

Journal of Economics and Business

Jekelle, Helen Elena. (2021), Leadership Styles Dimensions and Organizational Commitment Nexus: Evidence from a Public Sector in Nigeria. In: *Journal of Economics and Business*, Vol.4, No.1, 255-271.

ISSN 2615-3726

DOI: 10.31014/aior.1992.04.01.336

The online version of this article can be found at:
<https://www.asianinstituteofresearch.org/>

Published by:
The Asian Institute of Research

The *Journal of Economics and Business* is an Open Access publication. It may be read, copied, and distributed free of charge according to the conditions of the Creative Commons Attribution 4.0 International license.

The Asian Institute of Research *Journal of Economics and Business* is a peer-reviewed International Journal. The journal covers scholarly articles in the fields of Economics and Business, which includes, but not limited to, Business Economics (Micro and Macro), Finance, Management, Marketing, Business Law, Entrepreneurship, Behavioral and Health Economics, Government Taxation and Regulations, Financial Markets, International Economics, Investment, and Economic Development. As the journal is Open Access, it ensures high visibility and the increase of citations for all research articles published. The *Journal of Economics and Business* aims to facilitate scholarly work on recent theoretical and practical aspects of Economics and Business.



ASIAN INSTITUTE OF RESEARCH
Connecting Scholars Worldwide



Leadership Styles Dimensions and Organizational Commitment Nexus: Evidence from a Public Sector in Nigeria

Helen Elena Jekelle¹

¹ Faculty of Management and Social Sciences, Baze University, Abuja, Nigeria

Correspondence: Helen Elena Jekelle, Faculty of Management and Social Sciences, Baze University, Abuja, Nigeria Tel: +2348037007137 / E-mail: helen.jekelle@bazeuniversity.edu.ng

Abstract

Scholarly works have shown that one of the outstanding factors of organizational commitment has been leadership, which relates to the style adopted by the leader and the impact it has on the commitment level of employees for performance. The aim of this research was to explore the effect of leadership styles on organizational commitment. Transformational, transactional, and laissez faire styles of leadership were examined. A cross-sectional survey of 151 employees at a public sector agency in Abuja, Nigeria, was conducted. The research employed a quantitative approach to the collection of data using questionnaire administration. All questionnaire items were assessed using the five-point Likert scale. Inferential statistics in research was carried out using multiple regression technique to substantiate the survey findings. Based on the Great man theory, Contingency theory and Behavioural theory, the study confirms that transformational, transactional and laissez faire leadership styles and organizational commitment were statistically associated. In terms of contribution to the model, the explanatory variables jointly contributed 68.2 percent in explaining organizational commitment. On individual contribution, transformational leadership style contributed the most, 58.6 percent to the model while transactional leadership style contributed 11.8 percent to the model and finally laissez-faire leadership style contributed 11.2 percent to organizational commitment in the study context. The study therefore recommends that AEA should use continuous transformational leadership style practices to sustain high employee commitment and organizational effectiveness. Also, AEA should apply a bit of both transactional and laissez faire leadership styles from time to time depending on the situation of things at the workplace as there is no particular leadership style that is one-size fit all but depends on situation at hand. One realistic implication that could be learned from this study is that in order to minimize employee turnover, managers need to implement affirmative strategies that will benefit the establishment.

Keywords: Employee Commitment, Laissez Faire, Leadership Style, Transactional, Transformational

1. INTRODUCTION

This scholarly work intends to reflect on the compatibility of an ideal leadership style that will lead to greater employee commitment. Also, it intends to identify how organizational managers' leadership styles influence the commitment of the members of staff of the organization. Demir (2017) has point out how the concepts of

leadership and organizational commitment are amongst the most significant and remarkable topics in the management space, especially on the increase of number of studies in recent years.

Previous works of research such as Fasola, Adeyemi & Olowe (2013), Bushra, Usman and Naveed (2011), Sá and Lemoine (1998) and Bycio, Hackett and Allen (1995) indicate that the style of leadership an organization employs usually influences the loyalty of the employee to the organization. When workers feel a high level of job satisfaction, they increase the level of productivity in the organization thereby adding to the success of the establishment (Malik, Saleem & Naeem 2016). Studies have shown that employee commitment to an organization is a direct replica of the type of leadership style the organization follows. Productivity, and quality of service of production are reduced when an organization has poor leadership; also poor leadership will increase workers' turnover and absenteeism (Aung 2018). Royal (2012) mentioned how high levels of commitment, are not sustainable when it is devoid of working conditions that encourage the worker. In pursuance of keeping them committed over time, da Silva, Nunes, & Andrade (2019) identified two main rudiments namely, (a) optimized functions and (b) an environment of support for employee commitment. Thus, in both, there is direct action from managers.

Numerous definitions of leadership have been given by many researchers (Boseman 2008; Amagoh 2009; Bryman 2013; Michie & Zumitzavan 2012). A basic component in these definitions is that of leadership being about "influence and goals of the organization". Rauch & Behling (1984) define leadership as the process of persuading the actions of a group towards goal attainment. Also, Jaques & Clement (1994) state that leadership is the process in which a person puts the objectives for one or more other persons, and persuades them to move together with him or her and with each other in that direction with competence and full dedication to achieve these objectives. Furthermore, Northouse (2010) defines leadership as a process by which one person influences a group of people to achieve the central aim of any organization. However, some researchers think that leadership is associated with the management process. A case in point is Bowditch & Buono (2001) who contend that leadership can be defined as the process by which a person who acts as a manager takes on a unique responsibility for a wide range of duties that are achieved mainly through the work of other people.

In all, most of the scholars and practitioners agree that employees' performance, commitment, and satisfaction in any organization generally depend on the quality of its leadership (Ristow, Amos, & Staude, 1999). That is why leadership is usually considered as the ability to influence subordinates (their behaviour and attitude) and/or to transform the organization (Conger & Kanungo, 1987; House, 1976). In other words, in this competitive age, organizations are in need for such leaders who can align the organization with competitive challenges and can motivate the workforce to exert extra efforts to achieve organizational goals.

i) Dimensions of Transformational leadership

Bass (1985) operationalized transformational leadership through his development of the Multifactor Leadership Questionnaire (MLQ), which has symbolized the major tool for measuring transformational leadership. The first version of the MLQ comprised of three dimensions of transformational leadership, comprising charisma, individual consideration, and intellectual stimulation. In subsequent versions of the MLQ, the charisma factor was separated into two elements ensuing in the four elements of: i) idealized influence, ii) inspirational motivation, iii) individual consideration, and iv) intellectual stimulation (Bass & Avolio, 1995).

Idealized Influence was described by Abeysekera (2011) as having transformational leaders who act in ways that lead to their followers becoming role models. These leaders are valued, revered and trusted. Followers identify with and want to imitate the leaders.

Transformational leaders inspire their followers to render efforts beyond their interest in idealized influence, for the achievement of common goals. The explanation is that the stimulating vision and priorities are structured through this leadership style (Dionne, Yammarino, Atwater, & Spangler, 2004).

Transformational leaders are highly regarded, efficient, and trusted by their workers in line with this, as well as serving as a role model. Leaders with an ideal mindset take chances and are steadier when high moral and ethical expectations are stressed (Bass & Riggio, 2006). In addition, transformational leaders are innovative thinkers who give explicit intentions and provide their followers with the resources they need to achieve their goals (Suifan, Abdallah, & Al Janin 2018). The idealized impact behavior includes employees in the implementation process, makes employees feel that their views matter, encourages employees to demonstrate self-determination, and makes employees feel secure about their work (Rezvani, Dong, & Khosravi 2017). When win over supporters to realize their goals, transformational leaders become trainers for assisting their followers achieve their aims.

ii) Inspirational motivation

Inspirational motivation refers to how leaders can motivate their followers to achieve a state of inspiration that enhances their ingenuity, innovation, and ability to do their utmost to help achieve goals for their organization (Vuković, Damnjanović, Papić-Blagojević, Jošanov-Vrgović, & Gagić, 2018). It is important for leaders to eradicate doubts and fears for their followers through the use of inspirational motivation and encourage them to believe in change for the application of an effective change initiative. Leaders who empower staff successfully will match the values of employees with the values of the company (Carroll 2020). Furthermore, inspirational motivation provides an opportunity that enhances the cognitive and behavioral habits of followers to embrace difficult tasks and produce desirable results. Here, leaders build up and set off the staff to conform to the organization's mission and vision. Leaders steer their followers with inspiring encouragement by cultivating the enduring team spirit amongst them (Antonakis, Avolio, & Sivasubramaniam, 2003; Bass & Riggio, 2006). Leaders inspire their staff to introduce new methods and strategies to deal with old hitches (Amin, Akram, Shahzad, & Amir 2018).

iii) Individualized consideration

Individualized consideration is the aspect of transformative leadership where leaders give their followers individualized attention and understand each of their differences and efforts (Garcia-Morales, Jiménez-Barrionuevo, & Gutiérrez-Gutiérrez 2012; Hannah, Schaubroeck, & Peng, 2016; Jirawuttinaunt, 2013; Lin, 2014). Bass (1985) notes that an intricate aspect of an individualized consideration is to mentor and grow followers. It also applies to the participation of individuals in an organization's process of change (Long, Yusof, Kowang, & Heng 2014). Individualized consideration is characterized as the degree to which the front runner recognizes and appreciates the influence of each follower on the group, takes care of the needs of each individual and acts as a mentor. With regard to the outcomes of Odumeru and Ogbonna (2013), where the leader achieves and enhances each person in the group's self-fulfillment and self-respect, empowering them to achieve more and develop. In order to take that factor into account in decision making in any case, the leader must be keen on the development needs of the follower. (Jiang, Zhao & Ni, 2017). Murigi (2019) argues that there must be good communication skills and strong faith between the leader and the supporters to achieve a balance between organizational prosperity and each person's needs.

iv) Intellectual stimulation

A central component of transformational leadership is intellectual stimulation. Transformational leaders inspire the efforts of their followers to "to be innovative and creative by questioning assumptions, reframing problems, and tackling old circumstances in innovative techniques" (Avolio & Bass, 2002). In addition, in intellectual stimulation, the faults of followers are not publicly blamed and freely stimulated by imagination. Transformational leaders call for feedback and innovative solutions to challenges from their followers, including problem solving followers. The intellectually stimulating leader motivates supporters to pursue new approaches.

Furthermore, by intellectual stimulation, transformational leaders motivate supporters to query their own beliefs, assumptions, and values, and, when appropriate, those leaders, which may be old-fashioned or incompatible for solving existing problems (Bass & Avolio, 2004; Elkins & Keller, 2013; Sundi, 2013). Also, Anjali and Anand

(2015) affirm that intellectual stimulation leads to the development of employee commitment to the organization.

This, in turn, has consequences for the organization's ability to accomplish results based on employees' commitment and hard work (Anjali & Anand, 2015). Empirically, Cheung and Wong (2011) state a positive relationship between leadership styles of intellectual stimulation and the imagination of employees that require and invigorate employees to search for creative methods for their work (Yunus & Anuar, 2012). Bhatia (2013) addressed how leaders understand that creativity is what drives growth in profitable, high-growth companies. The study agrees that workers with a common persistent growth mindset and shared enthusiasm for problem solving are achieving innovation. Likewise, creativity is recognized on an organization's knack for identifying market opportunities and as a result, build a sustainable innovation organization from this (Burton & Thakur, 2009).

v) Dimensions of Transactional leadership

The fragment of one leadership style that focuses on supervision, organization, and efficiency is transactional leadership or transactional management; it is a critical part of the Full Range Leadership Model. Transactional leadership is a leadership style in which, through both rewards and punishments, leaders promote obedience by followers.

Transactional leaders are able to keep followers focused for the short term through a system of incentives and punishments. Those using the transactional method are definitely not considering transforming the future, in comparison to transformational leaders. Transactional leadership "arises when an individual takes the drive in creating interaction with others for the aim of an exchange of valued things" (Burns, 1978).

There are three dimensions of transactional leadership styles (Bass, & Avolio, 1990):

a. Contingent Reward

This style exchanges reward for effort and encourages reward and appreciation for good results. In return for mutually approved goal achievement, it offers various kinds of incentives. Contingent incentives include actions designed to clarify performance standards and to build the credibility of followers who will obey valued rewards (verbal or tangible) in return for good performance.

b. Management-by-Exception (Active)

This type examines any deviation from the regulation and corrects any amendments when they occur. Active management by exception includes monitoring for deviances from regulations and guidelines and taking remedial measures. Active management-by-exception practices aimed at proactively avoiding future issues until they occur (Bass, & Avolio, 2006).

c. Management-by-Exception (Passive)

This style guards and only get involved when it does not reach the norm. Management-by-Exception (Passive) requires interfering only if requirements are not met. Management-by-exception (passive) requires monitoring for deviances from the planned expectations and standards of efficiency, and providing input to correct deviations from the norm.

vi) Organizational Commitment

Organizational commitment as defined by Porter, Steers, Mowday, & Boulian (1974), is the strength of an individual's association and involvement within a particular organization. The organizational commitment epitomizes a relationship between the worker and the organization that includes employee job satisfaction (Nidadhavalu, 2018). Scholarly works have shown that organizational commitment remains one of the most studied phenomena in the works of literature related to organizational behaviour for the reason related to its relationship with job satisfaction and job performance of the employees (e.g. Hakim, & Viswesvaran, 2005; Simmons, 2005). Allen and Meyer, (1990) describe organizational commitment as a multidimensional construct that embraces positive feelings and a sense of belonging to the company (affective dimension), moral duty and identification with the norms of the organization (normative dimension) and the needs of the

employee to remain in the organization (dimension of continuance). Furthermore, Allen and Meyer (1990) summarize that an employee with strong affective commitment will remain working for a company because he or she **wants to**; and an employee with strong continuance commitment will remain working for a company because he or she **needs to**; and finally an employee with strong normative commitment will remain working for a company because he or she thinks that he or she **ought to**. However, this extant study conceptualizes organizational commitment to affective commitment only. The choice of affective commitment only is based on the fact that studies have identified affective commitment as the most influential component in predicting workplace commitment and performance (Meyer, Stanley & Parfyonova, 2012; Tasnim, Yahya, & Zainuddin 2014). These studies and more have established the affirmative gains of affective employee commitment, both to the organization generally, and the employee to be specific.

1.1 Problem Statement

Leaders provide direction for an organization (Belias & Koustelios, 2014). Although, leaders are incapable to perform and accomplish the organization's goals without commitment from employees (Manning & Robertson, 2016). When employees experience a high level of job satisfaction, they enhance the level of productivity in the organization thereby adding to the success of the firm (Malik, Saleem & Naeem 2016). Numerous leadership concepts within the last century have affected the general effectiveness of organization's productivity (Muogbo, 2013). The absence of effective leadership is a serious problem prevalent in several organizations. It is evident that the resultant outcome is poor workers' performance. This study looks at the appropriate leadership style that will lead to high employee commitment to the organization.

1.2 Objectives of the Study

- i. To examine the transformational leadership style on organizational commitment
- ii. To investigate the influence of transactional leadership style on organizational commitment
- iii. To examine the impact of laissez faire leadership style on organizational commitment

2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Leadership is dynamic and multifaceted with numerous dimensions and no single definition (Nikolic & Robinson, 2013; Yanney, 2014). One view is that leadership is a process in which the leader uses power and influence to direct followers in their activities to accomplish the goals of an organization (Franco & Matos, 2015). Other researchers asserted that leadership is a science of encouraging persons to participate voluntarily in the achievement of individual and organizational targets (Bohlooli & Ghahari, 2014; Moghadam & Chakherlouy, 2014; Nanjundeswaraswamy & Swamy, 2015). Leadership is also a behaviour that involves the way an individual behaves and expedites actions in motivating and stimulating individuals to pursue and achieve the organization's goal (Arham, 2014). Advancing a definition of leadership, Nikolic and Robinson (2013) explained leadership as the practice of virtuous characteristics in inspiring followers to accept and work towards goals that will benefit the organization. By contrast, Crossan, Mazutis, Seijts, and Gandz (2013) defined leadership as individuals who can utilize their best capabilities to enable and support others in achieving the company's objectives at the highest level, and by extension contribute positively to society.

The leader's role extends beyond personal abilities and includes creating and sustaining balance in the organization through employees' empowerment and satisfaction (Bambale, Girei, & Barwa, 2017). An alternative view is that the role of the leader is to influence and engage persons in attaining the organization's goals in a complex business environment (Marques, 2015). Effective leaders, according to Taylor, Cornelius, & Colvin (2014), are individuals who secure the relevant knowledge and skills to assess and respond appropriately to issues that affect the operations of their organizations. Leaders, who understand their role, could be in a better position to identify and develop the skills necessary to practice the leadership style that aligns with varying situations (Taylor et al., 2014).

The framework of this study identified transformational leadership style, transactional leadership, and laissez faire leadership style and organizational commitment.

The two most popular theories related to leadership styles are transformational, and transactional leadership styles founded by Burns (1978) and further developed by Bass in 1985. The fundamental premise of the transactional theory involves the use of reward and punishment to influence followers' behaviour (Bass, 1985). Studies have shown that since 2000, the transactional and transformational styles of leadership occurred as the epicenter of interest amongst scholars (e.g. Franco & Matos, 2015; Özer & Tinaztepe, 2014). This goes to show how significant these two styles of leadership to organizations.

2.1. Transformational Leadership Style and Organizational Commitment

In a study conducted by Avolio, Zhu, Koh, & Bhatia. (2004) on staff nurses in a public hospital in Singapore indicated that transformational leadership positively affects organizational commitment. Also, Limsili and Ogunlana (2008) assert that transformational leadership is a better leadership style and workers' productivity and organizational commitment is expedited by transformational leadership. Furthermore, Ismail and Yusuf (2009) examined the impact of transformational leadership on followers' commitment and established that there is significant positive relation between these two variables. Transformational leadership is the most effective leadership style in determining organizational commitment of employees (Bushra, Usman and Naveed 2011).

In addition, a study conducted by Batool (2013) on the effect of leadership styles on organizational commitment in National Bank of Pakistan shows that each of charisma and intellectual stimulation/individual consideration traits of transformational leadership style exerts positive impact on the performance of employees and leading to the strong commitment for their organization. The study resolves that transformational leadership style is more suitable in encouraging performance in NBP than transactional leadership style. In view of that, the study commends that National Bank of Pakistan should adopt transformational leadership style.

Moreover, Marmaya, Hitam, Torsiman and Balakrishnan (2011) study which examined the employees' perceptions of leadership style among Malaysian managers and its impact on organizational commitment found that leadership tends to be more transformational than transactional. From the foregoing, the hypothesis for analysis is posited in alternate form thus:

H1: Transformational leadership style is significantly related to organizational commitment.

2.2. Transactional Leadership Style and Organizational Commitment

Hayward, Goss and Tolmay (2004) remarked that transactional leadership has more positive correlation with employee commitment than transformational style. However, Alkahtani, (2015) discussed how transactional leadership styles that consist of contingent reward, management by exception (passive) and management by exception (active) are weakly related to organizational commitment since employees have a tendency to circumvent those leaders who just get involved when difficulty arises.

Also, a study conducted by Lo, Ramayah, & Min (2009) examined leadership styles and employees' organizational commitment in Malaysia manufacturing industry. The aim of the study was to ensure the successful management of employees and to improve productivity and achievements of an organization. The sample size of the study was 156 participants. The authors found that several dimensions of transactional and transformational leadership have positive relationship with organizational commitment but the impacts are stronger for transactional leadership style. Similarly, transactional leadership has been found to have significant relationship with organizational commitment (Alqudah, 2011).

Furthermore, in the Nigerian context, a study conducted by Fasola, Adeyemi & Olowe (2013) examined the relationship between transformational, transactional leadership style, and their dimensions on the organizational commitment among Nigerian banks' employees. The study's target population covered all employees in banks within Ibadan. The sample was made up of 80 employees from 10 banks randomly selected. The instrument used

for the study was tagged MLQ and OCQ. Correlation coefficient and multiple regressions were used to analyze the data. The results of the study showed that there is a positive relationship between transformational, transactional leadership, and organizational commitment. Furthermore, the results discovered that the impact of transactional leadership styles on the commitment of banking employees in Nigeria are more effective than the transformational style. Consequently, this style of leadership is not significantly inducing employees' commitment. However, the results of the study showed that the impact of transactional leadership styles on the commitment of banking employees in Nigeria is more effective than the transformational style. Hence, another proposition is postulated thus:

H2: Transactional leadership style is significantly related to organizational commitment.

2.3. Laissez Faire Leadership style and Organizational Commitment

Laissez faire as a leadership style is described by its physical presence but absent in leadership (Lewin, Lippitt, & White, 1939). It is defined as "leaders who avoid making decisions, hesitate in taking action, and are absent when needed" (Piccolo, Bono, Heinitz, Rowold, Duehr, and Judge 2012). Laissez-faire leaders allow their subordinates to take decisions and attain their goals by reducing the cognitive disagreement at the workplace (Aronson & Mills, 1959). Other leadership styles assume some control over subordinates and enhance the performance (Bennis, 2007). Equally, controlling the subordinates can be obvious misuses of autonomy, (Gagné, & Deci, 2005; Spreitzer, De Janasz & Quinn, 1999). In the recent past, Bhatti, Maitlo, Shaikh, Hashmi, and Shaikh (2012) commented how laissez-faire style of leadership comprises "non-interference policy, allows complete freedom to all workers and has no particular way of attaining goals."

In a study by Sorenson, (2000), laissez faire leadership style was found positively associated with employee commitment. Also, Wallace, de Chernatony, & Buil (2013) found a positive connection between laissez-faire leader and employee commitment. Likewise, Huynh (2014) and Lee (2005) in their study found mixed results about laissez-faire leadership, where a positive relationship was discovered with continuance commitment and affective commitment. However, there are other earlier empirical studies that answered for laissez-faire leadership style influencing employee commitment positively (e.g. Pahi, Hamid, Umrani & Ahmed, 2015; Garg, & Ramjee, 2013; Alqudah, 2011; Pahi, Shaikh, Abbasi, & Hamid, 2018). Following the above discussions, herein is another hypothesis formulated in an alternate form for analysis:

H3: Laissez faire leadership style is significantly related to organizational commitment.

2.4. Theoretical Framework

Leadership theories are schools of thought brought forward to describe how and why certain individuals become leaders. The theories emphasize the traits and behaviours that individuals can embrace to enhance their own leadership abilities.

1. Great Man Theory

According to the Great Man Theory (which should perhaps be called the Great Person Theory), leaders are born with just the right traits and abilities for leading – charisma, intellect, confidence, communication skills, and social skills. The theory suggests that the ability to lead is inherent – that the best leaders are born, not made. It defines leaders as courageous, symbolic, and designed to rise to leadership when the situation arises. The term "Great Man" was adopted at the time because leadership was reserved for males, especially in military leadership. The Great Man Theory believes that the inherent traits that one is born with contribute to great leadership.

2. Contingency Theory

The Contingency Theory emphasizes different variables in a specific setting that determine the style of leadership best suited for the said situation. It is founded on the principle that no one leadership style is applicable to all situations. Renowned leadership researchers Hodgson and White (2003) consider the best form of leadership as one that finds the perfect balance between behaviours, needs, and context. Respectable leaders possess both the ideal qualities as well as have the intuition to appraise the desires of their followers and the

current state of affairs. In a nutshell, the contingency theory submits that good leadership is an admixture of various important variables. Gill (2011) clarifies that contingency theories indicate that there is no single best leadership style. Depending on the essence of the scenario and the followers, effective and determined leaders will use different types.

Today, the contingency approach to management remains prominent, but it is not without critique. Gill (2011) suggests that two of the major critiques of theories of contingency are that they do not account for the leader's position or how styles shift. While these theories help to account for the significance of the situation, they do not clarify the mechanisms behind how leadership styles differ according to the situation.

3. Behavioural Theory

In Behavioral theory, the focus is on the specific behaviours and actions of leaders in lieu of their personalities or features. The theory indicates that the outcome of several acquired skills is productive leadership. To lead their followers, individuals need three primary skills-technical, human, and conceptual skills. Technical abilities denote the awareness of the method or strategy of a leader; human abilities suggest that one is able to communicate with other people; whereas conceptual skills empower the leader to come up with ideas for operating the firm or association efficiently. The Behavioral Theory necessitates learning the aptitudes needed to turn into an effective leader.

3. METHODOLOGY

3.1 Research Design

Parahoo (2006) defines a research design as “a plan that describes how, when, and where data are to be collected and analysed”. Additionally, Burns & Grove (2007) define it as a “blueprint for the conduct of a study that maximizes control over factors that could interfere with the study’s desired outcome”. However, before making the choice of design and method, the researcher must understand the purpose of the research and the objectives of the research design in supporting the study (Parahoo 2006). The only clear rule in selecting a design is that the question dictates the design. There are different types of research: quantitative, qualitative and mixed method. This study chose a quantitative method. Welch, Plakoyiannaki, Piekkari, and Paavilainen-Mäntymäki (2013) indicate that a quantitative method is appropriate to examine the relationship between two or more variables in the study, and is mainly relevant for theory testing. The quantitative method was appropriate to examine the relationship between the independent variables and the dependent variable in the study. Furthermore, the quantitative method is important to compare two groups or to determine the existence of a relationship between two or more variables in the study (Tsang, 2014). Allwood (2012) indicates that a quantitative method is appropriate to analyse quantifiable and numerical data in the research.

3.2 Population of the Study

Kombo & Tromp, (2006) describe population as a group of individuals, objects or items from which samples are taken for measurement. It is a complete set of individuals, cases or objects with some common observable characteristics (Mugenda & Mugenda 2008). They are the larger groups from which a sample is taken. The study area of this study is public sector represented by Abuja Enterprise Agency (AEA) and the population size is two hundred and forty-eight (248).

3.3 Sample Size and Sampling Technique

In statistical analysis, sampling is a process used in selecting a predetermined number of observations taken from a larger population. A sample size of 151 was drawn from the population of 248 research participants who were purposively selected. The key aim of purposive sampling is to focus on particular characteristics of a population that are of interest, which will best enable one to answer one’s research questions.

4. DATA ANALYSIS AND DISCUSSION

4.1 Response Rate

A response rate measures the level of success or quality achieved in collecting survey data (Garrison-Mogren, 2007). In other words, response rate is a ratio of the number of people who respond to a study to the estimated sample size for the study.

Response rate is one of the most significant pointers of survey quality as it displays the demographic representativeness within the range studied. The researcher administered 151 questionnaires to employees of the government agency in Abuja in Nigeria. The findings of response rate presented in Table 1

Table 1: Response Rate

Questionnaire	Numbers	Percentage
Correctly filled	110	73
Not returned	41	27
Total	151	100

The results indicate that out of 151 questionnaires that were distributed to participants, 110 were completely and correctly filled and returned, which is 73% response rate, while 41 or 27 percent were not completely or correctly returned. Sekaran (2003) recommends a minimum of 30 percent response rate as suitable for a survey research. Hence, the response rate in this study was a sufficient representation of the target population that can be reliable for data analysis.

4.2 Reliability Statistic

As the original questionnaire was adapted from various previous research papers, the reliability of the questionnaire questions need to be measured. Cronbach alpha was computed and utilized to examine the reliability of the variables of the study. Cronbach alpha is a significant concept in the estimation of assessments and questionnaires as high-quality tests are central to examine the reliability of data supplied in a research study. To do this, the reliability of the scale was measured using the Cronbach's alpha. With the aid of SPSS, the reliability of the questions of each variable was computed. The results as presented in Table 2 reveals a Cronbach alpha of .792 which is higher than the threshold of 0.7.

Table 2: Reliability Statistics

Cronbach's Alpha	N of Items
.792	4

4.3 Assumptions of Multiple Linear Regression

Key assumptions for multiple regression exist. For multiple regression, the dependent or independent variables have to be an interval or scale level variable which is normally distributed in the population from which it is drawn. Figure 1 confirmed to the normally distributed feature. That is the error, or residual, is normally distributed

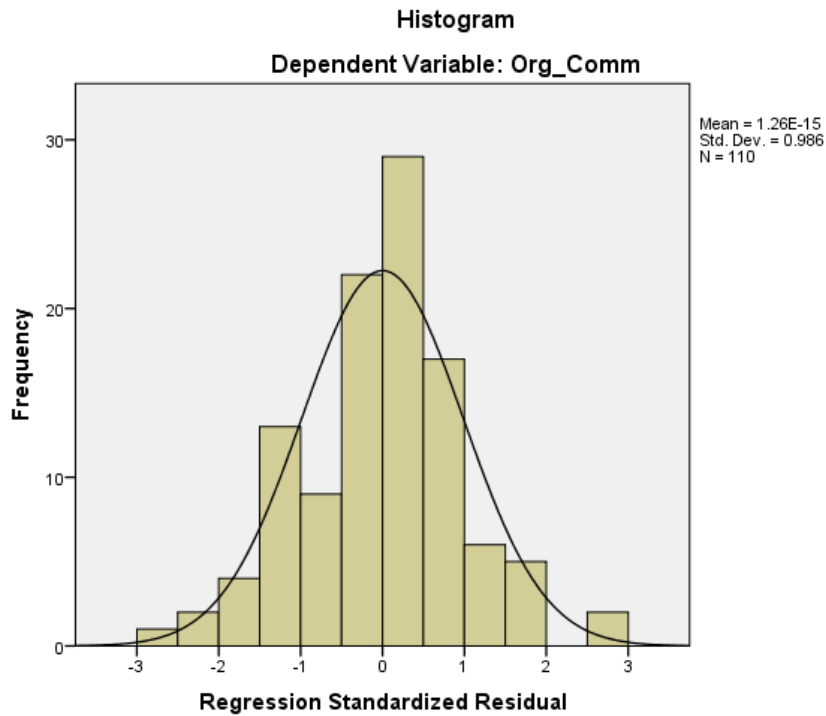


Figure 1: Normality Histogram

Another assumption to take care of, prior to the consideration of the analysis proper is the linearity assumption (Leech, Barrett, & Morgan, 2008). From the Linearity probability plot (Figure 4.2) above, the variables are clustered very closely along the regression line; indicating that the data are well suited for this study and analysis.

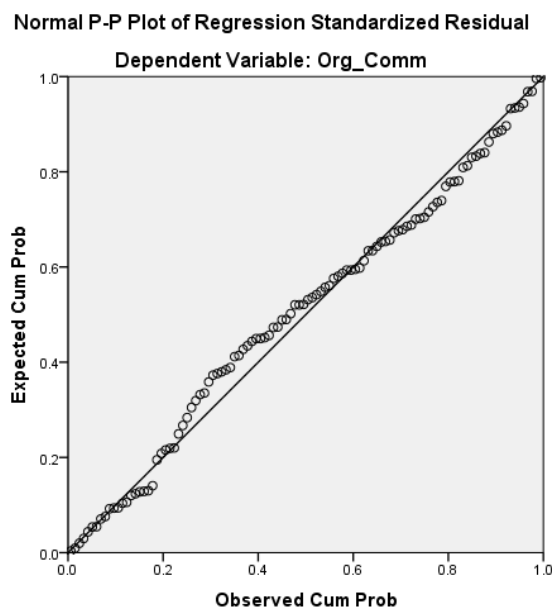


Figure 2: Linearity P-P Plot

Next in line is the multicollinearity which occurs when two or more independent variables contain much of the same information. The study used Collinearity statistics (variance inflation factors (VIF) and Tolerance values) for each variable to check for multicollinearity. . Field (2005) suggests that Multicollinearity would be suspected if tolerance figures are below 0.10 or if VIF statistics are higher than 10.0. Multicollinearity statistics show Tolerance values among independent variables (Trsfmational, Trnxnal, and Laissez_Faire) as .646, .728, and

.816 respectively while Variance Inflation Factors (VIFs) showed a value of 1.547, 1.374, and 1.225 respectively. These figures suggest that Multicollinearity is not suspected amongst the independent variables. Finally, homoscedasticity test was carried out to determine if the data was equally scattered from the centre, thus implying that the variances of the data from the mean were equal. Figure 3 displays the results for the test for homogeneity.

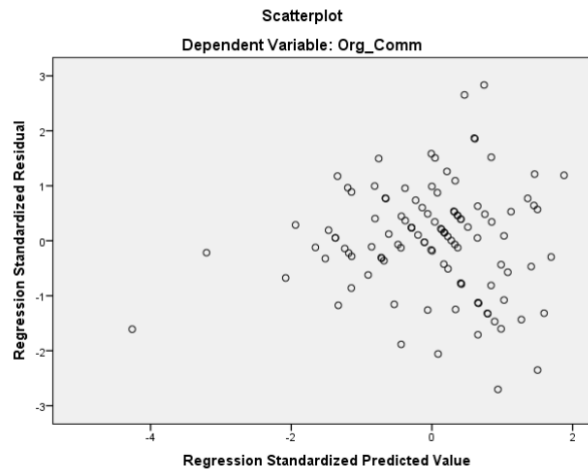


Figure 3: Homoscedasticity Scatterplot

4.4 Regression Analysis

Table 3, shows the coefficient of determination (R square) value of 0.682, which indicates that 68.2% of the variance in organizational commitment was explained by the Model. That is, the dimensions of leadership styles jointly contributed 68.2 percent in explaining organizational commitment.

Table 3: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.826 ^a	.682	.673	1.713	1.623

a. Predictors: (Constant), Laissez_Faire, Trnxnal, Trsfmational

b. Dependent Variable: Org_Comm

Also, Table 4 (ANOVA) shows a sig value of .000, which indicates that any of the three leadership styles could predict the model. From this table, it was revealed that these variables (leadership styles) were significant to organizational commitment ($p=.000$). This finding led to further studies into probing their individual significance.

Table 4: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	668.394	3	222.798	75.914	.000 ^b
	Residual	311.097	106	2.935		
	Total	979.491	109			

a. Dependent Variable: Org_Comm

b. Predictors: (Constant), Laissez_Faire, Trnxnal, Trsfmational

Table 5 (Coefficients) reveals that the three leadership style under study transformational and transactional and laissez faire leadership styles were seen to be significant, in terms of contribution to Organizational Commitment. The beta weights shows that transformational leadership style contributed .673 or 67.3 percent, while transactional leadership style contributed .152 or 15.2 percent to organizational commitment. Similarly,

laissez faire contributed .129 or 12.9 percent to organizational commitment which is also significant and therefore, significantly contribute to organizational commitment.

Table 5: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	4.270	1.324		3.225	.002		
	Trsfmational	.586	.059	.673	9.888	.000	.646	1.547
	Trnxnal	.118	.050	.152	2.363	.020	.728	1.374
	Laissez_Faire	.112	.053	.129	2.124	.036	.816	1.225

a. Dependent Variable: Org_Comm

4.4.1 Model Specification

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Y is the dependent variable (organizational commitment)

β_0 = Constant

β_1 = Coefficient of Transformation Leadership Style

β_2 = Coefficient of Transactional Leadership Style

β_3 = Coefficient of Laissez faire Leadership Style

X1 is Transformation Leadership Style

X2 is Transactional Leadership Style

X3 is Laissez faire Leadership Style

ϵ = Error term

$$\text{Org_Comm} = 4.270 + .586\text{Trsf} + .118\text{Trnxnal} + .112\text{Laissez_Faire}$$

Thus, for every unit increase in Trsfmational, Organizational Commitment will go up by 0.586 units, provided the other variables (Trnxnal and Laissez_Faire) remain unchanged. For every unit increase in Trnxnal, Organizational Commitment will go up by 0.118 units, provided the other variables (Trsfmational and Laissez_Faire) remain unchanged. Finally, for every unit increase in Laissez_Faire, Organizational Commitment will go up by 0.112 units provided the other variables (Trsfmational and Trnxnal) remain unchanged.

4.5 Discussion of Findings

The results of the analysis specify that there is a significant relationship between Transformational leadership style and organizational commitment of AEA, Abuja. This implies that transformational leadership style (idealized influence, inspirational motivation, individual consideration, and intellectual stimulation) contribute significantly to organizational commitment (affective commitment) of AEA, Abuja. The study is in line with the finding of Ismail and Yusuf (2009), who in the course of examining the impact of transformational leadership on followers' commitment, established that there is significant positive relation between these two variables. The study is also in tandem with the findings of Batool (2013), who showed that each of charisma and intellectual stimulation/individual consideration traits of transformational leadership style exerts positive impact on the performance of employees which leads to the strong commitment for their organization. The study is also in tandem with the contingency theory which underscores diverse variables in a specific situation that determine the style of leadership best suited for the various circumstances. It is founded on the principle that no one leadership style is related to all situations.

Hypothesis 2, revealed that there is a significant relationship between transactional leadership style and organizational commitment (affective commitment) of AEA, Abuja. This implies that transactional leadership style contributes significantly to organizational commitment (affective commitment) of AEA, Abuja. This finding is in agreement with Hayward, Goss and Tolmay (2004) who stated how transactional leadership style

has more positive correlation with employee commitment than transformational style. Consequently, the study's findings are in harmony with Alqudah, (2011) who found transactional leadership style to have significant relationship with organizational commitment. Also, the study's findings are in tandem with Lo, Ramayah, & Min (2009) who found that several dimensions of transactional and transformational leadership have positive relationship with organizational commitment but the impacts are stronger for transactional leadership style.

In Hypothesis 3, the study found that there is a significant relationship between laissez faire leadership style and organizational commitment (affective commitment) of AEA, Abuja. This infers that laissez faire contributes significantly to organizational commitment (affective commitment) of AEA, Abuja. Laissez faire leadership style contributed the least to the model. Findings of this study can be seen to be in line with previous studies that accounted for laissez-faire leadership style influencing employee commitment to service quality positively (Pahi, Hamid, Umrani & Ahmed, 2015; Garg, & Ramjee, 2013; Alqudah, 2011; Pahi, Shaikh, Abbasi, & Hamid, 2018).

5. Conclusions and Recommendations

5.1 Conclusions

The following conclusions were drawn from the results of the findings:

i) There is a significant relationship between transformational leadership style and organizational commitment (affective commitment) of AEA, Abuja. This implies that transformational leadership style contributes to organizational commitment (affective commitment) of AEA, Abuja. Furthermore, transformational leadership style contributes most to the model.

ii) There is a significant relationship between transactional leadership style and organizational commitment (affective commitment) of AEA, Abuja. The implication is that transactional leadership style contributes significantly to organizational commitment (affective commitment) of AEA, Abuja. In addition, this leadership style contributes more than the laissez faire leadership style.

iii) There is a significant relationship between laissez faire and organizational commitment (affective commitment) of AEA, Abuja. This suggests that laissez faire contributes significantly to organizational performance (affective commitment) of AEA, Abuja. This leadership style contributed less than both transformational and transactional leadership styles.

5.2 Recommendations

Based on the study results, the following recommendations posit that AEA should use continuous transformational leadership style practices to sustain high employee commitment and organizational effectiveness. Also, AEA should apply a bit of both transactional and laissez faire leadership styles from time to time depending on the situation of things at the workplace as there is no particular leadership style that is one-size fit all but depends on situation at hand.

References

- Abeysekera, N. (2011). Relationship Marketing Perspective on Salespersons' Transformational Leadership Behaviour Effect, University of Colombo, Sri Lanka
- Alkahtani, A. H. (2015). The influence of leadership styles on organizational commitment: The moderating effect of emotional intelligence. *Business and Management Studies*, 2(1), 23-34.
- Allen N.J & Meyer J.P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organizations. *Journal of Organizational Psychos*, 63(1), 1-18.
- Allwood, C. (2012). The distinction between qualitative and quantitative research methods is problematic. *Quality & Quantity*, 46, 1417 – 1429. Doi: 10.1007/s11135-011-9455-8

- Alqudah, T. G. (2011). Leadership styles and organizational commitment, (Master of Business Administration Dissertation, Open University Malaysia).
- Amagoh, F., 2009. Leadership development and leadership effectiveness. *Management Decision*, 47(6), pp.989–999.
- Amin, W., Akram, U., Shahzad, F., & Amir, M. (2018). Impact of transformation leadership on affective employee's commitment. *European Online Journal of Natural and Social Sciences: Proceedings*, 7(1 (s)), pp-48.
- Anjali, K. T., & Anand, D. (2015). Intellectual stimulation and job commitment: A study of IT professional. *IUP Journal of Organizational Behaviour*, 14(2), 28-41.
- Antonakis, J., Avolio, B. J., & Sivasubramanian, N. 2003. Context and leadership: An examination of the nine factor full-range leadership theory using the multifactor leadership questionnaire. *The Leadership Quarterly*, Vol. 14, No. 3, pp. 261-295.
- Arham, A. F. (2014). Leadership and performance: The case of Malaysian SMEs in the services sector. *International Journal of Asian Social Science*, 4, 343-355. Retrieved from <http://www.aessweb.com/journal/5007>
- Aronson, E., & Mills, J. (1959). The effect of severity of initiation on liking for a group. *Journal of Abnormal and Social Psychology*, 59(2), 177-181.
- Aung, M. T. (2018). Relationship between Leadership Styles and Employee Commitment in Microfinance Industry in Yangon (Doctoral dissertation, Yangon University of Economics).
- Avolio, B. J., & Bass, B. M. (2002). Manual for the multifactor leadership questionnaire (Form 5X). Redwood City, CA: Mind garden.
- Avolio, B. J., Zhu, W., Koh, W., & Bhatia, P. (2004). Transformational leadership and organizational commitment: mediating role of psychological empowerment and moderating role of structural distance. *Journal of Organizational Behaviour*, 25, 951–968.
- Bambale, A. J., Girei, A. A., & Barwa, T. M. (2017). Leadership styles and workers' performance in small and medium scale industries in Adamawa State, Nigeria: A research model. *Journal of Economic Development, Management, IT, Finance, and Marketing*, 9(2), 14-23. Retrieved from <http://www.gsmijgb.com/Pages/JEDMITFM.aspx>
- Bass, B. M. 1985. Leadership and performance beyond expectations. New York: Free Press.
- Bass, B. M., & Avolio, B. J. (1990). Transformational Leadership: Manual for the Multifactor leadership questionnaire, Consulting Psychologists Press, Palo Alto, CA.
- Bass, B. M., & Avolio, B. J. 1995. The Multifactor Leadership Questionnaire. Palo Alto, CA: Mind Garden.
- Bass, B. M., & Avolio, B. J. (2004). Multifactor leadership questionnaire: Manual and sampler set. Mind Garden, Redwood City, CA.
- Bass, B. M., & Avolio, B. J. (2006). Multifactor leadership questionnaire, manual and sampler set. Redwood, CA: Mind Garden.
- Bass, B. M., & Riggio, R. E. (2006). Transformational leadership. Psychology Press.
- Batool, B. F. (2013). An empirical study on effect of transformational leadership on organizational commitment in the banking sector of Pakistan. *IOSR Journal of Business and Management*, 8(2), 38-44.
- Belias, D., & Koustelios, A. (2014). Leadership and job satisfaction: A review. *European Scientific Journal*, 10(8). Retrieved from <http://eujournal.org/index.php/esj>
- Bennis, W. (2007). The challenges of leadership in the modern world: introduction to the special issue. *American Psychologist*, 62(1), 2.
- Bhatti, N., Maitlo, G. M., Shaikh, N., Hashmi, M. A., & Shaikh, F. M. (2012). The impact of autocratic and democratic leadership style on job satisfaction. *International business research*, 5(2), 192.
- Bhatia, R. C. (2013). Principles of Management. Mumbai: Sterling Publishers.
- Bohlooli, H. S., & Ghahari, H. S. (2014). Evaluation of leadership role in promoting the activities of small and medium enterprises in Iran. *Omega Journal of Scientific Research*, 24-39. Retrieved from <http://www.sciomega.com/>
- Boseman, G., (2008). Effective leadership in a changing world. *Journal of Financial Services Professionals*, 62(3), pp.36–38.
- Bowditch, J.L. and Buono, A.F., (2001). A primer on organizational behaviour. 5th ed. New Jersey: John Wiley & Sons.
- Bryman, A., 2013. Leadership and organizations (RLE: Organizations). Oxon: Routledge Library Editions.
- Burns, J.M. 1978. Leadership. New York: Harper & Row.
- Burns, N. and Grove, S.K., 2007. Understanding nursing research: building an evidence-based practice. 4th ed. St. Louis MO: Saunders Elsevier.
- Burton, G., & Thakur, M. (2009). Management Today: Principles and Practice. New Delhi: McGraw-Hill.
- Bushra, F., Ahmad, U., & Naveed, A. (2011). Effect of transformational leadership on employees' job satisfaction and organizational commitment in banking sector of Lahore (Pakistan). *International journal of Business and Social science*, 2(18).

- Bycio, P.; Hackett, R. D., & Allen, J. S. (1995). Further assessments of Bass's conceptualization of transactional and transformational leadership. *Journal of Applied Psychology*, 4(80), 468-478.
- Carroll, A. H. Leadership Strategies for Implementing Organizational Change. Doctor of Business Administration, Walden University. November 2020
- Cheung, A.C.K., & Wong, P.M., (2010), "Effects of school heads' and teachers' agreement with the curriculum reform on curriculum development progress and student learning in Hong Kong", *International Journal of Educational Management*, Vol. 25 No. 5, pp. 453-473.
- Conger, J. A., & Kanungo, R. N. (1987). Toward a Behavioral Theory of Charismatic Leadership in Organizational Settings. *Academy of Management Review*, 12, 4, 637-647.
- Crossan, M., Mazutis, D., Seijts, G., & Gandz, J. (2013). Developing leadership character in business programs. *Academy of Management Learning & Education*, 12, 285-305. doi:10.5465/amle.2011.0024A
- da Silva, P. L., Nunes, S. C., & Andrade, D. F. (2019). Managers' leadership style and the commitment of their team members: associating concepts in search of possible relations. *Revista Brasileira de Gestão de Negócios*, 21(2).
- Demir, G. (2017). The Analysis of Transformational Leadership Behaviours and Their Relation with Organizational Commitment. *Southeast Europe Journal of Soft Computing*, 6(1).
- Dionne, S. D., Yammarino, F. J., Atwater, L. E., & Spangler, W. D. (2004). Transformational leadership and team performance. *Journal of organizational change management*, 17(2), 177-193.
- Elkins, T., & Keller R. T. (2003). Leadership in research and development organizations: a literature review and conceptual framework. *Leadership Quarterly*, 14, 587-606.
- Fasola O, Adeyemi M, Olowe F. (2013) Relationship between transformational, transactional leadership style and organizational commitment among Nigerian Bans Employee. *Int J Acad Res Econ Manage Sci* 2013; 2:1-2.
- Field, A. (2005). *Discovering Statistics Using SPSS*, 2nd edn. Sage Publications, London.
- Franco, M., & Matos, P. G. (2015). Leadership styles in SMEs: A mixed-method approach. *International Entrepreneurship and Management Journal*, 11, 425-451. doi:10.1007/s11365-013-0283-2
- Gagné, M., & Deci, E. L. (2005). Self-determination theory and work motivation. *Journal of Organizational behavior*, 26(4), 331-362.
- García-Morales, V. J., Jiménez-Barrionuevo, M. M., & Gutiérrez-Gutiérrez, L. (2012). Transformational leadership influence on organizational performance through organizational learning and innovation. *Journal of business research*, 65(7), 1040-1050.
- Garg, A. K., & Ramjee, D. (2013). The relationship between leadership styles and employee commitment at a parastatal company in South Africa. *International Business & Economics Research Journal*, 12 (11), 1411-1436.
- Garrison-Mogren, R. (2007). *Post-school outcomes: Response rates and nonresponse bias*. Eugene, OR: National Post-School Outcomes Center.
- Gill, R. (2011). *Theory and practice of leadership*. London: SAGE Publications.
- Hakim, A. C., & Viswesvaran, C. (2005). The construct of work commitment: Testing an integrative framework. *Psychological Bulletin*, 131(2), 241-259. doi:10.1037/0033-2909.131.2.241
- Hannah, S. T., Schaubroeck, J. M., & Peng, A. C. (2016). Transforming followers' value internalization and role self-efficacy: Dual processes promoting performance and peer norm-enforcement. *Journal of Applied Psychology*, 101(2), 252-275.
- Hayward, Q., Goss, M., & Tolmay, R. (2004). *The relationship between transformational and transactional leadership and employee commitment*. Grahamstown, Rhodes University: Business Report.
- Hodgson, P. V., & White, R. P. (2003). Leadership, learning, ambiguity, and uncertainty and their significance to dynamic organizations In Peterson, R. S., & Mannix, E. A. (Eds.), *Leading and managing people in the dynamic organization*. Mahwah, NJ: Lawrence Erlbaum Associates <https://www.calculator.net/sample-size-calculator.html>
- House, R. J. (1976). *A 1976 theory of charismatic leadership*. Toronto: University of Toronto, Faculty of Management Studies.
- Huynh, V. T. (2014). Leadership in diversity organizations and immigrants' organizational commitment and subjective general health. Retrieved from: <http://bora.uib.no/bitstream/handle/1956/8610/118523556.pdf?sequence=1&isAllowed=y>
- Ismail, A., & Yusuf, M. H. (2009). The relationship between transformational leadership, empowerment and organizational commitment: a mediating test model testing. *Journal of Economics*, 2(6).
- Jaques, E. and Clement, S.D., (1994). *Executive Leadership: a practical guide to Managing Complexity*. Malden: Cason Hall & Co.
- Jiang, W., Zhao, X., & Ni, J. (2017). The impact of transformational leadership on employee sustainable performance: The mediating role of organizational citizenship behavior. *Sustainability*, 9(9), 1567.

- Jirawuttinaunt, S. (2013). The Mediating Role of Human Capital Development between Transformational Leadership and Sustainable Business Performance of Private Hospitals Business in Thailand. *European Journal of Management*, 13(2), 65–74.
- Kombo, D. K., & Tromp, D. L. A (2011). *Proposal and Thesis Writing*. Nairobi: Paulines Publications Africa.
- Lee, J. (2005). Effects of leadership and leader-member exchange on commitment. *Leadership & Organization Development Journal*, 26(8), 655-672.
- Leech, N. L., Barrett, K. C., & Morgan, G. A. (2008). *SPSS for intermediate statistics: Use and interpretation*. New York: L.
- Lewin, K., Lippitt, R., & White, R. K. (1939). Patterns of aggressive behaviour in experimentally created "Social Climates." *The Journal of Social Psychology*, 10, 269- 299.
- Limsili, K., & Ogunlana, S. O. (2008). Performance and leadership outcome correlates of leadership styles and subordinate commitment. *Engineering, Construction and Architectural Management*, 15(2), 164-184.
- Lin, R. S.J. (2014). The Relationships between Transformational Leadership, Knowledge Sharing, Trust and Organizational Citizenship Behavior. *International Journal of Innovation, Management and Technology*, 8(4), 964-989.
- Lo, M., Ramayah, T., & Min, H. (2009), Leadership styles and organizational commitment: A test on Malaysia manufacturing industry. *African Journal of Marketing Management*, 1, 133-139. Retrieved April 16, 2011 from <http://www.academicjournals.org/ajmm>
- Long, C. S., Yusof, W. M. M., Kowang, T. O., & Heng, L. H. (2014). The impact of transformational leadership style on job satisfaction. *World Applied Sciences Journal*, 29(1), 117-124.
- Malik, S. Z., Saleem, M., & Naeem, R. (2016). Effect of leadership styles on organizational citizenship behaviour in employees of telecom sector in Pakistan. *Pakistan Economic and Social Review*, 54, 385-406. Retrieved from <http://pu.edu.pk/home/journal/7/Current-Issue.html>
- Manning, T., & Robertson, B. (2016). A three factor model of followership: Part 1- introduction to followership, leadership and the three factor model of leadership. *Industrial and Commercial Training*, 48, 277-283. doi:10.1108/ICT-01-2016-0003
- Marmaya, N., Hitam, M., Torsiman N., and Balakrishnan, B. (2011), Employees' perceptions of Malaysian managers' leadership styles and organizational commitment. *African Journal of Business Management*, 5, 1584-1588. Retrieved April 18, 2011 from <http://www.academicjournals.org/ajbm/PDF/pdf2011/4Mar/Marmaya%20et%20al.pdf>
- Marques, J. (2015). The changed leadership landscape: What matters today. *The Journal of Management Development*, 34, 1310-1322. doi:10.1108/JMD-02-2015-0010
- Meyer, J.P., Stanley, L.J. and Parfyonova, N.M. (2012). Employee commitment in context: The nature and implication of commitment profiles. *Journal of Vocational Behaviour*, 80(1), Pp.1-16.
- Michie, J. & Zumitzavan, V., (2012). The impact of "learning" and "leadership" management styles on organizational outcomes: a study of tyre firms in Thailand. *Asia Pacific Business Review*, 18(4), pp.607–630.
- Moghadam, A. Z., & Chakherlouy, F. (2014). Identification and prioritization of factors influencing leadership success of small enterprises by fuzzy TOPSIS method. *Omega Journal of Scientific Research*, 1, 40-56. Retrieved from <http://www.sciomega.com/>
- Mugenda, O. M., & Mugenda, A. G. AG (2008) *Research Methods: Quantitative and Qualitative Approaches*: Nairobi. African Centre for Technology Studies.
- Muogbo U.S (2013). The Impact of Employee Motivation on Organisational Performance (A Study of Some Selected Firms in Anambra State Nigeria: *The International Journal Of Engineering and Science (IJES)*, Volume 2, Issue 7, pp. 70-80
- Murigi, J. N. (2019). *Influence of Transformational Leadership on Students' Behavior: A Case of Organizational Development Graduate Students at United States International University–Africa* (Doctoral dissertation, United States International University-Africa).
- Nanjundeswaraswamy, T. S., & Swamy, D. R. (2015). Leadership styles and quality of work life in SMEs. *Management Science Letters*, 5, 65-78. doi:10.5267/j.msl.2014.12.006
- Nidadhavolu, Akhila, (2018). "Impact of Leadership Styles on Employee Job Satisfaction and Organizational Commitment – A Study in the Construction Sector in India" (2018). *Masters Theses & Specialist Projects. Paper 2090*. <https://digitalcommons.wku.edu/theses/2090>
- Nikolic, B., & Robinson, D. (2013). A pathway to sustainable business success in SMEs through innovative leadership processes and synergizing principles. *The Journal of American Business Review*, 1(2), 1-11. Retrieved from <http://www.jaabc.com/jabrc.ht>
- Northouse, P.G., 2010. *Leadership: theory and practice*. California: SAGE Publications Ltd.
- Odumeru, J. A., & Ogbonna, I. G. (2013). Transformational vs. transactional leadership theories: Evidence in literature. *International review of management and business research*, 2(2), 355.
- Özer, F., & Tinaztepe, C. (2014). Effect of strategic leadership styles on firm performance: A study in a Turkish SME. *Procedia-Social and Behavioral Sciences*, 150, 778-784. doi:10.1016/j.sbspro.2014.09.059

- Pahi, M.H., Hamid K.A., Ahmed, U., & Umrani W.A. (2015). The Unresolved Dilemma of Leadership-Commitment Relationship: A Proposed Framework. *Business and Economics Journal*, 7(1), 1-5.
- Pahi, M. H., Shaikh, S. S., Abbasi, Z. A., & bin Ab Hamid, K. (2018). Effects of Laissez-Faire Leadership on Commitment to Service Quality. *St. Theresa Journal of Humanities and Social Sciences*, 4(2), 110-124.
- Parahoo, K., 2006. *Nursing research: principles, process and issues*. 2nd ed. New York: Palgrave Macmillan
- Piccolo, R. F., Bono, J. E., Heinitz, K., Rowold, J., Duehr, E., & Judge, T. A. (2012). The relative impact of complementary leader behaviours: Which matter most? *Leadership Quarterly*, 23, 567-581.
- Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*, 59(5), 603-609. doi:10.1037/h0037335
- Rauch, C. and Behling, O., (1984). Functionalism basis for an alternative approach to the study of leadership. *Leaders and managers: International perspectives on managerial behaviour and leadership*, pp.45–62.
- Rezvani, A., Dong, L., & Khosravi, P. (2017). Promoting the continuing usage of strategic information systems: The role of supervisory leadership in the successful implementation of enterprise systems. *International Journal of Information Management*, 37, 417-430. doi:10.1016/j.ijinfomgt.2017.04.008
- Ristow, A. M., Amos, T. L., & Staude, G. E. (1999). Transformational leadership and organizational effectiveness in the administration of cricket in South Africa. *South African Journal of Business Management*, 30, 1, 1–5.
- Royal, M. (2012). O inimigo do engajamento profissional: conquiste o comprometimento de sua equipe e elimine a frustração corporativa. Rio de Janeiro: Elsevier.
- Sá, M. A. D. & Lemoine, C. (1998). O estilo de liderança como fator de comprometimento na empresa. In: *Anais Encontro Anual da ANPAD*. Foz do Iguaçu.
- Sekaran, U. (2003). *Research methods for business: A skill building approach (4th ed)*. Hoboken, NJ: John Wiley and Sons.
- Simmons, E. S. (2005). Predictors of organizational commitment among staff in assisted living. *The Gerontologist*, 45(2), 196-205. doi:10.1093/geront/45.2.196
- Sorenson, R. L. (2000). The contribution of leadership style and practices to family and business success. *Family Business Review*, 13(3), 183-200.
- Spreitzer, G. M., De Janasz, S. C., & Quinn, R. E. (1999). Empowered to lead: The role of psychological empowerment in leadership. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 20(4), 511-526.
- Suifan, T. S., Abdallah, A. B., & Al Janin, M. (2018). The impact of transformational leadership on employees' creativity. *Management Research Review*, 41, 113-132. doi:10.1108/MRR-02-2017-0032
- Sundi, K., (2013). Effect of Transformational Leadership and Transactional Leadership on Employee Performance of Konawe Education Department at Southeast Sulawesi Province. *International Journal of Business and Management Invention* 12 (2):50-58.
- Tasnim, R., Yahya, S. & Zainuddin, M. (2014). I'm loving it! What makes the successful Entrepreneur affectively committed to Entrepreneurial performance? *The journal of Applied Management and Entrepreneurship*, 26-52.
- Taylor, C. M., Cornelius, C. J., & Colvin, K. (2014). Visionary leadership and its relationship to organizational effectiveness. *Leadership & Organization Development Journal*, 35, 566-583. doi:10.1108/LODJ-10-2012-0130
- Tsang, E. W. (2014). Generalizing from research findings: The merits of case studies. *International Journal of Management Reviews*, 16(4), 369-383.
- Vuković, A. J., Damnjanović, J., Papić-Blagojević, N., Jošanov-Vrgović, I., & Gagić, S. (2018). Impact of leadership on innovation: Evidence from the hotel industry. *Management: Journal of Sustainable Business and Management Solutions in Emerging Economies*, 23, 57-66. doi:10.7595/management.fon.2018.0008
- Wallace, E., de Chernatony, L., & Buil, I. (2013). Building bank brands: How leadership behavior influences employee commitment. *Journal of Business Research*, 66(2), 165-171.
- Welch, C., Plakoyiannaki, E., Piekkari, R., & Paavilainen-Mäntymäki, E. (2013). Legitimizing diverse uses for qualitative research: A rhetorical analysis of two management journals. *International Journal of Management Reviews*, 15(2), 245-264.
- White, R. P. & Hodgson, P. (2003). The newest leadership skills. In M. Goldsmith, V. Govindarajan, B. Kaye, & A. A. Vicere (Eds.), *The many Facets of Leadership*. Upper Saddle River, NJ: Pearson Education.
- Yanney, J. P. (2014). Business strategy and leadership style: Impact on organizational performance in the manufacturing sector of Ghana. *American Journal of Industrial and Business Management*, 4, 767-775.
- Yunus, N. H. P., & Anuar, S. R. (2012). Trust as moderating effect between emotional intelligence and transformational leadership styles. *Interdisciplinary Journal of Contemporary Research in Business*, 3(10), 650-663.