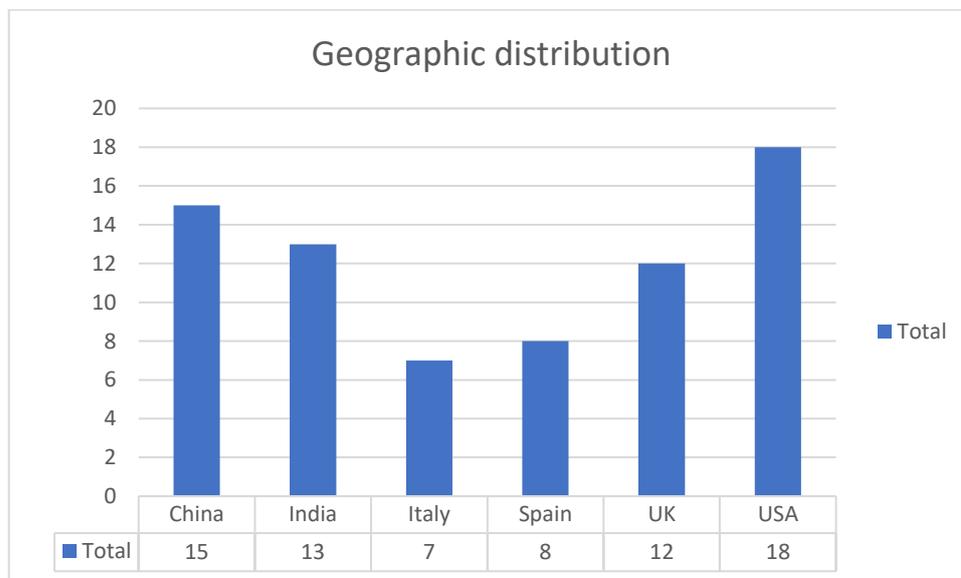


Figure 3.2: Geographic Distribution

Source: Authors, 2025

China's output is driven by the integration of leadership research into human resource management, public administration, and education sectors, often framed within the Confucian leadership tradition or hybridized Western models. India's contribution is similarly anchored in the public sector and small enterprise contexts, with a growing interest in leadership under resource constraints. The UK and US outputs remain theoretically rich, focusing on leadership development, diversity, and ethical leadership.

Spain and Italy, though smaller contributors, present contextually grounded studies often linked to public administration, higher education, or crisis response. The presence of these European contributions suggests an ongoing effort to localise leadership theory beyond Anglo-Saxon traditions. Notably, the absence or minimal representation of African and Middle Eastern countries indicates a regional imbalance and suggests potential gaps in global inclusivity in leadership research.

3.3 Prevalent Methodologies

The methodological orientation of the leadership style literature reviewed reveals a strong empirical emphasis, with studies employing a diverse range of research designs. As shown in Figure 3.3, survey-based studies dominate, accounting for 28 out of the 73 articles which reflect a prevailing preference for structured, large-sample data collection within organizational and institutional contexts. This aligns with the tendency in leadership research to statistically test relationships between leadership styles and outcomes such as employee engagement, team cohesion, and organizational performance.

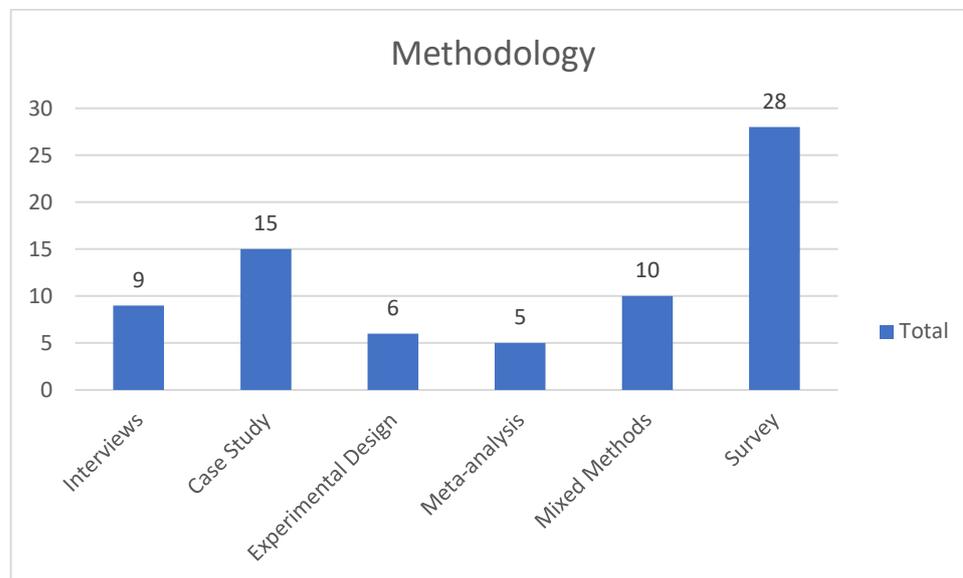


Figure 3.3: Prevalent Methodologies

Source: Authors, 2025

Case study approaches are the second most prevalent, with 15 studies adopting this design. These articles typically explore leadership behaviours within specific organizations or sectors, offering rich contextual insights into leadership dynamics during change, crisis, or strategic transformation. The use of mixed methods in 10 articles indicates an increasing willingness to combine quantitative and qualitative data sources to capture both the breadth and depth of leadership phenomena.

Qualitative interviews were employed in 9 studies, often focusing on leadership identity, perception, and experience from the standpoint of followers or leaders themselves. While these studies provide valuable interpretive depth, they remain underrepresented relative to quantitative designs. Experimental designs appear in 6 articles, usually involving controlled settings to assess the causal effects of different leadership styles on decision-making, motivation, or group dynamics. Lastly, meta-analyses, though fewer in number (5 articles), serve as critical contributions by synthesising existing empirical findings and drawing attention to patterns, gaps, and inconsistencies in the literature.

3.4 Article Type

Of the 73 articles reviewed, 63 adopted empirical approaches while only 10 were conceptual. This strong empirical orientation highlights the increasing operationalisation of leadership style

through field-based research, experimental studies, and mixed-methods designs. The predominance of surveys (28 articles) and case studies (15 articles) suggests a preference for applied research settings, particularly within organisational, educational, and healthcare institutions.

Empirical studies have examined leadership style in relation to outcomes such as employee motivation, team performance, change readiness, and decision-making under pressure. Methodologically, these studies employed regression analysis, structural equation modelling, and increasingly, multi-level modelling to capture leadership effects across hierarchical settings.

The relatively smaller number of conceptual studies points to a narrowing space for theory development within the leadership field. These articles tended to engage with critiques of leadership typologies, the cultural adaptability of popular frameworks, or integrative models that attempt to bridge traditional and emerging leadership paradigms. While empirical work remains dominant, the presence of conceptual reflection ensures that foundational questions about what constitutes leadership and how it should be studied remain on the agenda.

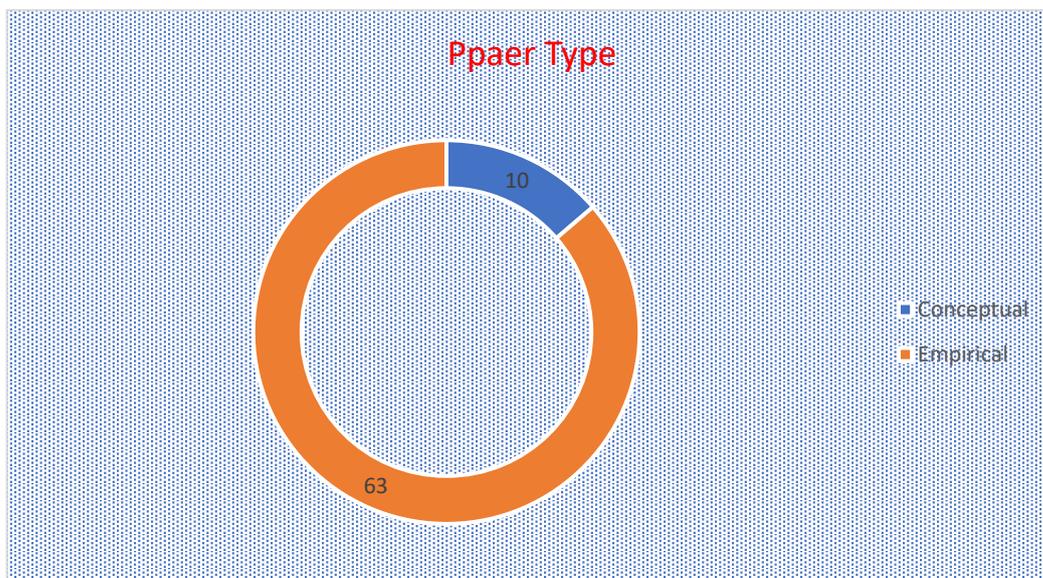


Figure 3.4: Paper Type
Source: Authors, 2025

4.0 Thematic analysis

The thematic categorization of the 73 reviewed articles reveals five dominant leadership styles that have framed scholarly inquiry over the past decade including transformational, transactional, autocratic, strategic, and laissez-faire. Each theme reflects distinct theoretical roots and empirical orientations, yet together they indicate the multiplicity of approaches used to explain leadership behaviors and outcomes in varied institutional and cultural settings.

Table 3: Thematic analysis

| Leadership Style | Authors | Core Research Focus |
|-------------------------|--|---|
| Transformational | Ghasabeh <i>et al.</i> , (2015); Ellen, (2018); Manu, (2022); Cetin and Kinik (2015); Eisenbach <i>et al.</i> , (2019) | Motivation, innovation, emotional intelligence, follower development |
| Transactional | Afshari and Gibson (2016); Khan, (2017); Jaqua and Jaqua (2021); McCarthy <i>et al.</i> , (2018); Rowold (2019); | Performance incentives, compliance, task-structure, reward systems |
| Autocratic | Chukwusa (2018); Van-Vugt <i>et al.</i> , (2020); De Hoogh <i>et al.</i> , (2021); Hogg (2021); Schoel <i>et al.</i> , (2020) | Top-down control, authority, crisis decision-making, military/police leadership |
| Strategic | Davies (2015); Jaleha and Machuki (2018); Ireland and Hitt (2019); Carter and Greer (2022); Norzailan <i>et al.</i> , (2016) | Vision alignment, long-term planning, change leadership, organizational renewal |
| Laissez-faire | Khan and Tidman (2021); Hundie and Habtewold (2024); Skogstad <i>et al.</i> , (2015); Wong and Giessner (2018); Lundmark <i>et al.</i> , (2022); Breevaart and Zacher (2019) | Passive leadership, absence of intervention, team autonomy, negative workplace outcomes |

Source: Authors, 2025

4.1 Transformational Leadership Style

This theme represents the most frequently studied leadership model in the reviewed literature, with 22 articles exploring its influence across various performance and behavioral outcomes. Studies typically emphasize the role of transformational leaders in fostering employee motivation, organizational citizenship behavior, and innovation outcomes (Nguyen *et al.*, 2022). A recurring focus is the mediating role of emotional intelligence, trust, and psychological empowerment in linking transformational behaviors to team effectiveness. For instance, some articles investigate how transformational leadership mitigates burnout in healthcare workers (Zhu *et al.*, 2017), while others assess its contribution to adaptive learning and institutional change in education (Keskes *et al.*, 2018). The underlying assumption is that transformational leaders mobilize shared vision and intrinsic commitment through inspirational and developmental strategies. The prominence of this theme across regions suggests its cross-sectoral relevance and continued theoretical traction in contemporary leadership studies.

4.2 Transactional Leadership Style

Several articles in this category examine transactional leadership as a task-oriented model built on conditional reinforcement and performance monitoring. The literature often contrasts it with transformational leadership, portraying it as efficient in rule-bound or routine-intensive environments such as banking, logistics, and public administration (Jaqua and Jaqua, 2021). Key topics include the effectiveness of contingent rewards in improving task performance, the management of short-term goals, and leader-follower clarity in operational roles (Afshari and Gibson, 2016; MacKenzie *et al.*, 2017). However, several studies caution against over-reliance on transactional leadership, noting its limited capacity to inspire creativity or manage complex change. Despite its mechanistic orientation, transactional leadership remains valuable for ensuring compliance, accountability, and productivity within structured systems, particularly in contexts where stability is prioritised over innovation.

4.3 Autocratic Leadership Style

This theme captures the use of directive and centralised decision-making often associated with traditional or crisis-bound organisational cultures. Ten articles fall under this category, with studies examining autocratic leadership in sectors such as security, education administration, and crisis response (Maseti and Gumede, 2015). A common finding is that while autocratic styles may enhance speed and clarity in decision-making, especially during emergencies or low-autonomy contexts, they also tend to suppress employee morale, participation, and innovation. Several authors highlight the association between autocratic leadership and increased staff turnover, low trust, and resistance to change (Hogg 2021; Schoel *et al.*, 2020)). Nonetheless, a few studies argue that in high-stakes or mission-critical environments such as disaster management or military institutions, autocratic leadership can provide the decisiveness and discipline required to ensure coordination and goal achievement.

4.4 Strategic Leadership Style

Strategic leadership appears in 15 articles which indicates growing scholarly attention to leaders who shape organisational direction through vision, foresight, and alignment of resources. This theme spans corporate governance, nonprofit strategy, and higher education management (Kıyak *et al.*, 2020). The literature commonly investigates how strategic leaders navigate environmental uncertainty, lead organisational transformation, and drive innovation (Carter and Greer, 2022; Norzailan *et al.*, 2016)). Several studies link strategic leadership with enhanced change readiness, organisational learning, and long-term performance metrics. Unlike transactional or autocratic styles, strategic leadership is framed as a hybrid model, combining analytical rigour with people-centred approaches. Articles in this category often call for enhanced leadership training programs to equip leaders with both tactical and visionary competencies needed in complex, fast-evolving sectors.

4.5 Laissez-faire Leadership Style

Twelve articles address the dynamics of laissez-faire leadership, a style generally described as passive, non-interventionist, or absent leadership. Studies commonly frame it as the least effective style, particularly in service delivery, education, and health contexts (Ahsan and Khalid, 2023; Wong and Giessner, 2018). Negative outcomes associated with laissez-faire leadership include poor role clarity, diminished team cohesion, low morale, and conflict escalation (Donkor and Zhou, 2020). However, a few articles offer more nuanced views, suggesting that in high-autonomy environments such as tech start-ups or creative industries, a degree of leader detachment may support self-direction and innovation. Nevertheless, the prevailing conclusion across the literature is that laissez-faire leadership tends to undermine accountability and psychological safety, especially in hierarchical or compliance-driven organizations.

5 Conclusion and Recommendation

This systematic review set out to examine the trajectory of leadership style research over the past decade, drawing from 73 peer-reviewed journal articles published between 2015 and 2024. The review analysed trends across time, geography, methodology, and thematic orientation. Five dominant leadership styles emerged: transformational, transactional, autocratic, strategic, and laissez-faire. The findings show that while transformational and strategic leadership have gained prominence for their relevance in contexts requiring innovation, adaptability, and long-term vision, transactional and autocratic leadership styles continue to be studied for their

functional applicability in rule-bound and crisis-driven environments. Laissez-faire leadership, although generally perceived negatively, remains a recurring theme in discussions around leadership failure, passive management, and employee disengagement.

Temporally, research output peaked between 2019 and 2021, reflecting a surge in scholarly interest possibly triggered by global disruptions such as the COVID-19 pandemic, which brought leadership practices under intense scrutiny. Geographically, the review highlights a concentration of studies in the United States, China, and India, pointing to the institutional maturity of leadership research in these countries. Methodologically, the literature is dominated by empirical designs, particularly survey-based and case study approaches, suggesting a field focused on applied insights rather than theoretical innovation. While this empirical strength enhances the practical relevance of the literature, it also signals a relative underdevelopment of conceptual frameworks that could better integrate diverse leadership phenomena.

In view of the above, the following recommendations are proposed to enhance the depth, diversity, and global relevance of leadership style research. First, future studies should invest more deliberately in theoretical development and conceptual clarity. Although leadership models such as transformational and strategic leadership have been widely adopted, their conceptual boundaries are often applied inconsistently across studies. Researchers should strive to refine constructs and clarify overlaps, particularly when studying hybrid or emergent styles. More integrative frameworks that situate leadership within broader organizational, cultural, and temporal contexts will be crucial for advancing the field. Second, methodological diversification is needed. While surveys and case studies have provided valuable insights, there remains a gap in longitudinal, experimental, and mixed-method research designs that can test causality and capture dynamic leadership processes over time. Future research should also embrace underutilized tools such as behavioral observation, diary studies, and digital ethnography, especially in contexts involving remote work, virtual teams, or digital leadership.

References

- Afshari, L., & Gibson, P. (2016). How to increase organizational commitment through transactional leadership. *Leadership & Organization Development Journal*, 37(4), 507-519.
- Ahsan, M. J., & Khalid, M. H. (2023). Laissez-faire leadership. In *Leadership Approaches in Global Hospitality and Tourism* (pp. 61-72).
- Benitez, J., Arenas, A., Castillo, A., & Esteves, J. (2022). Impact of digital leadership capability on innovation performance: The role of platform digitization capability. *Information & Management*, 59(2), 103590.
- Breevaart, K., & Zacher, H. (2019). Main and interactive effects of weekly transformational and laissez-faire leadership on followers' trust in the leader and leader effectiveness. *Journal of Occupational and Organizational Psychology*, 92(2), 384-409.
- Carter, S. M., & Greer, C. R. (2022). Strategic leadership: Values, styles, and organizational performance. *Journal of Leadership & Organizational Studies*, 20(4), 375-393.
- Cetin, M. O., & Kinik, F. S. F. (2015). An analysis of academic leadership behavior from the perspective of transformational leadership. *Procedia-Social and Behavioral Sciences*, 207, 519-527.
- Chukwusa, J. (2018). Autocratic leadership style: Obstacle to success in academic libraries. *Library Philosophy and Practice*, 1.
- Davies, B. (2016). Rethinking strategy and strategic leadership in schools. *Educational management & administration*, 31(3), 295-312.

- De Hoogh, A. H., Greer, L. L., & Den Hartog, D. N. (2021). Diabolical dictators or capable commanders? An investigation of the differential effects of autocratic leadership on team performance. *The Leadership Quarterly*, 26(5), 687-701.
- Donkor, F., & Zhou, D. (2020). Organisational commitment influences on the relationship between transactional and laissez-faire leadership styles and employee performance in the Ghanaian public service environment. *Journal of Psychology in Africa*, 30(1), 30-36.
- Eisenbach, R., Watson, K., & Pillai, R. (2019). Transformational leadership in the context of organizational change. *Journal of organizational change management*, 12(2), 80-89.
- Eisenbeiss, S. A., Van Knippenberg, D., & Fahrbach, C. M. (2020). Doing well by doing good? Analyzing the relationship between CEO ethical leadership and firm performance. *Journal of Business Ethics*, 128, 635-651.
- Ellen, B. P. (2018). Transformational leadership. In *Global encyclopedia of public administration, public policy, and governance* (pp. 5990-5993). Springer, Cham.
- Ghasabeh, M. S., Soosay, C., & Reaiche, C. (2015). The emerging role of transformational leadership. *The Journal of Developing Areas*, 49(6), 459-467.
- Hogg, M. A. (2021). Uncertain self in a changing world: A foundation for radicalisation, populism, and autocratic leadership. *European Review of Social Psychology*, 32(2), 235-268.
- Hundie, Z. A., & Habtewold, E. M. (2024). The Effect of transformational, transactional, and laissez-faire leadership styles on employees' level of performance: the case of hospital in Oromia Region, Ethiopia. *Journal of healthcare leadership*, 67-82
- Ireland, R. D., & Hitt, M. A. (2019). Achieving and maintaining strategic competitiveness in the 21st century: The role of strategic leadership. *Academy of Management Perspectives*, 13(1), 43-57.
- Jaleha, A. A., & Machuki, V. N. (2018). Strategic leadership and organizational performance: A critical review of literature. *European Scientific Journal*, 14(35), 124-149.
- Jaqua, E., & Jaqua, T. (2021). Transactional leadership. *American Journal of Biomedical Science and Research*, 14(5), 399-400.
- Jensen, M., Potočnik, K., & Chaudhry, S. (2021). A mixed-methods study of CEO transformational leadership and firm performance. *European Management Journal*, 38(6), 836-845.
- Keskes, I., Sallan, J. M., Simo, P., & Fernandez, V. (2018). Transformational leadership and organizational commitment: Mediating role of leader-member exchange. *Journal of Management Development*, 37(3), 271-284.
- Khan, A., & Tidman, M. (2021). Impacts of transformational and Laissez-Faire leadership in health. *International Journal of Medical Science and Clinical Invention*, 8(9), 5605-5609.
- Khan, N. (2017). Adaptive or transactional leadership in current higher education: A brief comparison. *International review of research in open and distributed learning*, 18(3), 178-183.
- Kıyak, M., Bozaykut, T., Güngör, P., & Aktas, E. (2020). Strategic leadership styles and organizational financial performance: a qualitative study on private hospitals. *Procedia-Social and Behavioral Sciences*, 24, 1521-1529.
- Lundmark, R., Richter, A., & Tafvelin, S. (2022). Consequences of managers' laissez-faire leadership during organizational restructuring. *Journal of Change Management*, 22(1), 40-58.
- MacKenzie, S. B., Podsakoff, P. M., & Rich, G. A. (2017). Transformational and transactional leadership and salesperson performance. *Journal of the academy of Marketing Science*, 29, 115-134.

- Manu, A. (2022). Transformational leadership. In *The Philosophy of Disruption: From Transition to Transformational Change* (pp. 67-77). Emerald Publishing Limited.
- Mamudu, Z. U., & Aliu, M. M. (2022). Micro, Small and Medium-Scale Enterprises (MSMES) Financing and Economic Growth in Nigeria: Evidence from Error Correction Model. *Journal of Economics*, 3(2), 13.
- Maseti, Z., & Gumede, N. (2015). Contemporary perspectives on autocratic leadership. *Journal of Public Administration*, 46(4), 1479-1487.
- McCarthy, D. J., Puffer, S. M., May, R. C., Ledgerwood, D. E., & Stewart Jr, W. H. (2018). The legacy of transactional leadership. *Organizational Dynamics*, 37(3), 221-235.
- Nguyen, T. P. L., Nguyen, T. T., Duong, C. D., & Doan, X. H. (2022). The effects of transformational leadership on employee creativity in Vietnam telecommunications enterprises. *Management Decision*, 60(3), 837-857.
- Norzailan, Z., Othman, R. B., & Ishizaki, H. (2016). Strategic leadership competencies: what is it and how to develop it?. *Industrial and commercial training*, 48(8), 394-399.
- Olowookere, J. K., Hassan, C. O., Adewole, A. O., & Aderemi, T. A. (2021). Small and medium scale enterprises (SMEs) financing and sustainable economic growth in Nigeria. *The Journal of Accounting and Management*, 11(1).
- Pickering, C., & Byrne, J. (2014). The benefits of publishing systematic quantitative literature reviews for PhD candidates and other early-career researchers. *Higher Education Research & Development*, 33(3), 534-548.
<https://doi.org/10.1080/07294360.2013.841651>
- Rowold, J. (2019). Instrumental leadership: Extending the transformational-transactional leadership paradigm. *German Journal of Human Resource Management*, 28(3), 367-390.
- Samson, A. T., & Ilesanmi, O. A. (2019). The relationship between transactional leadership, transformational leadership and performance of SMEs in Nigeria. *Noble International Journal of Business and Management Research*, 3(4), 73-85.
- Schoel, C., Bluemke, M., Mueller, P., & Stahlberg, D. (2020). When autocratic leaders become an option—Uncertainty and self-esteem predict implicit leadership preferences. *Journal of personality and social psychology*, 101(3), 521.
- Simić, M., Slavković, M., & Aleksić, V. S. (2020). Human capital and SME performance: mediating effect of entrepreneurial leadership. *Management: Journal of Sustainable Business and Management Solutions in Emerging Economies*, 25(3), 23-33.
- Skogstad, A., Einarsen, S., Torsheim, T., Aasland, M. S., & Hetland, H. (2015). The destructiveness of laissez-faire leadership behavior. *Journal of occupational health psychology*, 12(1), 80.
- Umar, Z., Dauda, A., & Hanson, K. (2025). Entrepreneurial ecosystem in a post-COVID-19 world: A systematic literature review. *International Entrepreneurship Review*, 11(1), 23-36.
- Van-Vugt, M., Jepson, S. F., Hart, C. M., & De Cremer, D. (2020). Autocratic leadership in social dilemmas: A threat to group stability. *Journal of experimental social psychology*, 40(1), 1-13.
- Wong, S. I., & Giessner, S. R. (2018). The thin line between empowering and laissez-faire leadership: An expectancy-match perspective. *Journal of Management*, 44(2), 757-783.
- Zainol, F. A., Daud, W. N. W., Shamsu, L., Abubakar, H. S., & Halim, H. A. (2018). A linkage between entrepreneurial leadership and SMEs performance: An integrated review. *International Journal of Academic Research in Business and Social Sciences*, 8(4), 104-118.

Zhu, W., Newman, A., Miao, Q., & Hooke, A. (2017). Revisiting the mediating role of trust in transformational leadership effects: Do different types of trust make a difference?. *The Leadership Quarterly*, 24(1), 94-105.