



**MEDIATING ROLE OF EMPLOYEES' COMMITMENT ON LEADERSHIP SKILLS  
AND EMPLOYEES' PRODUCTIVITY IN KADUNA STATE-NIGERIA**

<sup>1</sup>Zainab Dabo  
([zeemuhdabo@yahoo.com](mailto:zeemuhdabo@yahoo.com))  
+2348036444125

<sup>1</sup>Mohammed Bello Idris  
([Mohammedbidris82@gmail.com](mailto:Mohammedbidris82@gmail.com))  
+2348065513359

---

<sup>1</sup>Department of Business Administration, Faculty of Management Sciences, Kaduna State University-  
Nigeria

**Abstract**

*Leadership skill is an essential component of driving organizations to the achievement of set objectives. This study empirically examines the mediating effect of employee commitment on the relationship between leadership skills and employee productivity in Kaduna State. The study is based on primary data collected from three hundred and eighty-eight employees using structured questionnaire in 2018. The data was analyzed using the technique of PLS path analysis. The finding of this study reveals that leadership skill has significant effect on productivity of employees and employees' commitment in organizations. Furthermore, the findings indicate that employees' commitment is significantly related to employee productivity. The findings also reveal that employees' commitment fully mediate the relationship between leadership skills and employees' productivity. The study concludes that skilled and dedicated leadership can set good values which facilitate leaders to spread and establish high standards in the organizations thereby improving productivity. The study recommends that organizations should have leaders with adequate skills to manage their staff since leadership skills has strong linkage with the productivity of employees and their level of commitment in organizations.*

**Keywords:** Employee Commitment, Employees Productivity, Leadership, Kaduna State.

**1. Introduction**

In recent years, many organizations have either disappeared or were taken over (Mark, 2016). Leadership is believed to be one of the contributing factors to their turmoil as the magnitude and importance of leadership in different organizations has long been unnoticed and unobserved (Lewis, 2013). Hence, it proves that capable leadership is a critical element in any organization as it guides them through unprecedented changes. Without proper leadership, even the best and boldest strategies "die on the vine", and their potential is never realized (Jen, 2016). The quality of leadership talent determines the fate of the organizations' ensuring that their strategic plans are successfully implemented (Durga & Prabhu, 2011). According to Rana and Malik (2016), leaders acknowledge change and then create strategies that can turn the changes into opportunities. Leaders need certain skills to be successful (Malos, 2012). Lewis (2013) argues that the presence of sound leadership skill helps in preparing for a more uncertain future. Therefore, leadership skill has become a burning issue all over the world that has motivated researchers, nationwide and global organizations to receive keen and intense notice in it being that it is an important element that impacts on organizational culture, and plays a part in the productivity of the organization employee as the employees greatly depend on the leaders to provide guidance for the achievement of organizational objectives. Mark (2016) states that



seventy-six percent of highly productive companies attribute their success to leadership in their companies as the skills of the leaders were behind the raises in productivity of the employees.

Leadership skills such as technical skills, conceptual skills, interpersonal skills, emotional intelligence and social intelligence have impact on increasing the productivity of employees (Lewis & Gilman, 2013). According to Graen (2013), leadership skills impact on productivity in the following ways; it improves employee morale, it's a source of motivation, forms basis for cooperation, divides work as per capability, gives necessary guidance and creates effective communication. Therefore, such skills are essential for the survival and effectiveness of organization performance (Yao, Woan and Ahmad, 2017).

The widespread acceptance of leadership playing a vital role as a competitive advantage for organizations (McCall, 2008; Petrick, Scherer, Brodzinski, Quinn, & Ainina, 2009) has led to enormous amounts of money spends in the field of leadership development programmes and training (Avolio & Hannah, 2008). Leadership create an enthusiastic atmosphere and culture in an organization (Alghazo & Al-Anazi, 2016). Leaders are accountable for the performance of their organization or the success of the government, which is dependent on employees' productivity. Leader's skill is an indispensable requisite for the success of any organization (Lewis, 2013). Since an organization requires a leader to shape the behaviour of employees and lead them to the desired direction. The success of an organization is reliant on the leader's skills to optimize human resources. It has been widely accepted that effective organizations require leaders with effective skills and that organizational performance will suffer in direct proportion to the neglect of this (Fiedler & House, 1988). Furthermore, it is generally accepted that the effectiveness of any set of people is largely dependent on the quality of its leadership. Effective leader skills facilitate the attainment of the follower's desires, which then results in effective performance (Durga & Prabhu, 2011).

Although attempts have been made by existing researches to establish a link between the variables of leadership skills and employees' productivity (Durga & Prabhu, 2011, Fiedler & House, 2018; Maritz, 2015; Ristow, Amos, & Staude, 1999), the findings of these studies were inconsistent with some reporting a significant relationship between the variables in both direction, while others reported insignificant relationship between the variables in both directions.

Moreover, it has been argued theoretically that employee commitment is central to the accomplishment of task in organizations which subsequently determines the productivity of employees in an organization (Warr, 2011), yet none of the previous studies attempted to investigate the role of employee commitment as a mediating variable in explaining the relationship between leadership skills and employees' productivity in organizations. It is against this backdrop that this study is undertaken so as to investigate the effect of leadership skills on employee productivity and determine the role of employee commitment in explaining the relationship between the variables.

This study tries to emphasize on the importance of leadership skills and its effects on employees' productivity in the workplace. This research study will be an important endeavour in helping employers to understand the relevance of leadership skills in the work environment due to its influential effects on the performance and productivity of the organization and



workers. Also, it can serve other researchers who want to re-investigate the reasons for decline in performance or productivity of employees in today's organizations being that productivity/performance is the primary focus of concern to all organizations.

The major objective of this study is to examine the mediating role of employee commitment on the relationship between leadership skills and employee productivity in Kaduna State-Nigeria. The specific objectives include: to determine the effect of leadership skills on employees' productivity in Kaduna State; to investigate the effect of leadership skills on employees' commitment in Kaduna State; to assess the effect of employees' commitment on employees' productivity in Kaduna State; and to explore whether employees' commitment mediates the relationship between leadership skills and employees' productivity in Kaduna State.

The following hypotheses are formulated for the study.

H<sub>1</sub>: Leadership skills has significant effect on employees' productivity in Kaduna State

H<sub>2</sub>: Leadership skills has significant effect on employees' commitment in Kaduna State

H<sub>3</sub>: Employees commitment has significant effect on employees' productivity in Kaduna State.

H<sub>4</sub>: Employees' commitment significantly mediate the relationship between leadership skills and employees' productivity in Kaduna State.

## **2. Literature Review**

### *Conceptualization of the Study Variables*

Employee productivity is an assessment of the efficiency of a worker or group of workers. Productivity may be evaluated in terms of the output of an employee in a specific period of time. According to Mathis and John (2007), productivity is a measure of the quantity and quality of work done, considering the cost of the resources used. The more productive an organization, the better its competitive advantage, because the costs to produce its goods and services are lower. Better productivity does not necessarily mean more is produced; perhaps fewer people (or less money or time) was used to produce the same amount. McNamara (2009) further states that, results are usually the final and specific outputs desired from the employee. Results are often expressed as products or services for an internal or external customer, but not always. They may be in terms of financial accomplishments, impact on a community; and so whose results are expressed in terms of cost, quality, quantity or time. Measuring productivity involves determining the length of time that an average worker needs to generate a given level of production. One can also observe the amount of time that a group of employees spends on certain activities such as production, travel, or idle time spent waiting for materials or replacing broken equipment. The method can determine whether the employees are spending too much time away from production on other aspects of the job that can be controlled by the business. Employee productivity may be hard to measure, but it has a direct bearing on a company's profits. In this study, employee productivity is seen as an assessment of the efficiency of an employee to accomplish a given task in terms of achieving organizational objectives. An employer fills his staff with productivity in mind and can get a handle on a worker's capabilities during the initial job interview. However, there are several factors on the job that help maximize what an employee does on the job (Lake, 2000).

Employee commitment is defined as the degree of identification and involvement that individuals have with their organization's mission, values and goals. It is a multidimensional



construct that comprises affective commitment, normative commitment and continuance commitment. Allen and Meyer (2017) define affective commitment as the employee's emotional attachment to, identification with, and involvement in the organization. Continuance component is defined as commitment that is based on the costs that the employee associates with leaving the organization, while normative component is defined as the employees' feelings of obligation and sense of loyalty to remain with the organization and serve to the best of his potential. In this study, employee commitment is seen as amount of identification and level of involvement that employees have with their organizational objective.

The importance of employee commitment is quite evident if one considers prior researchs into the relationship between commitment and job satisfaction (Bateman & Organ, 1983), trust in and loyalty to the leader (Deluga, 2014) and perception of supervisor's fairness (Nierhoff & Moorman 1993). It is an important concept in the management and behavioural sciences. It is concerned with the relationship between an organization and its employees. The importance of organizational commitment of employees refers to its presumed relationship with important organizational outcomes such as turnover, absenteeism, and performance (Mowday, Porter, & Steers, 1982). Committed employees are expected to identify with and to feel loyal toward their organization; to feel the importance of the agency's values, goals, and mission; and also to feel that their job responsibilities are compatible with their personal values and ethics (Romzak, 2010). Mowday, Steers and Porter (1979) define commitment as the relative strength of an individual identification with and involvement in a particular organization.

Leadership skills is seen as the ability to delegate, inspire and communicate effectively the organizational policies and ensure compliance so as to achieve organizational goal in an effective and efficient manner. To enhance the performance of an employee, his/her dependence upon the leadership, which is operative, has a definite status. In the same phenomenon, the central role of the leadership along with his credibility becomes most prominent (Bass, Avolio, Jung & Berson, 2013). Actually, the transformational leader is a psychoanalyst, as he/she learns, comprehend and analyze the minds, thoughts, attitudes and desires of the followers/employees to reach the final decision which help in augmenting the employees level of performance (Qaisar & Sara, 2009). The leadership of this category always pursues democratically and believes to solve every issue in the organization according to the popular will of the employees. The diagnostic skills of the leadership, either they are intrinsic or gained are valuable for the resolving the issues related with the individuals and with the organization as a whole (Durga & Prabhu, 2011). The employees' performance is directly proportional to the effectiveness of the leadership. Through the powers of comprehension, analysis, planning and motivation, the transformational leaders augments the mercury level of the employees output (Iqbal, Anwar & Haider, 2015).

#### *Review of Empirical Studies*

Related empirical literatures concerning the subject matter include the following research works. Durga and Prabhu (2011) conducted a study on leadership skills and employee performance in India. The study is a comparison between selected public and private sector enterprises and the study used a descriptive survey research design with 43 middle-level managers and 156 subordinates as sample size. The study adopted correlation and regression analysis and the results suggest that leaders must have the skill to attract / influence their



subordinates, be able to set clear standards of performance to their peers and act as a best role model to the subordinates. The subordinates expect that their achievements must be recognized and rewarded either in monetary or in non-monetary terms. The results of correlation and regression analysis suggested that the leadership skills has significant relationships with performance outcomes both in the private and public sectors; The study thus, recommended that both private and public organization should ensure hiring leaders with sound skills so as to improve the performance of their employees. Lilian (2016) conducted a study in Kenya on the influence of leadership skills on employee productivity. The study used a descriptive survey research design with a sample size of 225 selected from a population of 450 managers and employees. The study used primary data which was collected by a semi-structured questionnaire. The data was collected from managers and employees of commercial bank using a drop and pick- later method. Data was analyzed using descriptive statistics and regression analysis. The study found that leadership skills lead to increase in employee productivity. It further established that employees at KCB bank act in a way that build one another, display sense of power and confidence and they go beyond self-interest for the good of the group. The study also established that employees do not fail to interfere until problems become serious and they do not wait for things to go wrong before taking action. It also revealed that employees direct their attention toward failures to meet standards; they keep track of all mistakes and focus attention on irregularities, mistakes, exceptions, and deviations from standards. The study therefore, recommends that leaders be aware of what is important for the subordinates and the organizations as a whole and encourage the employees to see the opportunities and challenges around them creatively.

Dalluay and Jalagat (2017) conducted a study in Philippines on the effect of leadership skill on employees' job satisfaction and performance on selected small-scale businesses in Cavite, Philippines. The study used a descriptive survey research design with a sample size of 150 selected from a population of 280 employees. The study used primary data which was collected through structured questionnaire and simple random sampling was used for selection of samples. Data were analyzed by using weighted mean, percentages, multiple regression and correlation coefficient. Percentages specifically were used to analyze demographic variables (gender, age, length of service and leadership styles). Weighted mean, correlation coefficient and multiple regression were used to analyze the relationship between variables on leadership skills, job performance and job satisfaction. The study concluded that corporations should constantly make the most of leadership skills which enhances employees' performance and employee job satisfactory level even though there is still rooms for improvements as the skills of the leaders is significantly related to employees job satisfaction and performance.

Paracha (2017) conducted a study in Pakistan to ascertain the moderating effect of mentorship on leadership skills and employee performance among employees of small scale businesses. The study employed descriptive research design with a sample size of 382 and regression was used in analyzing data for the study. The study indicated that when working toward goals, leaders make the process simple by indicating the vision and encouraging followers to pursue that vision and not worry about outside distractions and thus indicating that mentorship was significant in moderating the relationship between leadership skills and employees' performance. The study further confirmed that a link must exist between the leaders' goals and



entrepreneurial surroundings for small businesses to succeed. Employees who know their importance to the business and receive recognition for accomplishments feel positively engaged in their work.

Ismail (2017) conducted an empirical investigation in Malaysia on interaction between leaders and followers as an antecedent of job performance. The study used a sample size of 200 and cross-sectional research design was adopted for the study. Convenience sampling technique was used and SPSS version 16 is used to analyze validity and reliability of data. Pearson correlation analysis and descriptive statistic were used to access research variables. Standardized coefficient of Stepwise regression analysis was used to ascertain the relationship. The findings confirmed that interaction between leaders and followers does act as full antecedent of job performance.

Rao (2017) conducted a study on leadership skills and its impact on job outcomes in Ethiopian banking industry. The study used a descriptive survey research design with a sample size of 103 selected from a population of 420 employees. The study used primary data which was collected through structured questionnaire and simple random sampling was used for selection of samples. Data were analyzed by using multiple regression and correlation coefficient. The study founded that leadership skills explained the variation on performance of employees in organizations as the presence of these skills provide guidance to employees on achieving organizational objectives. Hence, the study recommended that banks under study should emphasized more on developing their leaders' skills as it would enable them to better satisfy their employees and hence gain more output from the employees.

Cavazotte (2018) conducted a study in Brazil on the impact of leadership skills on employee productivity in manufacturing sector. The study was conducted among three manufacturing companies using a sample size of 125 employees. Descriptive research design was adopted for the study using questionnaires, and correlation and regression analysis was used in analyzing the data. The study indicated that the skills of leaders have a positive effect on employee productivity and further confirmed that leadership skills aids in developing desire by employees to complete their assignments which subsequently leads to increase in accomplishing task.

Kehinde and Banjo (2018) conducted an empirical investigation on the impact of leadership skills on employee performance in Nairobi department of Petroleum Resources. The study adopted longitudinal research design and data were collected at three different intervals to ascertain the impact of leadership skills on the performance of employees using a sample of 132 employees. The study employed regression analysis to analyze data. The implication of the study was that leadership skills would bring effective results in organizations because it motivates employees to go beyond ordinary expectations, appeals to follower's higher order needs and moral values, generates the passion and commitment of followers for the mission and values of the organization, instills pride and faith in followers, communicates personal respect, stimulates subordinates intellectually, facilitates creative thinking and inspires followers to willingly accept challenging goals and a mission or vision of the future mission and objectives of organization, they recommend that leadership skill is good or appropriate for organizations that wish to compete successfully and mentor subordinates who will be managers of tomorrow to keep the flag flying for the firm. Leadership has got a paramount attention in both the



academia and practitioners since recent decades as determinant factor on employee behavior and performance.

Bayram and Dinc (2018) conducted a study in India to explore the effect of leadership skills on employee productivity in private universities. Descriptive research design was employed with a sample of 250 employees drawn from two universities and stratified random sampling was used for the selection of sample. Correlation and Regression analysis were used to analyze data in the study. The results of the study indicated that employees whom are involved in decision making process in the organization tend to be more align with the organization and thus their productivity were enhanced. The study concluded that informational and decisional skills of leaders are significantly related to employee outcome since the employee develop sense of commitment ones they are aware and involved in any decision in the organization.

Gimuguni (2018) conducted a study in Uganda on the effect of leadership skills on performance of local governments in Mbale district. The study used descriptive research design where primary data were obtained from employees of Mbale district. Census sampling technique was employed and 202 employees emerged as the sample. Simple percentage and chi square was employed for data analysis. The study founded a significant relationship between leadership skills and performance of employees in Mbale local government. The study revealed further that the skills of the leaders influence employees to perform their duties in terms of increased work forces, high speed of accomplishment of work, effectiveness and timeliness. The study therefore concluded that for effective administration of Mbale local government, leaders who possesses adequate skills that can always leads to effective administration of the local government should be employed to head the local government.

Most of the previous studies conducted in this area are conducted in foreign countries which makes it difficult to make generalization with respect to Nigeria given the peculiarity of the Nigerian situation. Similarly, none of the study attempted to use employee commitment as a mediating variable on the relationship between leadership skills and employee productivity even though it has been established theoretically.

#### *Theoretical Framework*

This study is underpinned by theory of organizational commitment (Meyer & Allen, 1991). The theory emphasized that under three circumstances the commitment and productivity of employees can be improved and those are normative, affective and continuance. Normative commitment is observed when employee feels appreciative to remain in the organization, becoming loyal and faithful to the other factor in the organization. Employees believed that loyalty is the moral value aimed at helping the organization (Wiener & Verdi, 1980). Affective commitment is viewed as emotional attachment towards organizational involvement and goal (March & Simon, 1958). It includes job characteristics as task significance, identity, autonomy and feedback involving decision-making processes. Continuance commitment remains in the organization because of the personal working relationship between workers and involvement in the community. Employee leaving the organization and seeking job somewhere else is considered costly to the organization especially in training and development of the employee. The organizational commitment of employee towards organization's goal will result in better



job performance. To increase employees' productivity, employees' commitment becomes an important issue to consider (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002).

The assumption of the theory is that the relationship between an employee and the organization is founded on behaviours bounded by a contract of economic gains. Employees are committed to the organization because they have some hidden vested investments or side bets. These side bets are valued by the individual because of the accrual of certain costs that render disengagement difficult. Since the previous approaches to employee commitment failed to distinguish between the two processes of commitment, i.e., antecedent and outcomes of commitment on one hand and the root cause of attachment to organization on the other. O'Reilly and Chatman (1996) pursued research in this area which would mitigate these problems at hand. They identified commitment as a psychological affiliation a person feels towards the organization manifested by the extent to which an individual is able to adopt and adapt to the attributes and viewpoints of the organization. An employee's psychological attachment can be predicted by their conformity to the company rules and regulations in lieu of extrinsic rewards, involvement based on a desire for affiliation, and internalization depending on the congruence between the personal and organizational values. O'Reilly and Chatman (1996) were successfully able to distinguish between the two stages- a shallow level of commitment resulting from the compliance perspective arising out of an exchange process and a more deep rooted one arising out of psychological insinuations. Two dimensions of psychological attachment identification and internalization were also recognized.

Criticisms were also leveled against the discriminant and content validity of the scales developed by Meyer and Allen (1991). Koontz (1996) argued that there were conceptual problems with these scales which rendered them difficult to be tested for psychometric properties. Further, the commitment definition put forward by Meyer and Allen (1991) did not encompass all the attributes of affective, normative and continuance commitment. Even though they identified a common factor between the three types of commitment, and characterized it as a psychological state, however, they failed to precisely define the meaning of psychological state. However, despite the shortfall in the assumption of the theory, studies such as Bozeman and Perrew (2001), Cavazotte (2018) and Babatunde (2015) have adopted the theory in their studies to explain the interconnection between the variables.

### **3. Methodology**

The research design was a survey research in which primary data were used. The questionnaire was adopted from the work of Cheng, Jian and Riley, (2013) and Meyer (2017) and responses were taken on five-point Likert scale ranging from strongly agree (5), agree (4), undecided (3), disagree (2) and strongly disagree (1) respectively. The questionnaire was divided into three sections and all the questions were in close ended forms. Section A, B and C asked questions on leadership skill, employees productivity and employee commitment respectively. In order to ascertain the reliability of the instrument as adapted, a pilot study was conducted using 30 employees and the ChronbaAlpha of the instrument was 0.82 therefore meeting acceptance standards for research (Nunnally, 1978). The population of this study were the public civil servants of Kaduna State Ministry of Education whom were (12680) as at June 2018. The sample size was determined through Yamane (1986) sample size determination criteria cited in





Benjamin (2015) and 388 staff were chosen as the sample size. Simple random sampling technique was used for data collection. PLS Path analysis was used for the data analysis.

*Variables measurement*

The dependent variable of the study is employee productivity, and the independent variable is leadership skills which are all measured by unidimensional instrument adapted from Cheng *et al.* (2013). While the mediating variable is employee commitment which is also a unidimensional variable adapted from Meyer (2017). The measurement of the variables is presented in table below

Table 1: Variables and Measurements

Variables	Proxy	Type	Source
Employee productivity	Task accomplish	Dependent	Cheng <i>et al.</i> (2013)
Leadership skill	Unidimensional	Independent	Cheng <i>et al.</i> (2013)
Employee commitment	Unidimensional	Mediator	Meyer (2017)

*3.2 Sources and Method of Data Collection*

Primary data was employed for the study in order to guide the researcher in making meaningful findings and conclusions. The study obtained the data through administering questionnaires to employees of Ministry of Education across the three senatorial zones in Kaduna state.

**4. Result**

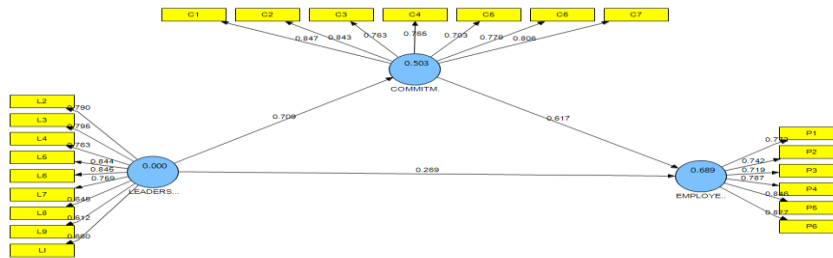
*Assessment of PLS-SEM Path Model Results*

This study adopted a two-step process to evaluate and report the results of PLS-SEM path, as suggested by Henseler, Ringle and Sarstedt (2013). This two-step process adopted in this study comprises; (1) the assessment of a measurement model, and (2) the assessment of a structural model

*Assessment of Measurement Model*

An assessment of a measurement model involves determining individual item reliability, internal consistency reliability, content validity, convergent validity and discriminant validity (Hair *et al.*, 2014). As shown in figure 1 below

*Measurement Model*





*Individual Item Reliability*

Individual item reliability was assessed by examining the outer loadings of each construct's measure (Duarte & Raposo, 2010; Hair *et al.*, 2014; Hair *et al.*, 2012). Following the rule of thumb for retaining items with loadings between .50 and .70 (Hair *et al.*, 2014), it was discovered that out of 26 items, 04 were deleted because they presented loadings below the threshold of 0.50. Thus, in the whole model, only 22 items were retained as they had loadings between 0.612 and 0.846 (see Figure 2).

*Internal Consistency Reliability*

In this study, composite reliability coefficient was chosen to ascertain the internal consistency reliability of measures adapted. Nevertheless, the interpretation of internal consistency reliability using composite reliability coefficient was based on the rule of thumb provided by Hair *et al.* (2011), who suggested that the composite reliability coefficient should be at least .70 or more. Table 2 showed the composite reliability coefficients of the latent constructs indicating that the composite reliability coefficient of the latent constructs ranged from .905 to .920, with each exceeding the minimum acceptable level of .70, suggesting adequate internal consistency reliability of the measures used in this study (Hair *et al.*, 2011).

Table 2: Convergent Validity

Variable	Items	Loadings	Ave	Composite Reliability
Employee Commitment	C1	0.847	0.621	0.919
	C2	0.843		
	C3	0.763		
	C4	0.765		
	C5	0.703		
	C6	0.779		
	C7	0.806		
Leadership Skill	L2	0.790	0.563	0.920
	L3	0.795		
	L4	0.763		
	L5	0.844		
	L6	0.845		
	L7	0.759		
	L8	0.645		
	L9	0.612		
	LI	0.660		
Employee Productivity	P1	0.772	0.614	0.905
	P2	0.742		
	P3	0.719		
	P4	0.787		
	P5	0.846		
	P6	0.827		

PLS Output

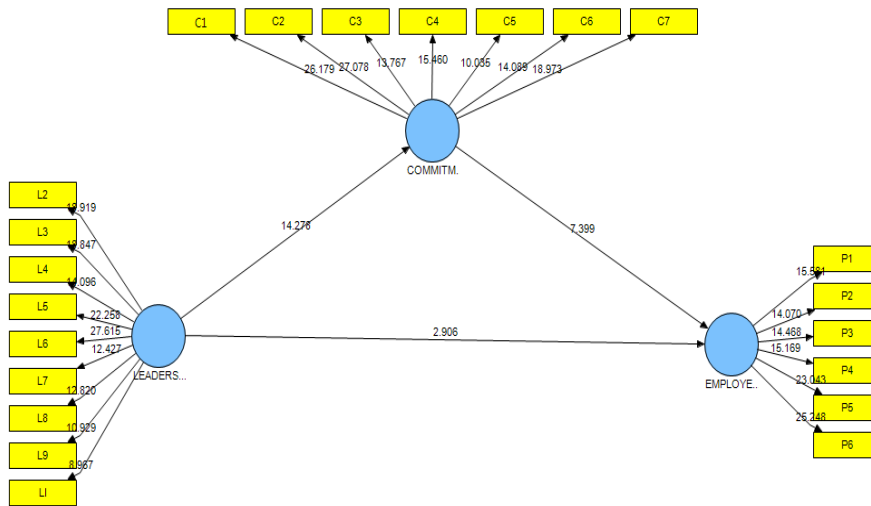


*Convergent Validity*

Convergent validity was assessed by examining the Average Variance Extracted (AVE) of each latent construct, as suggested by Fornell and Larcker (1981). To achieve adequate convergent validity, Chin (1998) recommended that the AVE of each latent construct should be .40 or more. Following Chin (1998), the AVE values (see Table 2) exhibited high loadings (> .40) on their respective constructs, indicating adequate convergent validity.

*Assessment of Significance of the Structural Model*

The study also applied the standard bootstrapping procedure with a number of 500 bootstrap samples and 388 cases to assess significance of the path coefficients (Hair *et al.*, 2011). Figure 2 and Table 2 showed the estimates for the full structural model, which includes mediator variable (i.e., Employee Commitment).



*Test of Hypotheses*

In this section the entire hypothesis formulated in the first section which are in alternate form will be tested for validation. The hypothesis will be tested at 5% level of significance indicating that where  $p < .05$ ; then hypothesis will be supported and vice versa.

- H<sub>1</sub>; Leadership Skills has significant influence on employees' productivity in Kaduna State
- H<sub>2</sub>; Leadership Skills has significant influence on employees' commitment in Kaduna State
- H<sub>3</sub>; Employees commitment has significant influence on employees' productivity in Kaduna State.



H<sub>4</sub>; Employees' commitment mediate the relationship between leadership skills and employees' productivity in Kaduna State.

Table 3: Test of Hypotheses

Hypothesis	Relationship	Beta value	Standard Error	T value	P value	Decision
H1	Leadership Skill -> Employee Productivity	0.269	0.092	2.906	0.002	Supported
H2	Leadership Skill -> Commitment	0.709	0.050	14.278	0.000	Supported
H3	Commitment -> Employee Productivity	0.617	0.083	7.399	0.000	Supported
H4	Leadership Skill -> Commitment -> Employee Productivity	0.437	0.020	21.445	0.000	Supported

\*\*p<.05; \*\*\*p<.01

*PLS Output*

A partial least square path analysis was conducted to test whether leadership skill influence on employees' productivity. In the analysis, the result revealed that leadership skills positively and significantly influence employees' productivity ( $\beta=0.269$ ,  $t=2.906$ ,  $p< 0.05$ ). This indicated that a direct relationship between leadership skill and employees' productivity was significant. It is on these bases that the first hypothesis is supported as shown in Table 3.

Similarly, in the path analysis conducted to test whether leadership skill influence on employees' commitment, the result indicated that leadership skill positively influence on employees' commitment and can significantly predict it ( $\beta=0.709$ ,  $t=14.278$ ,  $p< 0.05$ ). It is on these bases that the second hypothesis is supported as shown in Table 3.

Furthermore, in the path analysis conducted to test whether commitment influence on employees' productivity, it was found that commitment positively influence employees' productivity ( $\beta=0.617$ ,  $t=7.339$ ,  $p< 0.05$ ). It is on these bases that the third hypothesis is supported. As shown in Table 3.

Nevertheless, from the analysis conducted to ascertain whether commitment mediate the relationship between leadership skill and employees' productivity, the result indicated that commitment fully mediates' the relationship between leadership skill and employees' productivity ( $\beta =.437$ ,  $t =21.445$ ,  $p< 0.05$ ). Therefore, hypothesis H<sub>4</sub> which stated that, employees' commitment mediate the relationship between leadership skill and employees' productivity was supported as shown in Table 3.

*Discussion of the findings*

The main objective of this study is to investigate the influence of leadership skill, commitment on employees' productivity in Kaduna State of Nigeria. Analysis of the collected data revealed



that leadership skill has a substantial influence on employees' productivity affecting the employee positively. This finding is in line with the study of Campbell (2009), Durga and Prabhu, (2011) and Kehinde and Banjo (2018) which established that skill of leaders have the capability of improving the productivity of employees toward achieving organizational objectives. Thus, to ensure the development of employees' productivity, as the indicator for the success of organizations, it is necessary to place adequate importance on leadership skills in the light of the importance of the effect of leadership on employees' productivity founded by recent studies conducted in this field.

Similarly, the finding of the study indicated that leadership skill substantially influence on employees' commitment leading to increase in accomplishing task by the employees'. This finding is in line with the study of Faisal, Tariq and Bashir (2014) and Meyer (2017) which confirmed that leadership skills leads to increase in employees' commitment as employees respond to the changes in leadership in order to prove their talent.

In addition, this study anticipated that employee commitment mediates the relationship between leadership skill and employee productivity in organization. The findings of the study revealed that employee commitment fully mediates the relationship between leadership skill and employees' productivity thus indicating that improving employees' commitment in organization influence greatly the productivity of employees' in organizations and as such employees' commitment plays a critical role in determining the productivity of employees in organizations which is directly linked to organizational performance.

##### **5. Conclusion and Recommendations**

The study concludes that skilled and dedicated leadership can set good values which facilitate leaders to spread and establish high standards in the organizations thereby improving productivity. This indicates clearly that leadership skills are critical to employees' productivity in Nigeria particularly the education sector where employee productivity improvement has been a primary focal point for decision making by regulating bodies. Therefore, leaders' skills regularly shape the behaviour of employees leading to improvement of employee productivity and subsequently in organizations performance. Furthermore, the findings of this study revealed clear evidence of the relevance of employee commitment in determining the level of employees' productivity in organizations despite the lingering unresolved arguments on the mechanisms to which leadership skills affects employees' productivity.

This paper thus, recommend that organizations should have leaders with adequate skills to manage their staff since leadership skills has strong linkage with the productivity of employees and their level of commitment in organizations; the management of Kaduna state Ministry of Education should ensure it organizes leadership training regularly as the activity improves the skills of their managerial staff and it has direct influence on productivity of employees' and employees' commitment. Similarly, the management of Kaduna State Ministry of Education should ensure that they device means of improving employees' commitment as it a key determinant of employees' productivity.

The study suggests further the need for future researchers to conducted similar studies in different sector of the economy with the view of making generalization and also attempt can be made to ascertain whether a moderation effect may exist among the variables of the study.



## Reference

- Adler, R. W., & Reid, J.(2008). The effects of leadership skill and budget participation on job satisfaction and job performance. *Asia-Pacific Management Accounting Journal*, 3(1), 21-46.
- Akram, M., Alam, H. M., Ali, L., & Mughal, M. M. (2012). How leadership behaviors affect organizational performance in Pakistan. *Journal of Economics and Behavioral Studies*, 4(6), 354-363.
- Alghazo, A. M., & Al-Anazi, M. (2016). The impact of leadership style on employee's motivation. *International Journal of Economics and Business Administration*, 2(5), 37-44.
- Allen, A& Meyer, C. (2017). Leadership and its influence in organizations – A review of intellections. *International Journal of Learning & Development*, 2(6), 73-85.
- Avolio, R. N.,&Hanah N. P. (2008). A review of leadership theories, principles and styles and their relevance to educational management. *Management Review*, 5(1), 6-14.
- Ansari, M. A., Ahmad, Z. A. & Aafaqi, R. (2004). Organizational leadership in the Malaysian context. *Leading in High Growth Asia*, 109-138.
- Armstrong, M., & Taylor, S. (2014). *Armstrong's handbook of human resource management practice*. Kogan Page Publishers.
- Babatunde, O., (2015). The impact of leadership skill on employee's performance in an organization. *IISTE*, 5(1), 193-206.
- Bayram C. & Dinc, O., (2018). Impact of leadership skills on employee's performance in an organization. *IISTE*, 8(5), 293-306,
- Bass, N, Jung, D. I., & Berson, Y. (2013). The impact of autocratic and democratic leadership style. *International Business Research*, 5(2), 192-201.
- Becker, B., & Gerhart, B. (1996). The impact of human resource management on organizational performance: Progress and prospects. *Academy of Management*, 39(4), 779-801.
- Beteman, K. F., & Organ, C. (1983). Organization-, supervisor- and work group directed commitments and citizenship behaviours: A comparison of models. *European. Work Organization Psychology*. 11(3), 341-362.
- Benjamin, O. A. (2015). Impact of organisational culture and leadership style on quality of work-life among employees in Nigeria. *African Journal for the Psychological Study of Social Issues*, 18(1), 109- 121.
- Billig, M. (2015). Kurt Lewin's leadership studies and his legacy to social psychology: is there nothing ISSN: 2289-4519 Page 127 as practical as a good theory?
- Bozeman D B & Perrew P L (2001), "The Effect of Item Content Overlap on Organizational Commitment Questionnaire: Turnover Cognitions Relationships", *Journal of Applied Psychology*, (8)6, 16-25
- Campbell, M. J. (2009). Ethics and leadership skills in the public service. *Procedia Soc. Behavioural. Science*. 15, 2792-2796
- Cavazotte, A. F., (2018). Leadership and performance: The case of Malaysian SMEs in the services sector. *International Journal of Asian Social Science*, 11(3), 343- 355.
- Cheng, B. S., Jian, D. Y. & Riley, J. H. (2013). Organizational commitment, supervisory commitment and employee outcomes in the Chinese context: proximal hypothesis or global hypothesis? *Organization. Behaviour*. 24(3), 313-334.



- Dalluay, W., & Jalagat B. (2017). The effects of leadership skill on job performance. *Asia-Pacific Management Accounting Journal*, 11(3), 200-216.
- Deluga. U., (2014). Influence of leadership on the job productivity of academic staff in India State. *Journal of Educational and Social Research*, 5(7), 128-137.
- Durga & Prabhu (2011). Individualized leadership: A new multiple-level approach. *Leadership Quarterly*. 6(3), 413-450.
- Faisal, G, Tariq U., & Bashir M. N. (2011). Ethics and leadership skills in the public service. *Procedia Social and. Behavioural. Science*. 15, 2792-2796.
- Gillen, D. J., & Carroll, S. J. (1985). Relationship of managerial ability to unit effectiveness in more organic versus more mechanistic departments. *Management Studies*, 22(6), 668-676.
- Gregersen, H. B. (2013). Multiple commitments at work and extrarole behavior during three stages of organizational tenure. *Business Research*, 26, 31-47.
- Hackett, R. D., Lapierre, L. M. & Hausdorf, P. A. (2001). Understanding the links between works Commitment constructs. *Vocational Behaviour*, 58(3), 392-413.
- Hair, J. F., Anderson, R. E. & Tatham. R. L. (2011). *Multivariate data analysis (7<sup>th</sup> ed)*. Upper Saddle River, NJ: Pearson Prentice Hall.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2014). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*. 2nd ed., Sage, Thousand Oaks, CA
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43, 115–135.
- Iqbal, C., Anwar, A. & Haiders S. (2015). Ethics in in-service training. *Public Administration and Public Policy*, 86, 79-104.
- Ismail, A. (2017). Interaction between leaders and followers as an antecedent of job performance: an empirical study in Malaysia. *Pakistan Social and Management Science* 49(5), 198-216
- Jen, M. (2016). Leadership style and perception of effectiveness: Enlightening Malaysian managers. *Asian Social Science*, 5(2), 54-65.
- Katz, R. L. (1974). *Skills of an effective administrator*. Harvard Business School Press, Boston, Mass.
- Kehinde, M., & Banjo, B.(2018). The relationship of leadership skills and organizational performance among IPTA Academic leaders in Philippines. *Business & Entrepreneurship Journal*, 7(3), 145-165.
- Koontz, J. W (1997). Assessment of Meyer & Allen's Three-Component Model of Organizational Commitment In South Korea. *Applied Psychology*, 82, 961–973.
- Lake, H. (2000). The many faces of emotional leadership. *Leadership Quarterly*, 2(5), 493-504.
- Lewis, C.W. (2013). *The ethics challenge in public service: A Problem-solving guide*. Jossey-Bass, San Francisco, CA.
- Lilian, B. (2016). Effect of leadership skills on job-related tension and psychological sense of community in work organizations. *Bangladesh e-Journal of Sociology*, 8(2), 30-37.
- Malos, T, (2012). *Development of managerial performance: A research approach*. SouthWestern Publication Co., Cincinnati.



- March, H., & Simon. Z, (1958). *The nature of managerial work*. Harper and Row, New York.
- Mark L. (2016). The moderator role of followers' personality traits in the relations between leadership skills, two types of task performance and work result satisfaction. *European Journal of Work and Organizational Psychology*. 24(3) 444-461
- Maritz, T. A., (2015). The job(s) of management. *Industrial. Relation and Economics*, 13(2), 97-110.
- Meyer, J. P. & Allen, N. J. (1991). *Commitment in the workplace: Theory, research and application*. SAGE Publications Incorporated, Thousand Oaks.
- Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of vocational behaviour*, 61, 20–52.
- Mccall, Z. (2008). *The nature of managerial productivity*. Row, New York.
- Mowday, M. D., Marks, M. A. P., & Steer, R. (1982). Development of leadership skills: Experience and timing. *Leadership Quarterly*. 1(1), 87-114
- Nierhoff, A., & Moorman, A. (1993). The effect of leadership styles on firm performance in Ghana. *International Journal of Marketing Studies*, 1(1), 177-185.
- O'Reilly, C. A., & Chatman, J. A. (1996). Culture as social control: Corporations, cults, and commitment. In B. M. Staw & L. L. Cummings (Eds.), *Research in organizational behavior: An annual series of analytical essays and critical reviews*, Vol. 18, pp. 157-200). US: Elsevier Science/JAI Press.
- Nasir, H. M., Nordin, R., Seman, S. A., & Rahmat, A. (2014). The relationship of leadership skills and organizational performance among IPTA Academic Leaders in Klang Valley Area, Malaysia. *Business & Entrepreneurship Journal*, 3(2), 45-65.
- Packard, T. (2009). *Leadership and performance in human services organizations*. In: The Handbook of Human Services Management. Pp 143-164.
- Paracha, M. U. (2017). Impact of leadership skill on employee performance and mediating role of job satisfaction" study of private school (educator) in Pakistan. *Global Journal of Management and Business Research*, 12(4), 54-64.
- Qaisar, A. T. & Sara U. (2009). The Relationship between Leadership Styles and Employees' Job Satisfaction in Small and Medium Enterprises (SMEs). *Pakistan Social and Management Science* (47)2, 269-292
- Rao, I. A., (2017). Understanding leadership: some key issues and perception with reference to India's freedom movement. *Asian Journal of Social Sciences*, 11(1), 1-26.
- Rana, J., & Malik A. (2016). Public accountability system: Empirical assessment of public sector of Malaysia. *Asian Journal of Scientific Research*, 8(2), 225-2368.
- Ristow, G. (1998). *The importance of flexible leadership*. San Francisco, CA, Society for Industrial Organizational Psychology
- Ristow, A., Amos, T. & Staude, G. (1999). Transformational leadership and organisational effectiveness in the administration of cricket in South Africa", *South African Journal of Business Management*, 30(1): 1-5.
- Romzak, O. K. (2010). Relationship between employee performance, leadership styles and emotional intelligence in an organization. *IOSR Journal of Humanities and Social Science (IOSR-JHSS)*, 8(2), 53-57.





- Warr, M. (2011). Organizational leadership and employee commitment. *Handbook of Employee Commitment*. 22-305.
- Wiener, D, & Verdi, S. (1980). *Small groups and political behavior: A study of leadership*. Princeton University Press.
- Widayanti, A. T., & Putranto, N. A. R. (2015). Analyzing. The Relationship between Transformational and Transactional Leadership Style on Employee Performance. *Journal of Business and Management*, 4(5), 561-568.
- Yamane Y. (1986). *Statistics: An introductory Analysis 3<sup>rd</sup> Ed*. New York: Harper and Row Publisher.
- Yao, L., Woan, K. S., Li, F., & Ahmad, M. H. (2017). The relationship between leadership skills and employee engagement: Evidences from construction companies in Malaysia. *The Social Sciences*, 12(6), 984-988.