Leadership styles and its effectiveness on employees' job commitment

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Abstracts

The effective leaders are leaders that directly suggests competent and committed employees. Studies within the human resource development and organizational behavior literatures have proven that leadership styles and employee job commitment are major factors towards the organizational failure or success. The objective of this research ended up being to investigate the relationship between leadership styles (transactional, transformational, and laissez-faire) and employee commitment (affective, continuance, and normative commitment) within an organization in Nigeria. Total participants within the research were 80 employees. Two separate instruments, namely multifactor leadership questionnaire (MLQ) and organizational commitment questionnaire (OCQ), were utilized to determine leadership styles and employees' commitment respectively. The findings from the study revealed that transformational leadership style is the most common leadership style utilized by the managers within the organization also it was revealed in the findings that there's a substantial relationship between leadership styles and employees' job commitment within the organization in Nigeria.

Keywords: leadership style, job commitment, transformational leadership, transactional leadership, laissez-faire leadership.

Introduction

Leadership is a very critical factor in the formulation, pursuance, attainment and sustenance of collective endeavor. The success or failure of formal organizations, nations and other social units has been largely attributed to the nature of their leadership style, (oladipo, et al 2013). The leadership role is a necessity in any organization, in order to co-ordinate the activities and aspirations of a given group, the head plays the role of a leader in any organization, leadership cannot be separated from a group and there cannot be a group without a leader, (oladipo, et al 2013). This is as a result of interdependence of both concepts for organisational effectiveness. The term leadership connotes a different meaning to different people. Many have attempted several definitions of the term leadership, no one definition has been universally accepted as an authoritative explanation of leadership. The exercise of influence in a social situation can be defined as leadership. A leader may be defined as an individual with an ability to induce subordinates to work towards the group goal with confidence. A special type of influence activity that affects and enhances individual in an organisation is being seen in all kinds of social situation, which is especially apparent demand that makes people work together towards the attainment of common aims, goals and objectives, is called leadership,(oladipo,et al 2013).

Based on Ngambi et al. (2010) and Ngambi (2011), reported in Jeremy et al. (2011), leadership is really a procedure for impacting on others commitment towards recognizing their full potential in achieving value-added, shared vision, with passion and integrity. The nature of the influence is that the people from the team cooperate under their own accord with one another to be able to attain the objectives of the leader as well as another group of the organization. The associations between leader and worker, gives additional to the standard of employees' satisfaction, which are considerably affected through the leadership style adopted by the leader (Jeremy et al., 2011).

Leadership style within an organization is among the factors that play significant role in improving or slowing the interest and commitment from the people within the organization (Obiwuru et al., 2011). The term employee commitment is mainly defined as a mental condition that binds the person towards the organization (Jeremy et al, 2011**).** In many of the organizations, there is an increasing commitment gap - a widening split between the anticipation of companies and what employees are ready to do. There are numerous causes of this erosion of worker commitment, the most typical one as being a failure of management in some manner or other. To be effective, the skills of committed employee managing must be fixed in a business so they develop portions of its views.

Thus, businesses need skilled, competent and committed employees as an effective team member to succeed. Failure to ensure this by managers or supervisors can lead to the forfeiture of cherished workers who place a premium on the success of the organization. Employee behavior on the job is influenced by his or her direct

manager. Confident inspirations are vital to solidification worker commitment. Consequently, the major stage in building commitment is to increase the value of management (Meyer et al., 2004). What is now apparent is that worker commitment will be mainly prejudiced by the relations that arise among contemporaries and with their direct and older directors**.** Commitment is compound and incessant, and needs employers or managers to notice ways of improving the work life of their workers (Meyer et al., 2004; Avolio et al. 2004). Thus, the success or failure of the organization basically depends on the leadership styles of that organization, (oladipo, et al, 2013) and the commitment of capable workers is critical to the success of the business.

Objective of the study
1) Determine the level of job commitment among employees in the organization based on their managers' leadership styles.
2) Determine the leadership styles commonly practiced by the managers in the organization.
3) To examine the relationship between leadership styles and employee commitment to the organization.

Literature review
Leadership styles
A leader can be defined as a person who delegates or influencing others to act so as to accomplish specified objectives (Mullins, 2004) whereas leadership styles refer to leaders preferred manner of tackling tasks and personnel issues in delivering the goals set for their groups or team. The types of leadership styles use by any management have great influence on employees' job commitment. It was a general believe that, traits like height, integrity, head shape, body builds determine a good and effective leader**.** The theory that says leaders are born has been rebuffed for quite a long time. Traits that are physical appearance cannot explain leadership. Nowadays what determine good leaders and effective leaders dwell on what the leaders does, their behaviors towards set goals and their ability to cope with situations at hand (Mullins, 2004).

One of the major factors that have an impact on the performance of an organization, employees and managers is leadership styles (Oladipo, et al, 2013). Effective leadership styles were attempted to be defined by early theorist (democratic or autocratic, socially oriented or target oriented) and relate all of them with various facets of the business outcomes. More lately, transactional and transformational leadership styles happen to be the scientists focused because of the subordinates' perspective and facets of leadership e.g., (Bass, 1985; Burns, 1978). Here is a brief study of some common leadership styles as well as their potential effects on an organization in addition to their relative effectiveness.

Transformational leadership styles
Transformational leadership style concentrates on the development of followers as well as their needs. Managers with transformational leadership style concentrate on the growth and development of value system of employees, their inspirational level and moralities with the introduction of their abilities (Ismail et al., 2009). Transformational leadership functions like a bridge between leaders and followers to build up obvious knowledge of follower's interests, values and inspirational level. It essentially helps follower's achieve their set goals employed in the business setting. Transformational leaders are positive: they aim to optimize individual, group and business development and innovation, not only achieve performance "in anticipation". They convince their affiliates to shoot for greater amounts of potential in addition to greater amounts of moral and ethical standards. Transformational leadership doesn't replace transactional leadership, but augments it in experiencing this goals from the group (Hall et al., 2002). Transformational leadership fosters capacity development and brings greater amounts of personal commitment among 'followers' to business objectives. Based on Bass & Avolio (1993) transformational leadership happens when leaders broaden and elevate the interests of the employees, once they generate awareness and acceptance for the purpose and mission of the group, so when they stir employees to appear beyond their very own self-interest for the good of the group. Together, increased capacity and commitment are held to guide to additional effort and greater productivity (Mannheim & Halamish, 2008). Based on Bass (1997), the aim of transformational leadership would be to 'transform' people and organizations inside a literal sense - to alter them in the mind and heart enlarge vision, insight, and understanding clarify reasons make behavior congruent with values, concepts, and brings about changes which are permanent, self-perpetuating, and momentum building.

Transactional leadership style
The wheeler-sellers of leadership styles, transactional leaders will always be willing to provide you with something in exchange for following them. It may be a variety of things together with a good performance review, an increase, a campaign, new duties or perhaps a preferred alternation in responsibilities. The issue with transactional leaders is anticipation. Transactional leadership style is understood to be the exchange of rewards

and targets between employees and management (Howell & Avolio, 1993). Transactional leaders fulfill worker needs of rewards when targets are met (Humphreys, 2002). Pounder (2002) defines this style because the transaction of needs fulfillment from each side of the organization and employees. Transactional leadership relies more about "trades" between the leader and follower, by which followers are compensated for meeting specific goals or performance criteria (Trottier et al., 2008 Bass et al., 2003). Rewards and positive reinforcement are supplied or mediated through the leader. Thus transactional leadership is much more practical in character due to its focus on meeting specific targets or objectives (James & Collins, 2008). A highly effective transactional leader has the capacity to recognize and reward followers' achievements in a timely way. However, subordinates of transactional leaders aren't always likely to think innovatively and might be supervised based on predetermined criteria. Poor transactional leaders might be less likely to anticipate problems and also to intervene before problems arrived at the forefront, whereas more efficient transactional leaders take appropriate action on time (Bass et al., 2003).

Laissez-Faire leadership

Both transformational and transactional leaders are referred to as leaders who positively intervene and then try to prevent problems, even though they use different approaches. When searching for both of these active types of leadership, you find that they're frequently compared using the third type of leadership, known as laissez-faire leadership (Buciuniene & Škudiene, 2008). James & Collins (2008) describe the laissez-faire leader being an extreme passive leader who's unwilling to influence subordinates' considerable freedom, to the stage of handing over his/her duties. In this way, this very passive kind of leadership signifies the lack of leadership. Researchers have consistently reported that laissez-faire leadership may be the least satisfying and least effective type of leadership. That's since these leadership actions are supported by the little feeling of accomplishment, little clearer, little feeling of group oneness, and folowers don't hold just as much respect for his or her administrators (Trottier et al., 2008). It's most likely therefore that lots of researchers decide to exclude laissez-faire leadership in their research include only transformational and transactional leadership.

Employee commitment

Employees commitment continues to be analyzed within the public, private, and non-profit sector, and much more lately worldwide. Early research centered on determining the idea whereas current research is constantly on the examine business commitment through two popular approaches, commitment-related attitudes and commitment-related actions. A number of antecedents and final results happen to be recognized previously three decades (Search & Morgan, 1994). In addition, Batemen and Strasser (1984) [as reported in Lok & Crawford, 1999] condition the causes of studying business commitment are based on "employee actions and gratifaction effectiveness attitudinal, affective, and cognitive constructs for example job satisfaction qualities from the employee's job and role for example responsibility personal qualities from the worker for example age, job tenure." When searching at worker commitment in an organization, it's the relative strength of the individual's identification with and participation in a particular organization. With regards to this, Allen & Meyer (1990) define employees commitment as a mental condition that characterizes the employee's relationship with in the organization and it has implications for the choice to continue employment with the organization. Similarly, Meyer & Becker (2004) define a committed employoess to be one "stays by having an organization, attends work regularly, puts inside a full day and much more, safeguards corporate assets, and thinks within the business goals". This employees positively adds towards the organization due to its commitment for the business. Meyer & Becker, (2004] define a committed worker to be one that "stays with an organization, attends work regularly, puts in a full day and more, safeguards corporate assets, and thinks within the organizational goals". This worker positively adds towards the organization due to its commitment for the business. Studies have shown that people and organizations are negatively affected when commitment is low, but both benefit when commitment is high (Meyer & Becker,2004). Business commitment is connected with elevated satisfaction, performance, and business adaptability (Meyer & Becker, 2004), in addition to decreased absenteeism and worker turnover (Lo et al., 2010).

The Relationship between Leadership Styles and Employee Commitment

Relationships between commitment and leadership style continues to be reported within the business and management literatures. Several studies found an optimistic relationship between the two variables. For example, Lo et al. (2010) came to the conclusion that leadership styles of administrators are essential dimension of the social context simply because they shape subordinates' business commitment in a variety of important ways. Likewise, Ponnu & Tennakoon (2009) indicate that ethical leadership behavior has an optimistic effect on worker business commitment and worker rely upon leaders. However, the research results around the relationship among leadership style, business culture and worker commitment in college libraries by Awan & Mahmood (2009) reveal that the leadership style (within their situation, autocratic or laissez-faire) doesn't have

impact on the commitment of employees in college libraries. Rather, the majority of the library professionals appeared to become highly committed using their organizations i.e., they preferred result-oriented culture. Similarly, Lok & Crawford (1999) reported the leadership style variable, a bureaucratic atmosphere, frequently led to a lesser degree of worker commitment and gratifaction, whereas Search and Liesbscher (1973) [as reported in Buciuniene & Škudiene, 2008] discovered an adverse relationship between both of these variables.

In another study including 156 participants, Lo et al. (2009) examined leadership styles and employees' business commitment in Malaysia manufacturing industry to guarantee the effective control over employees and also to improve productivity and accomplishments of the organization. They learned that several dimension of transactional and transformational have positive relationship with business commitment however the impacts are more powerful for transactional leadership style. Similarly, Marmaya et al. (2011) looked into the employees' awareness of leadership style among Malaysian managers and it is effect on business commitment after which discovered that leadership tends to be more transformational than transactional. The research by Buciuniene and Škudiene (2008) has looked into the relationship between employees' business commitment dimensions and leadership styles and located positive relationship between transformational leadership style and affective and normative worker obligations whereas a laissez-faire leadership style was discovered to be adversely connected with employees' affective commitment. Davenport (2010) also measured the relationship between leadership style and business commitment as moderated by the follower's locus of control and reported that suggests that separately leader style and locus of control are important drivers of organizational commitment.

Methodology
Research sample and data collection

The study covered ten(10) randomly selected organization in Lagos metropolis, Lagos state, Nigeria. A closed-ended questionnaire was used in gathering relevant data from the employees in the said organization. 80 questionnaires were filled and returned by the respondents

Data Gathering Instruments

For the purpose of this study a quantitative methodology involving a close-ended questionnaire was used as the measuring instrument. The close-ended questionnaires was administered to the employees simultaneously, since they are less costly and less time consuming than other measuring instruments. Two separate instruments, namely multifactor Leadership questionnaire (MLQ) by Bass & Avolio (1995) [as cited in Bass et al., 2003], presented the MLQ Form 5X with nine subscales of leadership styles. and organizational commitment questionnaire (OCQ), developed by Porter et al. (1974) [as cited in Lo et al., 2010], were used in this study to obtain quantitative information on leadership styles and employees' organizational commitment respectively.

In respect to measuring the reliability of the scale, the reliability coefficients (Cronbach's) of the transactional leadership, the transformational leadership, and the Laissez-Faire leadership were 0.850, 0.792 and 0.800 respectively. Organizational commitment questionnaire was used to assess respondents' level of their job commitment. The questionnaire was subjected to item analysis in order to ensure it is valid and reliable and it yielded reliability alpha of .806.

Results

Research objective 1: Determine the level of job commitment among employees in the organization based on their managers' leadership styles.

This is elaborated through the level of dependent and independent variable for the overall sample (80).

Perception level of overall organizational commitment

Descriptive Statistics	Mean	SD	Levels	Rank
Affective commitment	3.96	0.70	High	1
Continuance Commitment	3.66	0.64	Moderate	2
Commitment	3.59	0.75	Moderate	3
Normative Commitment				
Overall Organizational Commitment	3.45	.56	moderate	

In accordance with the ratings of 1-2.33 is low, 2.34-3.66 is moderate, 3.67 -5.00 is high. The analysis shows that the level of job commitment among the employee in the organization was moderate. As the indication of the self-assessment the employee appeared to have rated moderate with their level of job commitment based on their managers' leadership styles. These findings suggest that employee's job commitment in the organization was moderate.

Research objective 2: Determine the leadership styles commonly practiced by the managers in the organization. In answering this objective, data on leadership styles used by managers in the organization was collected from the employees in the organization in responses to their managers leadership styles questionnaire. The data collected were analyzed using means and standard deviation has indicated in the table below.

Commonly used leadership styles

Descriptive Statistics

	Mean	Std. Deviation	N
transformational	3.8032	.38572	80
transactional	3.7878	.41052	80
laissez	3.3673	.65799	80

The most commonly leadership style that is practiced by the mangers in the organization is the transformational leadership styles with the highest (M= 3.8032, S.D= 0.39), followed by the transactional leadership styles (M=3.78, S.D= 0.41), laisez-faire is the lowest with (M=3.37, S.D= 0.66). Although some managers used others style of leadership, the numbers of managers using the other styles are negligible.

Research question 3: To examine the relationship between leadership styles and employee commitment to the organization.

Data on managers leadership styles were collected from the responses of employees to the manager leadership styles questionnaire. Data on employee job commitment were collected from the employees based on their job commitment questionnaire. The data collected were collated and analyzed, with Pearson correlation, to determine the relationship

Pearson Correlation

	Job commitment
Transformational leadership	0.526**
Transactional leadership	0.569**
Laissez-faire leadership	0.488**

** Correlation is significant at .01 level (2 tail)s

As depicted in the table above there exixts a moderate relationship between transformational leadership, transactional leadership style and laissez-faire style and job commitment. This indicates a significant relationship between the two varriables, leadership style and job commitment at 0.01 level of significance.

Discussion

The foregoing shows the analysis of data collected for this study. It was found that the transformational leadership style was the common style of leadership used my the mangers in the organization. The findings was consisted with the findings of the earlier researchers, Oladipo et al,(2013) and Marmaya *et al*. (2011).

The findings of this study also indicate a moderate level of employee job commitment in the organization, it shows that those employees have not been committed totally to their job. It shows that the level of commitment was moderate. The findings were in consonance with the findings made in previous studies of (Knosrow,2012).

The findings of this study indicating significant relationship relationship between leadership styles and job commitment of the employees, show that in some certain situation, the more effective a leader is the more effective the subordinates. This implies that many employees needs to be coarse by the manager before they could improve on their job commitment. This finding was in support with other researchers which finds that there is a significant relationship between leadership styles and job commitment (Lo et al. (2010) and Bučiūnienė and Škudienė (2008)

Conclusion

In line with the findings of the study, it has come to the conclusion that managers' leadership styles is really a critical variable in the employee job commitment within the organization in Nigeria. This apparent within the findings of the study, which isolated the style of leadership utilized by the manager as a function of employee job commitment within the organization. The significant relationship present in this research between leadership style and employees job commitment is value added. In certain situations, people have to be forced before they can improve in productivity.

The findings of the study have therefore brought the researchers to summarize that transformational leadership style is the greatest type of leadership that improves better worker job commitment within the organization.

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