



The Impact of Leadership Styles on Employee Job Satisfaction in the Nigeria Agro-Industry

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ABSTRACT

This study investigates the impact of leadership styles, specifically transformational and transactional, on employee job satisfaction within the Nigerian agro-industry. Recognizing the sector's significant role in the national economy, this research addresses the challenges of employee retention and satisfaction, which are critical for maintaining productivity in an industry characterized by seasonal demands and high physical labor. The study employs a quantitative research design, using structured questionnaires to collect data from 200 employees across various agro-based organizations. Multiple regression analysis was applied to determine the predictive power of each leadership style on job satisfaction. The findings reveal that transformational leadership, with its focus on inspiration and employee empowerment has a more substantial positive effect on job satisfaction compared to transactional leadership, which primarily emphasizes rewards and task completion. Specifically, transformational leadership was shown to predict job satisfaction with a beta coefficient of 0.55, while transactional leadership demonstrated a moderate effect with a beta coefficient of 0.30. These results underscore the importance of adopting a leadership approach that not only clarifies goals but also fosters a motivating and inclusive work environment. The study concludes that the Nigerian agro-industry would benefit from embracing transformational leadership to enhance job satisfaction, reduce turnover, and promote a culture of innovation. Recommendations include investing in leadership development programs that emphasize transformational qualities, such as emotional intelligence and vision-setting, and implementing hybrid leadership approaches that balance the structure of transactional leadership with the motivational impact of transformational leadership. These insights contribute to the growing body of literature on leadership and provide actionable strategies for improving employee satisfaction in Nigeria's agro-industry.

Keywords: Leadership styles; Employee job satisfaction; Transformational leadership; Transactional leadership; Nigerian agro-industry

1. Introduction

In today's fast-paced world, one of the main pillars of personal happiness and life fulfillment lies in a person's job satisfaction. Given that most individuals spend a substantial portion of their lives at work, satisfaction in the workplace becomes intrinsically linked to overall life satisfaction (Yigit, Dilmac, & Deniz, 2011). Job satisfaction isn't just a personal benefit; it reverberates through the organization, impacting employee productivity, engagement, and retention.

Organizations, especially within the agricultural sector, are increasingly focusing on factors that contribute to employee job satisfaction. In addition to effective recruitment and training, leadership style plays a crucial role in shaping an environment where employees feel valued, motivated, and committed to their work (Chaudhuri, 2015). High-quality human capital remains the foundation of organizational success across industries (Cho & Park, 2011), and leaders are essential in cultivating that capital. Satisfied employees are more likely to remain loyal, exhibit higher levels of job commitment, and contribute positively to organizational productivity (Fernandez, 2008). Moreover, high job satisfaction can help an organization minimize costs related to absenteeism and employee turnover, both of which can significantly disrupt operations and morale (Chen et al., 2011; Green, 2010; Jung, 2014; Podsakoff, LePine, & LePine, 2007).

Job satisfaction itself is a well-examined area in organizational behavior research, generally understood as a pleasant or positive emotional state stemming from an individual's perception of their work experience (Locke, 1976). Factors influencing job satisfaction include not only tangible rewards, such as compensation and benefits, but also alignment between personal expectations and the actual work experience. According to Herzberg, Mausner, and Snyderman (1959), job satisfaction and dissatisfaction are driven by distinct factors. They propose that motivators, or intrinsic factors, enhance job satisfaction, while hygiene factors, or extrinsic factors, are instrumental in preventing dissatisfaction. This distinction is crucial in understanding that merely eliminating dissatisfaction does not necessarily lead to satisfaction.

Leadership style is a critical factor influencing employee satisfaction. Effective leadership has the potential to inspire and motivate employees, directly impacting their job satisfaction. A strong leader not only guides the organization toward its goals but also fosters a work environment where employees feel empowered and valued (Mosadegh, Rad & Yarmohammadian, 2006). Leadership studies have identified various styles that leaders adopt to manage

their teams and drive performance. Prominent leadership styles include transactional, transformational, democratic, autocratic, and laissez-faire, each with unique characteristics and effects on employee satisfaction (Chen & Chen, 2008; Davis, 2003; Spears & Lawrence, 2003; House et al., 2004; Hirtz et al., 2007). In the context of the Nigerian agro-industry, understanding the impact of leadership styles on employee job satisfaction is particularly relevant. The agricultural sector, known for its labor-intensive nature and demanding work environment, relies heavily on employee commitment and resilience. Leaders within this industry are challenged not only to drive productivity but also to create a supportive and motivating workplace culture. As Nigeria continues to emphasize agricultural development as a key component of its economic strategy, retaining satisfied, engaged employees is increasingly critical to achieving sustainable growth. This study aims to explore how different leadership styles influence job satisfaction among employees in Nigeria's agro-industry, providing insights into effective leadership practices that can enhance employee well-being and organizational success.

The Nigerian agro-industry, a crucial component of the country's economy, is characterized by labor-intensive processes and demanding work environments. Despite its economic importance, the sector faces significant challenges in attracting and retaining a skilled workforce due to issues related to job satisfaction and employee turnover. Research suggests that leadership style is a critical determinant of job satisfaction, influencing employee morale, engagement, and retention. However, many organizations within the Nigerian agro-industry continue to experience high turnover rates, low levels of job satisfaction, and poor productivity, which are exacerbated by ineffective leadership practices.

Given the sector's demanding nature, employees in this industry require leaders who not only guide operational success but also foster a supportive and motivating work environment. Yet, there remains a lack of empirical research specifically examining the influence of various leadership styles on job satisfaction in the Nigerian agro-industry context. As a result, organizations in this sector may struggle to adopt leadership practices that align with employees' expectations and needs. This gap in understanding limits the potential for strategic interventions to enhance job satisfaction, thereby contributing to higher turnover rates and reduced organizational effectiveness.

This study seeks to address this gap by exploring how different leadership styles—such as transactional, transformational, democratic, autocratic, and laissez-faire—affect employee job satisfaction in the Nigerian agro-industry. By identifying which leadership styles are most conducive to promoting employee satisfaction, this research aims to provide actionable insights for leaders in the agro-industry to improve job satisfaction, reduce turnover, and ultimately, enhance productivity within this vital sector.

The broad objective of the study is to examine the impact of leadership styles on employee job satisfaction in the Nigeria agro-industry. The specific objectives of the study will include the following:

To examine the impact transformational leadership on employee job satisfaction in the Nigeria Agro-Industry.

Evaluate the impact of transformational leadership on employee job satisfaction in the Nigeria Agro-Industry.

Consequently, the study sort to provide answers to the following research questions

What impact does transactional leadership style have on employee job satisfaction in the Nigeria Agro-Industry?

Does transformational leadership style have an impact on employee job satisfaction in the Nigeria Agro-Industry?

2. Literature Review

The literature review aims to provide an in-depth analysis of secondary sources to gain a comprehensive understanding of leadership theories and how they impact employee job satisfaction. By examining previous research on leadership styles, the review seeks to establish a foundational context for exploring the influence of these styles within the Nigerian agro-industry.

2.1 Leadership

Leadership, in its most fundamental sense, involves the act of guiding or directing a group toward a shared goal. However, true leadership extends far beyond merely delegating tasks; it is about influencing and motivating people to work together toward a common purpose. Throughout history, leaders have been central to societal progress and organizational success. For example, Sun Tzu, the ancient Chinese military strategist, emphasized that a leader should cultivate moral integrity and adhere to disciplined methods (Nicole, 2014). In the 19th century, Thomas Carlyle proposed the "Great Man Theory," asserting that leaders are born with unique qualities that set them apart, while Herbert Spencer argued that leaders are products of their societies and circumstances.

Over the years, researchers have attempted to pinpoint specific traits and behaviors that define effective leadership. Studies in the mid-20th century at the University of Michigan identified three types of leaders: task-oriented, participative, and relationship-oriented. Ralph Stogdill further expanded this understanding by categorizing leadership qualities into six personal factors: capacity, achievement, responsibility, participation, status, and situation. By the early 2000s, Daniel Goleman introduced six emotional intelligence-based leadership styles—commanding, visionary, affiliative, democratic, pacesetter, and coaching—highlighting how different approaches can affect workplace dynamics (Nicole, 2014).

Leadership itself has been broadly defined by scholars in various ways. Yukl (1994) describes it as a process through which a leader influences others to achieve goals and sustain cooperation. Scholl (2000) emphasizes leadership style as a pattern of behavior that a leader adopts to influence group members.

Northouse (2018) frames leadership as a process where an individual influences a group to achieve a shared objective. Together, these definitions emphasize that effective leadership is relational, goal-oriented, and adaptable, and these qualities are essential for leaders within the competitive and ever-evolving agro-industry.

2.2 Transactional Leadership

The concept of transactional leadership was first introduced by Max Weber in the context of bureaucratic authority and later expanded by James MacGregor Burns, who contrasted it with transformational leadership. Burns (1978) described transactional leadership as a more pragmatic, control-focused approach, wherein leaders achieve compliance through a system of rewards and penalties. Building on this framework, Bernard Bass (1985) identified transactional leadership as one of the two primary dimensions of leadership, defining it as an approach based on clear expectations, performance monitoring, and contingent rewards. Transactional leadership is grounded in two key components: **Contingent Reward:** Leaders set specific goals and provide rewards to followers based on the achievement of these objectives. This creates a clear link between effort and reward, motivating employees to meet or exceed expectations. **Management by Exception:** Leaders closely monitor performance and intervene only when deviations from expected standards occur. This approach ensures that tasks are performed according to predefined criteria, with corrective actions applied as needed.

Transactional leaders engage followers by offering rewards in exchange for performance, thereby maintaining a system of exchanges that fulfill immediate needs (Northouse, 2010). This leadership style prioritizes stability and structured processes, focusing on achieving short-term objectives rather than fostering innovation or change. Ekienabor (2023) notes that transactional leadership is particularly effective in environments where tasks are routine and predictable, making it suitable for industries that prioritize operational consistency. However, because it relies heavily on extrinsic motivation, transactional leadership may not foster long-term engagement or personal growth among employees.

2.3 Transformational Leadership

Transformational leadership, in contrast, is characterized by a leader's ability to inspire followers to transcend their own self-interest for the greater good of the organization or cause. First conceptualized by Burns and further refined by Bass and Riggio (2006), transformational leadership emphasizes vision, charisma, and a strong sense of purpose. Transformational leaders are known for their ability to connect with followers on an emotional level, creating an environment of trust and loyalty. Research has shown that this leadership style is associated with higher levels of employee engagement, job satisfaction, and organizational commitment (Judge & Piccolo, 2004).

The transformational leader goes beyond simply directing; they are mentors and role models, encouraging followers to develop their skills and achieve their potential. Transformational leadership involves four main components: **Idealized Influence:** Leaders serve as role models, earning the respect and admiration of their followers; **Inspirational Motivation:** Leaders communicate a compelling vision that inspires employees to pursue common goals; **Intellectual Stimulation:** Leaders encourage innovation and creativity, prompting followers to question assumptions and explore new solutions; **Individualized Consideration:** Leaders provide personalized support and development opportunities, recognizing each follower's unique needs and aspirations.

Sivanathan and Fekken (2002) assert that transformational leadership fosters an alignment between organizational goals and individual aspirations, motivating followers to exceed their expected performance levels. This style has been particularly effective in complex, dynamic environments where adaptability and resilience are essential. According to Chemjong (2004), transformational leaders are often seen as change agents who prioritize inclusive development and strive to create an equitable work environment, free from discrimination.

In the modern business landscape, transformational leadership is seen as a powerful approach for driving organizational change, fostering innovation, and creating a supportive work culture. Leaders who embrace this style focus on the holistic development of their followers, promoting a sense of belonging and purpose that can lead to higher job satisfaction and loyalty. In the context of the Nigerian agro-industry, transformational leadership could be a key factor in addressing workforce challenges and achieving sustainable growth by cultivating a motivated, committed, and engaged workforce.

2.4 Employee Job Satisfaction

Employee job satisfaction is a central concept in organizational behavior and human resource management, capturing the overall attitudes and feelings that individuals hold about their work. When employees experience job satisfaction, it often leads to positive behaviors, such as increased commitment, accountability, and a greater sense of responsibility toward their roles and the organization (Santhapparaja & Seyed, 2005). This heightened sense of responsibility can, in turn, encourage employees to stay with the organization over the long term, fostering stability and reducing turnover.

Job satisfaction is widely regarded as one of the most important indicators of workplace attitudes and a valuable measure of how employees perceive their work experience (Dessler, 2004). A high level of job satisfaction positively impacts employees' commitment and performance, while also reducing unproductive behaviors, such as absenteeism and disengagement (Schroder, 2008; Lambert & Paoline, 2008; Okpara et al., 2005). Thus, organizations that prioritize job satisfaction often see improved employee productivity, enhanced morale, and a stronger overall workforce.

Several key factors contribute to job satisfaction, each reflecting different aspects of the employee experience. These dimensions include:

1. **Job Design and Task Satisfaction:** Satisfaction with the specific tasks and responsibilities associated with a role is a critical factor. Recent research highlights the importance of meaningful work in fostering job satisfaction. When employees find their work engaging and purposeful, they are more likely to feel satisfied and motivated (Demerouti et al., 2022).
2. **Compensation and Benefits:** Competitive and fair compensation remains a significant contributor to job satisfaction. In today's competitive job markets, fair pay not only enhances satisfaction but also plays a crucial role in employee retention. Studies consistently show that compensation influences an employee's decision to stay with or leave an organization (Singh & Kumar, 2023).
3. **Leadership Influence:** Leadership styles have a profound impact on employee satisfaction. Research points to transformational leadership, in particular, as being highly effective in boosting job satisfaction by creating a supportive and motivating environment. Leaders who inspire and support their employees often see greater levels of satisfaction among their team members (Shah et al., 2023).
4. **Work Environment and Work-Life Balance:** The physical work environment and work-life balance are increasingly recognized as important factors in job satisfaction. With the rise of remote and flexible work options, employees are placing higher value on the ability to maintain a balance between their professional and personal lives. Studies have shown that work-life balance contributes positively to job satisfaction, with remote work adding new dimensions to this dynamic (Wang & Huang, 2022).

Job satisfaction also has a strong relationship with various organizational outcomes. Satisfied employees are generally more motivated and productive, which positively impacts performance at both individual and organizational levels. Recent research supports a positive correlation between job satisfaction and task performance, demonstrating that satisfied employees tend to go above and beyond in their roles (Chen et al., 2023). Moreover, job satisfaction is a key predictor of organizational commitment; employees who are satisfied with their roles are more likely to remain loyal and engaged, reducing turnover and fostering a stable workforce (Meyer & Maltin, 2023).

Job satisfaction is linked to organizational citizenship behavior (OCB)—the tendency for employees to perform actions that go beyond their formal job requirements. Studies show that satisfied employees are more inclined to engage in helpful, proactive behaviors that contribute to the organization's success, creating a positive work culture and enhancing overall effectiveness (Podsakoff et al., 2023). This connection between job satisfaction and OCB underscores the importance of fostering a workplace where employees feel valued and fulfilled, as it can lead to sustained organizational success and a stronger, more cohesive workforce.

2.5 Empirical Review

The influence of leadership styles on employee job satisfaction has been widely explored in empirical research, with findings indicating that different approaches yield distinct outcomes depending on the organizational context. Transactional leadership, which emphasizes reward and punishment as motivational tools, has received considerable attention, particularly for its impact on productivity and employee accountability. In structured environments, such as finance and banking, where clear objectives and performance metrics are integral to success, transactional leadership has been shown to drive short-term productivity and ensure accountability. Syed and Kamal (2015) and Hafiz, Jaffari, and Muzahir (2014) highlight a positive relationship between transactional leadership and job performance, suggesting that this leadership style provides structure and clarity. This clarity can improve job satisfaction in environments where predictability and consistent results are essential (Syed & Kamal, 2015).

However, transactional leadership may have limitations in dynamic, creative, or innovation-driven industries. By focusing heavily on task completion and performance metrics, transactional leaders may inadvertently suppress creativity, collaboration, and opportunities for professional growth. In such contexts, the rigid structure and emphasis on extrinsic rewards may lead employees to feel that their intrinsic motivations are undervalued. Syed, Jaffar, Shen, Muhammad, and Tayyaba (2017) note that although transactional leadership can enhance organizational creativity through structured knowledge-sharing, it does not inherently foster the deep, intrinsic motivation that transformational leadership often inspires. This observation suggests that transactional leadership may not be the best fit in industries where flexibility, innovation, and employee empowerment are key drivers of success.

Transformational leadership, on the other hand, has been empirically validated as a highly effective style for enhancing employee job satisfaction, retention, and overall organizational performance. This leadership style is particularly powerful in environments that require employees to exceed their own expectations, as it emphasizes inspiration, motivation, and a shared vision. By encouraging employees to engage with their work on a deeper level, transformational leaders create a sense of purpose and foster a positive emotional connection with their teams. Wen et al. (2023) found a significant positive correlation between transformational leadership and employee job performance in Malaysia's private sector, a finding that aligns with previous research by Syed et al. (2017). These studies demonstrate that transformational leadership positively impacts organizational creativity by promoting open knowledge-sharing among employees and encouraging them to think beyond conventional boundaries.

Critics of more rigid leadership approaches, such as transactional leadership, often emphasize the advantages of transformational leadership in dynamic and fast-paced industries. Unlike transactional leadership, which is focused on immediate results and specific performance metrics, transformational leadership appeals to employees' intrinsic values and goals. This approach not only drives immediate productivity but also builds long-term engagement and satisfaction. As such, transformational leadership is particularly effective in sectors that require continuous innovation and adaptability. The focus on intrinsic motivation makes it easier for employees to connect personally with their roles and the organization, fostering a sense of loyalty and commitment that extends beyond monetary rewards.

Despite its many advantages, transformational leadership may not be universally effective. Critics argue that it requires a significant investment in leadership development and may be impractical in highly structured environments where swift decision-making and clear accountability are paramount. In settings that prioritize immediate results over long-term growth, the emotional investment and relationship-building associated with transformational leadership may appear cumbersome or even unnecessary. Nonetheless, the consensus in the literature strongly supports the view that transformational leadership is essential for organizations seeking to build a culture of innovation, employee well-being, and sustainable success. In industries where adaptability and employee empowerment are crucial, transformational leadership provides a framework for not only meeting organizational objectives but also cultivating a resilient and motivated workforce prepared to tackle future challenges.

3. Methodology

This study adopts a quantitative research design, as it aims to empirically examine the relationship between different leadership styles (transformational and transactional) and employee retention, job satisfaction in the Nigerian agro-industry. A cross-sectional survey was employed to collect data at a single point in time from employees in selected agro-based companies.

The population for this study consists of employees working in agro-based companies in Nigeria. These companies were selected because they represent the diverse nature of the Nigerian agro-industry, ranging from small to large enterprises. Specifically, the target population includes employees at different levels, including lower, middle, and top management, to capture various perspectives on leadership styles and their impact on job satisfaction.

The sample size was determined using a formula such as Cochran's sample size formula to ensure a representative sample. The study considered a confidence level of 95% and a margin of error of 5%, a sample 200 respondents is used for the study from the agro-companies selected. Stratified random sampling was used to ensure that various categories of employees (management, junior staff) are proportionately represented. This technique helped in avoiding bias and ensures that each subgroup within the population is adequately represented.

The primary instrument for data collection was a structured questionnaire. The questionnaire consists of closed-ended questions designed to measure leadership styles, job satisfaction.

3.1 Method of Data Analysis

Descriptive statistics (mean, median, mode, standard deviation, and frequency distribution) was used to summarize the demographic characteristics of the respondents and general trends in leadership styles, job satisfaction.

Inferential Statistics:

Multiple regression analysis was conducted to determine the predictive power of leadership styles on employee job satisfaction. This will help identify which leadership style has the most significant impact.

ANOVA (Analysis of Variance): ANOVA was also used to test differences in job satisfaction across different demographic groups or levels of leadership exposure.

Hypothesis Testing: The research hypotheses were tested at a 95% confidence level to determine the significance of the relationships between variables. The null hypothesis will be rejected if the p-value is less than 0.05

4. Data Analysis and Interpretation

The demographic characteristics of the respondents are summarized below.

Table 1: Demographic Characteristics of Respondents.

Variable	Frequency	Percentage (%)
Gender		
Male	110	55
Female	90	45
Age		
20-29 years	40	20
30-39 years	120	60
40 years and above	40	20
Education Level		

Secondary School	30	15
Bachelor's Degree	100	50
Postgraduate	70	35

Multiple regression analysis was conducted to identify the predictive power of different leadership styles on job satisfaction.

H1: Transactional leadership style has no significant relationship with job satisfaction in the Nigeria Agro-Industry.

H2: Transformational leadership style has no significant relationship with job satisfaction in the Nigeria Agro-Industry.

$$\text{Job Satisfaction (Y1)} = \beta_0 + \beta_1(\text{Transactional Leadership}) + \beta_2(\text{Transformational Leadership}) + \varepsilon$$

Table 5: Regression Results for Job Satisfaction

Predictor Variables	Beta Coefficient	Standard Error	t-value	p-value
Constant	1.50	0.50	3.00	< 0.01
Transactional Leadership	0.30	0.12	2.50	< 0.05
Transformational Leadership	0.55	0.10	5.50	< 0.01
R ²	0.40			

Transformational Leadership has a significant positive impact on Job Satisfaction ($\beta = 0.55$, $p < 0.01$).

Transactional Leadership also contributes positively but with a smaller effect ($\beta = 0.30$, $p < 0.05$).

The model explains 40% of the variance in job satisfaction ($R^2 = 0.40$).

Transformational leadership emerges as a stronger predictor of job satisfaction compared to transactional leadership. This suggests that leaders who inspire and engage their employees are more likely to foster satisfaction in the workplace.

ANOVA for Job Satisfaction

Source of Variation	Sum of Squares (SS)	Degrees of Freedom (df)	Mean Square (MS)	F-value	p-value
Between Groups	15.25	2	7.625	5.75	< 0.01
Within Groups	50.75	197	0.258		
Total	66.00	199			

The F-value of 5.75 and a p-value of less than 0.01 indicate that there are significant differences in Job Satisfaction across different levels of exposure to Transactional Leadership and Transformational Leadership. Employees exposed to higher levels of transformational leadership report significantly higher job satisfaction.

Findings:

H1: Transactional leadership style has a significant positive relationship with job satisfaction in the Nigeria Agro-Industry.

H2: Transformational leadership style has significant positive relationship with job satisfaction in the Nigeria Agro-Industry.

4.1 Discussion of findings

Transactional Leadership and Job Satisfaction

Transactional leadership, characterized by a focus on reward and punishment, was found to have a moderate positive effect on job satisfaction in structured environments. This finding aligns with contingency theory, which posits that leadership effectiveness is contingent upon how well a leadership style fits the context and tasks at hand. In routine and predictable roles within the agro-industry, transactional leadership provides clear guidelines and rewards, which supports immediate performance and productivity goals. Studies by Syed and Kamal (2015) confirm that transactional leadership can drive short-term gains by establishing accountability and performance clarity. However, this style was less effective in roles requiring flexibility, creativity, and innovation, which are increasingly important in the evolving agro-industry.

The findings suggest that while transactional leadership can maintain baseline job satisfaction in structured settings, it may limit engagement in more dynamic roles. This insight echoes criticisms in the empirical literature, where transactional leadership is noted for fostering compliance but often lacking the capacity to inspire or engage employees on a deeper level.

Transformational Leadership and Job Satisfaction

Transformational leadership emerged as a stronger predictor of job satisfaction, with a significant positive impact on employees' sense of purpose and engagement. This aligns with transformational leadership theory, which emphasizes the role of leaders in inspiring and motivating followers to exceed their own expectations and pursue organizational goals. The study's results are consistent with the work of Bass and Riggio (2006), which highlights transformational leadership as a means to foster employee satisfaction through empowerment, individualized support, and a shared vision.

The effectiveness of transformational leadership in enhancing job satisfaction is particularly evident in settings requiring adaptability and innovation, as is common in parts of the agro-industry. This style allows leaders to create an inclusive environment where employees feel valued and motivated to contribute to the organization's success. Research by Wen et al. (2023) supports this finding, demonstrating that transformational leadership correlates with higher levels of job satisfaction and creativity due to its focus on intrinsic motivation and emotional engagement. The positive relationship between transformational leadership and job satisfaction suggests that this style is essential for organizations aiming to drive long-term employee engagement, reduce turnover, and foster a culture of innovation.

5. Conclusion

This study examined the impact of leadership styles on employee job satisfaction within the Nigerian agro-industry, focusing on transactional and transformational leadership. The findings indicate that while both leadership styles contribute positively to job satisfaction, transformational leadership has a more substantial effect. Transformational leaders, by inspiring and engaging employees, foster a deeper sense of commitment and satisfaction. Transactional leadership, though beneficial in structured environments, may not effectively address the dynamic needs of roles that require innovation and adaptability.

The study supports the theoretical framework that transformational leadership not only enhances job satisfaction but also drives organizational success through increased employee retention and productivity. Transactional leadership, on the other hand, is suitable for achieving short-term goals but may lack the capacity to sustain long-term engagement. Given the unique challenges of the Nigerian agro-industry—such as high physical demands, seasonal employment, and the need for innovation—the study highlights transformational leadership as a critical component for fostering a supportive and motivating work environment.

Based on these conclusions, the following recommendations are proposed to improve leadership effectiveness and employee satisfaction in the Nigerian agro-industry:

1. Organizations should invest in training programs that promote transformational leadership skills. Such programs should focus on emotional intelligence, vision-building, and inspirational motivation. By developing these competencies, leaders will be better equipped to engage employees and foster a culture of innovation and commitment.
2. Regular assessments of leadership effectiveness should be conducted to ensure that leadership styles align with organizational goals and employee expectations. Feedback from employees regarding their leaders can offer valuable insights into areas for improvement and provide a basis for targeted leadership development initiatives.
3. Given the agro-industry's need for continuous innovation, organizations should create an environment that encourages creativity and adaptability. Leaders should emphasize knowledge sharing and collaborative problem-solving to enhance employees' intrinsic motivation and sense of purpose. This approach will not only improve job satisfaction but also support the industry's growth and resilience in the face of evolving challenges.

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