
Influence of Leadership Styles and Emotional Intelligence on Job Performance of Local Government Workers in Osun State, Nigeria

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Abstract: *The purpose of this study was to find out the influence of Leadership Styles and Emotional Intelligence on the job performance of workers of some Local Governments in Osun State. The study adopted a Survey Research Design. Random Sample Technique was used to select 256 willing respondents from 3 local governments – Ejigbo, Irepodun and Atakunmosa East. Four instruments namely Wong and Law EI Scale (WLEIS), Work Performance Rating Scale (WPRS), Leadership Assessment Scale and the Scale on Demographic variables were used to collect data from respondents. Wong and Law EI scale has four dimensions of Self-Emotion Appraisal (SEA), Others Emotion Appraisal (OEA), Use of Emotions (UEA) and Regulation of Emotion (ROE). Work Performance Rating Scale has 16 items that assesses workers job performance. Leadership Assessment Scale contains 16 items that rates the leadership dimensions that are prominent in leaders. The last scale measures Respondents Demographic variables.*

The hypotheses formulated were tested at 0.05 level of significance. Multiple Regression Analysis was used in analyzing the data collection.

The results revealed that all the independent variables sex, age, marital status, academic qualification, length of service, emotional intelligence and leadership styles when combined significantly predicted job performance. The results further revealed that there was a significant relationship between emotional intelligence and job performance of workers. It was found that two dimensions of Emotional Intelligence- Self Emotions Appraisal and Use of Emotions were significant. The results obtained also revealed that transactional leadership style was significant on job performance.

It was recommended that leaders should adopt transformational leadership style that will encourage and motivate workers to perform optimally. It was equally recommended that Emotional Intelligence training should be incorporated into the local government system in order to improve EQ abilities of workers and ultimately increase their out

1. Introduction

Leadership is one of the fundamental currents of human experience when viewed as a process through which groups, organization and societies attempt to achieve common goals. Whenever a reference is made of leadership, a mention must also be made of followership. This is because leaders naturally emerge from the ranks of followers and the mastery of followership is a sine qua non for the mastery of leadership. It is evident from the above that if organizations are to achieve their goals, leaders must recognize their followers or employees as partners in progress. When this is done, workers will show commitment to their work. It must be emphasized that leaders owe their legitimacy to followers. The interdependence between leaders and followers is germane to the success of any leader and ensures a continuous pattern of organization development. Leadership is not necessarily a province of privilege few as people erroneously believe, but rather a responsibility of all in an organization. Leadership should be an interactive process in which both leaders and followers work toward achieving organizational goals. Leaders in organization create vision which they work with their followers to achieve.

Furthermore, leadership is something that most people desire to have. It is a quality every individual possesses but not necessary uses. It is something that has to be developed and perfected over a period of time, which may vary from time to time. As indicated earlier, leaders must encourage their workers to exhibit their leadership potentials. This will constantly increase the pool of potential leaders who can sustain the tempo of development in an organization. In the same vein, leadership is a dynamic relationship based on mutual influence and common purpose between leaders and collaborators in which both are moved to higher levels of motivation.

Leadership can also referred to as the persuasion of members of an organization to set aside, for a period of time, their individual self interests and instead, pursue a common goal that is in the interest of the organization. It is persuasion not domination. In order to get the best from workers in terms of job performance; leaders must not

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dominate their workers as this will impact negatively on them.

An organization has the greatest chance of being successful when employees or workers perform their job satisfactorily and work towards the achievement of its goals. Since leadership involves the exercise of influence by one person over others, the quality of leadership exhibited by leaders is a critical determinant of organizational success. Leadership as a construct involves different styles which describe the preferred strategy of pace-setting which a leader exudes while playing the role of supervision, overseeing some projects and even governance.

There are many leadership styles though a number of Writers give the impression that a particular leadership style is right and effective while others are not. The success or otherwise of a style is dependent on the context, the task, the followers and the outfit, system or organization the leader is operating. The leadership styles that are adopted by leaders in organizations and the emotional intelligence of individual workers have been observed by researchers to exert significant influence on workers and their job performance. For workers to be effective in the performance of their jobs, leaders must create an enabling environment for them and encourage them in the building and development of their emotional intelligence.

Leadership styles vary from organization to organization and from leader to leader and each adopts the style that best suits the situation at hand in his or her organization. These styles of leadership along with emotional intelligence have influence on the workers in an organization like local governments, and determine, to a large extent, the level of job performance of such workers. The style of leadership that is adopted by this Head of Local Government Administration is certain to have influence on workers.

Generally, there are two basic leadership styles, which have been recognized by researchers over the years. Our attention, in this study, will be focused on these two leadership styles.

Transformational leadership style can be described as a system in which leaders involve subordinates in making decisions that affect the organization. Subordinates or workers take part in the decision making through consultation. This style requires that leaders transform their followers in such a way that both will work together towards the attainment of a desired course of attitudinal and physical change suggested by leader. The transformational leader attains his goals through persuasion rather than force or intimidation. The goals stated here refer to that of the organization, such as local government. The main goal of any local government is to render services to the people at the rural area and bring government closer to the people.

It is believed that dividends of democracy from the Federal and State governments may not easily and quickly reach the local level, this explains the reasons why local governments are created to render services such as the provision of electricity through the purchase of transformers and cables, tarring and grading of roads, provision of primary health care facilities, construction of motor parks, lock-up-stalls, abattoirs, markets, building and rehabilitation of school classrooms etc.

Leaders at this level of government have, however, made the provision of these services to the people a mirage because of their style of leadership. They have turned themselves to bosses and act as an alpha and omega. Workers under them are seen as errand boys, they are not treated as partners in progress but just as servants who do not have anything to offer in terms of ideas and advice the morale of workers are usually dampened.

Transformational leaders are more flexible, incorporating a certain degree of professional freedom and initiative, they exhibit a high degree of empathy for others, especially their workers. The situation at the local government has not encouraged workers to use their initiative and emotional intelligence to facilitate their job performance. This style of leadership is also characterized by leaders who stimulate interest among followers to view work from new perspectives and develop colleagues to higher levels of ability and potential. As indicated earlier, this style of leadership is alien to local government administration in

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Nigeria. The system in operation at local government level does not allow for collaborative efforts between leaders and followers. Almost all the qualities of transformational leaders are missing in the leaders of local governments.

At this level of government, there is red tapism and excessive paperwork, routine work as well redundancies which do not afford workers the opportunity to exhibit professionalism and initiative. Workers are expected to continuously follow laid down procedure and carry out instructions that emanate from the top echelon of government. This hinders workers from contributing their quota and performing their job efficiently. It is also unfortunate that leaders at this tier of government do not adopt persuasion as a leadership technique rather they employ the use of force, threat and intimidation. This is against the spirit of transformational leadership, which would have been the best style for this level of government.

Another style that is widely practice by leaders is transactional leadership style. In this style, a leader does not seek the opinion or advice of his subordinates. He usually supervises closely and motivates through incentives and fear. A leader who is transactional holds formal authority as the basis for legitimate authority and therefore the development of close interpersonal relationship with subordinate workers is considered degrading. The Head of Local Government Administration and other Directors at the local government do not deem it fit to relate directly with their workers. This, many a times, dampens the morale of workers and invariably reduces their level of job performance.

In relation to the above, a transactional leader is task oriented and places little value on showing consideration to subordinates. This style of leader is characterized by the dominance of the leaders who controls all aspects of the work, gives detailed orders and makes all decisions. He rewards subordinates based on the level of success achieved or goal reached. The quality most required of followers by the leader is obedience and conformity.

It is unfortunate to state that transactional leadership style aptly describes the system that is operational at the local governments in Osun State in particular and Nigeria in general. It is not uncommon to find, at the local governments, leaders or Directors supervise closely and motivate their workers through fear. Workers are compelled to carry out instructions strictly and obey without questioning. Any worker who disobeys or shows any sign of disobedience is threatening with query, transfer to remote area or 'dry land' denial of promotion etc. Employees at this tier of government do not have any input in the policy and decisions making that affect their development and welfare such as training and capacity building, job security, occupational health safety and the likes. An unsatisfied worker cannot put in his best, which will result in low job performance. As leadership style is influential on the job performance of workers of a local government so also is emotional intelligence.

Emotional intelligence is a foundational behaviour for work ethics, ethical code of conduct, integrity, honesty, fairness, human dignity in the work place. Emotional intelligence competencies are highly useful and can certainly enhance productivity of workers. Emotional intelligence competencies include good character, integrity, empathy, honesty, maturity, impulse control, emotional self-awareness etc. People who rise to the top of their field whether it is psychology, law, medicine, engineering, administration or banking are not just good at their jobs, they are affable, resilient and optimistic. It takes more than traditional cognitive intelligence to be successful at work, it also takes emotional intelligence. Workers who are endowed with emotional intelligence skills excel in life, perhaps more than those with a high intelligence quotient. Every worker needs emotional intelligence to be successful at work.

Local government workers also need emotional intelligence in order to improve on their performance and to assist their employers in the discharge of its duties to the people. Emotionally intelligent workers possess more interpersonal skill and confidence to go along with co workers in their work place. EQ matters twice as much as

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technical and analytic skills combined for effective job performance.

Directors and leaders of local government should recognize workers as valuable assets for improved services delivery and such should opt for emotional intelligence competencies. It has been stressed by researcher that emotional intelligence training for their workers so as to help them build their emotional intelligence competencies. It has been stressed by researchers that emotional intelligence training and development is highly important for overall and improved job performance because it affects just about everything workers do at work. Even when a worker works in a solitary setting, how well such a worker works has a lot to do with emotional intelligence.

Workers of local government who want to consistently outperform their peers' need not only technical skills but more importantly have to master most of the aspects or competencies of emotional intelligence. The improvement of a worker's emotional intelligence starts with some self-awareness competencies and ultimately leads to effective relationship management.

Many of the EQ competencies are tightly related to one another and improving competence in one area will often positively affect competency in other areas. Proficiency of local government workers in certain sets of the aforementioned competencies will propel them towards greater productivity, performance and satisfaction.

The development of emotional intelligence competencies of local government workers will enhance their ability to get along with fellow workers and bosses, relate effectively with people from outside their organization. In essence, it will ensure a peaceful and conducive environment in the local government, which will ultimately result in enhanced job performance of workers. In the same vein, the training and development of EQ competencies of local government employees will also improve their ability to handle stress in their workplace and at home. Their ability to handle successfully control stress is germane to their effective job performance.

Job performance itself involves the ability of an individual worker or an employee to effectively discharge those job specific duties that are essential to a specified job. These are the duties that a particular job was really established to perform and if they were not performed would severely impact the nature of the job and the overall goal of the organization. In this modern world when organization faces intense competitions, employees are required to be effective, efficient, intelligent, and industrious and committed to his or her job. Organizations such as local governments rely essentially on its workforce to render its services to the people and if such a workforce or an individual worker is not up to the task, the organization will be the worst for it.

Employees are required to consistently meet some predetermined performance standards, which are germane to the realization of organizations objectives and goals. Organizations worldwide must strive to always remove all performance constraints or impediments, which inhibit workers. The potential constraints on job performance include:-

- (i) Lack of proper equipment
- (ii) Excessive workload
- (iii) Inadequate working conditions
- (iv) Inadequate clerical support
- (v) Absenteeism of key personnel
- (vi) Slowness of action from internal or external sources

Inadequate performance of co-workers on whom individual's work depends,

Inadequate performance of subordinates or managers,

Unclear objective or performance standards,

Policy problems,

Inadequate communication within the organization,

Pressure from co-workers to limit performance,

Lack of authority to get things done,

Lack of training,

Lack of man power and working tools.

All the factors enumerated above constitute potential impediments to workers good job performance and unless they are removed, workers cannot perform optimally.

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Workers job performance can either be satisfactory or unsatisfactory depending on the standards set for each worker or job.

In order to determine whether a worker is deficient or not in his work performance, an organization takes into cognizance, these factors:

- Quality of work executed by the workers,
- Quantity of work done by the worker,
- Work habits of the worker,
- Timely performance of work by the workers,
- Accuracy of work carried out by the workers,
- Regularity of attendance by the worker,

Worker's adherence to the organization's work rules and regulations,

Ability of the worker to follow instructions, directions or procedures. Leaders, bosses or Directors in the case of local governments of Nigeria consider the listed factors in order to evaluate the performance of each individual employee. The performance rating determine whether a worker is to be promoted to the next higher level of responsibility, demoted to a lower level, retired from services, dismissed from services or any other decision. In an attempt to improve the job performance of workers, psychologists have found some traits, which they believe, predict job performance. Important factors such as creativity, integrity, attendance and cooperation are related to good job performance.

One research camp argues that conscientiousness been responsible, dependable, organized and persistent is generic to work success. It predicts performance in realistic and conventional jobs. Interpersonal skills are another predictor of job performance. As the workplace moves toward teamwork and service oriented jobs, evaluating interpersonal skills becomes increasingly important. Contextual performance which means doing things beyond the simple job performance such as volunteering, putting in extra effort, cooperating, following rules and regulation and endorsing the goals of the organization also leads to good job performance.

Performance on the job is influenced by knowledge, abilities and aptitude of workers. It is also influenced by work styles, personality, interests, principles, values attitudes, beliefs and leadership/ subordinate styles.

Apart from other factors considered as important to job performance, job performance of workers is highly dependent on the leadership styles adopted by the leader and the emotional intelligent of workers. In essence, the leadership styles and emotional intelligence of workers exert significant influence on the job performance of workers of local government.

2. Objectives of the Study

Local governments are created to render social and economic services to the people at the local level. These services are highly essential to the sustenance of people at this level of government. When workers who are employed to discharge all these services on behalf of the government to the people are unable to perform their jobs optimally, problems set in the local government as the expected social and economic service will not be executed. The inability of workers of local government to perform their job to the expected level is associated with the style of leadership adopted by their Directors and the level of emotional intelligence of workers.

The aim of this research, therefore, is to identify those factors that are responsible for the low emotional intelligence and low job performance levels of workers and examine the leadership styles that inhibit the job performance of workers. Another aim of this research is to recommend the adoption of leadership style that will recognize workers as valuable assets in the local government and at the same time improve their level of job performance.

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3. Research Hypotheses

- (i) There is no significant relationship between leadership style and job performance of local government workers in Osun State.
- (ii) There will be not joint and relative effect of leadership style (transactional) leadership style (transformational) sex, age, marital status, academic qualification, length of service, SEA, OEA, UOE and ROE on job performance.
- (iii) There is no significant difference between leadership styles (transactional) leadership style (transformation) sex, age, marital status, length of service, self-Emotions Appraisal (SEA) Others Emotions Appraisal (OEA) Use of Emotion (UOE) and Regulation of Emotion (ROE) on Job Performance.

4. Methodology

The research methodology provides the background against which the study is carried out. It also states the extent to which the findings of the study can generalize. The methodology provides mainly the research design, sample, instrumentation, procedure for data collection and method of data analysis

4.1 Research Design

The research adopted a survey research design. This is because the variables under investigation in this study already existed and were not manipulated in the course of the study.

4.2 Sample

The sample for this study are two hundred and fifty six employees (male=132, female=124) of Local Governments in Osun State. The sample is drawn from the thirty local governments and one Local Government Area office in the state.

The random sampling technique is adopted to select three local governments, one from each of the three Senatorial Districts in Osun State. They are Ejigbo Local Government from Osun West Senatorial District, Irepodun Local Government from Osun Central Senatorial District and Atakunmosa East Local Government from Ife-Ijesa Senatorial District. Majority of the employees engaged in this study fall within the intermediate cadre of the civil service, between grade levels 07 and 10. The mean age of the respondents is 35.5 while the age range is between 35 and 36 with the standard deviation being 5006.

4.3 Instrumentation

The instrument used in this study to collect data from Respondents on Emotional Intelligence is a standardized questionnaire designed by Law, Wong and Song (2002). The questionnaire on Leadership Assessment is designed by Hartog, Muijen and Koopman (1997) while the workers performance Rating Scale was devised by Okhawere (1998) and modified by the researchers.

All the questionnaires are divided into four sections- A, B, C and D. Section A consists of items that measure the Respondents demographic variables such as sex, age, marital status, academic qualification, profession and length of service. Section B, which is mainly the questionnaire on emotional intelligence devised by Law, Wong and Song (2002), has four EI dimensions of Self-Emotion Appraisal, other- Emotions Appraisal, Regulation of Emotion and use of Emotion. The co-efficient Alphas for the above four dimensions were: SEA α = .69, OEA α = .84, ROE α = .78 and UOE α = .72.

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Section C of the questionnaire has 16 items and assesses the leadership dimensions that are prominent in leaders. Transformational leadership, with four subscales, has co-efficient alpha of $(\alpha) = 81.5$. Work Performance Rating Scale (WPRS), which forms section D of the questionnaire, consists of 16 items and assesses the worker's job performance as rated by their supervisor. The work performance Rating scale has a coefficient alpha (α) of .70.

4.4 Procedure

The research first sought the permission of the Head of Local Government Administration of each of the Local Government. The Researcher with the assistance of an officer designated by the Head of Local Government Administration (HLGA) thereafter explained the questionnaire to the Respondents and was subsequently administered. Individual care was taken to establish rapport with the respondents and only willing participants were asked to fill up the questionnaire. The respondents were assured of full confidentiality. The Researcher, in company of an officer, collected the data over a period of 70 days on different dates and times. A total of two Hundred and Eight questionnaires were distributed out of which two hundred and sixty-one were returned. Five questionnaires were rejected as these were found to be incompletely filled giving a sample of two hundred and fifty six (256).

5. Method of Data Analysis

Multiple Regression Analysis was employed to examine the influence of leadership styles and emotional intelligence on job performance. The 0.5 alpha level was however utilized for effecting statistical decisions.

Hypotheses Testing and Results

Hypothesis 1: There is no significant relationship between emotional intelligence and job performance.

From the table above, total (Emotional Intelligence) Self Emotions Appraisal (SEA), Use of Emotion (UOE) and Regulation of Emotion (ROE) were independently significant.

Hypothesis 2: There will be no joint and relative effect of leadership style (transaction) leadership (transformation) Sex, Age, Marital Status, Academic Qualification, Length of Service, Self Emotion Appraisal, Other Emotions Appraisal, Use of Emotions and Regulations of Emotions on Job Performance.

Regression Analysis Showing the Relative Effect of Leadership

Styles (Transactional) Leadership Style (Transformational) Sex, Age, Marital Status, Academic Qualification, Length of Services, SEA, OEA, UOE and ROE on Job Performance

Table 2

Source of Variation	DF	SS	MS	F-Ratio	Sign of P
Regression	1927.495	11	175.227	3.35	.000
Residual	12744.501	244	52.232		
	14671.996	255			

Adjusted R = 0.362

Adjusted R² = 131

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It was found that the linear combination of the effect of leadership style (transactional) leadership style (transformational) Sex, Age, Marital status, Academic qualification, Length of service, Self Emotions, Appraisal, Others Emotions Appraisal, Use of Emotional and Regulation of Emotion on job performance was significant (F8,241) = 3.3,) p<0.05)

Hypothesis 3:

There is no significant difference between leadership styles (transactional) leadership style (transformational) sex, age marital status, length of services, self- Emotional Appraisal, others- Emotion Appraisal, use of Emotion and Regulation of Emotion on job performance.

Relative Contribution of the Independent Variables Leadership Style (Transactional) Leadership Style (Transformational) Sex, Age, Marital Status, Academic Qualification, Length of Services, SEA, EOA, UOE and Role on Job Performance

Table 3:

Variable	Unstandardized coefficient		Standardized coefficient	F	Sig.
	B	SE (B)	Beta contribution		
Constant	66.811	35.937		1.859	.064
Lead. Style (Trans)	-7.075E-02	.102	-.049	-.694	.488 Not Sig.
Lead. Style (TRF)	3.888E-02	.090	.032	.432	.666 Not Sig.
Sex	-4.408E-02	.927	-.003	-.048	.962 Not Sig.
Age	.251	.924	.017	.272	.786 Not Sig.
Marital status	-.648	.920	-.043	-.704	.482 Not Sig.
Academic	-.766	.917	-.051	-.835	.405 Not Sig.

Qualification					
Length of services	-.263	.918	-.017	-.286	.775 Not Sig.
Self – Emotion Appraisal	-.846	.209	-.249	-4.046	.000 Not Sig.
Other Emotion Appraisal	-.208	.172	.075	1.209	.228 Not Sig.
Use of Emotions	-.652	.207	-.212	-3.141	.002 Significant
Reg. of Emotion	-.278	.234	-.076	-1.189	.236 Not Sig.

The independent variables have varying degrees of contributions, viz: Leadership style (transactional) ($\beta = -.049$, $p > .05$); Leadership style (transformational) ($\beta = .032$, $p > .05$); sex ($\beta = -.003$, $p > .05$); Age ($\beta = .017$, $p > .05$); Marital status ($\beta = -.043$, $p > .05$); Academic Qualification ($\beta = -.01$, $p > .05$); Length of service ($\beta = -.017$, $p > .05$); SEA ($\beta = -.249$, $p < .05$); OEA ($\beta = .075$, $p > .05$); UOE ($\beta = -.212$, $p < .05$); ($\beta = -$, $p > .05$)

It was found that while Self-Emotion Awareness (SEA) and Use of Emotion (UOE) were independently significant, others were not.

6. Discussion

Hypothesis 1: There is no significant relationship between Emotional Intelligence and job performance.

The first hypothesis which states that there is no significant relationship between Emotional Intelligence and Job Performance is rejected on the basis of result which shown that emotional intelligence dimensions as proposed by Davies (1998) such as Self- Emotions Appraisal (SEA), Use of Emotions (UOE) and Regulation of Emotion (ROE) are significant and thereby have influenced on job performance.

This finding supports that of Atwater and Yamarino et al (1994), argued that one’s understanding of one’s and others’ affective ratings (as a result of one’s emotional intelligence) would influence self other rating agreements, which in turn, would influence performance outcomes.

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Goleman (1998) showed that overall, emotional intelligence explains individual's cognitive based performance above and beyond the level attributable to general intelligence. The outcome of Dulewich work also showed that emotional intelligence was predictive of the career success of 100 managers.

Findings of this current research work are also in tandem with Goleman's findings in his 1998 Havard Business Review article where he posits "..... When I calculated the ratio of technical skills, IQ and emotional intelligence (identified in) competency models from 188 companies' intelligence was twice as important as the others for jobs at all levels..... Moreover, my analysis showed that emotional intelligence played an increasingly important role at the highest levels of the company, where differences in technical skills are of negligible importance.

".....in short, the numbers are begininig to tell us a persuasive story about the link between a company's success and the emotional intelligence of its leaders. In the same vain, Stein (1982) after his study of emotional intelligence and cognitive intelligence as measures of work performance, reports "this study provides concrete evidence of what our own testing has suggested. Emotional intelligence is significantly and highly correlated with job performance in the workplace." Also, Hee-Woo Jae of Ateneo de Manila University in the Philippines in his evaluation of 100 University-educated, frontline bank employees found that emotional intelligence scores were far more related to actual on the job performance. The EQ-I scores accounted for and impressive 27% (Correlation of .52) of job performance.

It is intuitive that emotional intelligence would affect job performance. Understanding and regulation of one's emotions as well as understanding of other's emotions are the core factors affecting interpersonal well-being and interpersonal relations. In negative sense, a person who is not sensitive to his or her own emotions and who is unable to regulate his or her own emotions would have problems interacting with others.

This outcome corroborates that Conger and Kanungo (1988), which found that transactional leadership behaviors have clear empowering effects on followers in terms of raising their self-efficacy beliefs.

Shamir (1993) hypothesized that by having high expectations of followers, expressing the leader's belief in followers' abilities, and showing how the mission reflects followers values, leaders affect not only followers self and collective efficacy beliefs but also their self esteem which invariably influence their job performance.

While Shamir (1993) referred to global self-esteem, in organizational contexts, a more relevant construct is organization-based self-esteem (OBSE), which reflects members' self-evaluations with regard to themselves as members of the organization. Members with high OBSE perceive themselves as important, significant, effective and work while in the organizational unit to which they belong. According to the Pierce, OBSE is influenced, among other things, by leader's behaviors toward their subordinates. This report results from seven studies indicating that OBSE has several positive effects including contribution to global self-esteem, intrinsic motivation, and job performance and organization citizenship behavior.

The literature on transformational leadership suggests that identification with the leader is one of the major processes that enable leaders to influence the perception, needs, values and behaviors of followers (Bass, 1997, Bass and Avolio, 1994) Conger and Kanungo (1998).

On the positive side, the use of the emotion dimension of emotional intelligence describes one's ability to direct emotions to performance. A person with high emotional intelligence would be able to direct positive emotions to high performance and redirect negative emotions to generate constructive performance goals.

Emotional understanding, regulation and utilization would help to cultivate positive social interaction and exchange in an organization and as a result facilitate employee performance.

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Hypothesis 2: There will be no joint and relative effect of leadership style (transactional) leadership style (transformational) Sex, Age, Marital status, Academic qualifications, Length of service, Self-Emotion Appraisal, Other Emotion Appraisal, Use of Emotion and Regulations of Emotion on job performance is rejected. This is as result of findings which indicate that the liner combination of the effect of leadership style (transactional) leadership style (transactional) sex, age, marital status, academic qualification, SEA, OEA, VOE, and ROE on job performance was significant.

The inference from this finding is that leadership styles adopted by leaders in organization have significant impact on the job performance of employees.

Some literature also suggest that transformational leadership affects the social identification of follower with the organization or the group, and this effect mediates further effects on flowers willingness to make sacrifices and contributions to be organization and to the collective missions (Ashforth & Meal, 1989)

The study done by researchers at the University of Michigan found that leaders with the highest degree of behavioral complexity engendered the best organizational performance.

The finding by psychologists that transformational leadership results in higher organizational commitment by workers supports the position of this study. Psychologist have also found that the more participatory the style of the leader, the more productive the leaders staff will likely be. This contention, which had hitherto been made without any empirical evidence, is now being supported by the finding of this work.

In the same hypothesis under review, it was found that age, marital status, academic qualification, length of service and sex all have impact on job performance.

Age of and employee has a lot to do with job performance in that a young person who does not have any previous experience about life or about work is not likely to excel in his or her work.

As it relates to marital status, it is believed that the marital status of an individual worker will impact either negatively or positively on his work. An individual who is not married does not have any family responsibilities to handle at home will expectedly concentrate on his work with any distraction. On the other hand, a family man or woman, who is expected to take care of his or her family, pay children school fees, attend family meetings and functions, settle crisis among family members will definitely have problems at work which will reduce concentration on his or her work. A married worker with nagging husband or wife who is daily confronted with disagreement and fight at home will not be at his or her best in the performance of his or her job.

Academic qualification, as indicated in the findings, is of paramount importance in job performance of a worker. An academically qualified employee is expected to exhibit and bring to bear on his job all the knowledge, experience, competencies that he or she has acquired in school. The level of performance of an academically qualified worker is expected to be high than his counterpart who has not being to the four walls of a university or college.

Equally important to job performance is length of service. An individual who has spent a relatively long period of time in a particular works is expected to have mastered the rudiments of the work thereby enhancing his or her performance.

The traditional belief that men are capable of discharging their duties than women has been reinforced by the finding of this study, which says that sex has significance over job performance.

Hypothesis 3: There is no significant difference between leadership style (transactional) leadership styles (transformational) sex, age marital status, length of service, SEA, OEA, UOE and ROE on job performance. The third hypothesis of this study, which states that, There is no significant difference between leadership style (transactional) leadership styles (transformational) sex, age, marital status, length of service, SEA, OEA, UOE and ROE on job performance} is rejected because only two independent

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Variables self Emotions Appraisal (SEA) and used of Emotion (UOE) are significant.

It is evident from this finding that self Emotions Appraisal and use of Emotion by Local government employees play significant role in their job performance more than any other variable. Self Emotions Appraisal, which encompassed the ability of an individual to have a good sense of having certain feeling and having good understanding of his emotions, has been supported by Atwater and Yam Marino (1992). They argued that one understands of ones and others affective ratings would influence self-other rating, which invariably influence job performance outcomes.

The use of Emotion (UOE) describes one's ability to direct emotions to performance. The use of emotion enables an employee to set goals for himself and try his best to achieve them, motivates himself to higher performance and encourage himself to try his best. This finding on the indispensability of Use of emotions is supported by Mayer and Salovey (1997) when they summarized as follows "Using the emotions as one basis for thinking, and thinking with emotions themselves. May be related to important social competencies and adaptive behavior". A worker who used emotions correctly would be less affected by emotion, would be able to direct emotions in a positive direction and have lower chances of feeling depressed.

Emotional Intelligence

As indicated in this study, the positive contribution of emotional intelligence to job performance is enormous. It can be conveniently concluded that emotional intelligence exerts significant influence on job performance. EQ gives workers the opportunity to relate effectively with fellow workers and Customers. They learn the ability to set goals for themselves and achieve such goals. Workers possess, through EQ, the ability to regulate their emotions and make use of it in a positive manner.

Implication for Practice

The analyses and subsequent discussions on the findings of this study have some implications. The findings of this study imply that emotional intelligence and leadership styles have a lot to do with organization success. It is therefore pertinent on local governments and similar organization to evolve a strategy that will recognize emotional intelligence and leadership styles as such if they are to achieve their goals.

7. Conclusion and Recommendations

In view of the outcome of this study which shows that emotional intelligence and leadership styles play significant role on the job performance of workers of Local governments, it is recommendation that the leadership of local governments should adopt system of leading that will recognize workers as valuable asset. Leadership or Directors should regard their employees as partners in progress. Workers of local government need to be considered as important by their Directors. It is also recommended that emotional intelligence should be incorporated as part of training for local government officials in order to improve their efficiency.

Four dimensions of Emotional Intelligence; Self-Emotions Appraisal, Use of Emotion, Others Appraisal and Regulation of Emotion should be focused in the training. In the same vein, local government employees should be allowed to use their initiatives to discharge their duties. In essence, they should not be compelled to follow laid down protocols and routines at all times. This makes works to be boring and unchallenging.

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