



## EFFECT OF LEADERSHIP STYLES ON EMPLOYEES COMMITMENT IN HEALTH INSTITUTION OF ZAMFARA STATE-NIGERIA

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### Abstract

*Managerial leadership style may influence employees commitment, loyalty and performance. Thus, a plethora of empirical research on the effects of leadership behaviour on employee commitment abounds but skewed in favour of the private sector with little evidence on the public sector. This study, therefore, investigates the effect of leadership styles on employees commitment in Zamfara State Health Institutions. The cross-sectional survey research design was employed to gather primary data from a sample of 292 employees of Zamfara State Health Institutions with the aid of a questionnaire instrument. The study employed simple random sampling technique in selecting the samples and the unit of analysis was the employees. PLS SEM was used to analyze the data collected from the field. The findings revealed that each of democratic, transactional and transformational leadership styles has significant positive relationship with employee commitment. The outcome of the study provides an important insight to both academics and managers with findings for further understanding on the effect of leadership styles on employees commitment. The study recommended that to improve employee commitment, the management of the hospitals needs to adopt democratic, transformational and transactional leadership styles.*

**Keyword:** *Democratic Leadership style, Transformational leadership style, Transactional leadership style, employees commitment,*

### 1. Introduction

Leadership is an important area in management that occupies the central position in our everyday life. Leadership is a process of influencing others' commitment towards realizing their full potential in achieving a value-added, shared vision, with passion and integrity (Meyer & Herscovitch, 2001). The nature of this influence is that the members of the team cooperate voluntarily with each other in order to achieve the objectives, which a leader has set for each member, as well as for the group as a whole. Thus, a leader is an important instrument in every organization, he organizes, oversees, co-ordinates, guides, directs and control the organizational activities to the attainment of set goals. Peretomode (2004) added that a leader is a person who is



perceived as an important instrument in achieving the set organizational goals through proper coordination, motivation and directing of group activities and by applying the appropriate leadership style to ensure employee commitment.

Commitment can be defined as the relative strength of an individual's identification with an organization and involvement in the organization. Organizational Commitment refers to the acceptance of organizational values and willingness to stay in that organization (Meyer & Herscovitch, 2001). Commitment to the organization is linked to key work-related factors such as; employee absenteeism, employee turnover, employee performance and, employee citizenship behaviour (Alkhatani, 2016). Organizational commitment can be categorized into three components namely: affective commitment, continuance commitment and, normative commitment (Meyer & Herscovitch, 2001). Affective commitment is linked to the employees' emotional attachment to their identification and their involvement in the organization and is best illustrated by an employee's identification with the organization and its goals. Continuance commitment refers to the employee's assessment of whether the value cost of leaving the organization is greater than the cost of staying. Normative commitment refers to the employee's feelings of responsibility to the organization.

These previous studies explain that leadership style will have some significant effects on employee commitment, equally placing the responsibility of employee commitment on the leader as opposed to regarding it simply as a moral obligation on the part of the employee. A leader can therefore intentionally apply a particular management style, with the expectation to invoke commitment for retention, productivity and organizational citizen behaviours. By using appropriate leadership styles, managers can affect employee job satisfaction, commitment and productivity (Alkhatani, 2016). If this holds true, in this study, it then follow that leaders should be intentional about their style behaviour application, and observant on the effects of that application on the employees.

While employees commitment is core to the realisation of organizational goals, past studies have focused on transformational and transactional leadership (Clinebell et al., 2013; Buciuniene & Skudiene, 2008; Raja & Palanichamy, 2011) failing to address the incremental process of leader-follower engagement (democratic) which is more representative of how leaders grow, and influence subordinates on an on-going basis.

Additionally, and perhaps even more critical, a lot of research has been conducted globally on the effects of leadership behaviour on employees commitment but, it has mainly focused on the private sectors with little evidence of any research on the same subject on the public sector (Raja & Palanichamy, 2011; Buciuniene & Skudiene, 2008; Wekesa, Namusonge & Iravo, 2013; Wiza & Hanganipai, 2014).

In respect of these problems, the study embarks to assess different leadership styles and their influence on employees commitment in health institutions of Zamfara State-Nigeria. To achieve this objective, the following hypotheses are developed and tested.

- H<sub>01</sub>: Democratic leadership style has no significant effect on employees commitment in health institutions in Zamfara State.
- H<sub>02</sub>: Transformational leadership style has no significant effect on employees commitment in health institutions in Zamfara State.



H<sub>03</sub>: Transactional leadership style has no significant effect on employees commitment in health institutions in Zamfara State.

## 2. Literature Review and Theory

### 2.1 Employees Commitment

Mowday (1979) points out that most researchers defined organizational commitment in terms of either a behavioural perspective or an attitudinal perspective. Alpander (1990) distinguished between the attitudinal and behavioural approaches to commitment and described how commitment has been viewed differently from the two perspectives. The former, Alpander (1990) argued, views commitment as an internal state, but the latter views it as — the state of being bound to the organization by personal investment. Mowday *et al.* (1982) propose that a cyclical relationship exists between the two types in which commitment attitudes lead to committing behaviours which, in turn, reinforce commitment attitudes. An important observation is that, throughout the literature, commitment has been viewed as a more active and positive attitude toward the organization from both perspectives (Johnston *et al.*, 1990).

### 2.2 Leadership and Leadership Style

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. In the statement of Ngodo (2008), leadership is 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 behaviours that leaders use when interacting with their subordinates (Marturano and Gosling, 2008, Jeremy *et al.*, 2011). Flippo and Musinger (1999) see leadership as a pattern of managerial behavior designed to integrate personal 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).

### 2.3 Review of Related Empirical Literature

Relationship between leadership style and organizational performance has been discussed often. Most research showed that leadership style has a significant relation with organizational performance, and different leadership styles may have a positive correlation or negative correlation with the organizational performance, depending on the variables used by researchers (Fu-Jin *et al.*, 2010). McGrath and MacMillan (2000) showed that there is significant relationship between leadership styles and organizational performance. Effective leadership style is seen as a potent source of management development and sustained competitive advantage, leadership style helps organization to achieve their current objectives more efficiently by linking job performance to valued rewards and by ensuring that employees have the resources needed to get the job done. Sun (2002) compared leadership style with the leadership performance in schools and enterprises, and



found that leadership style had a significantly positive correlation with the organizational performance in both schools and enterprises.

Agada (2014) investigated leadership styles and organizational productivity in Confluence Fertilizer Company (CFC) Limited, Agbeji-Anyigba, Kogi State. Data for the study were collected from both primary and secondary sources using questionnaire and oral interviews. The study revealed that there was no significant relationship between a worker's perception of his boss's leadership style and productivity in CFC, Agbeji. From the study, bosses do not allow subordinates to participate in decision making process.

Ojokuku, Odetayo and Sajuyigbe (2012) examined the impact of leadership style on organizational performance in selected Banks in Ibadan, Nigeria. Purposive sampling technique was adopted in selecting a total of sixty (60) respondents as sample for the study, while relevant data was gathered with the aid of a structured questionnaire. Pearson product moment correlation was used to examine the relationship between leadership style dimensions and organizational performance, while Regression analysis was used to examine the significant effect of leadership style dimensions on followers and performance. Findings showed positive and negative correlation between leadership style dimensions and organizational performance. It was also found that leadership style dimensions jointly predict organizational performance, which counted for 23% variance of performance. The study concluded that transformational and democratic leadership style should be employed by the Banks' management in order to wax stronger in a global competitive environment.

Akinbode and Fagbohunge (2012) studied the relationship between leadership-behaviour and organizational factors as predictors of workers organizational commitment. Ex-Post-Factor research design was employed. A total number of 504 workers selected from private and public sector organizations located in Lagos and Abuja in Nigeria participated in the study. The study was anchored on Graen and Scandura Leader-member exchange theory. It was hypothesized that job tenure, management cadre and organizational type will significantly predict workers' organizational commitment. Also, workers who perceived their bosses to be high on interpersonal relations and emancipatory leadership behaviour will identify more with their organization, demonstrate high loyalty and show high commitment to their organizations. The results among others revealed that a positive progression in the influence of organizational factor on organizational commitment variables. Specifically, junior workers have more commitment compared to senior management level workers for at least 1.03 times. Interpersonal relations contributed about 19.9% of the total variance of the observed job identification and 28.8% to workers' job loyalty, and 19.3% to organizational commitment respectively. Emancipatory leadership-behaviour contributed 17.2% and 10.2% to loyalty and organizational commitment. Autocratic/control contributed 19.3% to the observed variance in job involvement. Meanwhile, autocratic/control leadership-behavior accounted for about 15.4% of workers' disloyalty to their organizations.



## 2.4 Conceptualization of the Study Variables

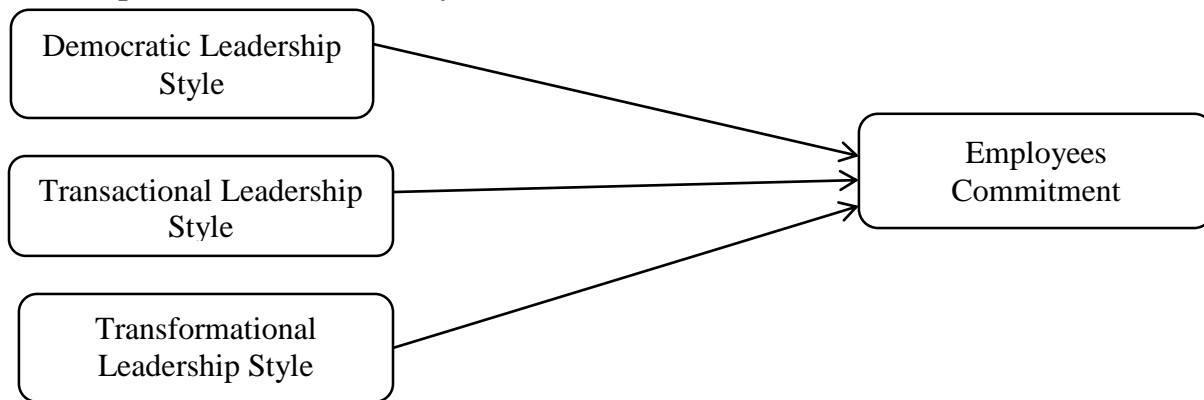


Figure 1: Conceptual Framework

### 2.4.1 Path-Goal Theory

Path-Goal theory is a contingency model of leadership developed by Robert House in 1971. The theory was based on the works of the expectancy theory of motivation and the work of the OSU group. This theory was promoted as an approach that could explain how a leader might successfully enhance the satisfaction and performance of his subordinates. The term path-goal is used to indicate the role of a leader in making an effective link between the followers personal goals and the work goals (House, 1971).

The theory was built upon two propositions. The first proposition was that the behaviour of the leader would be acceptable and satisfying to subordinates to the extent that the subordinates perceived it as either an immediate source of satisfaction or as an instrumental source to future satisfaction. The second proposition was that the behaviour of the leader would be motivational to the extent that (a) it made the satisfaction of subordinates' contingent upon effective performance and (b) that it complemented the work environment of subordinates by providing guidance, clear direction, support, and reward for effective performance. For the purpose of testing these propositions, House devised four types of leader behaviour: (i) directive (ii) supportive (iii) achievement-oriented and (iv) participative. According to House (1971), the use of any of these types of leadership would be situation-dependent.

## 3. Methodology

The survey research design used in this study is cross-sectional in nature. This type of research design was used for the reason that the information about the study variables represent the change at one point in time. A self-managed questionnaire was used to collect primary data from the study population which consists of 292 employees of two health institutions of Zamfara state in Nigeria. These institutions include College of Health Science Tsafe (CHST), which has 18 management staff, 70 academic staff and 85 nonacademic staff with the total population of 173 staff. The School of Nursing Gusau has 23 management staff, 45 academic staff and 51 nonacademic staff these make total of 119 staff in School of Nursing Gusau.

Census method was adopted for the study given the fact that the respondents are not too large. Of the 292 questionnaires distributed, 244 were returned, 10 of which had missing values exceeding 10%, and 1 of them was unengaged, so all were deleted. However, 233 were valid and useful for



analysis. By checking the missing data, 52 cases with missing values less than 10% were found, which were ignored according to the suggestions of (Hair, Balck, Babin, Anderson & Tatham, 2006). However, missing values are replaced with the best single replacement value using the mean value (Tabachnick & Fidell, 2001).

### 3.1 Variable Measurement

The questionnaire on leadership style was adapted from Northouse (1994): Behavior Modification Technique Questionnaire (BMTQ). Employee commitment was measured by Meyer (1982). The questionnaire was divided into four sections and all the questions were in close ended form. ‘Section A’ asked questions on transformational leadership style; ‘section B’ asked questions on transactional leadership style; ‘section C’ was a set of questions on democratic leadership style and section D was a set of questions on employee commitment. Level of agreement to the statements in section A, B and C indicated the level of adoption of a leadership style. While in section D, level of agreement to the statements indicated level of employee commitment and level of disagreement indicated level of lack of commitment on the part of employees.

## 4. Data Presentation, Analysis and Results

### 4.1 Assessment of PLS Path Model

Prior to the main analysis, a pilot study was conducted on 30 respondents where validity, reliability, normality and multicollinearity assumptions were met (Hair, Hult, Ringle, Sarstedt & Thiele, 2017). After successfully satisfying all assumptions, the data collected were further analysed using SmartPLS software for Partial Least Squares modeling as a statistical process designed to estimate the causal network between two or more constructs and is defined in terms of a theoretical framework (Vinzi, Trinchera & Amato, 2010). To validate and evaluate the model adopted for this study, Hair *et al.* (2017) recommends a two-stage assessment. They are measurement models (also known as external models) and structural models (also known as internal models).

### 4.2 Measurement Model

The measurement model was used to evaluate individual items reliability, internal consistency, discriminant validity, and the convergence validity of each construct (Henseler *et al.*, 2009). Although, Hair, etc. (2017) proposed an indicator for the scale of development, an outer loading of 0.70, AVE of 0.50, Composite Reliability/Cronbach Alpha of 0.70 is reliable and acceptable. The validity and reliability result is presented in Table 1;

Table 1: Measurement Model

Indicators	Outer Loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
DEM1	0.89	0.94	0.95	0.80
DEM2	0.92			
DEM3	0.91			
DEM4	0.88			
DEM5	0.87			
EC1	0.87	0.91	0.93	0.69
EC2	0.87			
EC3	0.85			





EC4	0.88			
EC5	0.86			
EC6	0.63			
TRNF1	0.90	0.92	0.94	0.79
TRNF2	0.95			
TRNF3	0.93			
TRNF4	0.78			
TRNS1	0.91			
TRNS2	0.90	0.94	0.96	0.82
TRNS3	0.91			
TRNS4	0.90			
TRNS5	0.90			

From Table 1, all of these constructs are reliable because their respective composite reliability and Cronbach’s alpha values are above the threshold of 0.70. Again, all constructs have indicator reliability, convergence validity, because the AVE level of each construct is higher than 0.50.

Furthermore, to ascertain the discriminant validity, Duarte and Amaro (2018) propose the use of Heterotrait-Monotrait (HTMT) matrix as an alternative approach. Hamid, Sami, and Sidek (2017) add that the traditional Fornell-Larcker criterion and cross-loading are insufficient and insensitive in detecting the effectiveness of the identification compared to the HTMT criterion. Therefore, the discriminant validity is evaluated using the HTMT matrix.

Table 2: Heterotrait-Monotrait (HTMT) matrix

Indicators	DEM	EC	TRNF	TRNS
DEM				
EC	0.74			
TRNF	0.16	0.12		
TRNS	0.32	0.56	0.08	

Table 2 shows that the HTMT statistics are given based on the correlation between their reflective construction items. Since, the HTMT value is lower than the 0.85 threshold proposed by (Hair *et al.*, 2017), the reflective latent structure of this study has discriminant validity.

### 4.3 Structural Model

After all the requirements of the measurement model are met, the structural model is evaluated. The first part of structural model evaluation involves the examination of theoretical relationships. Specifically, standard bootstrap was adopted on 5,000 bootstrap samples in order to assess the importance of path coefficients for the relationships (Hair *et al.*, 2017).

Table 3: Structural Model

Relationship	Beta Values	Standard Deviation	T Statistics	P Values
DEM -> EC	0.62	0.04	17.31	0.00
TRNF -> EC	0.18	0.04	4.29	0.00
TRNS -> EC	0.32	0.04	7.74	0.00



The bootstrapping result in the Table 3 above shows that all the variables of the study (democratic, transactional and transformational leadership style) has significant and positive relationship with employee commitment ( $P < 0.05$ ). Democratic leadership style has the highest effect, followed by transformational and lastly transactional leadership style.

#### 4.4 Coefficient of Determination ( $R^2$ ), Effect size ( $f^2$ ) and Predictive Relevance ( $Q^2$ )

The coefficient of determination or assessment of the R-square level was assessed in order to evaluate the amount of variance explained by the exogenous latent variables on the endogenous latent variables. According to Chin (2010),  $R^2$  values are 0.67, 0.33 and 0.19 are considered substantive, moderate, and weak, respectively. The  $f^2$  values provide an overview of the potential effect of an exogenous variable on endogenous variable. The general criterion for evaluating  $f^2$  values of either small, medium and large  $f^2$  values is measured by 0.02, 0.15 and 0.35 respectively (Cohen, 1988). However, in this study, the predictive correlation ( $Q^2$ ) of external latent variables was examined using cross-validated redundancy criteria, reflecting endogenous latent variables, as shown in Table 4 below;

Table 4: F-Square, Rsquare and Qsquare

Indicators	DEM	EC	TRNF	TRNS
DEM		0.859		
EC				
TRNF		0.082		
TRNS		0.226		
Indicators	R Square	R Square Adjusted		
EC	0.607	0.604		
Indicators	SSO	SSE	$Q^2 (=1-SSE/SSO)$	
EC	2388	1399.15	0.414	

Table 4 above shows that the democratic, transactional and transformational leadership styles explain 61% (0.61) per cent variance in employee commitment. The  $R^2$  value explains by these exogenous variables on the target endogenous variable is moderate. On the effect size, DEM has large effect size, while TRNS has medium effect, and finally TRNF has small effect on EC. On the predictive relevance, since  $Q^2$  is greater than zero, it is assumed to have a predictive correlation, because the higher  $Q^2$  the higher the predicted correlation (Duarte-Roposo, 2010).

#### 5. Conclusions and Recommendations

The study has expanded the frontier of existing knowledge by empirically testing the direct effect of democratic, transformational and transactional leadership style as an independent variable on the employees commitment. Generally, the study has provided empirical evidence on the extent and pattern of relationship through the combination of the three variables under a single model. In line with the findings of the study, it is concluded that to improve employees commitment the management of the hospitals needs to adopt democratic, transformational and transactional leadership styles.

Thus, the study recommends as follow:

- i. The hospital management should adopt democratic leadership style in order to enhance employee commitment.





- ii. Transformational leadership style should be adopted by the hospital management for better employees commitment.
- iii. The leadership of the hospital should employ transactional leadership style for higher employees commitment.

## 6. Limitations and Suggestion for Future Studies

Despite the theoretical, practical, as well as methodological contribution, as in many investigative studies, several limitations were highlighted. Based on such limitations, this research suggested the need for further studies taking the following into consideration. First, this study adopted a cross sectional research design i.e. data collected from some employees in Nigeria health sector at one appoint in time. Cross sectional design does not address issues of causality; hence, one should exercise caution when making generalisation. Therefore, future studies can address this limitation through longitudinal studies, which collect data at two or more points in time for comparison and comparison with the results of this study can appropriately produce causal effect. Qualitative approach is needed in the future in order to facilitate theory development.

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### Appendices

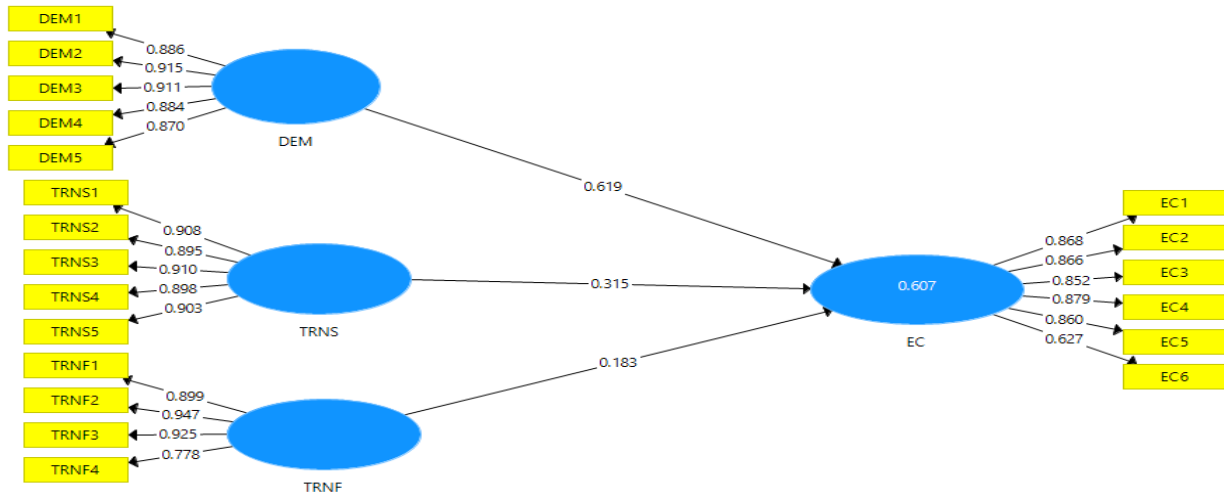


Figure 2: PLS Algorithm

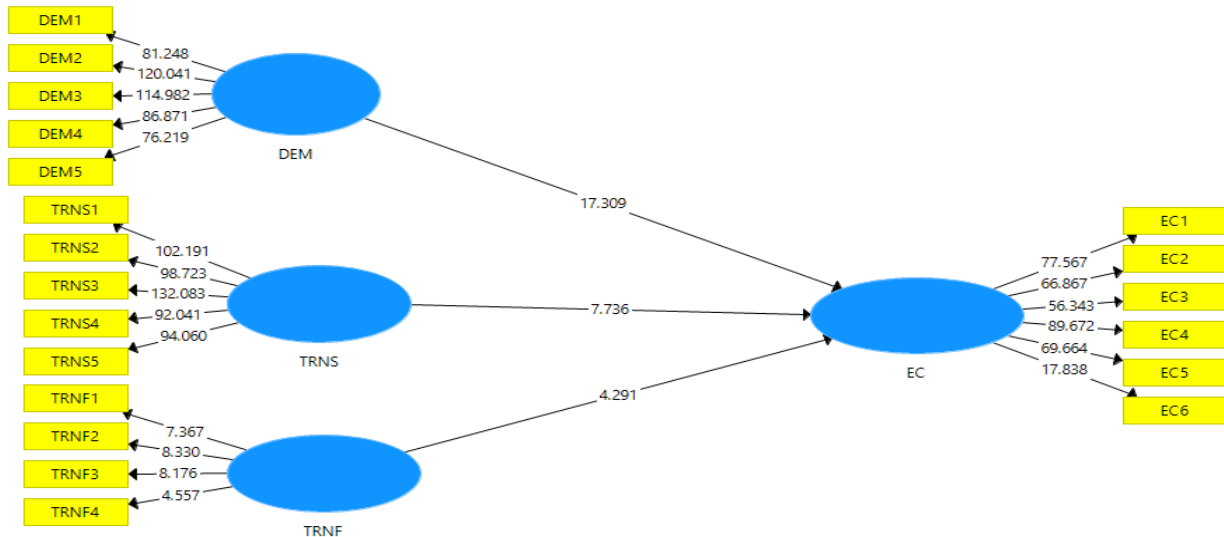


Figure 3: Bootstrapping