

**LEADERSHIP STYLES AND THE POLITICS OF INSTITUTIONAL MANAGEMENT OF  
STATE-OWNED UNIVERSITIES IN NIGERIA: EMPIRICAL EVIDENCE FROM EBSU,  
SOUTH-EASTERN GEO-POLITICAL ZONE, NIGERIA**

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**ABSTRACT**

This study has investigated the nature of leadership styles and the politics of institutional management in State-owned Universities in Nigeria. Specifically, the paper draws on case studies and empirical works on institutional leadership styles, power structure and organisational performance. In the study, descriptive survey design was adopted. Generated data were analysed using the Analysis of Variance (ANOVA) via Special Package on Social Sciences (SPSS). Analysis was based on primary data generated through a structured linker questions administered on respondents. The result of the findings shows that the reality of leadership effectiveness, institutional development and capacity building in the institution is a function of transformational and participatory leadership styles and that political influence in staff recruitment, promotion and appointment is a common practice that challenges the management of state-owned institutions in developing economies amongst others. The paper recommends the need for the government to grant institutional autonomy to the management of state-owned universities in the 6 geo-political zones in other to achieve best practices, organisational performance and human capital development within the purview of global/ international standards. The study therefore concluded that if Universities in Nigeria and EBSU in particular are to meet the goals of providing high level relevant manpower training and general performance of its tasks in the areas of teaching, research, capacity building and community services, that will contribute meaningfully to sustainable national development, they should adopt both democratic and transformational leadership styles in the development of its institutional management.

**KEYWORDS:** Leadership, Leadership Styles, Institutional Management, Politics, State-Owned Universities, Nigeria