LEADERSHIP STYLE AS A PREDICTOR OF EMPLOYEES' MOTIVATION AND COMMITMENT: *Empirical evidence from service organization in Nigeria*

Original Research Article

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ABSTRACT

This study focused on Leadership Style, Employee Motivation and Commitment: Empirical Evidence from a Consolidated Organization in a Meltdown Economy. The study took a descriptive survey approach. The study covered a population of 2912 employees drawn from Nigerian breweries and Starline Nigeria limited, Aba, Abia State. Taro Yamene was used to draw a sample of 352 members of staff from the population and the reliability of the research instrument was ascertained using spearman rank correlation coefficient (r) which yielded a 0.93 (93%). Data was sourced from the 350 completed and returned five point likert scale questionnaire out of the 352 administered on the staff members of Nigerian breweries and Starline Nigeria limited, Aba. The data gathered was analyzed with non-parametric kruskawalis test (H) using the 20.0 version of statistical package for social sciences (SPSS). It is concluded in this study that the type of leadership style adopted by organizations has significant effect on the motivation and commitment of the employees. However, the empirical evidence obtained from the data analyzed shows that the effect of leadership style is more manifest on employees' commitment than it is on their motivation Sequel to the findings and conclusion above, it was recommended that; Organizations should adopt an integrative approach to leadership in order to maximize the strengths of the different styles and that Choice of leadership should not be universally adopted but be made a function of situations and the intended goals of the organization at any given time.

I. INTRODUCTION

Organizations in Nigeria today are facing a very hazy operational climate with a myriad of problem that has made it operationally difficult to sustain employees' motivation and commitment. This has led to the employees' desire to move from one organization to the other in search of this elusive satisfaction. Because all of the businesses are operating in the same economy that can be classified as a "meltdown economy", none of them is insulated from its negative, however, what may mark a firm out in the present economic cycle is the style of leadership they adopt and practice, and their ability to stimulate and sustain a desirable level of performance supportive behaviors in the employees. Leadership and leadership style at the national level may have attracted sufficient discourse but at individual corporate level though strategic, its effects are rarely discussed, where they are discussed; attention seems to shift towards correlating it with corporate level or organizational wide performance. Leadership is one with the most dynamic effects during individual and organizational interaction. In other words, ability of management to execute "collaborated effort" depends on leadership capability. Lee and Chuang (2009), explain that the excellent leader not only inspires subordinate's potential to enhance efficiency but also meets their requirements in the process of achieving organizational goals.

According to Weihrich, Cannice & Koontz, (2008), motives are driver to human behavior. It plays important role in the performance and other activities and as such the managers should know what motivation is and how subordinates can be motivated toward improving performance. Motivation is the reason why people act in a particular manner. Motivation is not a simple concept; it pertains to various needs, drives, desires, wishes and other forces of all individuals tendency. Human motives are based on needs which are consciously or subconsciously sensed. Some needs are basic, while some are secondary; such needs include water, air, shelter, food, sleep, self-esteem, status, affiliation, affection, accomplishment and self- assertion.

Getting committed employees who are competent and ready to give in their best in the pursuit of the objectives of the organization has been one of the problems facing most organizations especially in the service industry. Some of the indicators of a committed employee include but not limited to lack of interest in job offers elsewhere, willingness to accept responsibility, expression of job satisfaction, willingness and ability to make useful contributions, eagerness to work with less supervision and not given to unnecessary excuses (Iqra and Yahya, 2013). Basically, three forms of organizational commitment have been explored (Klein, Molloy and Brinsfield, 2012). They are affective, continuance and normative commitments. Each of these forms has different implications for employees' workplace behaviour. Most managers consider each of these behaviours as it contributes or affects organizational performance. This study therefore seeks to fill the gap of understanding the effects leadership style has on employees' motivation and commitment.

Statement of Problem

In today's corporate world, it is generally acknowledged that the human element is the most critical of all resources. However, studies have shown that most organizations treat this all important element with disdain, given rise to their disorientation to commitment by first distorting or lowering their morale. Leadership sets the vision, mission and direction for the organization, where the leadership style adopted is inconsistent with prevailing employees' expectation, doubt and mistrust creeps in and this can vitiate the commitment of the employees to the organization. The problem of this study therefore is to examine how leadership style shapes the motivation of employees which affects their commitment to the organization.

Objectives of the Study

The general objective of this study is to investigate leadership style and its effects on motivation and employees' commitment. Its specific objectives are;

i. Examine effects of leadership style on employees motivation.

ii. Examine the effects of leadership style on employees commitment.

Research Question

i. What are the effects of leadership style on employees' motivation?
ii. What are the effects of leadership style on employees' commitment?

Hypotheses

H_{01}: Leadership style does not have significant effect on employee's motivation.

H_{02}: Leadership style does not have significant effect on employee's commitment.

II. REVIEW OF LITERATURES

Conceptual Framework

Leadership style : Leadership is life blood of any organization and its importance cannot be underestimated. Many authors have studied this phenomenon, but there is no conscious definition of what leadership is, no dominant paradigm for studying it, and little agreement regarding the best strategies for developing and exercising it (Bennis, 2007). Omolayole (2006) views leadership as that kind of direction, which a person can give to a group of people under him in such a way that these will influence the behavior of another individual, or group. Ngodo (2008) perceives leadership to be a reciprocal process of social influence, in which leaders and subordinates influence each other in order to achieve organizational goals. Leadership style is viewed as the combination of traits, characteristics, skills and behaviors that leaders use when interacting with their subordinates (Marturano & Gosling, 2008). Fiedler (1969), postulates that leadership style refers to a kind of relationship whereby someone uses his ways and methods to make many people work together for a common task. In modern leadership theories, five leadership styles have been presented, including (i) charismatic leadership, (ii) transactional leadership, (iii) transformational leadership, (iv) visionary leadership, and (v) culture-based leadership. Below is a brief examination of some common leadership style dimensions listed above and their potential impact on a group as well as their relative usefulness.

Charismatic leadership: By far the most successful trait-driven leadership style is charismatic. Charismatic leaders have a vision, as well as a personality that motivates followers to execute that vision. As a result, this leadership type has traditionally been one of the most valued. Charismatic leadership provides fertile ground for creativity and innovation, and is often highly motivational. With charismatic leaders at the helm, the organization's members simply want to follow. It sounds like a best case scenario. There is however, one significant problem that potentially undercuts the value of charismatic leaders: they can leave. Once gone, an organization can appear rudderless and without direction. The floundering can last for years, because charismatic leaders rarely develop replacements. Their leadership is based upon strength of

personality. As a result, charismatic leadership usually eliminates other competing, strong personalities. The result of weeding out the competition is a legion of happy followers, but few future leaders (Michael, 2010).

Transactional leadership: The wheeler-dealers of leadership styles, transactional leaders are always willing to give you something in return for following them. It can be any number of things including a good performance review, a raise, a promotion, new responsibilities or a desired change in duties. The problem with transactional leaders is expectations. Transactional leadership style is defined as the exchange of rewards and targets between employees and management. Transactional leaders fulfill employee needs of rewards when targets are met (Humphreys, 2002).

Transformational leadership: Transformational leadership style focuses on the development of followers and their needs. Managers exercising transformational leadership style focus on the development of value system of employees, their motivational level and moralities with the development of their skills (Ismail et al., 2009). Transformational leadership acts as a bridge between leaders and followers to develop clear understanding of follower's interests, values and motivational level. It basically helps follower's achieve their goals working in the organizational setting; it encourages followers to be expressive and adaptive to new and improved practices and changes in the environment.

Autocratic leadership: Autocratic leaders are classic "do as I say" types. Typically, these leaders are inexperienced with leadership thrust upon them in the form of a new position or assignment that involves people management. Autocratic leaders retain for themselves the decision- making rights. They can damage an organization irreparably as they force their 'followers' to execute strategies and services in a very narrow way, based upon a subjective idea of what success looks like. There is no shared vision and little motivation beyond coercion. Commitment, creativity and innovation are typically eliminated by autocratic leadership. In fact, most followers of autocratic leaders can be described as biding their time, waiting for the inevitable failure this leadership produces and the removal of the leader that follows (Michael, 2010).

Bureaucratic leadership: Bureaucratic leaders create, and rely on, policy to meet organizational goals. Policies drive execution, strategy, objectives and outcomes. Bureaucratic leaders are most comfortable relying on a stated policy in order to convince followers to get on board. In doing so they send a very direct message that policy dictates direction. Bureaucratic leaders are usually strongly committed to procedures and processes instead of people, and as a result they may appear aloof and highly change adverse. The specific problem or problems associated with using policies to lead are not always obvious until the damage is done. The danger here is that leadership's greatest benefits, motivating and developing people, are ignored by bureaucratic leaders (Michael, 2010).

Democratic leadership: Tannenbanum and Schmidt, (1958) describe democratic leadership as one where decision-making is decentralized and shared by subordinates. The potential for poor decision-making and weak execution is, however, significant here. The biggest problem with democratic leadership is its underlying assumption that everyone has an equal stake in an outcome as well as shared levels of expertise with regard to decisions. That is rarely the case. While democratic leadership sounds good in theory, it often is bogged down in its own slow process, and workable results usually require an enormous amount of effort.

Motivation: Motivation, as a process, started with a need in human being which creates a vacuum in a person. In an attempt to fill the vacuum an internal driving force is generated which starts and sustains a chain of action and reaction. It is at that point that the vacuum is also filled. With this background information, Nnabuife (2009), define motivation as the internal or external driving force that produces the willingness to perform an act to a conclusive end. This first aspect of motivation we choose to describe as internal motivation because the driving force comes from within an individual. The second aspect is external motivation, is applied by the organization. This is because employees are motivated to identify with organization in order to satisfy their varied and variegates needs and desires. Until they have been identified and properly satisfied, they will never cease to impede smooth running of the organizations One of the biggest problems facing manager in the organizations is how best to get employees committed to their work and put in their best towards the accomplishment of organization's objectives. Motivation is concerned with why people do what they do. It answers such questions as why do managers or worker go to work and do a good job. This tries to explain what motivates people to act the way they do, with primary focus on the work place. It is the primary task of the manager to create and maintain an environment in which employees can work efficiently and realize the objectives of the organization. Employees differ not only in their ability to work but also in their will to do so (motivation). To motivate is to induce, persuade, stimulate, even compel, an employees to act in a manner which fulfilled the objectives of an organization.

Motives are driver to human behavior. It plays important role in the performance and other activities and as such the managers should know what motivation is and how subordinates can be motivated toward improving performance. Motivation is the reason why people act in a particular manner. Motivation is not a simple concept; it pertains to various needs, drives, desires, wishes and other forces of all individuals tendency. Human motives are based on needs which are consciously or subconsciously sensed. Some needs are basic, while some are secondary; such needs include water, air, shelter, food, sleep, self-esteem, status, affiliation, affection, accomplishment and self- assertion (Weihrich, Cannice & Koontz, 2008). According to Maslow, individuals attain the next hierarchy of needs after the first one has been achieved. Senior managers are not much motivated extrinsically by money and other physiological needs, but are well motivated intrinsically through self-esteem and self actualization and by so doing if their ideas are well transformed into performance, they feel motivated (Muogbo, 2013). In the world today, it is generally accepted that the success of any business organization depends on the effective utilization of the effort of all workers in the organization. Managers are responsible for creating an environment that is conducive for improved performance, so as to induce the right behavior from employees" in the organization. For employees to be highly motivated, the manger must ensure that working conditions is adequate and welfare package is attractive to the employees.

Halepota (2005) defines motivation as a person's active participation and commitment to achieve the prescribed results. Halepota, further presents that the concept of motivation is abstract because different strategies produce different results at different times and there is no single strategy that can produce guaranteed favorable results all the times. To conclude, it can be observed from the above definitions that, motivation in general, is more or less basically concern with factors or events that moves, leads and drives certain human action or inaction over a given period of time, given the normal conditions.

Employees' Commitment : To Meyer and Herscovitch, (2001), it is a psychological state that binds an employee to an organization thereby reducing the problem of employee turnover and as a mind-set that takes different forms and binds an individual to a course of action that is of important to a particular target. Employee commitment is a

course of action that is of important to a particular target. Employee commitment is a feeling of dedication to one's employing organization, willingness to work hard for that employer, and the intent to remain with that organizational attachment of the individual to the organization. Sharma and Bajpai (2010) assert that employees are regarded as committed to an organization if they willingly continue their association with the organization and devote considerable effort to achieving organizational goals. The high levels of effort exerted by employees with high levels of organizational commitment would lead to higher levels of performance and effectiveness of both the individual and the organizational levels. Organizational commitment can be perceived in three distinct dimensions which include continuance commitment, affective commitment and normative commitment.

➢ *Affective Organizational commitment of employees:* According to Meyer and Allen (1997), Affective organizational commitment refers to an employee's affection to, recognition with, and participation in the organization. An employee who has a strong affective organizational commitment to an organization stays with the organization because he or she needs to continue working in the organization. Members who are committed to an affective level stay with the organization because they view their personal employment relationship as congruent to the goals and values of the organization.

Meyer and Allen (1997) found that the best forecaster of affective organizational commitment was work experience. Employees whose work knowledge is steady with their expectations and whose basic needs within the organization are satisfied have a stronger level of affective commitment to the organization. Employees with strong affective commitment stay with the organization because they have no wish to leave.

Meyer (2001) reported that affective commitment has been found to associate with a wide range of proceeds, absenteeism, job performance, and organizational nationality behavior. The cost of affective organizational commitment are lower earnings and turnover intentions, better on- the- job behavior, and better employee health and wellbeing (Angel and Lawson,1994). Meyer and Allen (1997) further indicate that affective commitment is influenced by factors such as job challenge, role clarity, and goal clarity, and goal difficulty, receptiveness by management, peer cohesion, equity, personal importance, feedback, participation, and dependability.

➢ *Continuance Organizational Commitment of employees:* Continuance organizational commitment refers to the awareness of cost linked with the departure from the organizations (Meyer and Allen, 1997). Employees with a strong continuance organizational commitment know that leaving the organization may be harmful to them fiscally due to the lack of employment option and a loss of savings. Kanter (1968) supports this definition and states that it is the profit associated with continued participation and a cost associated with leaving the organization Meyer and Allen (1991) further state that employees whose primary link to the organization is based on continuance commitment remain because they need to do so. Meyer et al. (1990) also maintain that accrued investments and poor employment alternatives tend to force individual to maintain their line of action and are responsible for these individuals being committed because they need to. Individuals stay in the organization because of the investments they accumulate due to time spent in the organization, not because they want to.

➢ *Normative Organizational commitment of employees:* Normative organizational commitment reflects an emotion of obligation to carry on employment (Meyer and Allen, 1997). An employee with a strong normative organizational commitment feels he or she has a moral obligation to stay in the organization. Internalized normative beliefs of duty and obligation make

➢ individuals obliged to sustain membership in the organization (Meyer and Allen, 1990). The normative component is viewed as the commitment employees consider morally right to stay in the company, regardless of how much status enhancement or satisfaction the firm gives him or her over the years. According to Schneider (2003), normative organizational commitment is the ethical obligation the employee develops after the organization has spent on him or her. He argued that when an employee starts to sense that the organization has spent either too much time or money developing and training him or her, such an employee might feel a compulsion to stay with the organization. Normative organizational commitment is most likely when individuals find it difficult to give return the organization's investment in them. Moreover, they use the tri-dimensional model to conceptualize organizational commitment in three dimensions namely, affective, continuance, and normative commitments. Allen and Meyer (1996) urged researchers to investigate the dimensionality of organizational commitment across cultures to discern if multidimensional conceptualizations developed in the US are applicable to other cultures or not. According to Meyer and Allen (1997), the models of commitment have been developed and tested in western countries. The model of Allen and Meyer is thus used as basis for this study with regard to organizational commitment variable.

Theoretical Framework

• *Great Man Theory*: Great man theories assume that the capacity for leadership is inherent, that great leaders are born, not made. These theories often portray leaders as heroic, mythic and destined to rise to leadership when needed. The term great man was used because, at the time, leadership was thought of primarily as a male quality, especially military leadership (Ololube, 2013).

• *Trait Theory*: Similar in some ways to great man theories, the trait theory assumes that people inherit certain qualities or traits make them better suited to leadership. Trait theories often identify particular personality or behavioural characteristics that are shared by leaders. Many have begun to ask of this theory, however, if particular traits are key features of leaders and leadership, how do we explain people who possess those qualities but are not leaders? Inconsistencies in the relationship between leadership traits and leadership effectiveness eventually led scholars to shift paradigms in search of new explanations for effective leadership.

• *Contingency Theories*: Contingency theories of leadership focus on particular variables related to the environment that might determine which style of leadership is best suited for a particular work situation. According to this theory, no single leadership style is appropriate in all situations. Success depends upon a number of variables, including leadership style, qualities of followers and situational features (Charry, 2012). A contingency factor is thus any condition in any relevant environment to be considered when designing an organization or one of its elements. Contingency theory states that effective leadership depends on the degree of fit between a leader's qualities and leadership style and that demanded by a specific situation (Lamb, 2013).

• *Behavioral Theory:* Behavioral theories of leadership are based on the belief that great leaders are made, not born. This leadership theory focuses on the actions of leaders not on intellectual qualities or internal states. According to the behavioral theory, people can *learn* to become leaders through training and observation. It has been observed that groups under these types of leadership perform differently: Autocratically led groups will work well so long as the leader is present. Group members, however, tend to be unhappy with the leadership style and express hostility. Democratically led groups do nearly as well as the autocratic group. Group members have more positive feelings, however, and no hostility. Most importantly, the efforts of group members continue even when the leader is absent.

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- *Expectancy Theory of Motivation*: this theory refers to a set of decision theories of work motivation and performance (Vroom, 1964 in Ferris, 2007). Perception plays a central role in expectancy theory because it emphasizes cognitive ability to anticipate likely consequences of behavior (Kinicki et al., 2003). As said by Vroom (1964; in Kopfi, 2008), the expectance theory has two major assumptions. The first assumption is that individual persons have perception about the consequences that result from their behavioural actions, and the causal relationship among those outcomes. These perceptions, or beliefs, are referred to as expectancies. The second assumption is that individual persons have effective reactions to certain outcomes. Affective reactions reflects the valence (Positive or negative value individuals place) of outcomes. According to the expectance theory, individual will be motivated to perform by two expectancies (Ferris 2007). The first expectance is the probability that the effort put forth will lead to the desired performance. The second expectancy (also referred to as instrumentality) is the probability that a particular performance will lead to certain preferred outcomes. When the probability of some effort will not be rewarded, the employee will not be highly motivated to perform a certain task. External rewards are viewed as inducing motivational states that fuels behaviours, as opposed to intrinsic motivators, where behaviours are derived from internal forces such as enjoyment of the work itself because it is challenging, interesting, etc.

- *Affective Events Theory:* This theory (AET) was propounded by Howard in 1974. The theory explains how emotions and moods influence employee commitment, organizational performance and job satisfaction. It emphasizes the linkages between employees' internal influences such as cognitions, emotions, mental states and employees' reactions to such incidents that occur in their work environment which affect their job performance, commitment and job satisfaction. This theory stresses that affective work behaviors are explained by employee's mood and emotions while cognitive based behavior is the best predictor of job satisfaction.

Affective events theory maintains that positive-inducing (up lifts) as well as negative inducing (hassles) emotional incidents at work are distinguishable and have a significant psychological impact upon workers job satisfaction. The result of internal factors such as cognition, emotions, mental states and external affective reactions displayed through job satisfaction, job performance and employee commitment? The theory also posits a positive relationship among job satisfaction, commitment, recognition, market share and retention or turnover in the organization. Workers who report low satisfaction are likely to engage in planned quitting whereas employees who report high job satisfaction will remain, display high level of commitment, influence organizational market share locally and internationally and invariably leads to recognition of the employees and the organization locally and globally. The increase in market share of the organization's products/services as a result of general acceptance of the organization's offerings influences both the employees and the organization locally and internationally and as well lead to increase in the profitability of the organization.

III.   METHODOLOGY

This study took a descriptive survey approach. The study covered a population of 2912 employees drawn from 10 selected service providing firms in Nigeria. Taro Yamene was used to draw a sample of 352 members of staff from the population and the reliability of the research instrument was ascertained using spearman rank correlation coefficient (r) which yielded a 0.93 (93%). Data was sourced from the 350 completed and returned five point likert scale questionnaire out of the 352 administered on the staff members of selected organizations. The data gathered was analyzed with non-parametric kruskawalis test (H) using the 20.0 version of

statistical package for social sciences (SPSS). The kruskawalis is expressed mathematically as;

$$T = H = \frac{12}{N(N+1)} \sum_{i=1}^{k} \frac{R_i^2}{n_i} - 3(N+1).$$

The decision rule for is to reject the null hypothesis if H $\geq$ $\chi^2_{(k-1)}$, where k is the degrees of freedom

Data Presentation

In the table below, the researcher presented the data generated and used in this study. See appendix I for details:

APPENDIX I
Response on the Various Research Questions

S/NO	SA	A	U	D	SD
1	61	93	77	66	53
2	58	109	80	69	34
3	69	115	55	60	0
4	70	122	69	80	19
5	55	129	73	86	25
6	65	111	81	61	32
7	73	116	88	56	17
8	68	109	83	64	26
9	60	121	74	59	36
10	66	136	76	60	12

Source; *Field Survey, 2017*

APPENDIX II

Output of the SPSS for the Pre-Test Retest Reliability of the Instrument

Correlations			VAR00001	VAR00002
Spearman's rho	VAR00001	Correlation Coefficient	1.000	.930[*]
		Sig. (1-tailed)	.	.012
		N	21	21
	VAR00002	Correlation Coefficient	.930[*]	1.000
		Sig. (1-tailed)	.012	.
		N	21	21

*. *Correlation is significant at the 0.05 level (1 tailed).*

Test of Hypotheses

The SPSS output of the data used in this study is presented in the tables below;

SPSS Output for Hypothesis one

H_{01}: leadership style does not have significant effect on employee's motivation

Descriptive Statistics	N	Mean	Std. Deviation	Minimum	Maximum
LSandM	25	69.0800	30.72583	.00	129.00
RANKS	25	3.0000	1.44338	1.00	5.00

Ranks			
	RANKS	**N**	**Mean Rank**
LSandM	1.00	5	3.00
	2.00	5	14.30
	3.00	5	14.20
	4.00	5	23.00
	5.00	5	10.50
	Total	25	

Test Statistics[a,b]	
	CDandHCR
Chi-Square	19.372
Df	4
Asymp. Sig.	.001

a. *Kruskal Wallis Test*

b. *Grouping Variable: RANKS*

Discussion: From the test statistic table above, the P-value (Assymp. Sig) is 0.001 which is less than the 0.05 level of significance; hence, the null hypothesis is hereby rejected. This simply suggests that leadership style has significant effect on employees' motivation.

SPSS Output for Hypothesis Two

H_{02}: leadership style does not have significant effect on employee's commitment.

Descriptive Statistics					
	N	**Mean**	**Std. Deviation**	**Minimum**	**Maximum**
LSandEC	25	70.0000	31.84468	12.00	136.00
RANKS	25	3.0000	1.44338	1.00	5.00

Ranks	
	RANKS
LSandEC	1.00
	2.00
	3.00
	4.00
	5.00
	Total

Test Statistics[a,b]	
	DDandA
Chi-Square	22.670
Df	4
Asymp. Sig.	.000

a. *Kruskal Wallis Test*

b. *Grouping Variable: RANKS*

Discussion: From the test statistic table above, the P-value (Asymp. Sig) is 0.000 which is less than the 0.05 level of significance; hence, the null hypothesis is hereby rejected. This simply suggests that leadership style has a very strong significant effect on employee's commitment.

IV.   CONCLUSION

Leadership is the fulcrum of the life of every organization. It provides vision, direction and mobilizes resources to achieve them. It is concluded in this study that the type of leadership style adopted by organizations has significant effect on the motivation and commitment of the employees. However, the empirical evidence obtained from the data analyzed shows that the effect of leadership style is more manifest on employees' commitment than it is on their motivation.

V.   RECOMMENDATIONS

Sequel to the findings and conclusion above, it was recommended that;

i. Organizations should adopt an integrative approach to leadership in order to maximize the strengths of the different styles.
ii. Choice of leadership should not be universally adopted but be made a function of situations and the intended goals of the organization at any given time.

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