



# Leadership Style and Organizational Culture as Correlate of Job Satisfaction Among Agricultural Training Institute's Workers in Kwara State, Nigeria

Zaccheaus O. Olonade<sup>1\*</sup>, Oluwatobi O. Omotoye<sup>2</sup>, Akinyemi M. Oluwoye<sup>2</sup>

<sup>1</sup> Lecturer, Human Resource Development, Faculty of Management Sciences, Osun State University, Nigeria.

<sup>2</sup> Postgraduate Student, Department of Employment Relations and Human Resource Management, University of Lagos.

\* Corresponding Author (omotoyetobio95@gmail.com)

Received: 1 July, 2020

Revised: 18 July, 2020

Accepted: 18 May, 2021

Published: 10 June, 2021

## How to cite this paper:

Olonade, Z.O., Oluwatobi, O.O., & Oluwoye, A.M. (2021). Leadership style and organizational culture as correlate of job satisfaction among agricultural training institute's workers in Kwara state, Nigeria. *Quest Journal of Management and Social Sciences*, 3(1), 14-22.

Copyright © 2021 by authors and Quest Journal of Management and Social Sciences.

This work is licensed under a Creative Commons Attribution-Non Commercial-No Derivatives 4.0 International License.

<https://creativecommons.org/licenses/by-nc-nd/4.0/>



## Abstract

**Background:** The workplace is a complex and cultured environment that requires intellectual leadership and a different degree of management style due to global economic competitiveness.

**Objective:** The objectives of the study are to examine the relationship between leadership style, organizational culture, and job satisfaction among workers in the Agricultural and Rural Management Training Institute (ARMTI) Ilorin, Kwara State, Nigeria.

**Method:** This research study employed a descriptive survey research method. The total number of employees in ARTMTI in Ilorin was 762. Using a simple random sampling technique, a total of 401 respondents was randomly selected from the population of the study for questionnaire administration. 401 questionnaires were distributed out of which 325 questionnaires were retrieved and analyzed for the study. Data were analyzed using Pearson Moment Correlation on the relationships between leadership style, organizational culture, and job satisfaction.

**Result:** The study found that leadership style and organizational culture were significantly correlated with job satisfaction at a 0.05 level of significance.

**Conclusion:** Based on the findings of the study, the study concluded that there is a relationship between leadership style, organizational culture, and job satisfaction among workers in the Agricultural and Rural Management Training Institute (ARMTI) Ilorin, Kwara State, Nigeria.

**Recommendation:** The study recommended that leaders should realize that influencing the satisfaction of employees leads to higher performance and lower turnover rates among other things. Leadership in organizations should be assessed and managers should become aware of what is needed to obtain positive results from employees to improve performance.

**Originality:** This article is original and there is no potential conflict of interest.

**Keywords:** Leadership Style, Job Satisfaction, Organizational Culture

**Paper Type:** Research paper

**JEL Classification:** O15, M12, J24

## Introduction

Today's organizations are complex and cultured requiring erudite leadership due to global economic competitiveness, as leaders confront different challenges that require a different level of leadership management (Babalola, 2012). Effective management of workers may be assumed to be attainable through leadership styles, which enhance job satisfaction and productivity. The concept of leadership is not only associated with command and control but with the perception of teamwork. Creating a vision with others that can be identified, and getting along with other people.

Leadership style is an issue of concern that organizations should pay more attention to, the style of leadership established in any organization (including the Agricultural Institute) affects the behavior of the workers in that organization. Leadership styles play a major role in determining the workers' job satisfaction (Idiegbeyanose, 2018). Hence, the success or failure of employees and organizations depends on the leadership style. It could be perceived as a process of working through people to accomplish organizational goals and objectives (Idiegbeyanose, 2018). Leadership style can be defined as the method or the style that a leader embraces in the management of organizational resources including human resources. Findings revealed that various leadership styles can be implemented in the administration of organizations; ((Khan, Khan, Qureshi, Ismail, Rauf, Latif, and Tahir 2015). Some of these leadership styles are autocratic, democratic, and laissez-faire. Khan, Khan, Qureshi, Ismail, Rauf, Latif, & Tahir (2015) also classified leadership styles as transactional, situational, and transformational.

Various researchers such as Izidor and Iherihanma (2015) and Kaladeh, (2013) asserted that leadership style is crucial for the job satisfaction of employees and their intention to stay, but note that lack of job satisfaction can increase the rate of turnover and decrease employee morale in any organization including Agricultural Training Institute. Adeel Hashmi and Iqbal (2017) argue that several studies have been globally conducted on leadership styles that explain leadership styles such as autocratic, bureaucratic, laissez-faire, democratic, situational, transactional, participative, and transformational leadership but transactional and transformational leadership styles are the most important and more related to employees' job satisfaction. Javeed and Farooqi (2013) argue that "transformational leadership asserts influence on the attitude and behaviors of employees and inspires them for the well-being of the organization and also for their interest and building of commitment towards organizational goals and objectives." Vito et al. (2014) argued that in the transactional leadership style, leaders focus on achievements and completion of work and clarify to the subordinates what they want from them and what they want to receive in return. It expounds on the relationship between leaders and followers, within which they exchange economic, political, and psychological values in exchange for standards of performance (Ravichandran and Gilmore, 2007).

On the other hand, Matthew (2010) defined organizational culture as the knowledge that defines the standard through which people perceive, believe, and evaluate things and it is an act that serves to relate human communities to their environmental settings. Nair and Sommerville (2017) defined organizational culture as the reflection of how things function within the organization. Schein (2010) added that "organizational culture comprises the values, beliefs, and assumptions shared or relayed among organization members." Alvesson and Svenningsson (2005) argue that "organizational culture works as guidance of behavior and facilitate shared understanding."

The agricultural sector is very important as it is one of the backbones of the Nigerian economy. The major occupation of Nigerians is farming and the country is one of the most important in agricultural production in Africa and the world, and that the interest in this sector is very important. Therefore, this sector needs professional leaders who can achieve all the goals of the workers and the institute. Fewer than one in five workers are satisfied in the workplace (Allen, Holland, & Reynolds, 2015). The general

problem encountered by the organization which is addressed in the study is low job satisfaction, the specific problem is low job satisfaction among the Agricultural Training Institute's Workers in Kwara State, Nigeria. Both transformational leadership and organizational culture change have been proposed as viable solutions to the problem of dwindling job satisfaction. In particular, the contribution of transformational leadership to job satisfaction and related constructs is well studied (Mesu, Sanders, & Riemsdijk, 2015; Welty-Peachey, Burton, & Wells, 2014; Yahaya & Ebrahim, 2016; Yucel, McMillan, & Richard, 2014). Similarly, the relationships between organizational culture and job satisfaction have also been explored (Choi, Jang, Park, & Lee, 2014).

However, there is a dearth of studies on leadership styles, organizational culture, and the job satisfaction nexus in training institutes. The current study was designed to address this gap in the literature and help Nigerian agricultural sector leaders to understand how leadership and organizational culture can impact the satisfaction levels of their increasingly dissatisfied employees (Adriaenssens, De Gucht, & Maes, 2015; Allen, Holland, & Reynolds, 2015). The study contributes to identifying the specific traits of leadership styles, organizational culture, and job satisfaction among Agricultural Training Institute's Workers in Kwara State, Nigeria. The objective of the study is to examine the link between leadership style, organizational culture, and job satisfaction among Agricultural Training Institute's Workers in Kwara State, Nigeria.

The organization of this study is as follows: Section one discusses the introduction to the study, while Section two critically reviews the relevant literature, Section three covers the methodology used in conducting the study, Section four contains the results and discussion of findings and, finally, Section five draws the conclusion based on the discussion and recommends as advanced by the study.

## Review of Literature

### *Theoretical Review*

This section critically reviews the relevant theories and empirical literature to inform the readers on the issues raised in this paper and brings the major scholarly debates on key concepts in the study.

**Trait Theory:** This theory was propounded by Carlyle and Francis in 1869. They assume that leadership was a unique property of extraordinary individuals and suggested that traits that leaders possessed were immutable and could not be developed. This theory of leadership believes that leadership is determined primarily by the personal traits or characteristics of leaders. It rests on the assumption that the person is more important than the situation and the clue to leadership problem is to identify the distinguishing characteristics of successful leaders. It is one of the oldest theories of leadership. It has been a longtime assumption that leaders are born and not made. The trait theory gives constructive information about leadership. It can be applied by people at all levels in all types of organizations. Managers can utilize the information from the theory to evaluate their position in the organization and to assess how their position can be made stronger in the organization. They can get an in-depth understanding of their identity and the way they affect others in the organization. This theory makes the manager aware of their strengths and weaknesses and thus they get an understanding of how they can develop their leadership qualities. One of the major limitations of the theory is that the leaders are bound to be some subjective judgment in determining who is regarded as 'good' or 'successful' leaders.

**Goal Theory:** The theory began with the early work on levels of aspiration developed by Kurt Lewin and has since been primarily developed by Dr. Edwin Locke, who began goal-setting research in the 1960s. The goal approach represents the most basic model of organizational culture and one from which many future models expanded. This theory is based on the common-sense idea that all organizations have goals and that becomes the criteria used to measure organizational culture. Though this is a popular theory, it has limitations. For example, some argue that people, not organizations, have goals.

Others state that goals lack specificity, prioritization, and ignore unofficial, but essential, goals. An example of an unofficial goal might be reducing workplace conflict. This goal would not be mentioned in a mission statement but is essential to organizational effectiveness. As a result, most organizations utilize more specific and current theories when assessing organizational culture (Kronskosky, 2007).

**Affect Theory:** Edwin A. Locke's Range of Affect Theory (1976) is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Furthermore, the theory states that how much one values his/ her work (e.g. the degree of autonomy in a position) moderates how satisfied/dissatisfied one becomes when expectations are/aren't met, (Adams 1963).

## ***Empirical Review***

Tsai (2011) carried out a study on the relationship between organizational culture, leadership behavior, and job satisfaction. A cross-sectional study was undertaken with a focus on hospital nurses in Taiwan. The results from the study revealed that organizational cultures were significantly and positively correlated with leadership behavior and job satisfaction, and leadership behavior was significantly and positively correlated with job satisfaction.

Mosadeghrad and Ferdosi (2013) examined leadership, job satisfaction, and organizational commitment in the healthcare sector. A cross-sectional study was conducted using self-administered questionnaires distributed among 814 hospital employees and managers through stratified random sampling. Based on the findings of the study, leadership, job satisfaction and commitment were closely interrelated.

Another study related to leadership style, organizational culture, and job satisfaction was conducted by Sow, Murphy, and Osuoha (2017). Data were collected through a random sampling process to answer the research questions. The data collected from a sample of 111 American healthcare employees and analyzed with Stata software. The main finding of the study was that an apparent effect of transformational leadership on job satisfaction disappeared when organizational culture variables are considered.

Davoodalmousavi (2013) examined the correlation between organizational culture and job satisfaction of employees in biotechnology companies. This study had a practical purpose and in terms of performance and data collection was a descriptive survey. Data analysis was performed by using SPSS software. The results demonstrated that there was a significant correlation between organizational culture and job satisfaction.

The effect of organizational culture and the relationship between transformational leadership and job satisfaction in the petroleum sector of Libya was carried out by Zahari and Shurbagi (2015). This research was carried out by measuring the data collected from the five-point Likert scale. The Multifactor Leadership Questionnaire (MLQ), Organizational Culture Assessment Instrument (OCAI), and Job Satisfaction Survey (JSS) were used. The findings indicated that the leaders of the National Oil Corporation of Libya follow a transformational leadership style to manage their organization and the dominant culture in NOC of Libya is hierarchical while the relationship between transformational leadership style, job satisfaction, and organizational culture is a positive significant relationship.

Gcaza, Garande, and Echezona (2018) carried out a study on the effect of leadership style and organizational culture on employees' organizational commitment. It adopted a quantitative research design and data was collected through a self-administered research questionnaire. A sample of 250 respondents was selected using simple random sampling. The results reveal that leadership styles and organizational culture have a significant positive effect on organizational commitment and that transformational leadership style has a more positive influence on employee commitment than transactional leadership style.

## Research Method

### *Research Design and Data Collection Techniques*

This research study employed a descriptive survey research design. The target population for the study comprises all employees who spent at least three years with the Agricultural and Rural Management Training Institute (ARMTI) Ilorin, Kwara State in Nigeria, both males and female workers in the selected study served as the target population. Based on the information received from the administration department, the total number of employees in ARTMTI in Ilorin was 762 workers.

A simple random sampling technique was adopted for this study because it is not biased and it gives equal chance to all staff opportunity of being chosen. So, by using simple random sampling the researchers were able to get 401 respondents as the sample size from the total population through the use Taro Yamane formula. Out of 401 questionnaires distributed, 325 questionnaires were completed and returned and utilized for the study, the remaining 76, some are not returned and some did not complete the questionnaires.

Standardized research instruments (leadership style, organizational culture, and job satisfaction scale – LSOCJS scale) on the leadership style, organizational culture, and job satisfaction were used to collect data for the study. The data collection for the study was done between November and December 2019. The respondents were asked to rate the statements on a Likert scale of SA= Strongly Agree, Agree =A, Undecided=U, D = Disagree, SD = Strongly Disagree. The Cronbach alpha for the scale is 0.84, 0.87, and 0.89 respectfully. Data were analyzed using the Statistical Package for Social Sciences software. For demographic information about the respondents, descriptive statistics tools were used for correlation analysis to examine the research hypothesis. The research hypothesis was examined at 0.05 alpha levels.

### *Research Hypotheses*

Given the literature reviewed, the research hypotheses were formulated for the study:

**H<sub>0</sub>:** Leadership style and organizational culture have no correlation with Job Satisfaction among Agricultural Training Institute's Workers in Kwara State, Nigeria.

**H<sub>1</sub>:** Leadership style and organizational culture have a correlation with job satisfaction among agricultural; training institute workers in Kwara State, Nigeria.

## Data Analysis and Result

This consists of the socio-demographic characteristics of the respondents and the analysis of the research hypotheses was examined. The result in Table 1 revealed that 185 (56.9%) of the respondents were male while 140 (43.1%) were female. The respondents of 20-24 years were 6 (1.8%); 46 respondents (14.2%) were within the age group of 25-29 years; 18 respondents (5.5%) were within the age group of 30-34 years; 157 (48.3%) of the respondents were within the age group of 35-39 years; while 98 (30.2%) of the respondents were within the age bracket 40 years, and above. On the marital status of the respondents, 62 (19.1%) of the respondents were single, 249 (76.6%) of the respondents were married while 14 (4.3%) of the respondents did not reveal their marital status. Seen from the perspective of educational qualifications, 60 (18.5%) of the respondents were SSCE graduates, 80 (24.6%) were OND/NCE graduates, 114 (35.1%) were HND/BSC graduates while the remaining 71 (21.8%) were MSC/Ph.D. graduates. In terms of work experience, the highest number of employees were between 6-10 years with a total of 122 (37.5%) and the least number of employees were between 16-20 years with a total of 57 (17.5%).

**Table 1: Socio-Demographic Analysis**

Variable	Classification	Frequency	Percentage %
<b>Gender</b>	Male	185	56.9
	Female	140	43.1
	Total	325	100.0
<b>Age</b>	20-24 years	6	1.8
	25-29 years	46	14.2
	30-34 years	18	5.5
	35-39 years	157	48.3
	40 years and above	98	30.2
	Total	325	100.0
<b>Marital status</b>	Single	62	19.1
	Married	249	76.6
	Others	14	4.3
	Total	325	100
<b>Education Qualification</b>	SSCE	60	18.5
	NCE/OND	80	24.6
	HND/B.SC/BA	114	35.1
	M.SC/MA/Ph.D.	71	21.8
	Total	325	100.0
<b>Work experience</b>	0-5 years	76	23.4
	6-10 years	122	37.5
	11-15 years	70	21.5
	16-20 years	57	17.5
	<b>Total</b>	<b>325</b>	<b>100</b>

*Test of Hypothesis*

**Table 2: Results of Correlation Analysis**

Correlations				
		Leadership Style	Organizational Culture	Job Satisfaction
<b>Leadership Style</b>	Pearson Correlation	1	.188**	.288**
	Sig. (2-tailed)		.001	.000
	N	325	325	325
<b>Organizational Culture</b>	Pearson Correlation	.188**	1	.378**
	Sig. (2-tailed)	.001		.000
	N	325	325	325
<b>Job Satisfaction</b>	Pearson Correlation	.288**	.378**	1
	Sig. (2-tailed)	.000	.000	
	N	325	325	325

Note: \*\*. Correlation is significant at the 0.05 level (2-tailed).

The results of the study based on the research hypothesis formulated are discussed in this section.

The hypothesis stated that leadership style and organizational culture have no correlation with job satisfaction among Agricultural Training Institute's Workers in Kwara State, Nigeria. The hypothesis was tested using correlational analysis. Pearson correlation was used to investigate the relationship between the study variables. The results as shown in Table 2 indicated that there is a significant correlation between leadership style and job satisfaction with  $P < 0.05$ . Likewise, the relationship between organizational culture and job satisfaction was found to be positive and significant at a 0.05 level of significance. The correlation coefficient of the relationship between leadership style and job satisfaction was 0.288 and that of organizational culture and job satisfaction was 0.378. Thus, the null hypothesis was rejected.

## Discussion

The model used reveals the degree of impact of leadership styles and organizational culture on job satisfaction. Most of the respondents were male (56.9) compared to female respondents (43.1%). Also, the majority of the respondents fell between the age ranges of 35-39 years, which showed that a major proportion of the employees are in their career progression period.

The research hypothesis was tested with correlational analysis, which indicated that there is a positive significant relationship between leadership styles, organizational cultures, and job satisfaction. Hence there is a significant correlation between leadership style and job satisfaction with  $P < 0.05$ . Likewise, the relationship between organizational culture and job satisfaction was found to be positive and significant at a 0.05 level of significance. The null hypothesis formulated was rejected. From prior empirical studies, the findings of this study support the findings of various researchers who have examined the relationship between leadership styles, organizational culture, and job satisfaction (Murphy & Osuoha 2017; Davoodalmousavi, 2013; Zahari & Shurbagi 2015; Gcaza, Garande & Echezona 2018).

## Conclusion and Recommendations

The data and analysis presented in this study indicated that there is a positive correlation between leadership style, organizational culture, and job satisfaction. Also, the study shows that there is a significant correlation between leadership style and job satisfaction. Likewise, the relationship between organizational culture and job satisfaction was found to be positive and significant among Agricultural Training Institute's Workers in Kwara State, Nigeria. This research is significant to society at large because the findings provide insight into the link between leadership style, organizational culture, and job satisfaction among Agricultural Training Institute's Workers in Kwara State, Nigeria. The findings of the research are also significant to the Ministry of Agriculture in Kwara State, Agricultural Training Institute, individual teachers in handling the management of human resources in the training institute.

The limitation to this study apart from the usual financial limitations include time-sharing between working hours during semester activities, the administration of the questionnaires, and their retrieval. Feeling of ignorance and presumed non-recognition of the need for the completion as well as, delay in obtaining materials from credible sources constitute some of the limitations to the study. Based on the findings, the study recommends that leaders should realize that influencing the satisfaction of employees leads to higher performance and lower turnover rates among others. Leadership in organizations should be assessed and managers should become aware of what is needed to obtain positive results from employees to improve performance.

Further research in this area should be conducted in other parts or regions of the country to foster the generalization of the findings of the study. Also, in other parts or regions of the country, the influence of employees' participation and supervision on organization performance and productivity should be investigated.

## Conflict of Interest

Author(s) declares no conflict of interest while preparing this paper.

## References

- Adeel, M, Hashmi U, & Iqbal, Z. (2017). The impact of leadership styles (transformational and transactional leadership) on employees' job satisfaction in the banking sector of District Kotli, Pakistan. *The International Journal of Business and Management*, 5, 122-129.
- Adriaenssens, J., De Gucht, V., & Maes, S. (2015). Determinants and prevalence of burnout in emergency nurses: A systematic review of 25 years of research. *International Journal of Nursing Studies*, 52(2), 649–661.
- Allen, B. C., Holland, P., & Reynolds, R. (2015). The effect of bullying on burnout in nurses: The moderating role of psychological detachment. *Journal of Advanced Nursing*, 71(2), 381–390.
- Alvesson M, & Sveningsson, S. (2015). *Changing organizational culture: Cultural changes work in progress*. London, UK: Routledge.
- Choi, S., Jang, I., Park, S., & Lee, H. (2014). Effects of organizational culture, self-leadership, and empowerment on job satisfaction and turnover intention in general hospital nurses. *Journal of Korean Academy of Nursing Administration*, 20(2), 206–214.
- Davoodalmousavi, S.M. (2013). The correlation between organizational culture and job satisfaction of employees in biotechnology production companies. *European Journal of Experimental Biology*, 3(5), 389-399.
- Gcaza, N., Garande, B., Echezona, E.N. (2018). The effects of leadership style and organizational culture on employees' organizational commitment. *Journal of Social Science*, 54 (1-3), 31-41.
- Idiegbeyanose, J. (2018). An investigation on the nexus between leadership style and job satisfaction of library staff in Private University Libraries South-West, Nigeria. *Library Philosophy and Practice (e-journal)*, 5(2)11-25
- Javeed T, & Farooqi Y.A. (2013). Impact of transformational leadership style on employees' satisfaction and well-being with working conditions as mediator. *International Journal of Multidisciplinary Sciences and Engineering*, 4(7), 1-8
- Kalaldeh, T. M. (2013). A critical analysis of the effect of organizational culture and leadership style on employees' job satisfaction. *Interdisciplinary Journal of Research in Business*, 2(12), 15-25.
- Khan, M. S., Khan, I., Qureshi, Q. A., Ismail, H.M., Rauf, H., Latif, A. & Tahir, M. (2015). The styles of leadership: A critical review. *Public Policy and Administrative Research*, 5(3), 87-92.
- Mathew, R. (2010). *A manager's guide to human behavior*: 5th Edition. AMACOM Division American Management Association, United States of America.
- Mesu, J., Sanders, K., & van Riemsdijk, M. (2015). Transformational leadership and organizational commitment in manufacturing and service small to medium-sized enterprises The moderating effects of the directive and participative leadership. *Personnel Review*, 44(6), 970–990.
- Mosadeghrad AM, Ferdosi M. Leadership, job satisfaction and organizational commitment in the healthcare sector: Proposing and testing a model. *Materia Socio-medical*, 25(2):121-126.
- Nair SLS, & Sommerville, S. (2017). Impact of organizational culture on the Indian IT workforce's job satisfaction and stress: Qualitative report from SMEs operating in Trivandrum. *International Journal of Academic Research in Business and Social Sciences*, 7(2), 237-246
- Ravichandran S, & Gilmore, S. (2007). Formation of organizational citizenship behaviors in students employed in university dining services: Impact of manager and co-worker behaviors. *Journal of Foodservice Business Research*, 10(2), 19-50.
- Schein, E. (2010). *Organizational Culture and Leadership*. Volume 2. US: John Wiley & Sons.
- Sow, M, Murphy, J., & Osuoha, R. (2017). The relationship between leadership style, organizational culture, and job satisfaction in the U.S. healthcare industry. *Management and Economics Research Journal*, 3, 1–10,
- Tsai, Y. (2011). Relationship between organizational culture, leadership behavior, and job satisfaction. *BMC Health Services Research* 11(9), 1-9.

- Welty-Peachey, J., Burton, L., & Wells, J. (2014). Examining the influence of transformational leadership, organizational commitment, job embeddedness, and job search behaviors on turnover intentions in intercollegiate athletics. *Leadership & Organization Development Journal*, 35(8), 740–755.
- Yahaya, R., & Ebrahim, F. (2016). Leadership styles and organizational commitment: A literature review. *Journal of Management Development*, 35(2), 190–216.
- Yucel, I., McMillan, A., & Richard, O. C. (2014). Does CEO transformational leadership influence top executive normative commitment. *Journal of Business Research*, 67(6), 1170–1177.
- Zahari I.B & Shurbagi, A.M.M. (2015). Effect of organizational culture and the relationship between transformational leadership and job satisfaction in the petroleum sector of Libya. *International Business Research*, 5(9), 89-97.