



Leadership Styles and Employees' Job Performance at Forestry Research Institute of Nigeria

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Bolarinwa, Kolade Kamilu

Department of Agricultural Administration,
Federal University of Agriculture, Abeokuta
Ogun State, Nigeria

Email: bkolade17@gmail.com

Tel. No: +234-8134901275

<https://orcid.org/0000-0001-6774-1856>

Adenuga, Olufunmilola Oyinade

Department of Agricultural Administration
Federal University of Agriculture, Abeokuta Ogun State
Nigeria

Email: adenugaoo@funaab.edu.ng

Tel No: +2348030778157

<https://orcid.org/0000-0003-1220-2796>

Ajayi, Iyanuoluwa Simeon

Department of Agricultural Administration
Federal University of Agriculture, Abeokuta Ogun State
Nigeria

Email: iyanuoluwaajayi20@gmail.com

Tel No: +234 7017927532

<https://orcid.org/0000-0002-1583-5188P>

Obayelu, Abiodun Elijah

Department of Agricultural Economics and Farm
Management,
Federal University of Agriculture, Abeokuta,
Ogun State, Nigeria.

Email: obayeluae@funaab.edu.ng, obayelu@yahoo.com

Tel. No: +234-8034146503

<https://orcid.org/0000-0003-3328-7717>

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Abstract

The study examined leadership styles and employees' job performance in the Forestry Research Institute of Nigeria (FRIN). A total of 120 employees were chosen at random from among the 900 FRIN employees. Percentages, means, standard deviation and regression were used for the analysis. Results showed that the majority (89.2%) of the employees displayed transformational leadership styles while 87.5% of the employees were democratic in their leadership styles. Indicators of autocratic leadership style include: superiors telling subordinates what to do, how to do it, and when they want it done ($\bar{x} = 3.6$). Indicators of laissez-faire leadership style include employees responsible for defining his or her own job ($\bar{x} = 3.01$). Aspects of job performance influenced by the leadership styles of employees include: efficiently managing information and data ($\bar{x} = 4.10$) and achieving deadlines ($\bar{x} = 4.10$). Transformational (78.5%) and democratic styles (54.3%) caused (variations in employee job performance. The organization made use of transformational and democratic leadership styles more than other leadership styles. The organisation should encourage the use of the two styles and mix it with other leadership styles where necessary in order to improve the administrative strength and achievement of organisational goals

Introduction

Effective administration of an organization depends on leaders and their styles of administration. Therefore, its importance cannot be underestimated. Leadership is one of the foundational elements of human communities. The organization, growth, and survival of the community, all contribute to the flow of life in society. Organizations were created to handle group activities and social requirements, and these could be accomplished through humans. An organization does not exist without humans. Consequently, people are the prime movers of organizations because they provide the organizations with direction and goals. Effective management of human effort has become crucial in the attainment of organizational goals. The attainment of organizational goals requires the provision of direction to the subordinates. The person that provides the direction is called a boss or leader in the organization. According to Kalu and Okpokwasili, (2018) leadership is a two-way process of social influence whereby superiors and subordinates exert influence over one another in order to accomplish organizational objectives. It entails leveraging one's position and influence to affect others in some way, resulting in business outcomes and enhancing the success of the organization as a whole.

Leadership style is fundamentally and distinctive behavior a leader exhibits when guiding his or her followers. Ademola (2020) define leadership style as a process where person influence others to accomplish objectives, direct the organization in a way that makes it more cohesive and coherent and inspiring others in carrying out plans. Hence when a leader is in charge of a team, department, or organization, they employ one or more leadership styles. Since there is no single and perfect leadership style a combination of leadership styles is more effective (Akpaprep et al 2019). There are different kinds of leadership styles they are: autocratic, democratic, laissez-faire, and transformational leadership styles. Autocratic leaders are classic "do as I say" types and they retain, for themselves, the decision-making rights that is subordinates must adhere to instruction issued out by his boss in carrying out a task (Essian and Ekoriko, 2020). On the other hand, democratic leaders frequently solicit input from the team's members. Therefore, it aids in the development of people's skills through the participation of others. According to the laissez-faire philosophical premise, the style enhances job happiness through the involvement of others, and it helps to develop people's skills (Lumumba, et al 2021). As a result, if the laissez-faire leader does not provide any suggestions or comments, he will simply live within the existing framework. The leader does not make any suggestions or offer any criticism of the system that has been established. The needs of followers are prioritized in a transformational leadership style.

Hence, transformational leadership is a conversation between leaders and their subordinates that aims to improve the work habits and attitudes of employees so that they are more committed to the organization mission and vision (Gaur, Kapoor and Gupta, 2022). Organizational performance, particularly employee performance and organizational commitment, is unquestionably impacted by leadership styles. Staff performance is based on a leader's capacity to lead effectively, which depends on contextual elements such as the leader's capabilities, preferred leadership style and behaviour, and employee competency (Beauty and Aigbogun, 2022). The management styles are undoubtedly highly helpful in motivating the workforce in the proper direction towards corporate goals. In order for an organization to fulfill its goals, the manager's leadership styles are undoubtedly highly important in motivating the workforce appropriately. The most effective leadership practices will improve the efficacy and efficiency of the organization. The Forestry Research Institute of Nigeria

(FRIN) was established as the Federal Department of Forestry Research in 1954 by the Institute Decree No. 35 of 1973 and the order establishing Research Institutes of 1975. Its headquarters is located in Ibadan, Oyo State Nigeria. At the Institute, little or no research has been done on the relationship between leadership styles and staff performance. The study therefore investigated the leadership style that stimulates the performance of employees in FRIN. The study:

- i. identified leadership styles used to direct employees:
- ii. determined leadership styles' indicators that manifested among employees:
and
- iii. ascertained employees' job performance level.

The hypothesis tested: Leadership styles and forecasting of employees' job performance do not significantly correlate with one another.

Methodology

Forestry Research Institute of Nigeria (FRIN), has six specialized research stations (each having various specialized sections), three support departments, ten outstations spread across all agro-ecological zones of the country, three service units and four National Diploma / Higher National Diploma awarding colleges. Simple random sampling was used to select three (3) job stations out of a total of seven job stations for FRIN. The three job stations include; the Forestry Research Institute of Nigeria (FRIN) headquarters in Ibadan; the Federal College of Forestry (FCF) Ibadan; and the Federal College of Wildlife Management (FCWM) New-Bussa, Niger State. Out of 900 employees of FRIN, 120 were randomly selected.

A questionnaire was used as the instrument for gathering the data. The questionnaire was made up of three sections. Section a identified leadership styles used to direct employees in the organization. Section b assessed the manifestation of leadership styles in the organization; and section c: employee job performance level in the organization and was measured by adopting the employee performance scale developed by the University of the Fraser Valley (Limon and Martgun, 2020) It is a 7-point Likert-type modified to a 5-point scale that contains 21 items measuring employee performance in the institution. The 5-point scale includes: excellent =5; good = 4; satisfactory = 3; sometimes unsatisfactory =2; and unsatisfactory =1. Summation of points assigned to each point on the scale divided by scale points number gives a mean cut-off point. A mean less than 3.0 reflected less of the variable we are measuring, while more than reflected more of the variable we are measuring. Leadership style manifestation indicators were measured by adopting a leadership style review scale developed by Georgia's Leadership Institute for School Improvement. It is a 5-point scale (very frequently; frequently; occasionally; seldom and never). The mean cut-off point is 3.0, while maximum mean score for all 5 point scales used =5.0. Percentages, means, and standard deviation were used to analyse the data, while t-test from the linear regression was used to test the hypothesis predicting the contribution of each leadership style to job performance.

The model $Y = a + b_1X_1 + b_2X_2 + \dots + b_nX_n$.

Y = Task performance

X₁= Independent variables (leadership Styles)

a= constant

b= slope of line

Results and Discussions

Types of Leadership Styles Used

The result reveals that transformational (89%) and democratic (87.5% ranked first and second, respectively, as the most frequently manifested leadership styles in the organization. Hence, it could be inferred from the result that the leadership styles in the organization tend towards the use of a combination of democratic and transformational styles. The implication is that the employees are enjoying a participatory decision-making system in the organization because the two styles are participatory decision-making centers unlike other styles of leadership. Similarly, Dastane (2020) found that democratic and transformational leadership styles were more effective to boost employee production capacity.

Table 1: Types of leadership styles used

Leadership styles	Yes (%)
Autocratic	33.3
Democratic	87.5
Laissez faire	24.2
Transformational	89.2

Source: Field Survey, 2020

Autocratic and democratic leadership styles manifestation indicators

Table 2 shows that the indicators of autocratic leadership style conditions include: superiors closely monitor their subordinates to ensure they are performing correctly (\bar{x} = 3.64) and they tell subordinates what to do, how to do it, and when they want it done (\bar{x} = 3.32). The implication of the result is that employees tend to depend on their boss thereby become uncreative, unproductive and afraid of taken responsibility (Dolly and Okokwasi.2018). Similarly, the indicators of democratic leadership styles include: superiors using their leadership power to help subordinates grow (\bar{x} = 3.79) and employees exercising self-direction if they are committed to the objectives (\bar{x} = 3.67). The implication of the findings is that democratic styles have positive significant implication on Job performance as indicated in Dolly and Okokwasi.2018 study of academic Librarian performance study

Table 2: Autocratic and democratic leadership styles manifestation indicators

Leadership Styles	\bar{x}	S.D
<i>Autocratic Leadership</i>		
My superiors closely monitor their employees to ensure they are performing correctly	3.64	1.118
My superiors tell their employees what to do, how to do it, and when they want it done	3.32	1.206
When someone makes a mistake, my superiors tell him or her not to ever do that again and make a note of it	3.19	1.221
My supervisor retains the final decision-making authority within the group	3.17	1.302
My superiors do not consider suggestions made by employees, as they do not have their time	3.11	1.232
New hires are not allowed to make any decisions unless it is approved by my superiors	3.05	1.310
Employees are motivated by a need for security	3.04	1,248
When something goes wrong, my superiors tell their employees that a procedure is not working correctly and they establish a new one	3.08	1.311
Employees need clear rewards and punishments in order to complete tasks and meet goals	2.81	1.248
My superior does not consider the suggestion made by employees	2.27	1.327
<i>Grand Mean</i>	3.06	
<i>Democratic Leadership</i>		
My superiors like to use their leadership power to help subordinates grow	3.79	1.026
Employees will exercise self-direction if they are committed to the objectives	3.67	1.012
When there are differences in role expectations, my superior work with employees to resolve the differences		
My superiors ask for employees' idea and input on upcoming plans and project	3.62	1.077
When there are differences in role expectations, my superiors work with employees to resolve the differences	3.61	1.149
When thing go wrong and my superior need to create strategy to keep project or process running on schedule my superior will call meeting to get employee's advice	3.60	1.127
My superior tries to include one or more employees to determine what to do and how to do it. However, my superior maintains the final decision-making authority	3.58	1.211
My superiors ask employees for their vision for their jobs, and then use their vision where appropriate	3.54	1.162
My superiors allow their employees to set priorities with their guidance	3.34	1.217
My superiors want to create an environment where employees take ownership of the project. My superiors allow their employees to participate in the decision-making process	3.32	1.214
	3.18	1.278
<i>Grand mean</i>	3.67	

Laissez-faire and Transformational *leadership* styles manifestation indicators

In Table 3, the Indicators of Laissez-faire leadership style include: an individual is responsible for defining his or her job ($\bar{x} = 3.01$) and superiors were sending information out through email, memos or voice mail, no calls for meetings ($\bar{x} = 3.0$), while indicators of transformational leadership style include: superiors ensuring poor performance is corrected ($\bar{x} = 3.58$) and when things are going smoothly in the organization, the superiors are satisfied ($\bar{x} = 3.56$). These indicators were in line with those observed in similar studies by Ademola (2020), Dim and Nzube (2020), Gaur, Kapoor and Gupta (2022) as influencing work motivation and employees' performance.

Table 3: Laissez-faire Transformational *leadership* style manifestation indicators

<i>Leadership Style</i>	\bar{x}	S.D
Laissez-faire		
Each individual is responsible for defining his or her job	3.01	1.411
My superior sends information out through email, and memos. or voice mail no call for a meeting		
My superiors allow employees to determine what needs to be done and how to do it	3.0	1.401
Employees should establish their own goals and objectives	2.85	1.385
Employees can lead themselves just as well as my superiors can	2.83	1.469
		1.389
My superiors entrust tasks to other group members	2.81	1.389
My superior prefers to have a decision made by group consensus	2.77	1.281
My superior allows other group members to share their leadership power	2.75	1.395
Big decision in the organization has the approval of the majority of employees	2.71	1.347
Employees know more about their jobs than their superiors, so my superiors allow them to carry out the decisions to do their job	2.51	1.320
Grand Mean	2.47	1,337
Transformational Leadership		
My superiors ensure poor performance is corrected		
As long as things are going smoothly, my superiors are satisfied	3.58	1.271
Employees listen to their superiors' ideas and concern not out of fear, but because of their superiors' skills, knowledge and personality	3.56	1.176
My superiors help their employees with their self-development	3.52	1,123
My superior consistently provides coaching feedback to enable employees to know how they doing		
My superior provides an emphatic shoulder when they need help	3.44	1.133
My superiors ensure their employees get recognition and rewards when they achieve difficult or complex goals	3.40	1.184
My superiors provide challenges for their employees to help them grow		
My superiors go out of the way to make their employees feel good around them	3.39	1.216
My superior rarely gives direction or guidance to their employee if they sense they can achieve their own goal	3.30	1.144
Grand mean	3.24	1.210
	3.15	1.185
	3.09	1.252
	3.37	

Employees Task Performance Appraisal Report

Table 4 indicates that the job was efficiently done by the employees because each index in the 21 indices for measuring job design mean score is greater than the cut-off mean score of 3.0. It could be deduced that the employees were able to coordinate and optimize work processes toward creating value and maximizing performance. Moreover, above 80%, efficient job performance was recorded for the following task: management of information and data effectively ($\bar{x} = 4.10$) and arriving for the meeting on time ($\bar{x} = 4.05$). The effective performance of tasks could be traced to a combination of transformational and democratic leadership styles rated higher as the most effective styles that manifested in the organization as shown in Table 2. Corroborating this study, Dastane (2020) found that transformation and democratic leadership styles were highly effective to increase employee efficiency in the workplace. From the result workers in the organization just need empowerment and improvement in task performance in order to continue maximizing job performance.

Table 4: Employee's task performance appraisal

Tasks	\bar{x}	SD
Manage information and data effectively	4.10	0.955
Arrive for meetings on time	4.08	0.896
Meet work deadlines	4.05	0.903
Respond appropriately to feedback on job performance	4.05	0.822
Deal appropriately with confidential information	4.02	0.922
Deal appropriately with sensitive situations	4.01	0.917
Consult with supervisors and co-workers as necessary	4.0	0.919
Identify problems	3.97	0.912
Demonstrate appropriate knowledge of FRIN practices and policies as relevant to my position	3.94	0.963
Use time effectively Effective use of time	3.93	0.944
Work without supervision as necessary	3.89	1.007
Take appropriate action on problems as necessary	3.88	0.939
Propose solutions to problems	3.87	1.221
Arrive for work on time	3.87	1.123
Effectively collaborate with other department members as necessary	3.87	0.931
Demonstrate appropriate interactions with the public	3.87	0,947
Demonstrate effective leadership skills as appropriate	3.86	0.981
Demonstrate initiative as appropriate	3.83	0,926
Demonstrate appropriate interactions with subordinate	3.81	1.038
Set appropriate priorities for tasks	3.79	0.95
Deal effectively and professionally with employees in other areas	3.78	0.925

Relationship between Leadership Styles used and Employee's Performance.

Converting performance means into percentage Table 5 shows that the use of a democratic leadership style will enhance employees' job performance by 54.3 %. This finding corroborates that of Dim and Nzube (2020), that a democratic leadership style enhances employee job performance in an organization. Similarly, the use of transformational leadership styles will lead to an increase in employees' job performance by 78.5 %. However, the use of autocratic leadership styles will result in a reduction in employees' job performance by 12.5%. This study is in support of Dim and Nzube (2020) research where they found that there was a negative significant relationship between autocratic styles of leadership and employee task performance. Also, the use of laissez-faire leadership styles the findings showed an enhancement in employees' job performance by 23.4%. This study is in line with Chua, Basit and Hassan (2018) who found that this style of leadership had a positive significant relationship with job performance. It could be deduced from the results that effective utilization of democratic, transformational and Laissze-Faire styles of leadership in an organization will enhance employee satisfaction and job performance, hence, organizational efficiency. The results also found that an autocratic style should not be encouraged in the organization because of the negative effect it has on employees' job performance.

Table 5: Relationship between leadership style used and employees' job performance

Model	Unstandardized Coefficient		Standardized Coefficient	T
Constant	1.678	456		3.867***
Democratic	0.541	0.074	0.612	7.340***
Transformational	0.785	0.078	0.812	8.340***
Autocratic	-.125	0.040	-0.165	-2.234**
Laissze Fair	0.234	0.056	0.231	3.234***

Note: **, *** are significance at 5% and 1 % level respectively

Conclusion and Recommendation

The most preferred leadership styles by the employees in the organization are transformational and democratic leadership styles. While democratic, transformational and laissze-faire leadership styles had a positive and significant relationship on employees' job performance, autocratic leadership style had a negative and significant relationship with job performance. *Aspects of job performance influenced by the leadership styles of include: efficiently managing information and data and achieving deadlines.* The employees' will highly be effective in performing their duties if democratic, transformational and laissze-faire leadership styles are used. Hence, the management of the institution should endeavour to promote *the use of these leadership styles in order to improve the administrative strengths, job performance and achievement of organizational goals.*

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