

# Do Leadership Styles Relate to Personnel Commitment In Private Organisations In Nigeria?

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**Abstract:** In this paper the question of the relationship between leadership styles and personnel commitment in private organisations in Nigeria is addressed. This is done through exploratory study by the adoption of the survey research design that utilised the administration of questionnaire to the employees of the organisation as its major source of data collection. The data collected were analysed using Pearson Moment Correlation Analysis with the aid of the Statistical Package for Social Sciences (SPSS) 22.0 version software. The study revealed a significant positive relationship between leadership styles (transformational, transactional and laissez-faire leadership style) and personnel commitment of the selected private organisations in Nigeria. It also showed that transformational leadership style is mostly related to personnel commitment in the selected private organisations in Nigeria. In line with the findings, the paper suggests that management of the selected private organisations should pay keen interest to the leadership styles such as transformational leadership style to be adopted to facilitate personnel commitment in Nigeria for higher performance.

**Keywords:** Breweries, leadership, personnel commitment, private organisations, transformational leadership style, Nigeria

## 1. Introduction

Studies have shown that leadership is one of the crucial variables that determine the level of performance in any organisation (Abasilim, 2014; Amin, 2016; Gberevbie, Joshua, Excellence-Oluye & Oyeyemi, 2017). This is so because all activities of any organisation all over the world (Nigeria inclusive) whether public or privately owned are initiated and determined by the leaders of organisations with regard to leadership styles adopted, along with the commitment level of personnel among others. Previous studies from various cultural settings have shown that a nexus exist between leadership styles and personnel commitment in organisations (Osibanjo, Abiodun. & Adeniji, 2014; Sayadi, 2016; Hallinger, Hosseingholizadeh, Hashemi & Kouhsari, 2017; Tavares, Sobral, Goldszmidt & Araújo, 2018; Salau, Osibanjo, Adeniji. & Igbinoba, 2018).

However, despite past studies in this regard, there seems to be little research done in Nigeria's work context, especially in beverages (brewers and distillers) organisations. Rather, attention in literature has been in the education sector (Yahouchi, 2009), banking sector (Mert, Bas & Keskin, 2010), power sector (Raja & Palanichamy, 2011) and public agencies (Garg & Ramjee, 2013; Dariush, Choobdar, Valadkhani & Mehrli, 2016). It is based on the aforementioned, that this study investigated the extent to which leadership styles (transformational, transactional and laissez-faire) relate with personnel commitment in selected private organisations in beverages (brewers and distillers) organisations namely Nigerian Breweries Plc, Guinness Nigeria Plc and International Breweries Plc. In addition, this paper is structured as follows: The article begins by giving a brief insight into what the paper is all about. It then presents the theoretical framework upon which the paper is anchored. This is followed by the methodology adopted for the investigation, data presentation and analysis, and discussion of the findings of the study. The article concludes with proffering suggestions for the way forward.

## 2. Theoretical Framework

This paper adopts the full range leadership theory (FRLT) associated with the works of Bass & Avolio (1997) and Meyer & Allen (1997) theory of employees' organisational commitment as its theoretical framework of analysis on the relationship between leadership styles and personnel commitment in the selected private organisations in Nigeria. The FRLT focuses on three styles of leadership behaviour; transformational, transactional and laissez-faire. This is premised on the notion that whatever leadership style that is employed in an organisation can be subsumed into the styles of leadership identified by them. Transformational leadership style is characterised by the leader's preference of leading followers beyond the traditional method, which relies solely on directing subordinate. In contrast, transactional leadership focuses strictly on the implementation of structure and is concerned with enticing followers/subordinate to perform by introducing rewards to them when assignments are achieved and punishes or reprimands them when they

default (Bass, 1985; Bass, 1990; Bass, 1995). The last style of leadership identified in this theory is laissez-faire. Which is different from the transformational and transactional leadership style and does not interfere with the activities of the followers/subordinate. This style is also known as delegative leadership/free rein leadership and is characterised by the non-appearance of leadership or the avoidance of intervention or both (Avolio, Gardner, Walumbwa, Luthans & May, 2004).

While Meyer & Allen (1997) theory of employees' organisational commitment assumes that different mindsets characterise commitment among employees and these mindsets can be viewed from their emotional attachment to the organisation, obligation to remain with the organisation and the way they perceive the cost of leaving the organisation. All these mindsets or attributes of commitment were later broken down to affective commitment, normative commitment and continuance commitment respectively. They further justified the three components of commitment, stating that these typologies of commitment were necessary because the individual component of commitment have different consequences for behaviour (Meyer, Stanley, Herscovitch & Topolnytsky, 2002).

These theories are justified appropriate for this paper because the investigation is primarily concerned with probing the relationship between leadership styles and personnel commitment and the variables addressed by these theorists are the focus of this paper. Also, these theories have been considered as the most contemporary theories that have the potential of explaining leadership styles and employees' commitment sub-constructs, and it has undergone various empirical scrutiny and adaptation evidenced in the previous studies reviewed (Sayadi, 2016; Hallinger, Hosseingholizadeh, Hashemi & Kouhsari, 2017; Tavares, Sobral, Goldszmidt & Araújo, 2018).

### **3. Research Hypotheses**

The following hypothesis stated in null form is tested to achieve the objective of this paper:

H<sub>0</sub>: There is no significant relationship between leadership styles (transformational, transactional and laissez-faire leadership) and personnel commitment in the selected private organisations in Nigeria.

### **4. Methodology**

This paper utilised a cross-sectional survey research design. The respondents were systematically selected to give each personnel an opportunity to be selected as the unit of analysis. The study area was Nigerian Breweries Plc, Guinness Nigeria Plc and International Breweries Plc. The Multifactor Leadership Questionnaire (MLQ) and the Organisational Commitment Questionnaire were the major instruments used for data collection from the respondents in the selected private organisations. A sample of 268 personnel took part in the survey. Data analysis was done using Statistical Package for Social Sciences Version 22. Specifically, descriptive statistics and Pearson's Product Correlation analysis were used to test the hypothesis.

#### **4.1 Data Presentation and Analysis**

The demographic data of the personnel were analysed using descriptive statistics. The aggregate number of the respondents who partook in the study were 268. The demographic data include gender, age, marital status, educational status, employment status and years of service. The frequency distribution in the table is presented in numbers and percentages. The majority of the respondents were females (117), and were between the ages brackets of 31-40 years. Most of the respondents were married (147), 47.4% had a B.Sc, 41.8% were senior staff and 52.6% had less than five years of service.

**Table 1:** Demographics of respondents from the selected private organisations in Nigeria

Variables	No. of Respondents (268)	Percentage (%)
<b>Gender</b>		
Male	151	56.3
Female	117	43.7
<b>Age(years)</b>		
20-30	102	38.1
31-40	96	35.8
41-50	54	20.1
51 and Above	16	6.0
<b>Marital Status</b>		
Single	120	44.8
Married	147	54.9
Divorced/Separated	1	0.4
<b>Highest Academic Qualification</b>		
<b>SSCE</b>	8	3.0
<b>OND</b>	31	11.6
<b>HND</b>	35	13.5
<b>B.Sc</b>	127	47.4
<b>Masters</b>	50	18.7
<b>PhD</b>	17	6.3
<b>Employment Status</b>		
Management Staff	19	19.6
Senior Staff	27	27.8
Junior Staff	51	52.6
<b>Years of Service</b>		
Less than 5 years	51	52.6
5-10 years	22	22.7
Above 10 years	24	24.7

Source: Field Survey 2018

#### 4.2 Test of Hypothesis

**Ho:** There is no significant relationship between leadership styles (transformational, transactional and laissez-faire leadership) and personnel commitment in the selected private organisations in Nigeria.

**Table 2:** Extent to Which Leadership Styles Relate to Personnel Commitment in the Selected Private Organisations in Nigeria

Organisation	Variables	r-value	p-value	Extent of The Relationship	Significance
<b>Nigerian Breweries Plc (N=86)</b>	<b>Leadership Styles</b>	<b>0.329</b>	<b>0.002</b>	<b>Medium Positive Relationship</b>	<b>Significant</b>
	Transformational Leadership Style	0.371	0.000	Medium Positive Relationship	Significant
	Transactional Leadership Style	0.046	0.672	Weak Positive Relationship	Not Significant
	Laissez-faire Leadership Style	-0.150	0.167	Weak Negative Relationship	Not Significant
<b>Guinness Nigeria Plc (N=84)</b>	<b>Leadership Styles</b>	<b>0.011</b>	<b>0.924</b>	<b>Weak Positive Relationship</b>	<b>Not Significant</b>
	Transformational Leadership Style	0.303	0.005	Medium Positive Relationship	Significant
	Transactional Leadership Style	-0.181	0.099	Weak Negative Relationship	Not Significant
	Laissez-faire Leadership Style	-0.328	0.002	Medium Negative Relationship	Significant
<b>International Breweries Plc (N=98)</b>	<b>Leadership Styles</b>	<b>0.474</b>	<b>0.000</b>	<b>Medium Positive Relationship</b>	<b>Significant</b>
	Transformational Leadership Style	0.303	0.005	Medium Positive Relationship	Significant
	Transactional Leadership Style	0.449	0.005	Medium Positive Relationship	Significant
	Laissez-faire Leadership Style	0.359	0.000	Medium Positive Relationship	Significant

Source: Field Survey, 2018

Table 2 presents the extent to which leadership styles relate with personnel commitment in the selected private organisations in Nigeria.

**Nigerian Breweries Plc:** The r-coefficient of 0.329 with a p-value of 0.002 was obtained which shows a significant positive relationship exist between leadership styles and personnel commitment to Nigerian Breweries Plc. Based on this findings the alternate hypothesis was accepted, which is a significant relationship exist between leadership styles and personnel commitment to Nigerian Breweries Plc.

**Guinness Nigeria Plc:** The result shows a correlation coefficient of 0.011 between leadership styles and personnel commitment which implies that a positive relationship exist between leadership styles and personnel commitment. The p-value of 0.924 was obtained ( $p > 0.05$ ) which indicates that there is no significant relationship between leadership styles and personnel commitment to Guinness Nigeria Plc. Based on this findings the null hypothesis was accepted, which states that, no significant relationship exist between leadership styles and personnel commitment to Guinness Nigeria Plc.

**International Breweries Plc:** The correlation coefficient of 0.474 was obtained between leadership styles and personnel commitment. This result implies that a positive relationship exist between leadership styles and personnel commitment. The result also shows a p-value of 0.000 ( $p < 0.05$ ) which indicates that there is a significant medium positive relationship between leadership styles and personnel commitment. Based on this findings the alternative hypothesis was accepted, which states that a significant relationship exist between leadership styles and personnel commitment International Breweries Plc.

## **5. Discussion of Findings**

The main purpose of the study was to investigate the extent to which leadership styles (transformational, transactional and laissez-faire) relate with personnel commitment in selected private organisations in Nigeria. The research question that guided the study is:

RQ1. Does leadership styles relate to personnel commitment in private organisations in Nigeria?

The results suggest that leadership styles relate to personnel commitment in the selected private organisations in Nigeria. More so, the results show that transformational leadership style was significantly related to the personnel commitment in the selected private organisations in Nigeria, and are in alignment with previous studies outside of Nigeria (Sayadi, 2016; Hallinger, Hosseingholizadeh, Hashemi & Kouhsari, 2017; Tavares, Sobral, Goldszmidt & Araújo, 2018).

## **6. Conclusion**

The objective of this paper is to decide if there was a relationship between leadership styles and personnel commitment in selected private organisations in Nigeria. The result from the study showed that there is indeed a relationship between leadership styles and personnel commitment in the selected private organisations in Nigeria. The study also revealed the particular leadership style that predicts personnel commitment in the selected organisations, which is observed to be transformational leadership style. This implies that the leadership style plays a role in determining the level of personnel commitment in the selected organisations in Nigeria and transformational leadership style relate more with personnel commitment in Nigeria. The finding of this study call for the need of the selected private organisations' Managers to be conscious of the role of leadership styles in determining the personnel commitment level and also implement more of transformational leadership style in fostering the desired personnel commitment in their organisations for enhanced performance.

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