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### Leadership Styles of Community Leaders and Sustainability of Community Development Projects in Southwest, Nigeria

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**Keywords:**

*Leadership Styles,  
Community Leaders,  
Sustainability,  
Community Development  
Projects.*

This study investigates the relationship between the leadership styles of community leaders and the sustainability of community development projects in Southwest, Nigeria. Utilizing a descriptive survey design, data were collected from 300 community leaders and 1,500 community members across 60 communities in Ekiti, Osun, and Oyo states. The study identified autocratic leadership as the predominant style among community leaders in the region, followed by pseudo-democratic, with transformational leadership being the least adopted. Findings indicate a low level of sustainability for community development projects, attributed partly to leadership styles that may not effectively motivate community participation and project longevity. Statistical analyses, including Pearson's correlation and multiple regression, reveal a significant positive relationship between leadership styles and project sustainability. Specifically, transformational leadership style emerged as the most significant contributor to project sustainability, while autocratic leadership showed less contribution. These results suggest that leadership style plays a crucial role in determining the success and longevity of community projects. Recommendations include promoting transformational leadership training for community leaders, fostering participatory decision-making processes, enhancing project management practices, and advocating for policy changes to support sustainable community development initiatives in Southwest, Nigeria. Overall, this study contributes to understanding the dynamics of community leadership and project sustainability in the context of Nigerian communities, offering insights for improving leadership practices to enhance community development outcomes.

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## INTRODUCTION

The community plays a crucial role in human society, serving as the most immediate social structure for individuals and impacting various aspects such as social, political, and economic domains. The community recognises and symbolises growth that fosters a feeling of inclusion among individuals. The community enables individuals to establish connections and develop relationships with one another based on common attributes, including geographical location, social class, race, ethnicity, cultural background, and other elements that contribute to the construction of these identities. A community refers to a collective of individuals residing in a certain geographic area, with established institutions and social structures, who interact and socialise due to their shared cultural heritage, historical background, and economic pursuits. The traditional community is markedly distinct from the modern one. Unlike traditional communities, where people are connected by common blood, tradition, history, religion, language, and familial relationships, a contrasting community consists of individuals who do not share these connections. This suggests that individuals with diverse characteristics coexist in contemporary society and collaborate to create a livable community. Throughout history, people have consistently collaborated to promote progress in their community.

Community development has been a longstanding tradition that predates the introduction of colonial rule. Community development takes place when community members unite with enthusiasm and resolve to tackle their shared issues. This suggests that individuals within a community collaborate to identify and implement sustainable resolutions to their imminent socio-economic challenges, without depending on other influences. According to Alison (2011), community development is a collaborative process in which community members unite to collectively address and resolve shared issues. Typically, community development projects in poor nations prioritise addressing the immediate requirements and essential infrastructure, such as improving road networks, access to electricity, healthcare facilities, marketplaces, educational institutions, clean water supply, and agricultural settlements. Community development refers to the progress in both economic and social aspects that brings advantages to all members of the community.

A community is emerging that is dedicated to providing its members with both physical and functional amenities through the collaborative efforts of its members. The progress of any community is seen to necessitate the active participation of all community members. The primary objectives of individuals are to provide a livable, efficient, and safe environment for everyone in their community. Adedokun (2011a) defines development as the degree to which resources are

effectively utilised to enhance the economic, social, and cultural well-being of a certain society.

Community development is thought to be closely linked to community work and planning, involving various stakeholders such as monarchs, chiefs, religious leaders, non-governmental organisations (NGOs), government agencies, appointed community leaders like the Chairmen of Landlord Community Development Associations, as well as all community members and presidents of Town/Village Unions (which are responsible for organising community day celebrations) and market women associations. The aim is to promote social well-being and overall advancement within the community. Community development refers to the efforts made by community leaders, concerned residents, and advocates to enhance the quality of life in the community and create a stronger and more resilient community for everyone.

Community development promotes both social and economic progress for community members by encouraging the active involvement of all individuals in the community. Community development can only take place when the members of the community are prepared and eager to combine their resources to construct a livable community that benefits everyone. The key components required for community development encompass people resources, natural resources, material resources, and financial resources, which can be facilitated by either governmental or non-governmental groups. Pooling resources together requires the collective consent of individuals to offer altruistic services. This suggests that the establishment of a community can be accomplished via the utilisation of manual work and shared services.

Community development relies, in part, on the active involvement of community members, as the government alone cannot fulfil all the needs and aspirations of the community. Across the majority of communities in Southwest Nigeria, individuals actively contribute both financially and through

material goods to address their immediate needs, without relying on assistance from the government or external organizations. Most communities in the Southwest appear to take proactive measures to address their needs without depending on the government. Adedokun (2019) corroborated this claim by claiming that community development practice is predicated on the recognition that the government is incapable of fulfilling all the requirements of the people. The mobilization of community people towards development projects is necessary since they will ultimately get the benefits from them. The situation necessitates the application of the Freireian approach, an educational method introduced to Adult Education by Paulo Freire (Adedokun, 2011b). Individuals often lack the will to question societal norms due to a lack of awareness of the potential for personal emancipation from difficult circumstances.

In Southwest Nigeria, community development is associated with the implementation of necessary initiatives aimed at improving the quality of life for the residents of the community. These projects encompass the installation of borehole water systems, the construction of community culverts, bridges, schools, and healthcare centres, the refurbishment of community roadways, and the erection of community halls. Typically, these resources are supplied by community members, the government, and supporting entities like international organizations.

The researcher noted that the majority of villages in Southwest Nigeria established the Landlord Community Development Association (LCDA) with the task of devising a strategic plan for community development. The Local Community Development Association (LCDA), in conjunction with community members and community development agents, plays a pivotal role in implementing programmes specifically designed to promote community development. Isibor et al. (2016) proposed a project as a carefully planned effort involving organized and synchronized actions

aimed at accomplishing specific objectives within a specified budget and timeframe. A project is an endeavour undertaken to achieve a certain purpose within a defined timeframe. Its successful execution relies on careful budgeting and thorough planning, as without these, the desired outcome cannot be attained.

When undertaking community development initiatives, the members need to identify their needs, collaboratively strategize, make decisions, and execute plans to enhance their quality of life. Community development programmes are guided by the ideas of self-help, perceived need, citizen engagement, self-growth, self-reliance, and self-direction. The community development project's planning and execution should be determined by community members who will contribute financially based on their capabilities. Implementation can be accomplished through a matching grant approach. However, it is the community's responsibility to ensure the project's sustainability, as it directly benefits them. Before identifying and implementing a community development project, it is crucial to assess the project's necessity. This suggests that the project is the highest priority for all members of the community. The involvement of community members is crucial for the long-term viability of community development initiatives. Active participation of community people in the development project fosters a sense of ownership, thereby enhancing its long-term sustainability. The objective of the community development project is to improve the quality of life for individuals within their communities. For a project to be fully accepted and supported, it is necessary to engage the beneficiaries from the beginning of the initiative.

Community development initiatives in Southwest Nigeria have their origins in ancient times when community members recognised the necessity of collective endeavours in constructing roads to streams and markets, collaborating on house building and farming, and establishing community

market squares, palaces, and other early social and traditional sites. Since ancient times, community members have collaborated harmoniously to construct infrastructures that have the potential to benefit everyone. The tendency continues to the present day as individuals commonly recognise the necessity of convening and collaborating to implement projects that might enhance their quality of life within their communities.

It is crucial to acknowledge that project planning is as significant as project execution, however, the execution may not be as aesthetically pleasing as project completion. The most apparent and significant aspect among all is the sustainability of the initiatives. Project sustainability refers to the capacity of individuals to uphold a project and accomplish its objectives. It is a crucial aspect of community development initiatives that may be attained through efficient project management. According to Onkoba (2016), sustainability refers to the capacity of a project to retain a consistent level of benefits for a prolonged period even after the project inputs have been discontinued. This suggests that the proliferation of benefits or advantages of community development projects is contingent upon their long-term durability. Mahama, & Badu-Nyarko (2014) defined sustainability as the extension of project benefits beyond the project's duration, the continuing of local efforts inspired by the project, and the creation of new services and initiatives through the development of local capacity fostered by the project.

Community development initiatives can be maintained by leveraging local resources and boosting transparency and fair allocation of development advantages, thus elevating the level of living and overall quality of life in the participating communities. Sebastian (2018) outlined the importance of ensuring the sustainability of community development projects. This is crucial because prematurely ending a successful project has detrimental consequences for both the community

and the hosting organization. Additionally, initiating new projects incurs significant costs, and communities lose trust when they experience unexpected project termination, making it difficult to introduce future projects. This suggests that the long-term viability of community development initiatives is a significant worry for numerous community leaders and people.

The key method for attaining the anticipated effects of community development initiatives is for the community to independently maintain the projects. Sustainability is seldom incorporated into the planning of community development projects in Southwest Nigeria. Individuals typically prioritise the short-term advantages or results of the initiative and overlook its long-term viability. Nevertheless, the researcher noted that community development initiatives in the majority of Nigerian villages have a limited duration, with some being abandoned or left to deteriorate due to the lack of sufficient measures to ensure their long-term viability. In general, Nigerians hold the belief that the government bears the exclusive duty of providing, maintaining, and sustaining all facilities. Consequently, there seems to be an excessive reliance on government infrastructures, while the long-term maintenance of projects is neglected. Many community development programmes established by local, state, and federal governments appear to lack sustainability due to their initiation without proper consultation with potential beneficiaries to address their specific requirements. During Engr. Segun Oni's administration in Ekiti State, borehole water projects were implemented in various areas of the state to enhance the quality of life for community members. However, a number of these projects are currently non-operational due to poor implementation and abandonment. These projects failed to meet the needs of the intended beneficiaries and lacked proper involvement of the beneficiaries. Currently, certain borehole water projects in Osun are non-operational despite the substantial investment made by the Ogun-Osun River Basin Development Authority. Effective

leadership seems to be a crucial requirement for the success of most community development efforts. The leadership style can significantly influence the management of the community members' lifestyle, as leaders possess the ability to effectively allocate the community's resources towards impactful development initiatives. They can rally their members and locate resources inside their communities, effectively combining them to bring about communal transformation.

The durability of the project appears to depend on numerous aspects, particularly the leadership aptitude of the community leader. Initial surveys conducted in several towns throughout the Southwest States have uncovered the existence of neglected, unfinished, and poorly maintained community development projects, including market stalls, borehole water projects, drainages, and town halls. The government mostly adopts top-down techniques for most of its development objectives. For instance, the development initiatives aimed at empowering individuals and improving community development, such as the Directorate of Food Roads and Rural Infrastructure (DFRRI), National Poverty Eradication Programme (NAPEP), and National Economic Empowerment and Development Strategy (NEEDS) along with their state and local counterparts, are all lacking in participatory involvement. It seems that the government takes the lead in initiating these programmes and often fails to include community leaders in the process. These factors appear to negatively impact the community's growth, thus impeding sustainable progress. This may be due to the exclusion of people's inputs from the overall plan, even though the development was intended for them. The sustainability of a project is determined by the community leader's capacity to educate community members about the significance of the initiatives and their ability to mobilise people for the project. A community leader is an individual who holds significant influence and authority over the other members of the community. This leader is a person in the local area who possesses authority



within the community and is well-versed in its cultures, social systems, and values.

Community leaders facilitate the cooperation of individuals to foster the development of the community. They function as an intermediary between the government and the citizens, acting as representatives of the people during the Community Development Association meeting held at the Local Government Headquarters. During the conference, they expressed the requirements of the community, which may sometimes be impossible to fulfil without the aid of the government. Additionally, he endeavours to obtain assistance from governmental entities, non-governmental organisations, and donors. However, empirical evidence indicates that when individuals from the community actively engage in the process of designing, financing, implementing, and assessing initiatives, there is a higher likelihood of project sustainability. Involving community members in community development projects by leaders can be associated with the widespread belief that almost everyone has either been impacted by a leader or has been a leader themselves, and understands the importance of leadership in ensuring the long-term success of these projects. It is evident from the statement that the active involvement of all community members is necessary for the viability of community development initiatives.

The long-term viability of any community project appears to be heavily contingent upon the active involvement of its members. Community members' participation is evident when they actively engage in shaping the project's trajectory. When community people are engaged, they will collectively possess authority over the initiatives and collaborate towards their long-term viability. The involvement of community members is crucial for the long-term viability of community development initiatives. The durability of community development programmes is thought to be unattainable through compulsion or coercion, but rather via the implementation of appropriate leadership styles. Leaders must offer

leadership styles that ensure the long-term viability of community development projects.

The leadership styles employed by community leaders significantly influence the level of involvement and long-term viability of community development initiatives. The performance of leaders in selecting, beginning, implementing, managing, and sustaining community development projects appears to be largely determined by these leadership types. The leadership styles of the community leaders are of various types and kinds. The leadership styles are democratic style, autocratic style, laissez-faire style, transformational, transactional, and pseudo-democratic leadership styles. All these styles appear to be in practice among community leaders in Southwest Nigeria.

In general, the leadership styles introduced by community leaders to sustain community development projects in their domains are of various types, and none of them is valueless. Given the above, the study investigated the leadership styles of community leaders and the sustainability of community development projects in Southwest Nigeria.

The main purpose of this study was to examine the leadership styles of community leaders and the sustainability of community development projects in Southwest, Nigeria. Specifically, the purposes of the study:

- Determined the level of sustainability of community projects in Southwest, Nigeria;
- Identified the predominant leadership style among community leaders in Southwest, Nigeria;
- Determined the relationship between community leadership style and sustainability of community projects;
- Examined whether any of the community leadership styles will significantly contribute to the sustainability of community projects.

## Research Questions

The following research questions were raised to guide the study:

- What is the level of sustainability of community development projects in Southwest, Nigeria?
- What is the predominant leadership style among community leaders in Southwest, Nigeria?

## Research Hypotheses

The following null hypotheses were formulated and tested at a 0.05 level of significance for the study.

- There is no significant relationship between community leadership style and the sustainability of community projects.
- None of the community leadership styles will significantly contribute to the sustainability of community projects.

## RESEARCH METHODS

This study adopted the descriptive research design of the survey type. The descriptive research design was considered appropriate because the study describes the existing situation regarding leadership styles and sustainability of community development projects in southwest Nigeria. It is survey research because the population is large and only the selected sample was chosen from a large population from where an inference was drawn about the characteristics of the defined population; by collecting, collating and analyzing the data using the questionnaire and interview.

The population of this study consisted of all community leaders and community members who are adults (above 18 years) living in all the communities in the southwest geo-political zone. The six states in the geo-political zone are Lagos, Ogun, Oyo, Osun, Ekiti, and Ondo States. According to the statistical report of the Bureau of Statistics (2012), the population of adults (above 18 years old) in Lagos State was 9,148,193; Ogun State was 4,852,403; Oyo State was 5, 591,589; Osun

State was 3,423,535; Ondo State was 3,441, 024; and Ekiti State was 2,384,212.

The sample for this study consisted of 300 community leaders and 1,500 community members, who were selected from 60 communities in 3 states in Southwest Nigeria. The sample was selected through a multi-stage sampling procedure. In stage one, 3 states (Ekiti, Osun and Oyo) were selected through a simple random sampling technique. The second stage involved the selection of 20 Local Government Areas from the 3 states earlier selected through a proportionate stratified random sampling technique. In stage three, 3 communities were selected from each of the Local Government Areas using a simple random sampling technique. In stage four, 5 community leaders were purposively selected, while 25 community members and adults were selected from each community using a simple random sampling technique. A purposive sampling technique was used for the selection of 20 community leaders (Chairmen Landlord Community Development Association) for face-to-face interviews because they were considered administrative heads of the community and in the best position to give reliable information on the study.

The data for this study were collected through the use of two self-structured questionnaires and face-to-face interviews. The two self-structured questionnaires tagged “Community Leadership Style Questionnaire (CLSQ)” and “Sustainability of Community Development Projects Questionnaire (SCDPQ)” were used to gather useful and relevant data for the study.

The Community Leadership Style Questionnaire (CLSQ) was administered to community members and it was divided into two sections, namely Section A and B. *Section A* of the instrument sought comprehensive bio-data of the respondents such as age, religion type, and level of education. *Section B* consisted of 36 items which sought information on the leadership styles of community leaders. Each statement is rated on a modified 4-point Likert

Scale; Strongly Agree (SA) – 4, Agree (A) – 3, Disagree (D) – 2, and Strongly Disagree (SD) – 1.

The Sustainability of Community Development Projects Questionnaire (SCDPQ) was administered to community leaders and community members. It was divided into two sections, namely Section A and B. *Section A* of the instrument sought comprehensive bio-data of the respondents on their status as a community member or a community leader. *Section B* consisted of 14 items which sought information on the sustainability of community development projects. The instruments were prepared using 4 4-point Likert-type scale, which was used as follows: Highly Sustained (HS) - 4, Moderately Sustained (MS) - 3, Fairly Sustained (FS) - 2 and Not Sustained (NS) - 1. The respondents were expected to pick one out of the options. The acceptance level for any questionnaire item is 2.5, which is the mean cut-off value of the rating scale. This implies that any mean value from 2.5 and above indicates the acceptability of the item while a mean value below 2.5 does not indicate acceptability.

The validity of the instruments was ensured using face and content validity. The items in the questionnaire were presented to experts in the fields of Tests and Measurement, Adult Education and Community Development. Their observations were used to affect the necessary corrections on the instruments. In so doing, all irrelevances and ambiguous items were eliminated. The reliability of

the instruments was determined by finding the internal consistency of the instruments. In doing this, a pilot study was carried out outside the sampled communities. The instruments, CLSQ and SCDPQ, were administered to 30 community members and 20 community leaders, respectively. To ascertain the reliability of the instruments, data collected were analysed using Cronbach's coefficient alpha which yielded reliability coefficients of 0.89 and 0.81 for CLSQ and SCDPQ, respectively which were considered high enough for reliability.

The researcher personally administered the instrument with the help of a trained research assistant from each of the states sampled in the study. This made it possible for the researcher to explain and interpret some items of the questionnaire to the respondents. The data collected from the questionnaire were analyzed using descriptive and inferential statistics. The research questions were answered using frequency counts, percentages, mean, standard deviation and chart. Hypothesis 1 was tested using Pearson's Product Moment Correlation Analysis, while hypothesis 8 was tested using multiple regression analysis. All hypotheses were tested at a 0.05 level of significance.

## RESULTS

### Research Question 1: What is the Level of Sustainability of Community Development Projects in Southwest, Nigeria?

**Table 1: Descriptive Analysis of Sustainability of Community Development Projects N = 1735**

N	Items	HS (%)	MS (%)	FS (%)	NS (%)	Mean	SD	Remark
1.	There is coordination of different development projects in the community	1 (0.1)	449 (25.9)	525 (30.3)	760 (43.8)	1.82	0.82	Not sustained
2.	There is adequate monitoring of projects to ensure proper implementation	11 (0.6)	447 (25.8)	560 (32.3)	717 (41.3)	1.86	0.82	Not sustained
3.	There is supervision of community development activities	13 (0.7)	510 (29.4)	350 (20.2)	862 (49.7)	1.81	0.89	Not sustained
4.	There is proper execution of different community development projects.	11 (0.6)	448 (25.8)	725 (41.8)	551 (31.8)	1.95	0.77	Not sustained



N	Items	HS (%)	MS (%)	FS (%)	NS (%)	Mean	SD	Remark
5	There is a community enlightenment programme for project sustainability	13 (0.7)	529 (30.5)	291 (16.8)	902 (52.0)	1.80	0.90	Not sustained
6.	There is an establishment of an appropriate framework for the sustenance of the projects	11 (0.6)	564 (32.5)	493 (28.4)	667 (38.4)	1.95	0.86	Not sustained
7.	Projects implemented in the community are properly utilized by members	149 (8.6)	417 (24.0)	965 (55.6)	204 (11.8)	2.29	0.78	Not sustained
8.	There is an adequate maintenance culture of community members towards every project implemented	84 (4.8)	171 (9.9)	688 (39.7)	792 (45.6)	1.74	0.83	Not sustained
9.	The responsibilities of community members in the sustainability of community projects are well-understood	83 (4.8)	515 (29.7)	896 (51.6)	241 (13.9)	2.25	0.75	Not sustained
10.	There is proper monitoring of the utilisation of community projects	81 (4.7)	277 (16.0)	621 (35.8)	756 (43.6)	1.82	0.87	Not sustained
11.	Responsibilities of community members on sustenance of community projects are clearly stated	17 (1.0)	64 (3.7)	756 (43.6)	898 (51.8)	1.54	0.62	Not sustained
12.	In addition to establishing a framework for the sustenance of the projects, different committees are set up to manage various aspects of project sustainability	112 (6.5)	208 (12.0)	903 (52.0)	512 (29.5)	1.95	0.82	Not sustained
13.	There is a strategic plan for project sustainability in the community	111 (6.4)	101 (5.8)	1047 (60.3)	476 (27.4)	1.91	0.76	Not sustained
14.	Proper consultations are made to integrate all sections of the community into project sustainability	179 (10.3)	302 (17.4)	1216 (70.1)	38 (2.2)	2.36	0.69	Not sustained
<b>Grand mean</b>						27.07	5.62	

Mean Cut-Off: 2.50

Table 1 shows the item analysis of the sustainability of community development projects in Southwest, Nigeria. Based on the mean cut-off mark of 2.50, most of the respondents disagreed with all 14 items. To determine the level of sustainability of community development projects, scores on the sustainability of community development projects were used. Frequency counts, percentages, mean and standard deviation scores were used to analyse the responses to items 1 – 14 in Section B of SCDPQ. To determine the level of sustainability of community development projects (low, moderate and high), the mean score and standard deviation of the responses were used. The low level of sustainability of community development projects

was determined by subtracting the standard deviation from the mean score ( $27.07 - 5.62 = 21.45$ ). The moderate level of sustainability of community development projects was determined by the mean score (27.07) while the high level of sustainability of community development projects was determined by adding the mean score and standard deviation ( $27.07 + 5.62 = 32.69$ ). Therefore, the low level of sustainability of community development projects starts from 14.00 to 21.45, the moderate level starts from 21.46 to 32.68 and the high level of sustainability of community development projects is from 32.69 to 56.00. The level of sustainability of community

development projects in Southwest, Nigeria is presented in Table 2 and Figure 1.

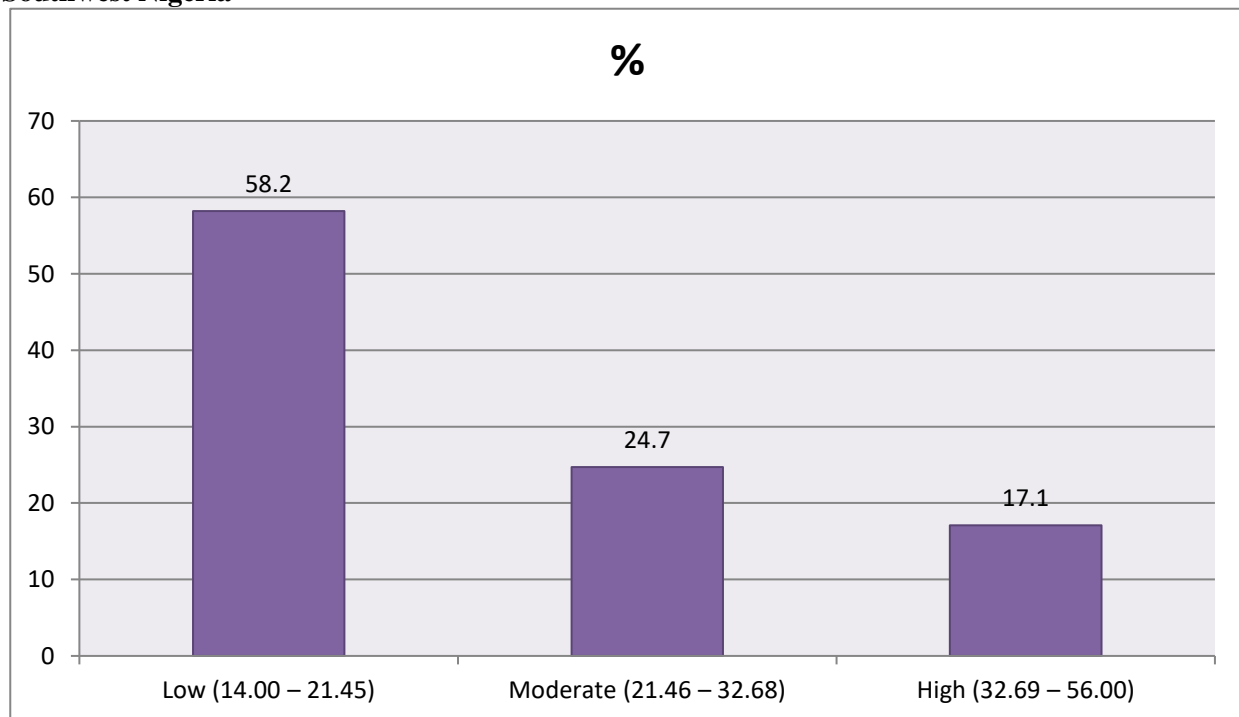
**Table 2: Level of Sustainability of Community Development Projects in Southwest, Nigeria**

Levels of sustainability of community development projects	No of Respondents	Percentage
Low (14.00 – 21.45)	1009	58.2
Moderate (21.46 – 32.68)	429	24.7
High (32.69 – 56.00)	297	17.1
<b>Total</b>	<b>1735</b>	<b>100.00</b>

Table 2 revealed the level of sustainability of community development projects in Southwest, Nigeria. The result showed that out of 1735 respondents, 1009 representing 58.2 percent agreed to the low sustainability of community development projects. The number of respondents who agreed that the sustainability of community development projects is at a moderate level was 429 representing

24.7 percent while 297 respondents representing 17.1 percent agreed to a high level of sustainability of community development projects. This showed that the level of sustainability of community development projects in Southwest, Nigeria was low. Figure I further revealed the level of sustainability of community development projects at a glance.

**Figure 1: Bar Chart Showing a Level of Sustainability of Community Development Projects in Southwest Nigeria**



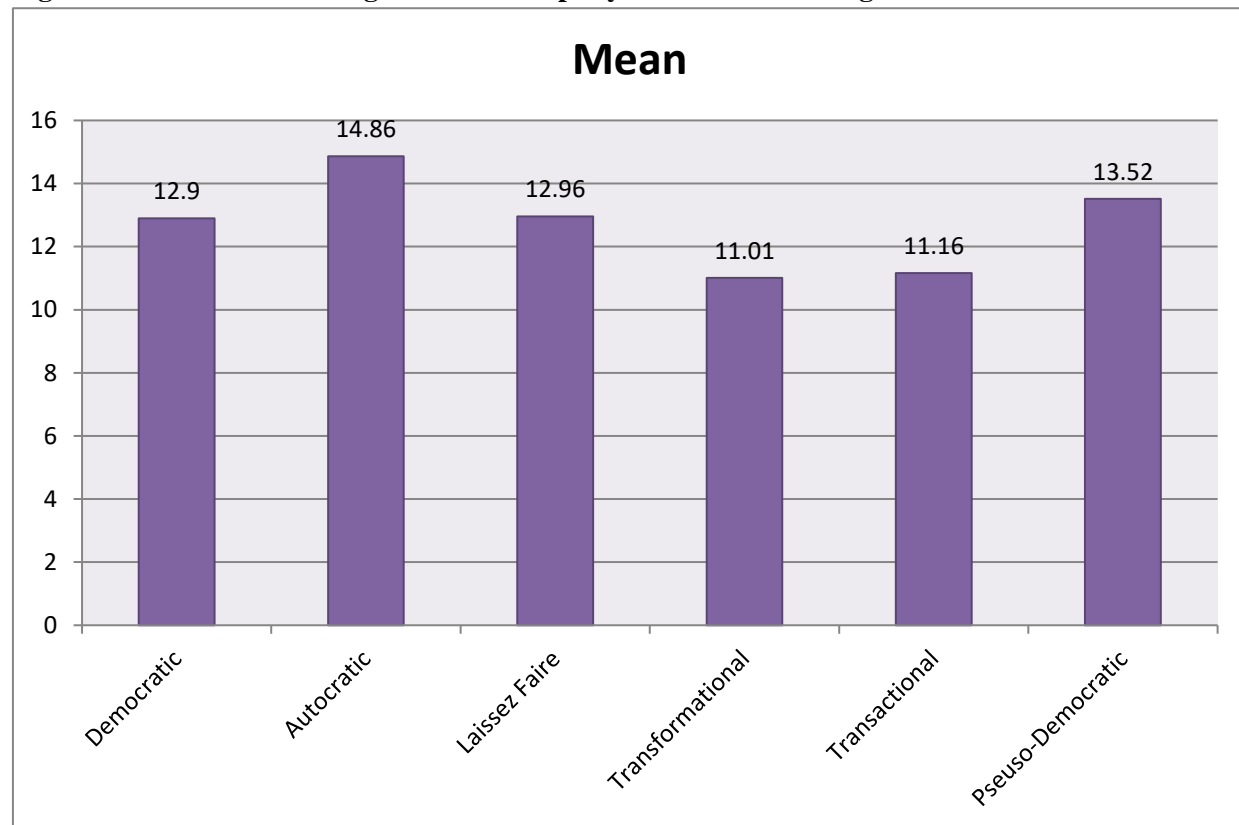
**Research Question 2: What is the Predominant Leadership Style among Community Leaders in Southwest, Nigeria?**

**Table 3: Predominant Leadership Style among Community Leaders in Southwest, Nigeria**

Leadership Styles	Mean	Standard Dev.	Rank
Democratic	12.90	3.43	4 <sup>th</sup>
Autocratic	14.86	2.85	1 <sup>st</sup>
Laissez Faire	12.96	2.17	3 <sup>rd</sup>
Transformational	11.01	3.00	6 <sup>th</sup>
Transactional	11.16	3.24	5 <sup>th</sup>
Pseudo-Democratic	13.52	3.43	2 <sup>nd</sup>

Table 3 revealed the predominant leadership style among community leaders in Southwest, Nigeria. The result showed that the democratic leadership style had a mean score of 12.90, the autocratic leadership style had 14.86, the laissez-faire leadership style had 12.96, the transformational leadership style had 11.01, the transactional

leadership style had 11.16, and the pseudo-democratic leadership style had 13.52. The predominant leadership style was autocratic leadership style closely followed by pseudo-democratic while the least leadership style was transformational leadership style. Figure 2 further reveals the predominant leadership style at a glance.

**Figure 2: Bar Chart Showing the Leadership Styles in Southwest Nigeria**

### Testing of Hypotheses

**Hypothesis 1:** There is no significant relationship between community leadership style and the sustainability of community projects.

In testing this hypothesis, data on community leadership style were collected from the responses of the respondents to items under Section B of CLSQ (items 1 – 36) in the questionnaire. Data on the sustainability of community projects were collected from the responses of the respondents to

items under Section B of SCDPQ (items 1 – 14) in the questionnaire. Both were compared for statistical significance using Pearson's Product

Moment Correlation at a 0.05 level of significance. The result is presented in Table 4.

**Table 4: Relationship between Community Leadership Style and Sustainability of Community Projects**

Variables	No of communities	Mean	Stand Dev	r-cal	P-value
Leadership Style	60	76.41	8.70	0.391*	0.000
Sustainability of Community Projects	60	27.07	5.62		

\*P<0.05

Table 4 shows that the r-cal value of 0.391 is significant at a 0.05 level of significance because of the P-value (0.000) < 0.05. The null hypothesis is rejected. This implies that there is a significant relationship between community leadership style and the sustainability of community projects.

Community leadership styles are positively related to the sustainability of community projects.

**Hypothesis 2:** None of the community leadership styles will significantly contribute to the sustainability of community projects.

**Table 5: Contributions of Community Leadership Styles to Sustainability of Community Projects**

Model	Unstandardized Coefficients		Stand Coefficients	T	R	R <sup>2</sup>	F
	B	Std. Error	Beta				
(Constant)	14.055	.992		14.170			
1 Democratic	.577	.037	.379	15.604	0.647	0.419	174.451
Autocratic	-.461	.051	-.216	-9.095			
Laissez Faire	.088	.054	.037	1.637			
Transformational	.876	.035	.503	24.763			
Transactional	.004	.032	.003	.128			
Pseudo-Democratic	.054	.031	.035	1.758			

a. sustainability of community projects

Table 5 indicates that the F-cal value of 174.451 is significant at a 0.05 level of significance; the null hypothesis was therefore rejected. Hence, community leadership styles significantly contribute to the sustainability of community projects. All variables of community leadership styles such as democratic, autocratic, laissez-faire, transformational, transactional and pseudo-democratic accounted for 41.9 percent of the sustainability of community projects ( $R^2 = 0.419$ ). The result showed that all the variables of community leadership styles positively contributed to the sustainability of community projects with democratic having a beta weight of ( $\beta = 0.379$ ,  $p < 0.05$ ), autocratic ( $\beta = -0.216$ ,  $p < 0.05$ ), laissez-faire ( $\beta = 0.037$ ,  $p > 0.05$ ), transformational ( $\beta =$

$0.503$ ,  $p < 0.05$ ), transactional ( $\beta = 0.003$ ,  $p > 0.05$ ) and pseudo-democratic ( $\beta = 0.035$ ,  $p > 0.05$ ). The table also shows that transformational leadership style is the highest contributor to the sustainability of community projects while autocratic leadership style is the least contributor to sustainability of community projects.

The resulting regression equation is given as:

$$Y = 14.055 + 0.577X_1 - 0.461X_2 + 0.088X_3 + 0.876X_4 + 0.004X_5 + 0.054X_6$$

Where:

Y = Sustainability of community projects

X <sub>1</sub>	=	Democratic
X <sub>2</sub>	=	Autocratic
X <sub>3</sub>	=	Laissez Faire
X <sub>4</sub>	=	Transformational
X <sub>5</sub>	=	Transactional
X <sub>6</sub>	=	Pseudo-Democratic

## DISCUSSION

The findings of the study revealed that the level of sustainability of community development projects in Southwest, Nigeria was low. The probable cause could be a result of leadership issues, as the leadership style adopted by the community leaders might not be effective in motivating followers. This finding implies that community development projects will not be of long-term benefit to community members. This finding aligns with the findings of Wanjohi (2010), Ofuoku (2011) and Obar et al. (2017) as they concluded that the level of sustainability of community development projects is usually low, which is attributed to project management processes, local and team leadership and financing issues.

The study also revealed that the predominant leadership style was autocratic leadership style closely followed by pseudo-democratic while the least predominant leadership style was transformational leadership style. The probable cause could be a result of the nature of community members as human beings are usually difficult to lead. This finding implies that the objectives of the community might be difficult to achieve under an autocratic leader. The finding negates the submission of Akparep et al. (2019) that democratic leadership is the most dominant style of leadership practised by the leadership of the Tumakavi Development Association, Tamale, Northern Region of Ghana (TKDA) and also contradicts the study of Mutiyimana (2017) who found out that the predominant leadership style in Nyamasheke District is transformational. Autocratic community

leaders dictate the goals and have the administration of the community centred on them for accomplishing the goals without considering the ideas of communities and the need for subordinates to participate in decision-making is not taken into account.

The findings on the relationship between community leadership style and sustainability of community projects revealed that there is a low positive significant relationship between the variables. The probable cause could be a result of the leadership styles adopted by the leader which can determine the extent of sustainability of community projects. This finding implies that the leadership style adopted by the leader determines the sustainability of community projects. This finding aligns with Armstrong's (2012) and Adair's (2003) argument that no one leadership style is better than the other but that the styles are dependent on a given situation. The finding therefore corroborates the report of Akparep et al. (2019) that there is a positive relationship between the leadership style employed at the organization and how the organization has progressed.

The study revealed that community leadership styles significantly contributed to the sustainability of community projects. Transformational leadership style was the highest contributor to the sustainability of community projects while autocratic leadership style was the least contributor to the sustainability of community projects. The probable cause is that transformational leaders motivate others to do more than they initially anticipated. This finding implies that the sustainability of community projects is more guaranteed under a community leader who adopts a transformational leadership style.

## CONCLUSION

Based on the findings of this study, it was concluded that the sustainability of community development projects was low while it is evident that the autocratic leadership style was adopted by most of



the community leaders in Southwest, Nigeria. Furthermore, the study has established that the leadership style of community leaders is a determining factor for the sustainability of community development projects.

### Recommendations

Based on the findings of this study, the following recommendations were made.

- **Promotion of Transformational Leadership Training:** Given that the transformational leadership style was found to significantly contribute to the sustainability of community projects, there should be targeted training programs for community leaders in Southwest, Nigeria, focusing on transformational leadership skills. This can include workshops, seminars, and mentoring programs aimed at developing leaders who inspire and empower community members.
- **Encouragement of Participatory Decision-Making:** Addressing the prevalence of autocratic and pseudo-democratic leadership styles, efforts should be made to promote participatory decision-making processes within communities. Leaders should be encouraged to involve community members in decision-making, fostering a sense of ownership and commitment to community projects. This can enhance project sustainability by aligning project goals with community needs and aspirations.
- **Support for Effective Project Management Practices:** Since project management processes were identified as contributing factors to low sustainability, there is a need to support community leaders with training and resources in effective project management. This includes budgeting, resource allocation, monitoring, and evaluation techniques that ensure projects are efficiently implemented and sustained over time.

- **Advocacy for Policy Change:** Based on the finding that leadership style significantly impacts project sustainability, there is a need for advocacy to incorporate leadership development and community project sustainability into local governance policies and programs. This could involve engaging local authorities and policymakers to integrate leadership training and support mechanisms into community development initiatives.

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