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

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### Abstract

This study examined the relationship between change-oriented leadership style and organizational commitments in manufacturing firms in Nigeria. Specifically, the study sought to (i) determine the relationship between the individual consideration and organizational commitment in manufacturing firms in Nigeria; and (ii) determine the relationship between intellectual stimulation and organizational commitment in manufacturing firms in Nigeria. The sample size of 240 respondents was drawn from 3240 staffs of Nigeria Breweries plc Enugu, Juhel Nigeria Ltd Enugu and Innoson Industrial Company Limited Emene Enugu manufacturing firms in Nigeria. Research questions were answered using mean score and standard deviation. The hypotheses stated were tested using regression statistics. The empirical results of the study show that individual consideration has positive and significant relationship with organizational commitment in manufacturing firms in Nigeria ( $r$  – statistics (0.791; < Sig-value (0.05) and intellectual stimulation has position and significant relationship with organizational commitments in manufacturing firms in Nigeria ( $r$  – statistics (0.861); < Sig-value (0.05). The study recommended that management of manufacturing firms should adopt fully the change oriented leadership role with leadership qualities such as role modeling, perseverance, empathy, pragmatism, visionary, innovative, coaching, stimulating, and valuing employees' passion for growth in manning the affairs of the organization. These qualities when properly harnessed will encourage employees toward improving their performances.

**Keywords:** Change-oriented leadership style; Individual consideration, Intellectual Stimulation, Organizational commitment

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### Introduction

Employee retention is an important issue in the manufacturing industry. It involves employee organizational commitment to the organization and its goals. Leadership and trust are foundations for this kind of commitment. Leadership, trust, and commitment are interrelated and important elements of the oil and gas industry. Classifies leadership styles as transactional leadership and change-oriented (transformational) leadership, indicating that both transactional leaders and transformational leaders attempt to understand employee needs and help employees fulfill work objectives.

Leadership involves 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) <sup>[4]</sup>. A good or effective leader inspires, motivates, and directs activities to help achieve group or organizational goals. According to Naylor (2015) <sup>[20]</sup>, 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.

Leadership styles can be categorized into three groups: transactional, transformational, and laissez-faire (Bass & Avolio, 2014) [3]. Gaines, Worrall, Southerland, 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) [3]. 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) [3]. A laissez-faire 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) [25, 19, 26]. Some studies have displayed a positive relationship between organizational commitment and effectiveness (Angle & Perry, 2015; Yousef, 2014; Mehmud, Ali, Baloch, & Khan, 2019) [2, 16]. Others have shown that organizational commitment influences performance through mediator or moderator variables (Leong, Randall, & Cote, 2013; Brett, Cron, & Slocum, 2015) [14, 6].

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) [23]. Organizational commitment and leadership are important factors for effectively maintaining volunteer membership. Meyer and Allen (2015) [17] 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 Topolnysky (2016) [18], affective commitment is linked to actual turnover behavior. Leadership leads to more productivity and profitability, but the extent of success depends on the style of the leader and the systematic environment created for staff functionality.

### Statement of the Problem

Human resources management is an aspect of the organization that is very delicate in the sense that any wrong move by the leader to manipulate it may have negative impact on work performance and job satisfaction or employee satisfaction. Most often, the relationship between the leadership styles and the human resources management in an organization is vague. The problems of poor leadership have led organizations to shut-down operations. Poor leadership styles have also reduced productivity and the welfare of human resources management of an organization. It is therefore imperative to know which leadership style best suit the management of an organizations workforce so as to improve performance and attain employee satisfaction.

Among the leadership problems confronting manufacturing organizations in Nigeria are: inconsistent use of transformational leadership style which have affected the welfare and productivity of employees in their work performance, inappropriate use of transactional leadership

style to enhance increase in productivity in manufacturing firms, lack of measuring indices to know how the respective leadership styles exact significant effect on the productivity of small business organizations. Also the extent to which members of an organization contribute in harnessing the resources of the organization equally depends on how well the managers (leaders) of the organization understand and adopt appropriate leadership style in performing their roles as managers and leaders. It therefore means that efficiency in resources mobilization, allocation, utilization and enhancement of organizational performance depends to a large extent on leadership style among other factors.

There has been a continuous downward trend in the performance of employee in manufacturing firms in Nigeria; this has been as a result of numerous factors such as inadequate funding, lack of motivation, work climate, leadership and leadership's styles among others. Previous studies have explored other factors extensively except transformational leadership style as a factor that influence employee job performance, thereby leaving scanty indigenous literature to this regard. It is against backdrops, this study aims to examine the relationship between change oriented leadership style and organizational commitment in manufacturing firms 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 manufacturing firms in Nigeria. The specific objectives are:

1. Ascertain the relationship between the individual consideration and organizational commitment in manufacturing firms.
2. Determine the relationship between intellectual stimulation and organizational commitment in manufacturing firms.

### Conceptual Literature

#### Change-oriented Leadership Style

The term of change-oriented leadership was created by the politologist, (Burns, 2017) [8], but was subsequently developed by Bass and colleagues, until it reached its current importance (Bass, 2014 and Avolio & Yammarino, 2015) [3-3]. Change-oriented 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) [3]. Robbins and Coulter, (2015) [24] define leadership as a process of influencing people towards achieving goals. Harem, (2018) [13] 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 employees behavior o positively or negatively. Robbins, (2015) [24] 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

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) [24] 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 employees 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

#### Path-Goal Theory

The Path-Goal leadership theory is based on the Vroom expectancy theory in which an individual will act in a certain way based on the expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual. The path-goal theory was developed by Martin Evans in his 1970 paper, "The effects of Supervisory Behavior on the Path-Goal Relationship" and was refined by Robert House in his 1971 paper, "A Path-Goal Theory of Leader Effectiveness". According to House "the theory is based on specifying a leader's style or behavior that best fits the employee and work environment to achieve a goal". Simplistically, this theory can be explained as that leadership style whereby a leader exhibits certain contextual behaviors that align the follower's goals with the organization's goals and direct the followers to choose the best paths to achieve these goals. The goal of this leadership style is the improvement of employee productivity by focusing on employee satisfaction and motivation. "The Path-Goal theory posits that leaders may not only use varying behaviors with different subordinates but might use different behaviors with same subordinates in different situations". The theory posits that leaders may use different behaviors with the subordinates in a similar situation and/or employ varying behaviors with the same subordinate in different situations. Path-goal theory suggests that depending upon subordinates, and situations, different leadership behaviors will increase acceptance of leader by subordinates; level of satisfaction; and motivation to

improved performance.

### Empirical Literature

Ugu, and Tantua, (2021) [27] 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 show 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) [9] conducted a study on the mediating effects of organizational commitment on leadership styles and employee performance in SOEs in Ghana. Specifically this study aims is 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) [10] 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) [21] 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) [5] 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.

### Methodology

The research design of the study was descriptive survey research method. The study used structured questionnaire to obtain data. Study area was Enugu State Nigeria. The choice of location was based on proximity, effective coverage and cost minimization. The population of the study comprises the 3240 staffs of Nigeria Breweries plc Enugu, Juhel Nigeria Ltd Enugu and Innoson Industrial Company Limited Emene Enugu manufacturing firms in Nigeria. Taro Yamane sample technique was used to arrow the population to researchable size of 256. 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
<b>Questionnaire Distribution</b>		
Questionnaires Distributed	256	100%
Returned Questionnaires	240	93%
Not Returned Questionnaires	16	7%
<b>Gender</b>		
Female	146	61%
Male	94	39%
<b>Age Bracket</b>		
21-30 Years	130	54%
31-40 Years	80	34%
41-50 Years	25	10%
51 Years – above	5	2%
<b>Marital Status</b>		
Married	150	63%
Single	65	27%
Widow/widower	23	9%
Divorce	2	2%

*Sources:* Field Survey, 2023

Two hundred and fifty six (256) copies of questionnaires were designed and distributed to the respondents. Out of the 256 Questionnaires distributed, 240 (93%) were completed and returned while 16 (7%) were not returned. Therefore, 93 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 the individual consideration and organizational commitment in manufacturing firms in Nigeria?

**Table 2:** Mean rating of responses of respondents on the relationship between the individual consideration and organizational commitment in manufacturing firms in Nigeria

S/N	Questionnaire Item	VHE(5)	HE(4)	M(3)	LE(2)	VLE(1)	Total	Mean	SD
1	Change-oriented leadership style pays special attention to individual’s needs for achievement and growth by acting as a coach or mentor which enhance organizational commitment	785	188	42	24	10	1049	4.370	0.086
		157	47	14	12	10	240		
		53%	27%	8%	7%	6%	100%		
2	Change-oriented leadership style pays close attention to the inter-individual differences among the followers and act as mentor to the follower which enhance organizational commitment	760	228	36	22	8	1054	4.392	0.088
		152	57	12	11	8	240		
		50%	33%	7%	6%	5%	100%		
3	Change-oriented leadership style thereby enhance organizational commitment	840	164	36	20	9	1069	4.454	0.095
		168	41	12	10	9	240		
		59	23%	7%	6%	5%	100%		
4.	Change-oriented leadership style teaches and helps others develop their strengths, and listens attentively to others’ concerns which enhance organizational commitment	825	136	60	24	9	1054	4.392	0.093
		165	34	20	12	9	240		
		57%	19%	11%	7%	5%	100%		
<b>Grand Mean</b>								<b>4.402</b>	<b>0.0908</b>

This table shows that the respondents indicated their option on the relationship between the individual consideration and organizational commitment in manufacturing firms 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 revealed that individualized consideration has significant relationship on organizational commitment in manufacturing firms in Nigeria, since change-oriented leadership style pays close attention to the

inter-individual differences among the followers and act as mentor to the follower which enhance organizational commitment (grand mean 4.402 is greater than cut-off mean 3.00).

**Question Two:** What is the relationship between intellectual stimulation and organizational commitment in manufacturing firms in Nigeria?

**Table 3:** Mean rating of responses of respondents on the relationship between intellectual stimulation and organizational commitment in manufacturing firms in Nigeria

S/N	Questionnaire Item	VHE(5)	HE(4)	M(3)	LE(2)	VLE(1)	Total	Mean	SD
1	Change-oriented leadership style stimulates the followers’ efforts as innovative and creative by questioning assumptions, reframing problems which enhance organizational commitment	790	204	66	14	2	1076	4.483	0.098
		158	51	22	7	2	240		
		53%	29%	13%	4%	1%	100%		
2	Change-oriented leadership style thereby enhance organizational commitment	780	204	36	22	10	1052	4.383	0.088
		156	51	12	11	10	240		
		50%	33%	7%	6%	5%	100%		
3	Change-oriented leadership style solves societal problems in new dimension and approach old situations in new ways which enhance organizational commitment	825	136	60	24	9	1054	4.392	0.093
		165	34	20	12	9	240		
		57%	19%	11%	7%	5%	100%		
4.	Change-oriented leadership style provides followers with challenging new ideas and encourages them to break away from the old ways of thinking which enhance organizational commitment	840	164	36	20	9	1069	4.454	0.095
		168	41	12	10	9	240		
		59	23%	7%	6%	5%	100%		
<b>Grand Mean</b>								<b>4.428</b>	<b>0.0907</b>

This table shows that the respondents indicated their option on the relationship between intellectual stimulation and organizational commitment in manufacturing firms 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 revealed that intellectual stimulation has significant relationship on organizational commitments in River State Nigeria, since change-oriented leadership style stimulates the followers’ efforts as innovative and creative by questioning assumptions, reframing problems which enhance organizational commitment (grand mean 4.428 is greater than

cut-off mean 3.00).

**Test of Hypotheses**

The two hypotheses were formulated for this study and will be tested and a decision taken is based on the rule below.

**Decision rule: Reject H<sub>0</sub> if P-value > 0.01**

**Test of Hypothesis One**

H<sub>3</sub>=There is no relationship between the individual consideration and organizational commitment in manufacturing firms in Nigeria.

**Table 4**

Correlations			
		Individual consideration	Organizational commitment
Individual consideration	Pearson Correlation	1	.791**
	Sig. (2-tailed)		.000
	N	240	240
Organizational commitment	Pearson Correlation	.761**	1
	Sig. (2-tailed)	.000	
	N	240	240

\*\* . Correlation is significant at the 0.01 level (2-tailed).

In testing this hypothesis, individual consideration was tested relationship with organizational commitment. The result of the Pearson product correlation analysis showed the model to determine the relationship between the individual consideration and organizational commitment in manufacturing firms in Nigeria. The empirical result showed that the three is relationship between the individual consideration and organizational commitment in manufacturing firms in Nigeria. Pearson product moment correlation analysis ( $r$ ) was 0.791. The strength of relationship between the two variables

was high. However, we rejected the null hypothesis and concluded that individual consideration has positive and significant relationship with organizational commitment in manufacturing firms in Nigeria.

### Test of Hypothesis Two

$H_4$  = There is no relationship between intellectual stimulation and organizational commitment in manufacturing firms in Nigeria.

Table 5

Correlations			
		Intellectual stimulation	Organizational commitment
Intellectual stimulation	Pearson Correlation	1	.861**
	Sig. (2-tailed)		.000
	N	240	240
Organizational commitment	Pearson Correlation	.861**	1
	Sig. (2-tailed)	.000	
	N	240	240

\*\* . Correlation is significant at the 0.01 level (2-tailed).

In testing this hypothesis, intellectual stimulation was tested relationship with organizational commitment. The result of the Pearson product correlation analysis showed the model to determine the relationship between the intellectual stimulation and organizational commitment in manufacturing firms in Nigeria. The empirical result showed that there is relationship between the intellectual stimulation and organizational commitment in manufacturing firms in Nigeria. Pearson product moment correlation analysis ( $r$ ) was 0.861. The strength of relationship between the two variables was high. However, we rejected the null hypothesis and concluded that intellectual stimulation has positive and significant relationship with organizational commitment in manufacturing firms in Nigeria.

### Summary of Findings

#### The following are the major findings of the study

1. The findings of the study revealed that individual consideration has significant relationship on organizational commitment in manufacturing firms in Nigeria, since change-oriented leadership style pays special attention to individual's needs for achievement and growth by acting as a coach or mentor which enhance organizational commitment ( $r$ -statistic = 0.791;  $P$ -value < Sig-value (0.05).
2. The findings of the study revealed that intellectual stimulation has significant relationship on organizational commitments in manufacturing firms in Nigeria, since change-oriented leadership style stimulates the followers' efforts as innovative and creative by questioning assumptions, reframing problems which enhance organizational commitment ( $r$ -statistic = 0.861;  $P$ -value < Sig-value (0.05).

### Conclusion

The finding of the study was of greatly important to the management of manufacturing firms in 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 manufacturing firms should adopt fully the change oriented leadership role with leadership qualities such as role modeling, perseverance, empathy, pragmatism, visionary, innovative, coaching, stimulating, and valuing employees' passion for growth in manning the affairs of the organization. These qualities when properly harnessed will encourage employees toward improving their performances.
2. Staff of manufacturing firms should be given freedom in making decisions relating to their work and employees' consultation in decisions that affects their wellbeing should be sought for so as to boost their morale and in turn enhance higher performance in the organization. Management of manufacturing firms should solve societal problems in new dimension and approach old situations in new ways in order to enhance organizational commitment.

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