

## Effective Followership and Organizational Performance of Belema Oil Producing Limited in Rivers State

**Dr. Tolofari, Daniel Tamunokediari**  
Department of Management  
Faculty of Management Sciences  
Ignatius Ajuru University of Education  
Port Harcourt, Rivers State  
danieltolofari@gmail.com

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### **Abstract**

*This study examined the impact of effective followership and organizational performance of Belema Oil Producing Limited in Rivers State. The specific objectives of the study were to determine the dimensions of effective followership which are employee training, employee reward and employee welfare to organisational performance. Four research questions and two hypotheses were formulated for this study. Relevant literatures were also reviewed for the study. This study employed a quasi-experimental research design. The population of the study comprises of 35 employees of Belema Oil Producing Limited in Rivers State. The method of data collected for this study was through the questionnaire. The questionnaire was given to academicians for validation. The reliability was tested through the “Test Retest Reliability” method. The test shows a coefficient of reliability of (0.7). The chi square statistical tools were used to test the generated null hypotheses. The findings of this study revealed that there is a significant relationship between effective followership and organization performance of Belema Oil Producing Limited in Rivers State. This study concluded that employers should consider the needs and feelings of its workforce as this would affect the effective followership and overall performance. The study further recommended amongst others that employers should develop and institutionalize a legal framework to regulate the salaries and wages of employees as a major motivational tool that would have a positive impact on productivity.*

**Key Words:** *Effective Followership, Organizational Performance, Employee Reward, Employee Reward and Belema Oil*

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### **INTRODUCTION**

In the current competitive business landscape, companies are no longer able to afford to underutilize their workforce's potential. The work environment of employees is influenced by several critical elements that have a significant impact on their productivity and performance. Therefore, good followership fosters organizational performance, which in turn increases workers' engagement and productivity.

Organizational performance is the benchmark of measuring the success and progress of any living organization (Sarminah, 2013). Every organizational success is made possible by the efforts of its workforce. Measuring organizational performance is a vital part of monitoring an organization's progress (Maina & Onsongo, 2013). It comprises measuring the actual performance outcomes of results of an organization against its intended goals. Organizational performance outcomes in any successful organization have resulted to firm's portability, increase in shareholder base, as well as diversification into different areas of related businesses (Okpara & Pamela, 2008). Olaniyan & Laing (2008) posit that if the employees in an organization are to perform their duties and make meaningful contributions to the success of the organizational goals, they need to acquire the relevant skills and knowledge through training. However, organizational performance cannot be successfully achieved without the contributions of factors such as conducive working environment, good welfare package, material reward and training.

Effective followership is critical to the performance of every successful organization. Followership is viewed as an act of unquestioning obedience and loyalty to the expectations and dictates of the superior authority (Rahimnia, 2015). Effective followership is a kind of re-imaginative engagement of a leader who, while functioning in a structural position within an organization, understands the importance of assuming leadership responsibility for the purpose, direction, process and outcomes of the organization (Mohamadzadeh, 2015).

Effective followership can be defined as a consistent and successful relationship among employees in order to meet up organizational goal (Rahimnia, 2020). This implies that organizational performance is a function of effective followership. No organization can last long if there is no element of effective followership between staff and management of the organization.

In recent times, organizational hierarchies that encouraged high power distance culture between leaders and followers are on the decline due to decreased management levels and flatter organizations, exposing unethical practices of leaders and the use of social networks in facilitating business transactions (Mohamadzadeh, Mortazavi, Lagzian & Rahimnia, 2015). Also, the advent of information technology and the dynamics of modern organizations have led to the decentralization of information thereby giving followers easy accessibility to some information that hitherto would have been accessible only by leaders (Bjugstad, Thompson, & Morris, 2006). These developments have empowered followers causing them to become more courageous than before. The oil industry has also experienced these changes with many leaders of international industries laying more emphases on the need to reconsider the high attention placed on leaders as compared to followers (Ye, 2008).

In Nigeria, leadership has been the main vehicle of groups and social interactions in every institution (Chazan, 1983). As compared to leadership, followership has not attracted much debate because majority of Nigerians still hold poor conception about followership (Tagoe, 2010) whereas others associate the term 'follower' with inferiority. With Nigeria being a country with high power distance culture, followers often look up to leaders for direction, foresight and vision making leaders Lords over followers (Hale & Fields, 2007). However, this may not be so in institutions in the oil sector. This is because past scholars claimed that leadership and followership are interdependent with each other (Henry, 2012). Thus, understanding about leadership process will

be increased to a high level if more focus on the followership domain is given an attention to be explored (Shondrick and Lord, 2010). Without followership, a leader at any level will fail to produce an effective organization. In organizational psychology, it is assumed that followers will transfer good things or benefits to the organization, in which they are obtained from a good leadership. Thus, to attract leaders, the study of the followership domain is a need to be produced in order to gain an additional knowledge towards increasing the leadership influences.

However, to further buttress the importance of effective followership in the competitive business environment, it is pertinent to note that without followership, a leader at any level will fail to produce effective institutions. Displaying these characteristics of followership is hard work and it takes discipline. This means that followership helps the organization move towards the achievement of a vision, goal and target. Simply put, without quality followership, the vision would not be realized.

Thus, it is the view of the researcher that competitive advantage of organization can be explained by followership or employee followership. Followership in the context of this study refers to association or relationship between employees and management as a framework of organizational justice consisting of organizational culture and management style, as well as rules and procedural sequence for grievances of employees to management. The objective of followership is to achieve harmonious employee relations and minimize conflict practice in employment (Torrington & Hall, 1998).

Belema Oil Producing Limited, is a foremost truly indigenous oil and gas company, emanated from the kula oil and gas producing host community. it was registered in 2012 to efficiently explore, develop and produce hydrocarbons in Nigeria's competitive energy sector where the oil and gas industry have been the mainstay of the national economy.

Belema Oil Producing Limited vision is to optimize and deliver value throughout the entire hydrocarbon exploration and production chain. their core team of seasoned E & P Professionals have extensive experience from License to Operate, Sub-surface, Project Delivery, Production Operations, Crude Handling and to Commercialize.

Therefore, the survival of any organization in the competitive society lies in its ability to train and maintain human followership in order to be creative, innovative and inventive which invariably enhances organizational performance and increase competitive advantages (Alan, 2007; Ahiauzu & Asano, 2016). Effective followership is the most pervasive techniques for improving employees' performance and enhancing organization performance in the work place. Employees are the indispensable asset and key element of gaining competitive advantage of any organization and good followership is essential tool for its actualization (Sarminah, 2013).

The business environment of employees in Nigeria's oil companies is formally structured but as a country with a high-power distance culture, employees in such formalized business environment are required to be totally obedient to the orders of their superiors. Since followers are becoming more courageous and powerful, it is essential to investigate how their followership behaviour influence their job performance and that is what this study seek to cover. Therefore, the focus of this study is to examine the impact of effective followership and organizational performance of

Belema Oil Producing Limited in Rivers State. The researcher has decided to embark on this study, to ascertain if organizational performance is as a result of effective followership.

### **Statement of Problem**

The oil industries in Nigeria are some of the examples of oil firms that maintain these effective followership practices. However, despite the importance of effective followership been practice, many organizations do not last long before winding-up and the rate of unemployment keeps on rising. In many of these organizations, communication channel between management and workers are poor. There are no periodic meetings for the entire workforce to rub minds. This is the same in the other sectors, which tells on their poor contribution to the gross domestic growth of the country.

Several researchers have written different works on leadership and organization performance but known has really done a deep work on effective followership and organisational performance of Belema Oil Producing Limited in Rivers State. It is on this premise that the researcher will close that long awaiting gap in literature.

### **Aim and Objective of the Study**

The aim of this study is to examine the impact of effective followership on organizational performance in Belema Oil Producing Limited in Rivers State. Specifically, the objectives of the study are to:

1. Evaluate the effect of employee training on organizational performance of Belema Oil Producing Limited in Rivers State.
2. Ascertain the extent to which employee reward enhances organizational performance of Belema Oil Producing Limited in Rivers State.
3. Identify how employee working environment affects organizational performance of Swire Oilfield Services Nigeria Limited.
4. Determine the extent to which employee welfare package enhances organizational performance of Belema Oil Producing Limited in Rivers State.

### **Research Questions**

The following research questions were formulated to guide the study:

1. How does employee training affect organizational performance of Belema Oil Producing Limited in Rivers State?
2. To what extent does employee reward enhance organizational performance of Belema Oil Producing Limited in Rivers State?
3. How does employee working environment affect organizational performance of Belema Oil Producing Limited in Rivers State?
4. To what extent does employee welfare package enhance organizational goal of Belema Oil Producing Limited in Rivers State?

### **Research Hypotheses**

The following hypotheses were formulated to guide the study at 0.05 of significance.

### Hypothesis 1

Ho: Employees of Belema Oil Producing Limited in Rivers State are adequately motivated.

H<sub>1</sub>: Employees of Belema Oil Producing Limited in Rivers State are not adequately motivated.

### Hypothesis 2

Ho: There is a correlation between employee followership and organizational performance of Belema Oil Producing Limited in Rivers State.

H<sub>1</sub>: There is no correlation between employee followership and organizational performance of Belema Oil Producing Limited in Rivers State.

## METHODOLOGY

The surviving approach method of quasi-experimental design was utilized for this study. The population of this study comprises of thirty-five (35) senior and junior staff of Belema Oil Producing Limited in Rivers State. The simple random sampling technique was employed in the organization and in order to ensure that the population was given equal chances of being selected for the study. The use of questionnaire and data from text books, journals, internet, newspaper, amongst other sources were the main instrument for collecting data for the study. A total of 35 questionnaires were distributed amongst the respondents and introduction letter was attached to the questionnaires. Out of the 35 questionnaires distributed, 31 were retrieved, which represents 88.6% of the total questionnaires distributed. The questionnaire was given to the academicians for validation. The reliability was tested through the “Test Retest Reliability” method. The test shows the relationship with the coefficient of reliability of (0.7). The percentage method was used in analyzing the research questions while the chi square statistical tools were used to test the generated null hypothesis one and two respectively.

## DATA PRESENTATION AND ANALYSIS

**Table 1 Gender of Respondents**

Sex	No. of Retrieved Questionnaire
Male	22
Female	9
<b>Total</b>	<b>31</b>

**Table 2 Age of Respondents**

Age	No. of Questionnaire Retrieved	Percentage (%)
36 – 45	6	19.4
46 – 55	20	64.5
56 and above	5	16.1

<b>TOTAL</b>	<b>31</b>	<b>100</b>
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The study sample covers between the ages of 36 to above 56 years which depicts that 6 (19.4%) were between the ages of 36 – 45, 20 (64.5%) were between 46 – 55 years, while 5 (16.1%) were 56 years and above.

**Table 3 Marital Status of Respondents**

Status	No. of Questionnaire Retrieved	Percentage (%)
Married	21	67.7
Single	10	32.3
<b>TOTAL</b>	<b>31</b>	<b>100</b>

The above table shows that 21 respondents representing (67.7%) were married; 2 (6.5%) while 10 (32.2%) were unmarried at the time this research was carried out.

#### DATA ANALYSIS

At this study, the researcher shall present the responses of respondents in tabular form and analyses to determine their frequencies and percentage (%) distribution.

**QUESTION 1: Do you think the term “Effective Followership” is practicable in organizational setting?**

**TABLE 4**

Responses	No. of Respondents	Percentage (%)
Yes	19	61.3
No	12	38.7
<b>Total</b>	<b>31</b>	<b>100</b>

From table above, the analysis shows that 19 of the respondents representing 61.3% of the total received responses are of the opinion that the term “Effective Followership” is practicable in organizations, while 12 of them which represents 38.7% responded that the term can be barely applied.

**QUESTION 2: Do employees’ motivation contribute positively to organization’s performance?**

**TABLE 5**

Responses	No. of Respondents	Percentage (%)
Yes	26	83.9
No	5	16.1
<b>Total</b>	<b>31</b>	<b>100</b>

The result of the analysis from Table 5 above shows that 83.9% of the respondents held the view that employees’ motivation plays an important role in the performance and growth of an organization, while 16.1% of them held a contrary view.

**QUESTION 3: Does the attitude/behaviour of your employers contribute to the effectiveness of the employees' followership?**

**TABLE 6**

Responses	No. of Respondents	Percentage (%)
Yes	23	74.2
No	8	25.8
<b>Total</b>	<b>31</b>	<b>100</b>

From the responses of respondents of the above table, it is clear that the behaviour of employers contribute to the effectiveness of employees' followership. 74.2% of the respondents agree to that fact, while 25.8% of the respondents responded otherwise.

**QUESTION 4: Does your company hold a satisfactory policy to personally motivates you, and perhaps gear you towards efficient adherence?**

**TABLE 7**

Responses	No. of Respondents	Percentage (%)
Yes	23	74.2
No	8	25.8
<b>Total</b>	<b>31</b>	<b>100</b>

From the analysis of Table 7 above, 74.2% of the respondents indicated "Yes" while 25.8% indicated "No." This shows that majority of the employees in the Belema Oil Producing Limited in Rivers State are personally motivated by their company policy.

**QUESTION 5: Can economic instability, strikes/industrial disputes, low morale and lack of monetary incentives be seen as some of the factors militating against effective followership of employees?**

**TABLE 8**

Responses	No. of Respondents	Percentage (%)
Yes	27	87.1
No	4	12.9
<b>Total</b>	<b>31</b>	<b>100</b>

From the analysis of Table 8 above, 87.1% of the respondents agreed that economic instability, strikes/industrial disputes, low morale and lack of monetary incentives could be said to be some of the impediments working against effective followership of employees, while 12.9% do not agree with the majority

**QUESTION 6: Do you think effective followership plays an important role in achieving organizational goals?**



**TABLE 9**

Responses	No of Respondents	Percentage (%)
Yes	22	70.8
No	9	29.2
<b>Total</b>	<b>31</b>	<b>100</b>

From the responses of the respondents of the table above, 70.8% (22) of the respondents indicated “Yes”, while 29.2% (9) indicated “No.” This shows that majority of the employees of Belema Oil Producing Limited in Rivers State are convinced that effective followership is important to achieve organizational goals.

**QUESTION 7: There is a coherent interface between effective followership and organizational performance. Do you agree?**

**TABLE 10**

Responses	No of Respondents	Percentage (%)
Yes	28	90.3
No	3	9.7
<b>Total</b>	<b>31</b>	<b>100</b>

From the responses of the respondents of the table above, 28 (90.3%) of the respondents agree that there is a coherent interface between effective followership and organizational performance, while only 3 (9.7%) of the respondents disagree with the opinions of the majority.

**QUESTION 8: Does effective management of your company contribute to the optimal performance of the employees?**

**TABLE 11:**

Responses	No of Respondents	Percentage (%)
Yes	31	100
No	0	0.00
<b>Total</b>	<b>31</b>	<b>100</b>

From the responses of respondents of the table above, it is certain that employees perform excellently if there is efficiency in management system of an organization. It is pertinent to note that none of the respondents answered ‘No.’ Therefore, the verdict of a whole 31 respondents’ points to the fact that effective management is one of the key elements in employees’ optimal performance.

**QUESTION 9: Are there some of your employers’ principles that might have been determining factors for uneasy follow-up among employees?**

**TABLE 12**

Responses	No of Respondents	Percentage (%)
Yes	10	32.3
No	21	67.7



<b>Total</b>	<b>31</b>	<b>100</b>
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From the responses of the respondents of the table above, 10 (32.3%) of the respondents agree that there are some principles that employees find uneasy, which could deter their effective follow up in the organization, while 21 (67.7%) of the respondents have a different view.

### TESTING OF HYPOTHESES

In this section, the hypotheses associated with the study will be tested. The data already presented in this chapter will be utilized in testing the hypotheses.

#### HYPOTHESIS 1

Ho: Employees of Belema Oil Producing Limited in Rivers State are adequately motivated.

H<sub>1</sub>: Employees of Belema Oil Producing Limited in Rivers State are not adequately motivated.

In testing the above hypothesis, respondents' responses to Question 4, Table 13 will be used as our contingency table.

**Does your company hold a satisfactory policy to personally motivates you, and perhaps gear you towards efficient adherence?**

**TABLE 13**

Responses	No. of Respondents	Percentage (%)
Yes	23	74.2
No	8	25.8
<b>Total</b>	<b>31</b>	<b>100</b>

Source: Field Survey, 2019

#### DECISION RULE

Reject the null hypothesis (Ho) if  $\chi^2$  calculated is greater than  $\chi^2$  tabulated

Accept the null hypothesis (Ho) if  $\chi^2$  calculated is less than  $\chi^2$  tabulated

#### COMPUTATION OF EXPECTED FREQUENCY

$$E_f = \frac{45 + 57}{2} = \frac{102}{2} = 51$$

Thus, 51 is the expected frequency for all responses.

The Chi Square is calculated as;

$$\chi^2 = \frac{(x_1 - \mu)^2}{\delta^2} + \frac{(x_2 - \mu)^2}{\delta^2} + \dots + \sum_{i=1}^k \frac{(x_i - \mu)^2}{\delta^2}$$

#### Contingency Table

Cell	Of	Ef	Of – Ef	(Of – Ef) <sup>2</sup>	$\chi^2$
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C1	45	51	- 6	36	0.706
C2	57	51	6	36	0.706
					<b>1.412</b>

$\chi^2$  calculated = 1.412

$\chi^2$  tabulated value at 5% probability level

$$Df = (r - 1) (c - 1)$$

Where;

r = total number of row

c = total number of column

$$r = 2$$

$$c = 2$$

$$\therefore df = (2 - 1) (2 - 1)$$

$$= 1 \times 1$$

$$= 1$$

$\chi^2$  tab at 0.05 level of significance at df = 3.841

### Result Interpretation

The result above shows that  $\chi^2$  calculated = 1.412 is less than  $\chi^2$  tabulated 0.005 significance level and df (1) = 3.841. We therefore accept the null hypothesis and reject the alternative  $H_1$  which states that “employees of Belema Oil Producing Limited in Rivers State are not adequately motivated.”

### HYPOTHESIS 2

Ho: There is a correlation between employee followership and organizational performance of Belema Oil Producing Limited in Rivers State.

H<sub>1</sub>: There is no correlation between employee followership and organizational performance of Belema Oil Producing Limited in Rivers State.

In testing the above hypothesis, respondents’ responses to Question 6, Table 14 will be used as our contingency table.

**Do you think effective followership plays an important role in achieving organizational goals?**

**TABLE 14**

Responses	No. of Respondents	Percentage (%)
Yes	22	70.8
No	9	29.2
<b>Total</b>	<b>31</b>	<b>100</b>

**DECISION RULE**

Reject the null hypothesis (Ho) if  $\chi^2$  calculated is greater than  $\chi^2$  tabulated

Accept the null hypothesis (Ho) if  $\chi^2$  calculated is less than  $\chi^2$  tabulated

Level of significance is 0.005 (5%)

$$\begin{aligned} \text{Degree of freedom} &= (c - 1) (R - 1) \\ &= (2 - 1) (2 - 1) \\ &= 1 \times 1) \\ \text{df} &= 1 \end{aligned}$$

Critical value ( $\chi^2$  tabulated) with df (1)

**COMPUTATION OF EXPECTED FREQUENCY**

$$E_f = \frac{97 + 5}{2} = \frac{102}{2} = 51$$

Thus, 51 is the expected frequency for all responses.

The Chi Square is calculated as;

$$\chi^2 = \frac{(X_1 - \mu)^2}{\delta^2} + \frac{(X_2 - \mu)^2}{\delta^2} + \dots + \sum_{i=1}^k \frac{(X_i - \mu)^2}{\delta^2}$$

**Contingency Table**

Cell	Of	Ef	Of - Ef	(Of - Ef) <sup>2</sup>	$\chi^2$
C1	97	51	46	2,116	41.49
C2	5	51	- 46	2,116	41.49
					82.98

*Source: Researcher's computation, 2019*

$\chi^2$  calculated = 82.98

$\chi^2$  tabulated = 3.814

level of significance = 0.05 (5%)

### **Result Interpretation**

The result above depicts that  $\chi^2$  calculated is greater than  $\chi^2$  tabulated ( $\chi^2$  cal >  $\chi^2$  tab) value of 3.841, under 5% level of significance.

We therefore reject  $H_0$  which state that “there is no correlation between employee followership and organizational performance of Belema Oil Producing Limited in Rivers State.”

### **Conclusion**

Despite growing evidence of the existence of employees’ motivation which geared towards better performance, leaders should adopt strategies that incorporate workers’ values across all levels of the organization’s management system to ensure optimal performance and productivity. It is therefore, pertinent to implement motivational ethics such as financial incentives, payment of enhanced minimum wages, periodic salary reviews, regular payment of salaries, regular staff promotion, boosting of workers’ morale, as well as the overall stabilization of the economy in order to enhance better performance, efficiency and high productivity in the organization, thereby facilitating overall service delivery and national development.

The study of effective followership can no longer simply be ignored in any successful organization. Changes in organizational structures and global cooperation have magnified the importance of the interchange between leaders and followers. The effective operation of both leadership and followership principles are needed (Hackman & Wageman, 2007). Therefore, it is essential that modern organizations not only continue to develop effective leaders, but that they also investigate the role of the follower.

### **Recommendations**

After all analysis of this study the following recommendations were made;

1. Employers should develop and institutionalize a legal framework to regulate the salaries and wages of employees as a major motivational tool that will have a positive impact on productivity.
2. Employer should develop pay policies and procedures that will enable them to attract, motivate, retain and satisfy their employees.
3. Employers should train and develop employees in other to increase organizational performance

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