

Effects of Leadership Styles on Employee Job Performance Rating in Institute of Agricultural Research and Training, Nigeria

Oyeyinka, R.A., & Ayansina, S.O.

Department of Agricultural Administration
Federal University of Agriculture Abeokuta

E-Mail: akinoye2009@gmail.com GSM: +2348033798232

Abstract

The study examined the effects of leadership styles on employee job performance in the institute of agricultural research and training, Nigeria. A structured questionnaire was used to collect data from eighty six (86) employees of the institute using simple random sampling technique. The results show that majority (67.5%) of the respondents were male and 66.3% fell within the age range of 30-50 years, while 68.6% of them had first degree with a mean household size of four (4) members. Findings revealed that the most preferred types of leadership by the employees were transformational (86.7%) and democratic (84.3%) leadership styles. Result on the degree of importance which respondents placed on each possible performance indicator shows that, leadership styles with a mean score of ($\bar{x}$ = 4.08), salary/wages with mean score of ($\bar{x}$ = 4.04), and work environment with a mean score of ($\bar{x}$ = 3.97), were the dominant factors affecting employees performance in the organization. Of the 12 performance rating status of the employees, the most dominant level of employees performance rating in the organization are, how well employees do their job with a mean score of ($\bar{x}$ = 4.34), and punctuality/devotion to the work with a mean score of ($\bar{x}$ = 4.26). The results of the chi square and correlation analysis revealed that, there was significant relationship between marital status ($\chi^2=15.5161$, $p<0.05$), educational status ($\chi^2= 23.614$, $p<0.05$), rank ($\chi^2= 17.339$, $p<0.05$), age ($r= -0.319$, $p< 0.05$), work experience ($r=0.677$, $p< 0.05$) and employee job performance. Also the Pearson's product moment correlation analysis showed that there was significant relationship between democratic leadership style ($r=0.343$, $p< 0.05$), transformational leadership style ($r=0.328$, $p< 0.05$), autocratic leadership style ($r=0.234$, $p< 0.05$), laissez-faire leadership style ($r=0.237$, $p< 0.05$), bureaucratic leadership style ($r=0.227$, $p< 0.05$), and employee job performance. The study concluded that leadership style is a critical variable on employee job performance and that the leadership style adopted by leaders has a great influence or relationship with the employee job performance. It is recommended that employees should be rewarded more on the basis of job performance, since this research work has shown that performance-related pay spurs employees to greater performance

Key Words: : Leadership, Styles, Employees, Performance, Institute, Research, Training

INTRODUCTION

Leadership style is a key determinant of the success or failure of any organization. A leader is person who influences, directs, and motivates others to perform specific tasks and also inspire his subordinates for efficient performance towards the accomplishment of the stated corporate objectives. Colley et al. (2004) posit that in an organization setting, leadership is a social tool for molding members and resources of the organization in the manner to effect attainment of organizational goals and objectives. Leadership style is the manner and approach of providing direction, implementing plans, and motivating people (Azka et al.2011). Leadership is a critical management skill, involving the ability to encourage a group of people towards common goal.

Leadership and its style have been identified as one of the numerous factors that can enhance or impede organizational performance that is to say that the importance of leadership in achieving

optimum organizational performance cannot be overemphasized. The word "leadership" and leadership styles has been used in various aspects of human endeavor with diverse definitions. According to Ogbeidi (2012), leadership is defined as a body of people who lead and direct the activities of a group towards shared goal. It refers to the ability to lead, direct and organize a group. While Cole (2002) sees leadership as a dynamic process at work in a group whereby one individual over a particular period of time, and in a particular organizational context influences the other group members to commit themselves freely to the achievement of group tasks or goals. Leadership styles vary with personality and situational need. Understanding the different types of leadership is a necessary step in leadership development. Each of the leadership styles has effect on reforming and/or creating an organizational culture. These leadership style are centered on McGregor's Theory 'X and Y' assumptions of democratic,

autocratic, dictatorial, and laissez faire leadership styles (Chandhry and Hussain 2012).

Autocratic leadership is an extreme form of transactional leadership. The leaders set their goals without considering the opinion of their followers and then command their followers to execute their assigned tasks without question. Leaders have absolute power over their employees, and the latter have little opportunity to make suggestions, even if it not would be in the organization best interest. Autocratic leadership often leads to high levels of absenteeism and employee turnover. However, it could remain effective for some routine and unskilled jobs, as the advantages of control may outweigh the disadvantages (Ogbonna and Harris 2000).

Democratic leadership invite other members of the team to contribute to the decision making process in the organization. It increases job satisfaction through the involvement of others. Employees would also feel in control of their destiny, and motivated to work hard for more than just financial reward. This approach could however take longer, but often with a better end result. According to Maxwell, (2002) democratic or participative leadership is most suitable when working as a team is essential and when quality is more important than speed to market or productivity. Leaders participate equally in the process with their followers and let the group make decisions, this leader shares planning of activities and decision making between the leaders and the group members, this type of leader encourages participations and a sense of responsibilities among group members, they also criticize constructively when necessary while praise and punishment are given objectively (Stone et al. 2004).

Transformational Leadership: According to Bass et al. (2003), transformational leaders create conducive environment for followers to be predisposed to accommodate challenges and difficulties they encounter in the process of working towards the attainment of their goals. They further maintained that transformational leader's main task is to be sensitive to differences that exist in a group and make efforts to realize the goals they have set. Bass (2009), also observed that transformational model provides autonomy and motivation to employees. It lead followers beyond direct self-interest.

Bureaucratic leadership: tend to follow rule rigorously. They ensure that their employees follow procedures precisely. This leadership style is appropriate for work which involves serious safety risks, or where large sums of money are involved.

This is based on exchange process which involves followers compliance in respect to leaders request but not likely to produce passion and dedication to work, (Boehnke et al, 2003).

Laissez-faire leadership is used to describe leaders who leave their employees to work on their own. This is called extremely laid-back leaders. The leader who let the group take whatever action its members feel is necessary, he does not have confidence in his leadership ability. He does not set goals for the group, under this leader's morale and team work is usually very low, with low productivity. This leadership styles could be effective if the leader monitors what is being achieved and communicates this back to his employees regularly. Often, this type of leadership is most effective when individual employees are experienced and skilled self-starters. Alternatively, employees are at their own in the time of crisis and problem and look for assistance from other sources (Chaudhry and Hussain, 2012) Leadership style have diverse effect on variables such as flexibility, standards, rewards, clarity and commitment and in some cases on organization climate as the behavior of the leader produces motivation mechanisms which have effect on the conduct of individual's performance in the organization (Ismail et al 2009). The essence of leadership is followership. Effective leadership is the extent to which a constantly and progressively leads and direct his or her followers towards organizational performance. Leadership is practiced at every level of human endeavor it is more pronounced in an organization where man, manpower, money and materials are managed and there must be leader at the helm of affairs who will decide on what, where and how in management. A good leader should understands the important roles of the employees in achieving the goals of the organization. He should also motivate them in achieving these organizational goals. It has been widely accepted that effective organization require effective leadership and that organization performance will be enhanced if the leadership is effective in discharging his responsibility (Fiedler and House, 1988). Furthermore, it is generally accepted that the effectiveness of any set of people is largely dependent on the quality of its leadership and effective leader behavior facilitates the attainment of the followers desire which then results in effective performance. Leadership is perhaps the most investigated organization variable that has a potential impact on employees' performance (Colley et al 2004). Understanding the effects of leadership on performance is also important because leadership is viewed by some

researchers as one of the key driving forces for improving a firm's performance. Effective leadership is seen as a potent source of management development and sustained competitive advantage for organizational performance (Rao, 2012). For instance, transactional leadership helps organizations achieve their current objectives more efficiently by linking job performance to valued rewards and by ensuring that employees have the resources needed to get the job done. Visionary leaders create a strategic vision of some future state, communicate that vision through framing and use of metaphor, model the vision by acting consistently, and build commitment towards the vision (Ogbanna & Harris, 2000). They suggested that visionary leadership will result in high levels of cohesion, commitment, trust, motivation, and hence employee performance.

The success of an organization is based on the leaders ability to optimize human resources, a good leader understands the importance of employees in achieving the goals of the organization, and that motivating the employees is of paramount importance in achieving these goals has been widely accepted that effective organization require effective leadership and that organization performance will suffer in direct proportion to the neglect of this (Fiedler and house, 1988).

On the other hand, organizational performance refers to ability of an enterprise to achieve such objectives as high profit, quality product, large market share, good financial results, and survival at pre-determined time using relevant strategy for action (Koontz and Donnell, 1993).

Statement of problem:

Leadership is a complex concept for many researchers to understand within the context of how to improve and sustain employee job performance. It is also equally difficult to conceptually define and establish a model that will reflect the connection between leadership style and how employees perform. It is within this context that Russell (2005) concluded that the concept of leadership is extremely difficult to understand. While there is no doubt about the import of this statement, the desire to conduct studies to gain understanding of the magnitude of how leadership style affect the performance of the employee of the establishments, and organizations has sparked much interest at recent times.

Lack of good management in an organization is known to reduce the productivity of such organization, including the employees. The

Organizational performance can also be used to view how an enterprise is doing in terms of level of profit, market share and product quality in relation to other enterprises in the same industry. Consequently, it is a reflection of productivity of members of an enterprise measured in terms of revenue, profit, growth, development and expansion of the organization. Employees require the proper working conditions to perform better, a proper working condition will encourage employees to put up the right attitudes or behavior to their job. Employee commitment which consists of organizational and job commitment is positively related to job satisfaction, supervisory support and organizational career support. Employees who find their organizations image attractive and positively evaluate performance in the organization are likely to exhibit a high of both internal job satisfaction and organization commitment (Vroom & Jago, 2007). On a very general level, job performance can be defined as "all the behaviors employees engage in while at work. In sum, job performance is the value of the set of employee behaviour that contribute, either positively or negatively, to reach the organizational goals, (Jason et al, 2015). Work performance means the outcomes of the employees about their work and objectives align with organizational goals and objectives that are achieved by the employees to work effectively, efficiently and motivation and work performance of the employees measuring using different techniques of performance appraisal system. Currently most of studied are conducting to measure the performance by reactions of user to performance appraisal (Khurran Zafar et al 2012).

perceived effect of leadership style has great influence on the employees' behavior thus affecting their performance and morale whether the result brings positive or negative outcomes. The leadership styles determine the level of subordinate participation in decision making and the way an organization is run administratively. Organizations which are low in efficiency tend to have leaders who are highly bossy and decision making is centered on them alone. The styles of the leader have effect on the employees' behavior and organization performance (Alexandrov et al 2007). Another problem affecting leadership style is the competence of the leaders so appointed. In most cases, some of their appointments lack merit. What becomes of such organization is having competent leaders who lack the abilities or capacities to use the appropriate leadership style to lead the members to attain set goals or objectives.

Thus, what are usually found in some of these organizations are “round pegs in a square hole” rather than “round pegs in round holes”. Once this situation arises, there will be utterances in the way such leaders behave or administers the organization and these will in-turn affect the goals of the organization. The use of the right leadership

Objectives of the study:

The specific objectives of this study are to:

1. describe the personal characteristics of the respondents.
2. identify the types of leadership styles

Research hypotheses

The following hypotheses of this study were tested in the null form;

H₀₁: There is no significant relationship between the

style will enhance organizational performance, however little or no research has been carried out in this area, and hence it is pertinent to conduct research on the effect of leadership style on employees' performance in institute of agricultural research and training, Ibadan Oyo State, Nigeria.

- preferred by the employees
3. ascertain the factors that affects leadership performance in the organisation
determine the status of job performance of employees in the study area

personal characteristics of the respondents and employee job performance.

H₀₂: There is no significant relationship between leadership styles and employee job performance.

Methodology:

This study was conducted in Institute of Agricultural Research and Training with headquarters at Ibadan Oyo state, Nigeria. This institute is one of the foremost National Agricultural Research Institutes in Nigeria its affiliation with the then university of Ife (now Obafemi Awolowo University) Ile Ife. Its history is date back to 1956 when the then western regional government established a university at Ife, the institute became part of the university and was fully integrated in 1973. In 1975, the institute was given a national mandate and was later funded by the Federal Ministry of Science and Technology and then the Federal Ministry of Agriculture. The agency like few other research institutes has undergone various supervisory changes. The institute conducts research on various cereals and legumes such as maize, jute, kenaf, sisal hemp, soil and also on fertilizer use and farming systems. Institute of Agricultural Research and Training is located in Ibadan south- west of Oyo State. The institute geographically located between latitudes 70 23`East and longitude 30 51`North and

Altitude 650. It lies in Oyo State in the Southwest of Nigeria, bounded in the south by Ogun state and in the north by Kwara state. The institute is also in intimate contact with resource poor farmers throughout the nooks and crannies of south western Nigeria covering the eight states of Lagos, Ogun, Oyo, Osun, Ondo, Ekiti, Edo and Delta State.

The population of the study were the employees in the institute of Agricultural Research and Training (IAR&T), Ibadan. Oyo State Nigeria. The institute has a total number of eight hundred and sixty-four (864) employees. Simple random sampling techniques was used to select 10% of the employees which amount to 86 employees. However the data for the study was collected from eighty three (83) respondents using a well-structured questionnaire. This gave a response rate of 96.5%. Descriptive statistics such as frequency, mean, standard deviation and percentages were used in analyzing the data obtained from the study while inferential statistics such as chi-square, Pearson Product Moment Correlation (PPMC) was used in testing the hypotheses of this study.

Results and Discussion:

Personal characteristics of the respondents:

The result in Table 1 indicates that more than half (67.5%) of the respondents were male, while (32.5%) were female, this implies that most of the employees in IAR&T were male. This result collaborates with the findings of (Ojokuku et al 2012) who reported that there were more male workers in academic and research institutions. Also the result in Table 1 shows that majority (66.3%) of the respondents were between the ages of 30 and 50 years of age, while a few (14.5%) of them were between the ages of 51-60 years with a mean age

of 39 years. This implies that majority of the employees were in their active age and still have many years to contribute to the service of the organizational. This finding is in line with the observation of (Adegbite et al 2009) who posited that a larger percentage of the employees in research institutes were within the age bracket of 30-50 years. On marital status the finding shows that majority (66.3%) of the employees were married, while a few (31.3%) were single. The implication of this finding is that majority of the

employees were responsible and independent adults with their own family members. The result in Table 1 shows that majority (85.5%) of the employees were Christian while a few 13.3% of them were Muslims. On educational status of the employees majority (68.6%) of them had first degree and higher national diploma, while a few (10.8%) had postgraduate degree certificate. This implies that majority of the employees in the organization had the basic and prerequisite educational background, knowledge and skills to perform their duties efficiently in the organization. This support Morris and Jutting (2005) observation who were of the view that the possession of higher education certificate enhance employees job performance in the organisation.

The result in Table1 further shows that majority 69.9% of the employees were senior officers while 30.1% of them were junior officers. Furthermore the result in Table 1 shows that 63.9% of the employee had less than 10 years working experience. This finding supports the findings of (Adegbite et al 2009), who posited that majority of the respondents in the organisation had about 10 years working experience in the organization. The result also shows that half 50.6% of the respondents have household size of less than four (4), 36.1% of them have household size of four to six (4 -6), while a few of them have a household size of more than six (6).The implication of this finding is that employees in this organization have a sizable number of family they can cater for.

Table 1: Personal Characteristics of Respondents (n=83)

Variables	Frequency	Percentage	Mean
Sex			
Male	56	67.5	
Female	27	32.5	
Age			39 years
Less than 30	16	19.3	
30-40	39	47.0	
41-50	16	19.3	
51-60	12	14.5	
Marital status			
Single	26	31.3	
Married	55	66.3	
Widow	2	2.4	
Religion			
Christianity	71	85.5	
Muslim	11	13.3	
Traditional	1	1.2	
Educational status			
NCE/ND	17	20.5	
B.Sc/HND	57	68.7	
M.Sc	9	10.8	
Rank			
Senior officer	58	69.9	
Junior officer	25	30.1	
Working experience			7 years
Less than 10 years	53	63.9	
11-15years	11	13.3	
16-20years	6	7.2	
21-30years	12	14.5	
More than 30years	1	1.2	
Household Size			
< 4	42	50.6	
4 - 6	30	36.1	
>6	11	13.3	

Source: Field study, 2016

Table 2: Types of Leadership Styles Preferred by Employees (n=86)

STATEMENTS	Yes	No
Democratic Leadership Style	70(84.3)	13(15.7)
Transformational Leadership Style	72(86.7)	11(13.3)
Autocratic Leadership Style	20(24.1)	63(75.9)
Laissez-faire Leadership Style	29(34.9)	54(65.1)
Bureaucratic Leadership Style	42(50.6)	41(49.4)

Source: Field Survey, 2016

Factors that Affects Employees Performance in the Organization

The result in Table 3 shows the respondents perception on the factors that affect employees' performance in the organization. Result indicate the degree of importance which respondents placed on each possible performance indicator listed below that, leadership styles with a mean score of ($\bar{x} = 4.08$), salary/wages with mean score of ($\bar{x} = 4.04$), and work environment with a mean score of ($\bar{x} = 3.97$) were the dominant factors affecting employees performance in the organization. While the less dominant factors that

affect employees performance were employee income with a mean of ($\bar{x} = 3.81$) nature of work with a mean of ($\bar{x} = 3.68$) and employee motivation with a mean of ($\bar{x} = 3.35$)

The implication of this finding is that leadership style is the most dominant performance indicator that affect employees performance in the organization. This finding is corroborated by Boerner *et al.* (2007) who posited that there is a positive relationship between leadership style and organizational performance. That is, the style adopted by leaders will increase followers' performance and innovation in the organization.

Table 3: Factors that Affects Employees Performance in the Organization

STATEMENT	AAT	FT	OT	ST	ANT	Mean ($\bar{x}$)
Leadership Style	38(45.8)	24(28.9)	14(16.9)	4(4.8)	3(3.6)	4.08
Salary and Wages	36(43.4)	23(27.7)	19(22.9)	2(2.4)	3(3.6)	4.04
Work Environment	31(37.3)	34(41.0)	9(10.8)	3(3.6)	6(7.2)	3.97
Fringe Benefits	33(39.8))	25(30.1)	16(19.3)	5(6.0)	4(4.8)	3.94
Employee Promotion	31(37.3)	24(28.9)	19(22.9)	8(9.6)	1(1.2)	3.92
Employee Income	23(27.7)	31(37.3)	23(27.7)	2(2.4)	4(4.8)	3.81
Nature of work itself	27(32.5)	23(27.7)	18(21.7)	10(12.0)	5(6.0)	3.68
Employee motivation	26(31.3)	14(16.9)	18(21.7)	13(15.7)	12(14.5)	3.35

Source: Field Survey, 2016

Status of Employees Job Performance

Rating: The result in Table 4 shows the rating of the employees' performance in the organization. The scale also offer a wide scope of job factors that culminate into job performance. Result indicates that very few of the employees score excellent and very good in all the performance criteria rating scale. The most dominant level of employees performance rating in the organisation are, how well employees does their job with a mean score ($\bar{x} = 4.34$), punctuality/devotion to the work with a mean score ($\bar{x} = 4.26$), initiative and foresight with a mean score ($\bar{x} = 4.10$), and interpersonal/public relation with a mean score ($\bar{x} = 4.08$). While the less dominant level of employees rating are, employees organizational ability with a mean

score ($\bar{x} = 3.73$), communication/organization climate with a mean score ($\bar{x} = 3.65$), duties assignment and discharge with a mean score ($\bar{x} = 3.56$), and quality of employees decision and contribution with a mean score ($\bar{x} = 3.52$). On the performance of the employees on output and quality of work the rating shows fair individual goal achievement which is reflected in the style of leadership adopted by the management in the organization. This is asserted in the findings of Pawar, (2003) who posited that effective leadership helps to develop team spirit, enhance work performance and integration of individual and group goals which facilitates the achievement of organizational goals.

Table 4: Distribution of Employees According to Job Performance Rating

JOB ASSESSMENT	EX	VG	GD	SF	FA	Mean
How well employee does the job	44(53.0)	27(32.5)	7(8.4)	2(2.4)	3(3.6)	4.34
Punctuality/devotion to work	38(45.8)	20(24.1)	13(15.7)	5(6.0)	7(8.4)	4.26
Initiative and Foresight	38(45.8)	24(28.9)	14(16.9)	3(3.6)	4(4.8)	4.10
Interpersonal/Public Relation	38(45.8)	28(33.7)	7(8.4)	4(4.8)	6(7.2)	4.08
Responsibility/Reliability	35(42.2)	25(30.1)	14(16.9)	4(4.8)	5(6.0)	3.98
Individual goal achievement	31(37.3)	31(37.3)	13(15.7)	4(4.8)	4(4.8)	3.97
Output and Quality of Work	28(33.7)	29(34.9)	14(16.9)	4(4.8)	8(9.6)	3.82
Professional/technical competence	25(30.1)	24(28.9)	20(24.1)	9(10.8)	5(6.0)	3.78
Employee organisational ability	30(36.1)	21(25.3)	19(22.9)	5(6.0)	8(9.6)	3.73
Communication and organisation climate	20(24.1)	28(33.7)	21(25.3)	6(7.2)	8(9.6)	3.65
Duties assignment and discharge	18(21.7)	27(32.5)	23(27.7)	7(8.4)	8(9.6)	3.56
Quality of employee decision and contribution	18(21.7)	27(32.5)	22(26.5)	7(8.4)	9(10.8)	3.52

Source: Field survey 2016**EX=Excellent, VG= Very Good, GD=Good, SF=Satisfactory, FA=Fair****Hypotheses of the Study**

:Test of Association between the Personal Characteristics of Respondents and Job Performance: The first hypothesis that there is no significant relationship between personal characteristics of the respondents and employees job performance was tested using chi-square analysis and Pearson product moment correlation. The result of the chi square analysis in the Table 5A reveals that, there is significant relationship between marital status ($\chi^2=15.5161$, $p<0.05$), educational status ($\chi^2= 23.614$, $p<0.05$), rank ($\chi^2= 17.339$, $p<0.05$) and employee job performance. However there is no significant relationship between religion ($\chi^2= 0.321$, $p>0.05$), sex ($\chi^2= 0.321$, $p>0.05$), and employee

job performance. The result of the Pearson product moment correlation in Table 5B also shows that there is a significant relationship between age ($r= -0.319$, $p< 0.05$), work experience ($r=0.677$, $p< 0.05$) and organization performance. However there is no significant relationship between household size ($r=0.087$, $p> 0.05$), and employees job performance. The implication of this finding is that employees with higher educational status and higher rank performs better on the job than employees with lower educational status and rank. Also mature and responsible employees who have acquired skill, knowledge and technical know-how on the job perform better than the less experience employees in the organization.

Table 5a: Relationship between Socio-economic Characteristic and Employees Performance

Variables	χ^2	Df	P value	Decision
Sex	1.458	1	0.257	NS
Marital status	15.516	2	0.000	S
Religion	3.614	2	0.285	NS
Educational status	23.193	4	0.000	S
Rank	17.339	1	0.001	S

Source: Field survey, 2016

Table 5b: Association between socioeconomic characteristics of respondents and organizational performance

Variables	Correlation (r) value	P-value	Decision
Age	-0.019	0.840	S
Household size	0.087	0.386	NS
Working experience	0.677	0.001	S

Source: Field Survey 2016;

Test of relationship between leadership style and employee job performance

The second hypothesis that there is no significant relationship between leadership style and employee job performance was tested using Pearson product moment correlation (PPMC). The result of the correlation in Table 6 shows that there is significant relationship between democratic leadership style ($r=0.343$, $p < 0.05$), transformational leadership style ($r=0.328$, $p < 0.05$), autocratic leadership style ($r=0.234$, $p < 0.05$), laissez-faire leadership style ($r=0.237$, $p <$

0.05), bureaucratic leadership style ($r=0.227$, $p < 0.05$), and employee job performance. The implication of this finding is that leadership styles (democratic, transformational, autocratic, laissez faire and bureaucratic) were predictors of employee job performance. That is the leadership style exhibited in the organization had effect on employees job performance. This finding is in tune with the findings of Yahaya et al. (2012) who posited that leadership styles in organization have influence on the level of satisfaction and job performance of the employees.

Table 6: Relationship between Leadership Style and Employee Job Performance.

Variable	R-value	P- value	Decision
Democratic Leadership	0.343	0.002	S
Transformational Leadership	0.328	0.001	S
Autocratic Leadership	0.234	0.000	S
Laissez-faire Leadership	0.237	0.000	S
Bureaucratic Leadership	0.227	0.000	S

Source: Field Survey 2016;

Conclusion and Recommendations:

The study was conducted to determine the effect of leadership styles on employees' job performance in the institute. The result of the study shows that there were more male workers in the research institutions who were in their active age and still have many years to contribute to the service of the organization. The employees in this organization have a sizable number of family they can cater for. Result revealed that majority of the respondents' preferred democratic and transformational leadership style at the institute of agricultural

research and training. The result further revealed that leadership style is a critical variable on employee job performance and that the leadership style adopted by leaders has a great influence or relationship with the employee job performance. The result of the correlation indicates that there is significant relationship between democratic, transformational, autocratic, laissez-faire, bureaucratic leadership styles and employees job performance. This implies that there is a leadership style that is deemed appropriate for ensuring employee job performance in every organization.

Recommendations

The study recommends that: The management should adopt democratic and transformational leadership style knowing fully well that majority of the employees in the organization preferred these styles

Motivational incentives should be encouraged through the use of monetary reward, award of

excellence, and certificate of merit by the organization to bring satisfaction to the employees and encourage them to improve on their job performance.

Employees should be rewarded more on the basis of job performance, since this research work has shown that performance-related pay spurs employees to greater performance. Performance

evaluation appraisal should play a greater role in the promotion process and every level of

responsibility and result achieved must be with a corresponding remuneration.

References

- Adegbite, D.A. Oloruntoba, A.O. Adubi, K.O. Oyekunle, O. and sobanke, S.B. (2008). Impact of National Fadama Development Project II on Small-scale Farmers Income in Ogun State: Implications for agricultural Financing in Nigeria. *Journal of sustainable Development in Africa*, 10 (3):103
- Alexandrov, A., Babakus, E., & Yavas, U. (2007): The effects of perceived management concern for frontline employees and customers on turnover intentions moderating role of employment status. *Journal of service research*, 9(4), Pp356-371
- Azka .G, Tahir. M, Aslam. M & Syed. T (2011). Transformational leadership, employee engagement and performance: mediating effect of psychological ownership. *African Journal of Business Management*, 5(17), 7391-7403.
- Bass, B. M., Avolio, B. J., Jung, D. I., & Berson, Y. (2003): Predicting Unit Performance by Assessing Transformational and Transactional Leadership. *Journal of Applied Psychology*, 88 (2), Pp. 207
- Bass, B.M., & Bass.R. (2009): The Bass handbook of leadership: Theory, Research, and Managerial Applications. Simon and Schuster
- Boerner, S., Eisenbeisis, S.A., & Griesser, D. (2007): Follower behavior and organizational performance: The impact of transformational leaders. *Journal of Leadership and Organizational Studies*, 13(3), Pp15-26
- Boehnke, K., Bontis, N., Distefano, A. (2003): Transformational Leadership: An Examination of Cross-national Differences and Similarities. *Leadership and Organizational Development Journal*, 24(1/2), Pp5-17
- Cole, G. A. (2002). *Personnel and Human Resources Management*. 5th ed. Book Power London
- Colley, J., Doyle, J., Longan, G., Stettinius. (2004): What is Corporate Governance? London: McGraw Hill
- Chaudhry, A.Q., & Hussain, J. (2012): Impact of Transformational and Laissez Leadership Style on Motivation. *International Journal of Business and Social Science*, 3(7), Pp258-264
- Fiedler, F. E., House, R.J. (1988). *Leadership Theory and Research's Report of Progress*, *International Review of Industrial and Organizational Psychology* 19 (88) Pp. 73-91
- Ismail A, Halim F. A, Munna D. N, Abdullah A, Shminan A. S, Muda A. L. (2009). The mediating effect of empowerment in the relationship between transformational leadership and service quality. *Journal of Business Management*, 4(4), 3-12.
- Jason, A. C., Jeffery, A. L., & Wesson, M. J. (2015): *Organizational Behaviour: Improving Performance and Commitment in the Workplace*, New York, NY: McGraw-Hill Education.
- Khurran Zaffar, A., Ibn-E-Waleed, Q. & Sadiya, A. (2012): The Effective Leadership Style in NGOs: Impact of Servant Leadership Style on Employees Work Performance and Mediation Effect of Work Motivation. *International Journal of Economics and Management Sciences*, 1(11), Pp43-56
- Koontz, H., & Donnell, C. (1993): *Introduction to Management*. McGraw-Hill Inc, New York
- Maxwell, J. (2002): *The 21 Irrefutable laws of leadership work book*. Thomas Nelson Publishers, New York
- Obiwuru, T.C., A.T. Okwu, V.O. Akpa and I.A. Nwankwere, 2011. Effects of leadership style on organisational performance: A survey of selected small scale enterprises in Ikosi- Ketu council development area of Lagos State, Nigeria. *Australian Journal of Business and Management Research*, 1(7): 100-111.
- Ogbanna, E. and L.C. Harris, 2000. *Leadership style, organizational culture and*

- performance: Empirical evidence from UK companies. *The International Journal of Human Resource Management*, 11(4): 766-788.
- Ogbeidi, M. M. (2012). Political Leadership and Corruption in Nigeria since 1960: A Socio Economic Analysis. *Journal of Nigeria Studies*, 1 (2): 1-25.
- Ojokuku, R. M., Odetayo, T. A and Sajuyigbe, A. S. (2012). Impact of Leadership Style on Organizational Performance: A Case Study of Nigerian Banks. *American Journal of Business and Management*, 1(4): 202-207.
- Otusanya, O. (2004), "The impact of Leadership Styles on Managerial Budget Performance", in *ICAN Students' Journal* 9 (2), 6-14.
- Pawar, B.S., 2003. Central conceptual issues in transformational leadership research. *Leadership & Organization Development Journal*, 24(7): 397-406.
- Rao, M.V.K.S., 2012. The impact of entrepreneurial orientation and leadership styles on business performance: A study on micro small and medium enterprises. *International Journal of Entrepreneurship & Business Environment Perspectives*, 1(2): 473-479.
- Richard, P.J., T.M. Devinney, G.S. Yip and G. Johnson, (2008): Measuring organizational performance as a dependent variable: Towards methodological best practice. *Journal of Management*, 35(3): 718-804.
- Russell, R. V.,(2005):Leadership in recreation. New York: McGraw-Hill, 3rd edition
- Stone, A.G., Russell, R.E., & Patterson, K. (2004): Transformational versus Servant Leadership. A difference in Leader Focus. *Leadership and Organization Development Journal*, 25(40, Pp349-361
- Vroom, V.H., & Jago, A.G. (2007): The Role of Situation in Leadership. *Am. Psychology*, 62(1), Pp17-24
- Yahaya, A., Yahaya, N., Bon, A. T., Ismail, S., & Noor, N. M. (2012): The relationship between big five personality with work motivation, competitiveness and job satisfaction. *Elixir Psychology*, 44(a), Pp7454-7461.