

Influence of Leadership Styles on Community Development Projects in Ilorin Metropolis, Kwara State, Nigeria.

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Abstract

Many communities have been developed through their local leaders who did not only act as pioneers of projects but also helped in influencing and motivating their people to action. For any community development projects to be successful, influential local leaders must be involved else they might undermine the progress of such projects. The research design adopted for this study was descriptive survey method. The instrument used for the study was tagged Leadership Style and Community Development Questionnaire (LSCQ) with the reliability value of 0.82, while the data collected were analysed with mean, standard deviation and multiple regression. The population of the study comprised of the residents of Ilorin metropolis while 300 participants were selected using simple random sampling technique. Therefore, the combination of the different leadership styles (independent variables) significantly predicted community development (dependent variable) ($F_{(3, 296)} = 8.009$, $p < 0.05$). Thus, there was significant influence of Leadership Styles (Democratic, Laissez-faire and Autocratic) on the community development. Thus, it was recommended that community leaders should always be diplomatic and they should adopt appropriate leadership styles that are prone to bringing about successful development within the community.

Key words: Community development, environment, leadership, leadership styles and metropolis

Introduction

Community development is the process of improving the quality of life and economic well-being of people living in a particular community, local government or state. It is an integrated approach to food production as well as provision of physical, social and institutional infrastructure with an ultimate goal of bringing about both quantitative and qualitative changes which result in improved living standard of the people in a particular location. In developing countries like Nigeria, community development projects are faced with several challenges including leadership problem. This account for the reason why many of the community development projects

initiated by successive governments and Non-Government Organisations (NGOs) were neither poorly implemented, nor well maintained. Thus, effective leadership is necessary to bring about successful community action, encourage social well-being, and improve community viability.

Community development occurs when people strengthen the bounds within their neighbourhoods, build social networks, and form their own organizations to provide a long-term capacity for problem solving (Rubin and Rubin, 2001). Community members who have the capacity to do something to enhance their quality of life are portrayed as having the ability to think, decide, plan

and take action in determining their lives. It is often argued that, in any community development projects, both economic and human growth must be given equal attention so as to ensure that the process of community development achieves its desired objectives through its power structure. The major factor that can lead to successful community development project execution is for individual and groups to provide good leadership. When good leadership is provided, people participate voluntarily in the accomplishment of stated objectives. The approach to community development is always through local leaders who not only act as pioneers of projects but also help in influencing and motivating their people to action. For any community development programme to be successful, influential local leaders must be involved else they might undermine the progress of such programme (Ozor and Nwankwo, 2008).

Leadership is an inherently subjective term with many definitions associated to it, most of those definitions found in the literature agreed that leadership is mainly concerned with a person who tries to influence groups or followers to achieve certain objectives. The literature also indicates that there are various theories describing leadership such as the traits that leads to successful leadership. The concept and definition of leadership style may differ from one person, or situation, to the other. Deters and Rose (2005) used the word leader as any earned or appointed role that carries with it the exercise of power and influence over others especially in regional economic development processes. Cole (2005) defines Leadership as a dynamic process whereby one man influences others to contribute voluntarily to the realization and attainment of the stated objectives.

The concept of leadership has been used in various aspects of human endeavor

such as politics, businesses, academics, social works. Messick and Kramer (2004) argued that the degree to which the individual exhibits leadership traits depends not only on his characteristics and personal abilities, but on the characteristics of the situation and environment in which he finds himself. According to Warner (2004), there are ten characteristics of effective leaders which range from vision to teamwork. These include vision, shared vision, empowerment, values, communication and thrust, collaboration, networking and strategic alliances, charisma, partnership, and teamwork. He believes that for a leader to be effective, leader must be a visionary and be able to lead their followers to create an atmosphere of positive change in the community.

There are different views of leadership as there are characteristic that distinguish leaders from non-leaders. While most research today has shifted from traditional trait or personality-based theories to a situation theory, which dictates that the situation in which leadership is exercised is determined by the leadership skills and characteristics of the leader (Avolio, Walumbwa, & Weber, 2009), all contemporary theories can fall under one of the following three perspectives: leadership as a process or relationship, leadership as a combination of traits or personality characteristics, or leadership as certain behaviors or, as they are more commonly referred to, leadership skills.

Objectives of the study

The main objective of this study was to examine the influence of leadership styles on community development projects in Ilorin metropolis, Kwara state, Nigeria. While the specific objectives are;

- to find out the profile of community leadership styles in Ilorin metropolis

- to find out extent of embarking on the community development projects in Ilorin Metropolis, Kwara State.

Research questions

RQ1: What is the profile of community leadership styles in Ilorin metropolis?

RQ2: What is the extent of embarking on the community development projects in Ilorin Metropolis, Kwara State?

Research hypotheses

The following hypothesis was postulated for this study and tested at 0.05 level of significance.

H₀₁: There is no significant influence of community leadership styles on community development projects in Ilorin Metropolis

Methodology

The research design adopted for this study was descriptive survey method. This was adopted because the study measured the influence of leadership styles on community development projects execution in Ilorin metropolis, Kwara State. The population of the study comprised of the residents of Ilorin metropolis, 300 participants were randomly selected to participate in the study. The instrument used for the study was tagged Leadership Styles and Community Development Questionnaire (LSCQ). The instrument measured the following variables such as process through which the leaders emerged, decision making process, execution and approval of community development projects, extent of existing projects and sustainability among other variables that were answered by the respondents. The

questionnaire was structured in a four-response- type of High Extent (HE), Moderate Extent (ME), Low Extent (LE) and Very Low (VL). The instrument was given to expert in the Department of Adult Education in University of Ilorin to validate and their suggestions were incorporated in the final draft, this ensures face and content validity of the instrument. LSCQ was subjected to reliability test, 20 questionnaires were administered to participants in Kwara South using a test retest method of reliability at an interval of two weeks, the scores obtained from the two tests were correlated using Pearson' Product Moment Correlation (PPMC) and the reliability coefficient 0.82 was obtained. Afterwards, the questionnaire was taken to the selected communities within Ilorin, Metropolis and administered on community members to obtain data on the community leadership styles and the extent of embarking on community development projects. The data collected were analysed with mean, standard deviation and a linear regression

Result

Out of 300 (100.0%) members of the communities sampled for this study, 176 (58.6%) were males and 124 (41.3%) were females. Also, 172 (57.3%) of the community members sampled were between 18 – 25years of age; 127 (42.4%) were between 26 – 40years of age and 99 (33.0%) were 41years and above. In addition, 219 (73.0%) of the participants were civil servants while 81 (27.0%) were self-employed. Furthermore, 119 (39.7%) were single; 181 (53.7%) were married; 14 (4.6%) were divorce while 6 (2.0%) widow. More so, 116 (38.7%) were Christians and 181 (60.3%).

Research Question One: What are the profiles of leadership styles in Ilorin metropolis?

Table 2: Profile of Leadership Styles in Ilorin Metropolis, Kwara State

N	Items	Mean	S.D.
Democratic leadership styles.			
1.	Leaders in my community does not choose themselves.	3.76	1.27
2.	Leaders in my community seek opinion of the community members before taking any developmental decisions in my community.	3.72	131
Grand Mean		3.74	
		Decision	High Extent
Laissez-faire leadership styles.			
3.	Any community member can execute a developmental project without the approval of the community leader.	2.83	1.43
4.	In my community, members dictate to the leader what to do and what not to do.	2.68	1.61
5.	Leader in my community does have a say in a community - based project.	2.82	2.17
Grand Mean		2.78	
			Moderate Extent
Autocratic leadership style			
6.	Leaders in my community execute projects without the questioning of the community members.	2.18	
		Decision	Low Extent

As revealed in Table 2, democratic leadership style was adopted to a high extent in the communities sampled; laissez-faire leadership style was moderately adopted while autocratic leadership style was to a low extent adopted in the communities in Ilorin Metropolis.

Research Question Two:

What is the extent of embarking on community development projects in Ilorin Metropolis, Kwara State?

Given that the questionnaire items were structured in a four-response-type, items whose mean scores were closed to 4.0, 3.0, 2.0 and 1.0 were remarked High Extent, Moderate Extent, Low Extent and Very Low Extent.

Table 1: Extent of available community development projects in Ilorin Metropolis, Kwara State

N	Extent of Community Development Projects	Mean	S.D.
2	There is construction of road bumps in my community.	3.71	1.29
6	There is quick response by my community leaders when poles fall off.	3.56	1.37
1	There is road construction/maintenance in my community.	3.43	1.22
8	I don't walk many miles in getting water in my community	3.37	1.64
7	There is construction of boreholes in my community.	3.34	1.31
5	My transformer, when spoilt it will be repaired /renewed immediately.	3.02	1.43
4	There is construction of electrical poles in my community.	2.92	1.57
3	There are enough electricity transformers in my community.	2.74	1.39
9	There is construction/maintenance of schools in my community	2.61	1.81
Grand Mean		3.19	
		Decision	Moderate Extent

As shown in Table 1, the extent of embarking on community development projects in Ilorin Metropolis, Kwara State was moderate.

H₀₁: There is no significant influence of community leadership styles on community development

Table 3: Regression Analysis of Influence of Leadership Styles on Community Development in Ilorin Metropolis, Kwara State

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	684.238	3	228.079	8.009	.000 ^b
Residual	8429.365	296	28.477		
Total	9113.603	299			

a. Dependent Variable: Community Development

b. Predictors: (Constant), Leadership Styles (Democratic, Laissez-faire and Autocratic)

The model in Table 3 indicates the linear combination of predictor variables i.e. leadership Styles (Democratic, Laissez-faire and Autocratic). The F-value is 8.009 with 3 and 296 degree of freedom at 0.05 alpha level. Since the p-value of 0.00 is less than 0.05 alpha level, the null hypothesis is rejected. Therefore, the combination of the independent variables significantly predicted the dependent

variable ($F_{(3, 296)} = 8.009, p < 0.05$). Thus, there was significant influence of Leadership Styles (Democratic, Laissez-faire and Autocratic) on the community development. In order to ascertain the contribution of the independent variables together, r-square was computed and output is in Table 4

Table 4: Regression Model Summary of the Influence of Leadership Styles (Democratic, Laissez-faire and Autocratic)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.218 ^a	.522	.021	9.15877

a. Predictors: (Constant), Women Empowerment (Economic, Health and Political Empowerment)

As shown in Table 4, all independent variables (Democratic, Laissez-faire and Autocratic leadership styles) jointly contributed R-Square of 0.522, representing 52.2% to the dependent

variable (community development). To determine the contribution of each of the independent variable, Beta Weight was calculated and the outputs were shown in Table 5

Table 5: Relative Contributions of Independent Variables to Community Development

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig
	B	Std. Error	Beta			
(Constant)	37.44	2.37			14.39	0.000
Autocratic	0.24	1.42	0.09		1.37	0.193
Laissez-Faire	2.17	1.29	0.12		2.41	0.000
Democratic	3.79	1.36	0.17		2.63	0.000

a. Dependent Variable: Community Development

b. Predictors: (Constant), Leadership Styles (Democratic, Laissez-faire and Autocratic)

Table 5 shows the relative contributions of each of the independent variable. The table reveals that democratic leadership style have the highest influence with Beta weight of 3.79 followed by laissez-faire leadership style with the Beta weight 2.17; while the autocratic leadership style had the least influence on the community development. in the same vein, democratic and laissez-faire leadership styles were significant (i.e. $p < 0.05$) but autocratic was insignificantly correlated with the community development.

Discussion of findings

Findings from this study revealed that democratic leadership style was always adopted in the communities sampled; laissez-faire leadership style was sometimes used while autocratic leadership style was rarely used in the communities in Ilorin Metropolis. Thus, community leaders do not choose themselves, they usually seek opinion of the community members before taking any developmental decisions; while the leaders involved the members of the community in the planning and execution of community development projects. Also, none of the community member executed a community-based developmental project without the approval of the community leaders. However, community leaders were not allowed to execute any project without the consent of the community members. This finding corroborates Ajayi (2017) who submitted that a good leader served as exemplary to others and ensure high level of organizational commitment through its leadership traits.

The findings of this study showed that there were some projects being executed with the involvement of the community members and this has contributed to the sustainability of the projects. In addition, the developmental projects executed also reflected the felt needs of the community members, this

correlates with Tropman (2014) who submitted that participation of the community members in the planning and execution of developmental projects is an effective and sustainable way to develop the community. The findings revealed that the leaders usually involved the youth in the execution of the projects and this agree with the view of Ovwigho and Ifie (2004) who explained that engaging young people in community-level services is an encouraging tool for promoting more participation in decision-making and such will enhance the sustainability of the projects

Lastly, findings of this study indicated that there was significant influence of Leadership Styles (Democratic, Laissez-faire and Autocratic combined) on the community development. Democratic leadership style had the highest influence followed by laissez-faire leadership style while the autocratic leadership style had the least influence on the community development. However, democratic and laissez-faire leadership styles were relatively significant but autocratic was insignificantly correlated with the community development. This results tally with Ugoh (2007) whose study revealed that democratic leaders brought about success for every developmental programme and positively benefited the community.

Conclusion

Based on the findings of this study, it could be concluded that many of the communities in Ilorin Metropolis are operating within democratic leadership style and this has contributed significantly to the development of the community though, the rate of embarking on community development projects is moderate

Recommendations

- Community leaders should always be diplomatic and they should adopt appropriate leadership styles that are prone to bringing about successful development within the community.
- The leaders should be democratic in their styles of administration, this will enhance effective cooperation from the community members and they should always ensure that any community development projects they intend to implement meet the felt needs of the people.

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