

# Canonical Analysis of Perceived Leadership Styles and Employees' Commitment in Nigeria

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**Abstract:** This paper examines the relationship between leadership styles (transformational, transactional and laissez-faire leadership) and employees' commitment and also identify the specific leadership styles sub-variables that relate more to the employees' commitment in Lagos State Civil Service Commission of Nigeria. The paper employed a cross-sectional survey research design. All current employees of the organisation were the population of the study, while the sample for this study included employees who were selected through simple random sampling technique. The Multifactor Leadership Questionnaire (MLQ) and Organisational Commitment Questionnaire (OCQ) developed by Bass and Avolio (2004) and Meyer and Allen (1997) respectively were used to collect data. Data obtained from the organisation were analysed using the Statistical Package for Social Sciences (SPSS) 22.0 version. The results were the outcome of the analysis of the data obtained from respondents. The significance level was considered when  $p < 0.05$ . The result shows that there is a positive relationship between leadership styles (transformational and transactional leadership) and employees' commitment and on the contrary a negative relationship between and laissez-faire leadership style and employees' commitment in the study context. Furthermore, the result revealed that the most prominent sub-variables among the leadership styles that related more to employees' commitment are inspirational motivation, intellectual stimulation, contingent reward and idealised behaviour respectively. The study recommends that the management of Lagos State Civil Service Commission of Nigeria should adopt more of transformational leadership style, with specific reference to idealised behaviour, inspirational motivation and intellectual motivation sub-variables in ensuring employees' commitment and also note that leadership styles of management are crucial to the attainment of appreciable employees' commitment for organisational performance.

**Keywords:** Civil Service Commission, employees' commitment, Lagos State, leadership styles, Nigeria

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## 1. Introduction

Organisations all over the world, both in the public and private sectors are established primarily to accomplish pre-determined set goals and objectives. In achieving these goals and objectives, the role of human elements (employees) cannot be overemphasised (Mokgolo, Mokgolo & Modiba, 2012; Mottoh, 2015, Gberevbie, 2017). This is because organisations, irrespective of other resources (financial, land, technological) at their disposal, cannot achieve anything meaningful in terms of organisational effectiveness, without the human resources galvanising all other resources (Jain & Duggal, 2015).

However, several factors such as innovative remuneration structures, access to employee benefits, comfortable work environment, core values of an organisation, career advancement opportunity and recognition among others have been adduced to be responsible for enhanced employee and organisational performance (Armstrong & Murlis, 2004; Armstrong & Taylor, 2014; Folakemi, Adenike, Olumuyiwa & Osibanjo, 2018). Moreover, top on the list has been leadership which pertains to the style adopted by the leader and the impact it has on the commitment level of organisational workforce (Trottier, Van, Wart & Wang, 2008; Avolio, Walumbwa & Weber, 2009; Yasir, Imran, Irshad, Mohamad & Khan, 2016).

Today, organisational leaders in some part of the world have been accused of adopting leadership styles that favour top-down, command and control technique in leading their subordinates which most often than not, causes negative reactions from their subordinates (employees) and hampers cordiality between both parties (Akinbode & Fagbohunge, 2012). The results of these styles of leadership would include the demotivation of employees and erosion of employees' organisational commitment, among others. This is usually obvious when such employees have no opportunity to leave the organisation, they become emotionally detached from the goals of the organisation (Lok & Crawford, 2004; Nasurdin, Ahmad & Razalli, 2014).

From the above, the importance of leadership (especially the style adopted by the leader) and employee commitment to the achievement of either job or organisational goals become apparent and critical. Leadership

has always been considered as a critical element and function of management, which helps to manage the dedication level of employees within the organisation and the attainment of organisational goals (Ojukuku, Odetayo & Sajuyibe, 2012; Keskes, 2014).

From the aforementioned, it has been noted that the nexus between leadership styles and employees' commitment has received considerable scholarly attention. Most studies on leadership have recognised numerous sorts of leadership styles that leaders adopt in managing organisations (Yukl, 2013, Sudha, Shahnawaz & Farhat, 2016; Kelly & MacDonald, 2016). Transformational leadership, transactional leadership and laissez-faire leadership styles have been categorised as the most commonly adopted styles used in organisational leadership studies (Rukmani, Ramesh & Jayakrishnan, 2010; Rehman, Shareef, Mahmood & Ishaque, 2012; Salau, Oludayo, Falola, Olokundun, Ibiidunni & Atolagbe, 2018). Also, three typologies of commitment (affective, normative and continuance commitment) are exhibited by employees in organisations (Othman, Mohammed & D'Silva, 2013). Likewise, most of the studies about the nexus between leadership styles (transformational, transactional and laissez-faire) and employees' commitment have shown a positive relationship between transformational leadership style, and transactional leadership style with employees' commitment while laissez-faire leadership style has yielded a negative relationship with employees' commitment, irrespective of the work settings (Yahchouchi, 2009; Fasola, Adeyemi & Olowe, 2013; Garg & Ramjee, 2013; Othman, Mohammad & D'Silva, 2013; Wiza & Hlanganipai, 2014; Dariush, Choobdar, Valadkhani & Mehrali, 2016).

However, these studies rarely identify which sub-variables within the leadership styles that relate more to employees' commitment, thereby leaving a gap as to what specific leadership styles sub-variables relate more to the employees' commitment to Lagos State Civil Service Commission of Nigeria. It is in these light that this study examines the relationship between leadership styles and employees' commitment and also ascertain the specific leadership styles sub-variables that relate more to the employees' commitment in the Lagos State Civil Service Commission of Nigeria. The following research hypothesis stated in null form is tested to achieve the goal of this study:

There is no significant relationship between leadership styles (transformational, transactional and laissez-faire leadership) and employees' commitment in Lagos State Civil Service Commission of Nigeria.

This study is organised into five sections, introduction, literature review, methodology, data presentation and analysis, discussion of findings and conclusion respectively.

## **2. Methodology**

The motivation behind this study is to examine the connection between leadership styles and employees' commitment and also identify the specific leadership styles sub-variables that relate more to the employees' commitment in Lagos State Civil Service Commission of Nigeria. In order to achieve these objectives, the cross-sectional survey research design is employed in carrying out this study. This is justified by the fact that the measurements of the independent (leadership styles) and dependent (employees' commitment) variables were taken at approximately the same time without any intention of controlling or manipulating the variables under study (McNabb, 2012).

The target population for this study is the one hundred and forty current employees in Lagos State Civil Service Commission of Nigeria, located in Alausa, Ikeja, Lagos State, Nigeria. While ninety-seven (97) employees were sampled through the use of systematic sampling technique. For the instruments for data collection, two sets of standardised questionnaire namely: Multifactor Leadership Style Questionnaire (MLQ) by Bass and Avolio (2004) and Organisational Commitment Questionnaire (OCQ) developed by Meyer and Allen (1997) were adapted and modified to suit the study's environment in eliciting responses from the population of the study.

The questionnaires were categorised into three sections. Section A focuses on the demographic data of the respondents, which include sex, age, marital status, highest qualifications, employment status and years of service. Section B assesses the leadership style(s) of the organisation and Section C evaluates the type of commitment exhibited by the employees in the study area. For the data collected through the questionnaire administration, canonical correlation analyses were used to test the null hypothesis at 0.05 level of significance. The reliability of the instrument was established using Cronbach Alpha method and the reliability

coefficient of 0.73 and 0.78 was obtained for Leadership Style Questionnaire and Employees' Commitment Questionnaire respectively. These reliability coefficients are high enough to justify the reliability of the instruments. The canonical correlation analysis was deemed suitable because it allows for the test of the interrelationship between two sets of multiple dependent variables (employees' commitment) and multiple independent variables (leadership styles). All data were analysed with the Statistical Package for Social Sciences (SPSS version 20.0).

### 3. Data Presentation and Analysis

#### 3.1 Demographic Data of Respondents

This section presents the demographics of respondents with respect to their sex, age, marital status, highest educational qualification, employment status and years of service.

**Table 1:** Demographics of respondents from employees in Lagos State Civil Service Commission of Nigeria

Variables	No. of Respondents (97)	Percentage (%)
<b>Gender</b>		
Male	28	28.9
Female	69	71.1
<b>Age(years)</b>		
20-30	58	59.8
31-40	22	22.7
41-50	13	13.4
51 and Above	4	4.1
<b>Marital Status</b>		
Single	55	56.7
Married	40	41.2
Divorced/Separated	2	2.1
<b>Highest Academic Qualification</b>		
<b>SSCE</b>	4	4.1
<b>OND</b>	42	43.3
<b>HND</b>	9	9.3
<b>B.Sc</b>	33	34.0
<b>Masters</b>	9	9.3
<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

The result in Table 1 above shows that 28 respondents (28.9 percent) were male and 69 respondents (71.1 percent) were female. Fifty-eight respondents, 58 (59.8 percent) were between age bracket, 20-30 years while 22 respondents (22.7 percent), 13 respondents (13.4 percent) and 4 respondents (4.1 percent) were between age brackets, 31-40 years, 41-50 years and 51 and above years respectively. The table also reveals that majority of the respondents were single (56.7 percent) and in terms of their highest academic qualifications, most of the respondents were OND holders (43.3 percent). Nineteen respondents, 19 (19.6 percent) were management staff, 27 respondents (27.8 percent) were senior staff and 51 respondents (52.6 percent) were junior staff. From this result, it can be deduced that more than half of the respondents were junior staff. The distribution of their year in service reveals that 51 respondents (52.6 percent) had less than 5 years, 22 respondents (22.7 percent) have spent 5-10 years in service while 24 respondents have spent above 10 years (24.7 percent).

#### 3.2 Test of Hypothesis

**Ho:** There is no significant relationship between leadership styles (transformational, transactional and laissez-faire leadership) and employees' commitment in Lagos State Civil Service Commission of Nigeria.

**H1:** There is a significant relationship between leadership styles (transformational, transactional and laissez-faire leadership) and employees' commitment in Lagos State Civil Service Commission of Nigeria.

**Table 2:** The relationship between leadership styles (transformational, transactional and laissez-faire leadership) and employees’ commitment in Lagos State Civil Service Commission of Nigeria

Organisation	Variables	r-value	p-value	Extent of the relationship	Significance
Lagos State Civil Service (N=97)	<b>Transformational Leadership Style</b>	<b>0.362</b>	<b>0.000</b>	<b>Medium Positive Relationship</b>	<b>Significant</b>
	Idealized Attribute	0.111	0.277	Weak Positive Relationship	Not Significant
	Idealised Behaviour	0.287	0.004	Weak Positive Relationship	Significant
	Inspirational Motivation	0.488	0.000	Medium Positive Relationship	Significant
	Intellectual Stimulation	0.447	0.000	Medium Positive Relationship	Significant
	Individual Consideration	0.158	0.121	Weak Positive Relationship	Not Significant
	<b>Transactional Leadership Style</b>	<b>-0.032</b>	<b>0.758</b>	<b>Weak Negative Relationship</b>	<b>Not Significant</b>
	Contingent Reward	0.423	0.000	Medium Positive Relationship	Significant
	MBE-Active	-0.204	0.045	Weak Negative Relationship	Significant
	MBE-Passive	-0.127	0.216	Weak Negative Relationship	Not Significant
	<b>Laissez-Faire Leadership Style</b>	<b>-0.093</b>	<b>0.363</b>	<b>Weak Negative Relationship</b>	<b>Not Significant</b>
	Avoidance	-0.093	0.363	Weak Negative Relationship	Not Significant
	<b>Leadership Styles</b>	<b>0.029</b>	<b>0.021</b>	<b>Weak Positive Relationship</b>	<b>Significant</b>

Source: Field Survey, 2018

Table 2 above presents the degree to which transformational leadership style relate to employees’ commitment in Lagos State Civil Service Commission of Nigeria. For Transformational Leadership Style, a correlation coefficient of 0.362 with a p-value of 0.000 was obtained. Which implies that there is a significant positive relationship between transformational leadership style and employees’ commitment. However, the result shows a weak positive relationship between idealised attribute and employees’ commitment with a p-value of 0.277 ( $p < 0.05$ ) which signifies that there is no significant weak positive relationship between the idealised attribute and employees’ commitment. Also, the result reveals that idealised behaviour has a significant weak positive relationship with employees’ commitment ( $r = 0.287$ ,  $p = 0.004$ ,  $p < 0.05$ ) while inspiration motivation ( $r = 0.488$ ,  $p = 0.000$ ,  $p < 0.05$ ) and intellectual stimulation ( $r = 0.447$ ,  $p = 0.000$ ) both have significant medium positive relationship with employees’ commitment ( $p < 0.05$ ). There was no significant medium positive relationship between individual consideration and employees’ commitment ( $r = 0.158$ ,  $p = 0.121$ ,  $p > 0.05$ ).

The result also indicates no significant negative weak relationship between transactional leadership style and employees’ commitment with the R-value of -0.032, a p-value of 0.758, where  $p < 0.05$ . For the sub-variables, the table reveals a significant medium positive relationship between contingent reward and employees’ commitment ( $r = 0.423$ ,  $p = 0.000$ ,  $p < 0.005$ ) while MBE-Active ( $r = -0.204$ ,  $p = 0.045$ ,  $p < 0.05$ ) reveals a significant weak negative relationship with employees’ commitment. MBE-Passive ( $r = -0.127$ ,  $p = 0.216$ ,  $p > 0.05$ ) reveals insignificant weak negative relationship with employees’ commitment.

The Table 4.2 above shows that no significant relationship exist between laissez-faire leadership style and employees’ commitment ( $r = -0.093$ ,  $p = 0.363$ ,  $p > 0.05$ ). In all, for the relationship between leadership styles and employees’ commitment, r-coefficient of 0.029 was obtained which means that a weak positive relationship exist between leadership styles and employees’ commitment in the Lagos State Civil Service Commission of Nigeria. The result also shows a p-value of 0.021 ( $p < 0.05$ ) meaning that a significant weak positive relationship exist between leadership styles and the employees’ commitment.

### 3.2 Discussion of Findings

The study concentrates on examining the relationship between leadership styles and employees’ commitment and identified the sub-variables that relate more to employees’ commitment in Lagos State Civil Service Commission of Nigeria. In line with the analyses done, the study reveals that a positive relationship exist

between leadership styles and employees' commitment in Lagos State Civil Service Commission of Nigeria. Specifically, amongst the leadership style tested with employees' commitment, transformational and transactional leadership style had a positive relationship with employees' commitment, while laissez-faire leadership style had a negative relationship between employees' commitment in Lagos State Civil Service Commission of Nigeria. These findings are in line with previous studies done in this regard (Yahouchi, 2009; Fasola, Adeyemi & Olowe, 2013; Garg & Ramjee, 2013; Othman, Mohammad & D'Silva, 2013; Wiza & Hlanganipai, 2014; Dariush, Choobdar, Valadkhani & Mehrali, 2016).

However, the sub-variables of the leadership styles that relate more to employees' commitment in Lagos State Civil Service Commission of Nigeria are inspirational motivation, intellectual stimulation, contingent reward and idealised behaviour respectively. Details can be seen in Table 4.2. What this implies is that even though leadership styles have a role to play in achieving employees' commitment, there is need to know which of the leadership style to be adopted in an organisation that would bring the expected committed needed to be manifested by the employees.

#### **4. Conclusion**

This study is aimed at examining the relationship that exists between leadership styles and employees' commitment in Lagos State Civil Service Commission of Nigeria and also to identify the sub-variables of the leadership styles that relate more with the employees' commitment in the organisation. The findings of the study revealed that a relationship exist between leadership styles and employees' commitment. Meaning that the role of the style of leadership employed in an organisation is imperative to the extent to which employees' commitment would be achieved.

In addition, the study also pointed out the sub-variables of the leadership style that relate more on the employees' commitment in the organisation. In order of significance, they are inspirational motivation, intellectual stimulation, contingent reward and idealised behaviour respectively. What this implies is that apart from the fact that transformational leadership style has a significant positive relationship and transactional leadership styles a positive relationship that is not significant, there are specific sub-variables in the leadership style that needs to be taken into consideration in achieving the desired commitment from the employees.

In all, an organisation can be said to have performed when there is an appropriated leadership style adopted by the leaders that guarantees employees' commitment through the identification of the particular sub-variables in the leadership styles. In line with these findings, it is recommended that the management of Lagos State Civil Service Commission of Nigeria should adopt more of transformational leadership style, with specific reference to idealised behaviour, inspirational motivation and intellectual motivation sub-variables in ensuring employees' commitment and also note that leadership styles of management are crucial to the attainment of appreciable employees' commitment.

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