International Journal of Advanced Multidisciplinary Research and Studies

Relationship between change-oriented leadership style and organizational commitment in Nigeria

[1] **Akpan Itoro Udofot**, [2] **Dung Emmanuel Boston**, [3] **Omotosho Moses Oluseyi**
[1] Department of Computer Science, Federal School of Statistics Amechi-Uno Awkunanaw, Enugu, Enugu State, Nigeria
[2] Department of Computer Science, Federal School of Statistics, Manchok, Kaduna State, Nigeria
[3] Department of Computer Science, Federal School of Statistics, Sasha Ajibode Road Ibadan Oyo State, Nigeria

Corresponding Author: **Akpan Itoro Udofot**

Abstract

This study examined the relationship between change-oriented leadership style and organizational commitments in oil and gas firms in Rivers State Nigeria. Specifically, the study sought to (i) examine the relationship between inspirational motivation and organizational commitment in Nigeria, (ii) ascertain the relationship between idealized influence and organizational commitment in Nigeria. The methods of data analysis were mean score, standard deviation and correlation technique. The sample size was three hundred and fifty-six (356). Summary of the findings in the research includes: (i) The findings of the study revealed that inspirational motivation has significant relationship with organizational commitments (r – Statistics (0.947); P – value (0.000; (ii) The findings of the study revealed that idealized influence has significant relationship with organizational commitments (r – statistics (0.931);P – value (0.000); The study concluded that the finding was of great important to the management of oil and gas firms in River State Nigeria as they shed light on relationship between change oriented leadership styles and organizational commitments. The study recommended that the management should pay special attention to individual's needs for achievement and growth by acting as a coach or mentor which enhance organizational commitment.

Introduction

Concept of leadership has become a fundamental issue in today's environment. Leading is the process of influencing others to accomplish specified objectives. Taffinder, (2016) [46], defined leadership as getting people to do things they have never thought of doing, do not believe are possible or that they do not want to do, the action of committing employees to contribute their best to the purpose of the organization. Good leadership is developed through a never-ending process of self-study, education, training, and the accumulation of relevant experience (Bass & Bass, 2015) [6].

A good or effective leader inspires, motivates, and directs activities to help achieve group or organizational goals. According to Naylor (2015) [37], effective leadership is a product of the heart; an effective leader must be visionary, passionate, creative, flexible, inspiring, innovative, courageous, imaginative, experimental, and initiates change. Conversely, an ineffective leader does not contribute to organizational progress and can, in fact, detract from organizational goal accomplishment. Olembo and Karugu (2014) [40] explained that leaders have the overall responsibility over the operations of an organization, it can therefore be said that leaders are accountable for an organization's performance. The job of leadership, according to Idowu (2014), involves among other things, coordinating both human and material resources to ensure the achievement of organizational goals. Scholars such as Millette (2016) [34] have affirmed that the type of leadership styles adopted determines the performance of employees in an organization.

The term leadership style refers to a leader's manner of behavior in a work situation. According to Fiedler (2014) [20], one's leadership style depends on one's personality and is therefore relatively fixed. Fundamentally, the leadership adopted is the one with which the person is most comfortable. This is dependent on the person's values, personality, and how comfortable it is to allow subordinates to participate in the decision-making process. Many of these characteristics are well developed by the time persons on the job would be considered for leadership positions. Meanwhile, many leaders, by means of training and introspection have been able to change their leadership style dramatically.

Leadership styles can be categorized into three groups: transactional, transformational, and laissez-faire (Bass & Avolio, 2014) [5]. Gaines, Worrall, Southerland, and Angell (2013) [3] define leadership style as "actual leadership behavior and actions

toward employees as opposed to innate qualities which a person might possess". A transactional leadership style is identified by task clarification and exchanges between leader and follower through rewards or punishments based on behavior (Bass & Avolio, 2014) [5]. A transformational leadership style is intended to obligate a leader and follower to hold high moral, ethical, and performance levels through the inspiration and motivation of the leader (Bass & Avolio, 2014) [5]. A laissez-fair leadership approach employs an avoidance approach to taking action, making decisions, or accepting responsibility. Many studies have demonstrated that organizational commitment affects organizational outcomes like effectiveness and performance (Schein, 2013; Mowday, Porter, & Dubin, 2013; Steers, 2014) [44, 35, 45]. Some studies have displayed a positive relationship between organizational commitment and effectiveness (Angle & Perry, 2015; Yousef, 2014; Mehmud, Ali, Baloch, & Khan, 2019) [4, 50, 30]. Others have shown that organizational commitment influences performance through mediator or moderator variables (Leong, Randoll, & Cote, 2013; Brett, Cron, & Slocum, 2015) [28, 8].

Several studies show that the level of organizational commitment of members is affected by leadership styles. Leadership style can influence worker commitment. Exercising a leadership style that utilizes flexibility and adaptation in the public sector is the most important factor for increasing organizational commitment (Rachid, 2017) [41]. The transformational leadership style has a positive relationship to organizational commitment in both volunteer and professional organizations (Catano, Pond, & Kelloway, 2018; Emery & Barker, 2019) [11, 18]. Leadership style variables, such as initiating structure and consideration for group members, increase organizational commitment (Dale & Fox, 2012). Affective commitment and normative commitment are linked with leadership practices (Dunn, Dastoor, & Sims, 2012) [16]. Organizational commitment and leadership are important factors for effectively maintaining volunteer membership. Meyer and Allen (2015) [32] noted that commitment consists of three different aspects: affective, normative, continuance. They described affective commitment as "a desire", normative commitment as "an obligation", and continuance commitment as "a need" to maintain membership in an organization. According to Meyer, Stanley, Herscovitch, and Topolnytsky (2016) [33], affective commitment is linked to actual turnover behavior. This study, therefore, is unique as it will help to fill this gap in an effort to improve the understanding of the role of leadership in Nigeria setting. Based on the foregoing, the relationship between change-oriented leadership style and organizational commitment were not explored intensively enough in Nigeria.

Statement of the problem
Performance of the selected firms (Shell Petroleum Development Company of Nigeria Limited, Belema Oil Producing Ltd, Chevron Texaco Nigeria Limited) oil and gas firms in Rivers State Nigeria is affected by numerous factors at work place. An organization that is short of capital may resort to borrowing money, and one in a poor location has the option to move. However, an organization with short of leadership has little chance for survival (Yousef, 2014 [50]). Different researchers have attributed employee performance to several factors, and few have attributed it to

leadership style. However, existing studies which focus on transformational and charismatic leadership (Bass & Avolio, 2014) [5] are carried out in sectors and industries other than the oil and gas sector. In the oil and gas sector, the income of most employees may not necessarily allow their performance to be affected by transactional indicators like financial rewards. Thus, there is still a dearth in knowledge on the relationship between leadership styles (change oriented or transformational) and organizational commitment in the oil and gas sector. Therefore, this study examines the relationship between change-oriented leadership style and organizational commitment in Nigeria.

Objectives of the study
The overall objective of the study is to determine the relationship between change-oriented leadership style and organizational commitment in Nigeria. The specific objectives are:
1. Determine the relationship between inspirational motivation and organizational commitment in Nigeria
2. Examine the relationship between idealized influence and organizational commitment in Nigeria

Conceptual literature
Change-oriented/Transformational leadership style
The term of transformational leadership was created by the politologist, (Burns, 2017) [10], but was subsequently developed by Bass and colleagues, until it reached its current importance (Bass, 2014 and Avolio [5] & Yammarino, 2015). Transformational leaders are leaders who motivate followers via inspiration. The followers are offered challenges and support personality development. Concentration on the intangible qualities, such as shared ideas, shared values and vision in an effort to build up good relationships inside the organization (Bass, 2014) [5]. (Robbins and Coulter, 2015) [43] define leadership as a process of influencing people towards achieving goals. (Harem, 2018) [23] define leadership style as a set of acts that the leader displays within the organization as a result of internal or external pressure and thus has direct effects on organization's employee's behavior o positively or negatively. (Robbins, 2015) [43] Indicted that leadership style is used to describe successful leaders and it is difficult to the leader to apply one leadership style, also leadership styles vary among cultures. Behavioral approach theories of leadership included varying applications of leadership styles; behavioral theories focused on studying what leaders do. Douglas McGregor put the theory of (X) to express authoritarian style of the leader and the theory of (Y) to express the leader's human style. Likert categorized leadership styles into four styles: exploitative style, centralized style, utilitarian style, consultative style, and co-authoritarian style. There are several types of leadership styles available within an organizational context. Each style has its pro and cons and no single leadership style is better than the other. Leaders should be prepared to use more than one leadership style in their quest to influence their followers to achieve an objective. This had been dubbed as the Hawthorne effect. The choice of leadership style is influenced by several factors such as the prevailing situation, organizational culture, the desired objective/goal, individual preference as well as team dynamics.

Organizational commitment

(Meyer & Allen, 2013) defines organizational commitment as a psychological condition characterizes individual relationship with the organization and affects his decision to continue or not in the organization. This relationship includes the emotional orientation towards organization and the individual's perception of leaving organization cost and the moral obligation to stay in organization. (Robbins, 2015) [43] defines organizational commitment as employees' attitudes towards the organization in which they work. Organizational commitment as an attitude is individuals' desire to remain in organization, their efforts to the organization, and their acceptance of organization values and objectives. Organizational commitment reflects employee's loyalty to their organizations and is determined by a number of personal factors (age, duration of service and attribution), organizational factors (work design, leadership style, justice and values) and other factors (availability of alternatives when leaving work). Organizational commitment is characterized by three psychological factors: the individual's acceptance of the goals and values of the organization, the desire to make an effort to achieve the goals, and the desire to remain in the organization.

Theoretical literature
Herzberg's Two Factor theory of motivation
In 1959, Frederick Herzberg, a behavioural scientist proposed a two-factor theory or the motivator-hygiene theory. A significant development in motivation was the distinction of motivational and maintenance factors in the job situation. The original research was based upon interviews of 200 engineers and accountants in the path's burgh area by Frederick Herzberg and associates. Their approach was to ask the engineers and accountant to think of a time when they felt especially good about their job and a time when they felt particularly bad about their jobs and then to describe the condition that led to those feelings.
Herzberg's found that employees named different types of conditions for good and bad feelings. That is, if a feeling of achievement led to a good, feeling, the lack of achievement was rarely given as cause for bad job feelings instead, some other factor such a company policy was given as a cause of bad feelings. According to Herzberg, there are some job factors that result in satisfaction while there are other job factors that prevent dissatisfaction. According to Herzberg, the opposite of "Satisfaction" is "No satisfaction" and the opposite of "Dissatisfaction" is "No Dissatisfaction". Herzberg classified these job factors into two categories-

1. **Hygiene factors-** Hygiene factors are those job factors which are essential for existence of motivation at workplace. These do not lead to positive satisfaction for long-term. But if these factors are absent / if these factors are non-existant at workplace, then they lead to dissatisfaction. In other words, hygiene factors are those factors which when adequate/reasonable in a job, pacify the employees and do not make them dissatisfied. These factors are extrinsic to work. Hygiene factors are also called as dissatisfiers or maintenance factors as they are required to avoid dissatisfaction. These factors describe the job environment/scenario. The hygiene factors symbolized the physiological needs which the individuals wanted and expected to be fulfilled. Hygiene factors include:
    - Pay - The pay or salary structure should be appropriate and reasonable. It must be equal and competitive to those in the same industry in the same domain.
    - Company Policies and administrative policies - The company policies should not be too rigid. They should be fair and clear. It should include flexible working hours, dress code, breaks, vacation, etc.
    - Fringe benefits - The employees should be offered health care plans (mediclaim), benefits for the family members, employee help programmes, etc.
    - Physical Working conditions - The working conditions should be safe, clean and hygienic. The work equipments should be updated and well-maintained.
    - Status - The employees' status within the organization should be familiar and retained.
    - Interpersonal relations - The relationship of the employees with his peers, superiors and subordinates should be appropriate and acceptable. There should be no conflict or humiliation element present.
    - Job Security - The organization must provide job security to the employees.

2. **Motivational factors-** According to Herzberg, the hygiene factors cannot be regarded as motivators. The motivational factors yield positive satisfaction. These factors are inherent to work. These factors motivate the employees for a superior performance. These factors are called satisfiers. These are factors involved in performing the job. Employees find these factors intrinsically rewarding. The motivators symbolized the psychological needs that were perceived as an additional benefit. Motivational factors include:
    - Recognition - The employees should be praised and recognized for their accomplishments by the managers.
    - Sense of achievement - The employees must have a sense of achievement. This depends on the job. There must be a fruit of some sort in the job.
    - Growth and promotional opportunities - There must be growth and advancement opportunities in an organization to motivate the employees to perform well.
    - Responsibility - The employees must hold themselves responsible for the work. The managers should give them ownership of the work. They should minimize control but retain accountability.
    - Meaningfulness of the work - The work itself should be meaningful, interesting and challenging for the employee to perform and to get motivated.

Empirical literature
Ugu, and Tantua, (2021) [47] conducted a study to examine the ethical leadership and organisational commitment of oil servicing company in Rivers State. Specifically, this study aimed to examine how cloud ethical leadership impacts on organisational commitment oil and gas servicing companies in Rivers state, Nigeria. The study used cross-sectional survey approach and descriptive research design, The Taro-Yamene sample size determination formula was used to determine the sample size. Questionnaires were the major instruments used in gathering primary data which were analyzed using correlational analyses. The finding of the

study shows that ethical leadership impacts on organisational commitment oil and gas companies in Rivers state. The study recommends that in order for oil and gas companies should maintain their hedge in this high rivalry economy by being committed to the welfare of the employees of the organisations.

Adegboyega and Awolusi (2021) [1] conducted a study to examine the effect of leadership styles on employee's productivity in the Nigerian Oil and Gas Industry. Specifically, this study is to examine the effect of leadership style on employee productivity in the Nigerian oil and gas industry using Chevron Nigeria Limited as a case study. The study uses descriptive and regression analysis for data analysis and also used a five-point Likert scale questionnaire consisting of forty questions. Statistical Package for the Social Sciences (SPSS) was used to analyze respondent responses. The finding of the study shows that leadership styles significantly influence employee productivity albeit different leadership styles have varying effects on employee productivity and varying leadership styles can co-exist within the same organization. The study recommends that organizations in the Nigerian oil and gas industry should constantly influence leadership behavior to maximize employee productivity; this can be achieved through policy formulation, recruitment, training and promotion as well as by enforcing the appropriate organizational behaviors.

Donkor, Zhou and Sekyere, (2021) [15] conducted a study on the mediating effects of organizational commitment on leadership styles and employee performance in SOEs in Ghana. Specifically, this study aims are to investigate the mediating effects of organizational commitment on leadership styles (transformational, transactional and laissez-faire) and subordinate performance in state-owned enterprises in Ghana. The study adopted the partial least squares structural equation model (PLS-SEM) to test the hypotheses model. The finding of the study shows that organizational commitment mediates transformational and laissez-faire leadership. It has also been found that transformational and laissez-faire leadership have a statistically positive and significant relationship with job performance at $p < .05$ while transactional leadership proved insignificant. The study recommends that leaders should know any action to improve subordinate commitment and job performance should take into account appropriate leadership behavior.

Frederick, (2019) [21] conducted a study to determine the leadership styles and employee commitment in Ghana's oil and gas industry; a case study of cape 3 services limited oil and gas. Specifically, this study aims to find out the dominant leadership style in Ghana's oil and gas industry. Data was collected from two hundred employees using a structured questionnaire. The study used the quantitative research approach. Data collected was analyzed using descriptive statistics and correlation. The finding of the study shows that there is a significant positive relationship between transformational leadership style and employee commitment. However, although there was a positive relationship between transactional leadership and employee commitment it was not significant. It is also notable that transactional leadership style was found to be the dominant leadership style in Ghana's oil and gas industry. The study recommends that management of organizations should adopt the study findings as a guide to developing strategies aimed at achieving excellence in organizational leadership.

Olabode, Bakare, and Iheonunekwu, (2019) [39] conducted a study to examine the leadership style and employee performance in Nigerian oil and gas sector. Specifically, this study aims to study examined the relationship between transactional and transformational leadership styles and employee performance in the Nigerian oil and gas sector using Lubcon Oil and Orientry Ltd as study area. Survey design was adopted in this study. The data collected were analysed using descriptive statistics and correlation analysis. The result of the analysis shows that each of charisma, inspirational motivation and intellectual stimulation/individual consideration traits of transformational leadership style exerts positive and significant effect on both commitment and attitude of followers in the firm that adopts it most of the time, and a negative but insignificant effect on the commitment and also a positive but insignificant effect on their attitude in the firm that adopts it less of the time. The finding shows that transformational leadership style is more appropriate in inducing employee performance in oil and gas firms than transactional leadership style. The study recommends that oil and gas firms should adopt transformational leadership style but strategize to migrate to transactional leadership style during crisis and emergency situations.

Bassam, (2017) [7] conducted a study to examine the impact of leadership styles in organizational commitment. Specifically, this study aims to examine the impact of leadership styles on organizational commitment at Jordanian banks. Method of data analysis used is distribution of questionnaire for the detection of leadership styles dimensions (transformational leadership style, transactional leadership style, and laissez faire leadership style) and the level of organizational commitment. The finding of the study shows the arithmetic mean of the estimates of employees at Jordanian banks towards leadership styles was moderate. The arithmetic mean of the estimates of employees at Jordanian banks towards organizational commitment was moderate. Regression results indicate that there is statistically significant effect for leadership styles on organizational commitment at Jordanian banks. Besides transformational leadership style influence came first concerning the size of the effect. The study recommends that the leaders at Jordanian banks should focus on applying transformational leadership style because it motivates workers capacities and gives meaning to their work by empowering them to achieve current commitments towards work and completion of the tasks while helping them to achieve future hopes and aspirations.

Adel, (2014) [2] conducted a study to examine the relationship between transformational leadership and organizational commitment in national oil corporation of Libya. Specifically, this study aims to investigate the relationship between transformational leadership and organizational commitment in National Oil Corporation of Libya. Quantitative survey method was applied and a sample of 227 employees of National Oil Corporation of Libya was selected to answer the instrument. SPSS software was used to analyze the data collected based on descriptive statistics (mean, standard deviation, percentage, Correlation and Regression). The finding of the study shows that the leaders of National Oil Corporation of Libya follow transformational leadership style to manage their organization, while the relationship between transformational leadership and organizational commitment

was positive significant relationship and the dominant organizational commitment was Affective commitment in NOC of Libya. The study recommends that national Oil Corporation of libya should take care of factors that affect organizational commitment such as individual characteristics, job characteristics, and organizational characteristics.

Youngshix, (2013) [49] conducted a study to examine the relationship between leadership styles, organizational commitment, and organizational outcome in Oklahoma's volunteer fire departments. Specifically, the study aims to examine how the individual factors of transformational leadership can impact levels of organizational commitment among volunteer firefighters and also to explore the relationship between leadership style and organizational commitment and organizational outcome. This study employed quantitative research and data collected through a survey. This study used correlation analysis that was conducted to analyze the relationship between leadership styles and organizational commitment. This study also used the t-test to determine the difference in the level of organizational commitment. The findings of the study show that the most prominent leadership style is transformational leadership. Second is transactional leadership. Laissez-faire leadership is the least common form of leadership practiced. The finding also shows that transformational and transactional leadership styles are positively connected to organizational commitment. Laissez-faire leadership style is negatively related to organizational commitment. Finding also shows the transformational leadership possesses a stronger relationship with organizational commitment than transactional leadership. The study recommends that in other to develop proper and effective leadership managers should focus on utilizing the stronger factors such as inspirational motivation and individual consideration.

Umer, Adnan, Anam, Inam, and Hamid, (2012) [48] conducted a study to investigate the impact of leadership style (Transformational & Transactional Leadership) On Employee Performance & Mediating Role of Job Satisfaction" Study of Private School (Educator) In Pakistan. Specifically, the study aims to determine that does' leadership styles that are transformational leadership style and transactional leadership style has an impact on employee performance. Data was collected for leadership style by using a multifactor leadership questionnaire, adopted from (Avolio & Bass 2004) [5] for transformational leader ship style having three questions and two question. The finding shows that transactional and transformational both are significantly positive associated with Employee performance however transactional leadership was more significant than transformational. Another important discovery made was there is no mediating role of Job satisfaction between transactional leadership. But it mediates with transformation leadership and employee performance. The study recommends that organization should implement the mix of both transactional and transformational leadership style according to the certain situation and nature of task assigned to employees.

Obiwuru, Okwu, Akpa, and Nwankwere, (2011) conducted a study to has investigate the effects of leadership style on organizational performance in small scale enterprises. Specifically, this study aims to determine effect of leadership styles on performance in small scale enterprises. The study followed a survey design, and employed

evaluative quantitative analysis method. Analysis was based on primary data generated through a structured Multifactor Leadership Questionnaire (MLQ) administered on respondents. The finding of the study shows that transactional leadership style was more appropriate in inducing performance in small scale enterprises than transformational leadership style and, therefore, recommended transactional leadership style for the small enterprises with inbuilt strategies for transition to transformational leadership style as the enterprises developed, grew and matured. The study recommends that small scale enterprises should adopt transactional leadership style but strategies to transit to transformational leadership style as their enterprises develop, grow and mature.

Rico, Carlos, and Angel, (2005) [42] conducted a study to examine the change-oriented leadership, satisfaction and performance in work groups. Specifically, the study aims to examine the impact of change-oriented leaders on group outcomes. An explanatory model is proposed, in which the team climate (in particular as it relates to innovation) mediates between change-oriented leadership and group outcomes, while group potency reinforces this relationship. This study is designed as a correlative and cross-level research. The finding of the study shows that hierarchical regression analysis was used to evaluate mediating and moderating effects. The study recommends that it would be necessary to boost group potency before going ahead with change, for example, by developing the skills of team members, or by fostering the self-confidence of the team.

Methodology

Study Area was River State Nigeria. The research design of the study was descriptive survey research method. The study used structured questionnaire to obtain data. The choice of location was based on proximity, effective coverage and cost minimization. The population of the study comprises the 3240 staffs of oil and gas firms in Rivers State Nigeria. Taro Yamane sample technique was used to arrow the population to researchable size of 356. Research questions were answered using mean score and standard deviation. The hypotheses stated were tested using regression statistics.

Data presentation and analysis

Table 1: Comprehensive Demographic of Respondents

Title	Frequency	Percentage
Questionnaire Distribution		
Questionnaires Distributed	356	100%
Returned Questionnaires	240	94%
Not Returned Questionnaires	116	6%
Gender		
Female	170	55%
Male	94	45%
Age Bracket		
21-30 Years	130	39%
31-40 Years	80	32%
41-50 Years	49	20%
51Years – above	5	9%
Marital Status		
Married	107	55%
Single	65	31%
Widow/widower	47	9%
Divorce	45	5%

Sources: Field Survey, 2021

Three hundred and fifty-six (356) copies of questionnaires were designed and distributed to the respondents. Out of the 356 Questionnaires distributed, 240 (94%) were completed and returned while 116 (6%) were not returned. Therefore, 94 percent respondents were a good representation. The study showed the respondents profile in frequency and percentage distribution of gender, age bracket and marital status.

Question One: What is the relationship between inspirational motivation and organizational commitment in Nigeria?

Table 2: Mean rating of responses of respondents on the relationship between inspirational motivation and organizational commitment in Nigeria

S. No	Questionnaire Item	VHE (5)	HE (4)	M (3)	LE (2)	VLE (1)	Total	Mean	SD
1	Change-oriented leadership style motivates and inspires followers to reach target goals which enhance organizational commitment	870 174 62%	148 37 21%	42 14 8%	20 10 6%	5 5 3%	1085 240 100%	4.520	0.102
2	Change-oriented leadership stirs excitement and positive thinking in the life of members which enhance organizational commitment	770 154 50%	228 57 33%	36 12 7%	22 11 6%	6 6 5%	1062 240 100%	4.425	0.088
3	Change-oriented leadership sets higher standards, thus becoming a sign of reference which enhance organizational commitment	790 158 53%	204 51 29%	66 22 13%	14 7 4%	2 2 1%	1076 240 100%	4.483	0.098
4.	Change-oriented leadership provides emotional appeal to increase awareness and understanding of mutually desirable goals which enhance organizational commitment	825 165 57%	136 34 19%	60 20 11%	24 12 7%	9 9 5%	1054 240 100%	4.392	0.093
	Grand Mean							4.455	0.0955

This table shows that the respondents indicated their option on the relationship between inspirational motivation and organizational commitment in Nigeria. The research items 1,2,3,4 have mean score of above 4.0 point respectively and it was rated great extent by respondents. The study showed that inspirational motivation has a significant relationship on organizational commitment in Nigeria, since grand mean (4.455) is greater than cut-off mean (3.00).

Question Two: What is the relationship between idealized influence and organizational commitment in Nigeria?

Table 3: Mean rating of responses of respondents on the relationship between idealized influence and organizational commitment in Nigeria

S. No	Questionnaire Item	VHE (5)	HE (4)	M (3)	LE (2)	VLE (1)	Total	Mean	SD
1	Change-oriented leadership style shares risks with subordinates thereby enhance organizational commitment	835 167 5%	188 47 27%	42 14 8%	14 7 4%	5 5 3%	1084 240 100%	4.517	0.101
2	Change-oriented leadership style does not based on the formal institutional rules and regulations, rewards or punishments rather it is based on personal understanding which enhance organizational commitment	860 172 61%	228 57 33%	21 7 4%	6 3 2%	1 1 1%	1116 240 100%	4.650	0.115
3	Change-oriented leadership style indicates elevated expectations of moral standards and good direction, forfeit self-gain for the gain of others which enhance organizational commitment	790 158 53%	204 51 29%	66 22 13%	14 7 4%	2 2 1%	1076 240 100%	4.483	0.098
4.	Change-oriented leadership style demonstrates incredible perseverance and assurance in the quest for accomplishing targets which enhance organizational commitment	830 166 58%	132 33 19%	60 20 11%	24 12 7%	9 9 5%	1055 240 100%	4.396	0.089
	Grand Mean							4.512	0.300

This table shows that the respondents indicated their option on the relationship between idealized influence and organizational commitment in Nigeria. The research items 1,2,3,4 have mean score of above 4.0 point respectively and it was rated great extent by respondents. The study showed that idealized influence has significant relationship on organizational commitment in oil and gas firms in Rivers State Nigeria, since grand mean (4.512) is greater than cut-off mean (3.00).

Data analysis
Test of Hypotheses
The four hypotheses were formulated for this study and will be tested and a decision taken is based on the rule below.

Decision rule: Reject Hi if P-value > 0.01

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.947ᵃ	.897	.897	.33681	
a. Predictors: (Constant), Inspirational motivation					
ANOVA ᵃ					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	171.551	1	171.551	1512.208	.000ᵇ
Residual	19.626	173	.113		
Total	191.177	174			
a. Dependent Variable: Organizational commitment					

b. Predictors: (Constant), Inspirational motivation					
Coefficients [a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.057	.110		.515	.607
1 Inspirational motivation	.957	.025	.947	38.887	.000
a. Dependent Variable: Organizational commitment					

Hypothesis One

H_1 = There is no relationship between inspirational motivation and organizational commitment in Nigeria

In testing this hypothesis, inspirational motivation was regressed against organizational commitment. The result of the single-regression analysis showed the model to examine the relationship between inspirational motivation and organizational commitment.

Organizational Commitment = 0.057 + 0.957 Inspirational Motivation

The empirical result showed that the coefficient of inspirational motivation has positive relationship between organizational commitments; it means that inspirational motivation has positive and direct relationship between organizational commitments. The results of the t – statistics denoted that the coefficient was statistically significance. This is because observed values of t – statistics (38.887) is greater than its P-values (0.000). The results of the F – statistical test showed that the overall regression of the hypothesis one was statistically significance. This was because observed value of the F – statistics (1512.208) was greater than its P-value (0.000). Again, our empirical result showed that the Pearson product moment correlation analysis (r) was 0.947. The strength of relationship between the two variables was high. However, we rejected the null hypothesis and concluded that inspirational motivation has significant relationship on organizational commitment in oil and gas firms in River State, Nigeria.

Test of Hypothesis Two

H_2 = There is no relationship between idealized influence and organizational commitment in Nigeria

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.931[a]	.866	.865	.26055
a. Predictors: (Constant), Idealized influence				

ANOVA [a]					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	75.936	1	75.936	1118.604	.000[b]
1 Residual	11.744	173	.068		
1 Total	87.680	174			
a. Dependent Variable: Organizational commitments					
b. Predictors: (Constant), Idealized influence					

Coefficients [a]					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.614	.089		18.111	.000
1 Idealize influence	.670	.020	.931	33.446	.000
a. Dependent Variable: Organizational commitments					

In testing this hypothesis, idealized influence was regressed against organizational commitments. The result of the single-regression analysis showed the model to examine the relationship between idealizes influence and organizational commitments.

Organizational Commitments = 1.614 + 0.670 Idealized influence

The empirical result showed that the coefficient of idealized influence has positive relationship on organizational commitments; it means that idealize influence has positive and direct influence on organizational commitments. The results of the t – statistics denoted that the coefficient of idealize influence was statistically significance. This is because observed values of t – statistics (33.446) was greater than its P-values (0.000). The results of the F – statistical test showed that the overall regression of the hypothesis two was statistically significance. This was because observed value of the F – statistics (1118.604) was great than its P-value (0.000). Again, our empirical result showed that the Pearson product moment correlation analysis (r) was 0.931. The strength of relationship between the two variables was high. However, we rejected the null hypothesis and concluded that idealize influence has significant relationship on organizational commitments in oil and gas firms in River State.

Summary of findings

The following are the major findings of the study:
1. The findings of the study revealed that inspirational motivation has significant relationship with organizational commitments in Nigeria, since change-oriented leadership style motivates and inspires followers to reach target goals which enhance organizational commitment. (r – Statistics (0.947); P – value (0.000).
2. The findings of the study revealed that idealized influence has significant relationship with organizational commitments in Nigeria, since change-oriented leadership style shares risks with subordinates thereby enhance organizational commitment (t – statistics (0.931); P – value (0.000).

Conclusion

The finding of the study was of greatly important to the management of oil and gas firms in River State Nigeria as they shed light on relationship between change-oriented leadership styles and organizational commitments. The findings of the study show that change-oriented leadership style motivates and inspires followers to reach target goals which enhance organizational commitment. Change-oriented leadership style shares risks with subordinates thereby enhance organizational commitment. The finding also shows that change-oriented leadership style pays special attention to individual's needs for achievement and growth by acting as a coach or mentor which enhances

organizational commitment. Again change-oriented leadership style stimulates the followers' efforts as innovative and creative by questioning assumptions, reframing problems which enhance organizational commitment.

Recommendations

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

1. Management of oil and gas firms in River State should motivate and inspires leaders and followers of the firms in order to reach target goals which enhance organizational commitment.
2. Management of oil and gas firms in River State should indicate elevate expectations of moral standards and good direction, forfeit self-gain for the gain of others which enhance organizational commitment.

References

1. Adegboyega O, Awolusi OD. The Effect of Leadership Styles on Employee's Productivity in the Nigerian Oil and Gas Industry. Information Management and Business Review. 2021; 13(1):47-64.
2. Adel ASM. The Relationship between Transformational Leadership and Organizational Commitment in National Oil Corporation of Libya. International Conference on Humanities, Economics and Geography. 2014; 3(4):85-91.
3. Angell RL. Transformational leadership. Strategy and Leadership. 2013; 27(1):20-25.
4. Angle HL, Perry JL. An empirical assessment of organizational effectiveness. Administrative Science Quarterly. 2015; 26(1):1-14.
5. Bass BM, Avolio BJ. Leadership and performance beyond expectations. New York: Free Press. (2015). Does the transactional - transformational leadership paradigm transcend organizational and national boundaries? American Psychologist Association. 2014; 52(2):130- 139.
6. Bass B, Bass R. The Bass Handbook of Leadership: Theory, Research and Managerial Application. New York: Simon & Schuster, 2015.
7. Bassam DA. Impact of leadership styles in organizational commitment. International Journal of Business and Management Review. 2017; 5(5):25-37.
8. Brett JF, Cron WL, Slocum Jr JW. Economic dependency on work: a moderator of the relationship between organizational commitment and performance. Academy of Management Journal. 2015; 38(1):261-271.
9. Bruch S, Walter. Impact of HRM Practices on Employee's Performance. International Journal of Academic Research in Accounting, Finance and Management Sciences. 2018; 6(1):15-22.
10. Burns TJ. Understanding the nonprofit sector's leadership deficit. Leader to Leader. 2017; S1:13-19.
11. Catano Victor M, Pond M, Kelloway EK. Exploring commitment and leadership in volunteer organizations. Leadership & Organization Development Journal. 2018; 22(6):256-263.
12. Chowdhury R, Gopal R. Leadership Styles and Employee Motivation: An Empirical Investigation in a Leading Oil Company in India. International Journal of Research in Business Management. 2014; 2(5):1-10.
13. Dale K, Fox M. Leadership style and organizational commitment: Mediating effect of role stress. Journal of Managerial Issues. 2015; 20(1):109-130.
14. Dalluay VS, Jalagat RC. Impacts of Leadership Style Effectiveness of Managers and Department Heads to Employees' Job Satisfaction and Performance on Selected Small-Scale Businesses in Cavite, Philippines. International Journal of Recent Advances in Organizational Behavior & Decision Sciences. 2016; 2(2):734-751.
15. Donkor F, Zhou D, Sekyere I. The Mediating Effects of Organizational Commitment on Leadership Styles and Employee Performance in SOEs in Ghana: A Structural Equation Modeling Analysis. International Journal Research. 2021; 2(2):2-17.
16. Dunn MW, Dastoor B, Sims RL. Transformational leadership and organizational commitment: A cross-cultural perspective. Journal of Multidisciplinary Research. 2012; 4(1):45-59.
17. Egri, Kagwiria. Revitalizing a Student Organization by Applying Transformational Leadership. Journal of Leadership Education. 2018; 17(3):208-218.
18. Emery CR, Barker KJ. The effect of transactional and transformational leadership styles on the organizational commitment and job satisfaction of customer contact personnel. Journal of Organizational Culture, Communications and Conflict. 2019; 11(1):77-90.
19. Erkutlu MW. Teams in Organizations. Annual Review of Psychology. 2015; 47(1):307-338.
20. Fiedler F. A contingency model of leadership effectiveness. Advances in Experimental Social Psychology, 2014, 149-190.
21. Frederick A. Leadership styles and employee commitment in Ghana's oil and gas industry; a case study of cape 3 services limited oil and gas. A long essay submitted to the university of Ghana business school, Legon, 2019.
22. Gastil J. A meta-analytic review of the productivity and satisfaction of democratic and autocratic leadership. Small-Group Research. 2012; 25(3):384-410.
23. Harem HC. The relationship between transformational and transactional leadership and school improvement outcomes. School Effectiveness and School Improvements. 2018; 5(3):272-298.
24. Idowu BH. Leader-member exchange and organizational communication satisfaction in multiple contexts. The Journal of Business Communication. 2016; 39(2):220-244.
25. Iqbal N, Anwar S, Haider N. Effect of Leadership Style on Employee Performance. Arabian Journal of Business and Management Review. 2015; 5(5):1-6.
26. Ispas A. The Perceived Leadership Style and Employee Performance in the Hotel Industry – a Dual Approach. Review of International Comparative Management/ Revista De Management Comparat International. 2012; 13(2):294-304.
27. Kagwiria OD. Leaders and Managers Styles towards Employee Centricity: A Study of Hospitality Industry in the United Arab Emirates, Information Management and Business Review. 2020; 12(1):1-21.
28. Leong SM, Randoll DN, Cote JA. Exploring the organizational commitment- performance. Journal of Business Research. 2013; 29(1):57-63.
29. Limsila, Ogunlana. Transformational & Transactional

Leadership: A Meta-analytic Test of their Relative Validity. Journal of Applied Psychology. 2017; 89(5):755-768.

30. Mehmud ST, Ali N, Baloch QB, Khan Z. Relationship between organizational commitment and perceived employees' performance. Interdisciplinary Journal of Contemporary Research in Business. 2019; 2(8):225-233.

31. Men LR, Stacks DW. The impact of leadership style and employee empowerment on perceived organizational reputation. Journal of Communication Management. 2013; 17(2):171-192.

32. Meyer JP, Allen NJ. A three-component conceptualization of organizational commitment. Human Resource Management Review. 2015; 1(1):61-89.

33. Meyer JP, Stanley DJ, Herscovitch L, Topolnytsky L. Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. Journal of Vocational Behavior. 2016; 61(1):20-52.

34. Millet S. Human Communication: Principles and Contexts (11th ed.). Boston, MA: McGraw-Hill Higher Education. International Journal of Managerial Studies and Research. 2016; 3(12):7-15.

35. Mowday RT, Porter LW, Dubin R. Unit performance situational factors and employee attitudes in spatially separated work units. Organizational Behavior and Human Performance. 2013; 12(2):231-248

36. Mulki JP, Caemmerer B, Heggde GS. Leadership style, salesperson's work effort and job performance: the influence of power distance. Journal of Personal Selling & Sales Management. 2015; 35(1):3-22.

37. Naylor A. Transformational leadership and its predictive effects on leadership effectiveness. International Journal of Business and Social Science. 2015; 3(7):186-197.

38. Obiwuru TC, Okwu AT, Akpa VO, Nwankwere IA. Effects of leadership style on organizational performance: A survey of selected small-scale enterprises in Ikosi-ketu Council development area of Lagos state, Nigeria. Australian Journal of Business and Management Research. 2011; 1(7):100-111.

39. Olabode SO, Bakare AA, Iheonunekwu W. Leadership style and employee performance in Nigerian oil and gas sector. International Journal Research. 2019; 3(2):25-32.

40. Olembo D, Karugu O. Key Issues in Organizational Communication. Oxon: Routledge. Academy of Management Journal. 2014; 52(4):744-764.

41. Rachid Z. Patterns of organizational commitment and perceived management style: A comparison of public and private sector employees. Human Relations. 2017; 47(8):977-1010.

42. Rico R, Carlos MA, Angel B. Change-oriented leadership, satisfaction and performance in work groups. Journal of Managerial Psychology. 2005; 20(3-4):312-328.

43. Robbins JS. Transformational leadership: Practicing what we teach in the management classroom. Journal of Education for Business. 2015; 84(1):2-6.

44. Schein E. Organizational psychology. Englewood Cliffs, NJ: Prentice-Hall, 2013.

45. Steers RM. Problems in the measurement of organizational effectiveness. Administrative Science Quarterly. 2014; 20(4):546-558.

46. Taffinder O. A multilevel, identity-based approach to leadership development. Human Resource Management Review. 2016; 17(4):360-373. Doi: 10.1016/j.hrmr.2007.08.007

47. Ugu GE, Tantua E. Ethical Leadership and Organisational Commitment of Oil Servicing Company in Rivers State. International Journal of Management Sciences. 2021; 8(6):91-104.

48. Umer MP, Adnan Q, Anam M, Inam H, Hamid W. Impact of Leadership Style (Transformational & Transactional Leadership) On Employee Performance & Mediating Role of Job Satisfaction" Study of Private School (Educator) In Pakistan. Global Journal of Management and Business Research. 2012; 12(4):55-64.

49. Youngshix S. The relationship between leadership styles, organizational commitment, and organizational outcome in Oklahoma's volunteer fire departments. International Journal of Management Review. 2013; 1(2):75-132.

50. Yousef DA. Organizational commitment: a mediator of the relationships of leadership behavior with job satisfaction and performance in a non-western country. Journal of Managerial Psychology. 2014; 15(1):6-28.