

TRANSFORMATIONAL LEADERSHIP STYLE AND CONTINUANCE COMMITMENT IN SELECTED INTERNATIONAL OIL COMPANIES IN RIVERS STATE

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Abstract

This study investigates the relationship between transformational leadership style and continuance commitment in selected international oil companies in Rivers State. The study has as dimensions of leadership styles, participatory leadership style, transactional and transformational leadership styles. The dependent variable employee commitment was measured using affective commitment, continuance commitment and normative commitment. The study adopted the cross sectional research design, a form of the quasi experimental research design. A population of 1651 was drawn for this study; a sample of 327 was obtained using the Krejcie and Morgan sample size determination table. The questionnaire was the main instrument for data collection as mainly primary data was collected for this study. The instrument was subjected to construct and content validity while reliability was checked using the Cronbach Alpha test of the SPSS. Factor analysis was done and regression was used to test the hypotheses of this study. The findings revealed a significant and positive relationship between the dimensions of leadership styles and the measures of employee commitment. The study concluded that leadership styles significantly affected the level of commitment employees show and organization. The study recommended that Leaders should ensure employees participate in decision making process as this will make them more motivated towards achieving organizational goals.

Introduction

Today preparing and retaining committed employees is imperative for organizational development (Ivancevich, 2010), as committed employees work harder and perform their tasks with devotion and dedication. The objective of organizational development is to improve the capacity of organization to increase its efficiency for achieving strategic objectives. Building the capacity of the organization is possible when every employee realizes his/her responsibility and accountability for outcomes in relation to performance.

Commitment is considered to be a psychological immersion of an individual with his institute through a sense of belonging, ownership of organizational goals and being ready to accept challenges (Dolan, Tzafrir, & Baruch, 2005). Creating commitment among employees is important because without this it will be difficult for an organization to achieve its strategic goals. (Brisco & Claus, 2008; Fugate, et al., 2009). Hence, organizational commitment means the involvement of an employee to perform his/her work with zeal and excitement (Dorenbosch & Veldhoven, 2006). The performance of an organization is directly related to the commitment level of employees (Ivancevich, 2010). Committed employees will be able to perform their jobs more than management's expectation (Bragg, 2002). High level commitment is indispensable for increasing output and obtaining sustainable competitive advantages (Whitener, 2001).

For years, commitment has been defined and measured in different ways. In fact, the lack of consensus in defining this term greatly contributed to its treatment as a multidimensional construct (Meyer, Allen, 1991). Even if there are more dimensions or form of commitment, there must be a core marking it. To determine what the essential core is, what is common among existing conceptualities should be sought. However, the authors do not agree on the nature of attitudes and therefore different types (dimensions) of commitment were identified by them.

According to Meyer, Allen (1991), organizational commitment is reflected in at least three general topics: active association with the organization, the predictable costs of leaving the organization and the obligation to remain in the organization. These three approaches are called affective, continual and normative commitment. Common to these three approaches is the attitude that the commitment is a psychological state characterized by the relationship of employees to the organization and implies a decision to continue the work in it. These psychological states also have different implications for the behavior related to the workplace. Affective commitment refers to the employee's emotional attachment to the organization, its identification with the organization and involvement in its operation, namely, the agreement of objectives of the organization and of the individual. However, this article shall concentrate in examining the relationship between transformational leadership style and continuance commitment in selected international oil companies in Rivers State.

Statement of the Problem

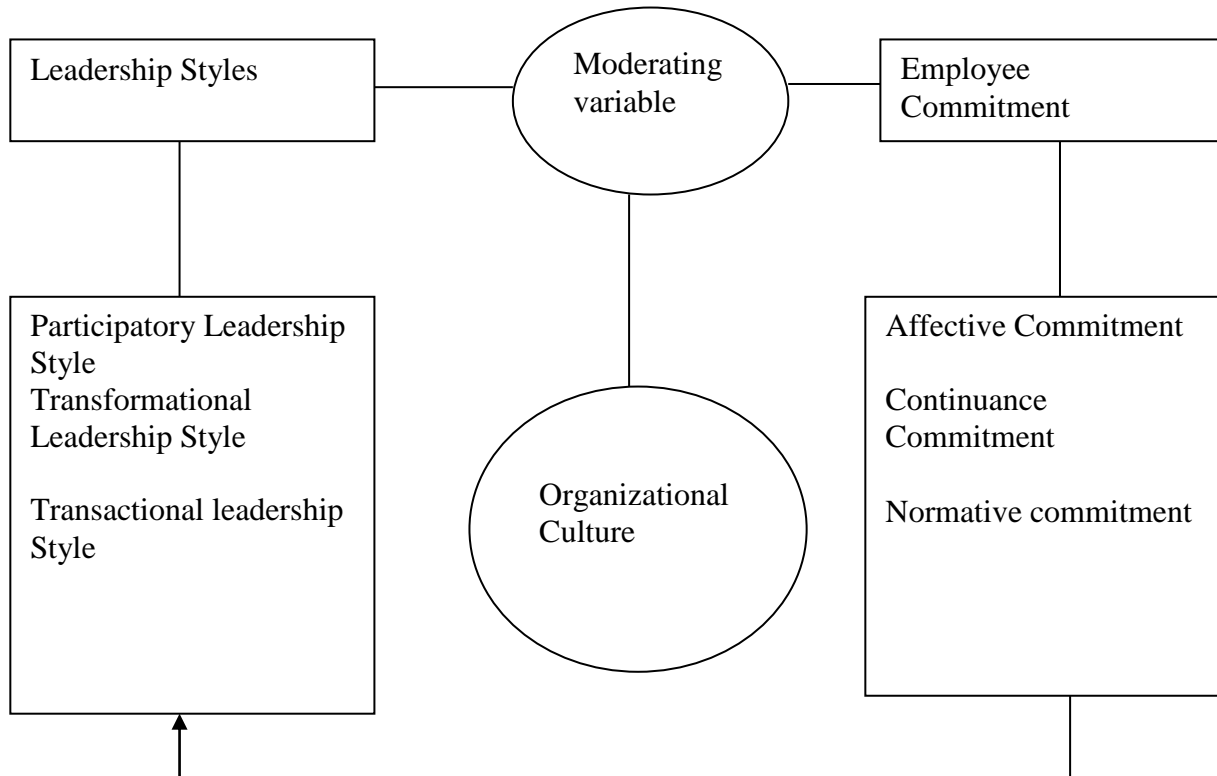
It is important for every good manager to have a firsthand understanding of what it means to have employees who are fully committed to the organization. The level of organizational trust these employees have for their organization also plays a great role to determine the level of commitment the employee will show to the organization (Ivancevich, 2010).

When employees are not committed to a particular organization, there is likely to be a high rate of job turnover in that the employees will have nothing holding them back when better offers and opportunity presents itself. The implication of this to the organization is that they lose a huge amount of investment spent on human capital development cost associated to training and development of these employees that are leaving the organization. Another issue here is the issue of brain drain as talented employees who are not committed to the organization will continue to move, and most times they move to rival or competing firms (Vakola & Bouradas, 2011). After taking these factors into consideration, this article decides to

investigate the relationship between transformational leadership style and continuance commitment in selected international oil companies in Rivers State.

Conceptual Framework

Figure 1.1 Conceptual Framework



Source: The dimensions of our independent variable leadership styles given as participatory leadership styles, transformational leadership style and transactional leadership style was adopted from the work of (Nanjundeswaraswamy & Swamy, 2014). The measures of our independent variable employee commitment given as affective commitment, continuance commitment and normative commitment were adopted from the work of (Allen and Meyer, 2000). However, the present article shall only examine the relationship between transformational leadership style and continuance commitment in selected international oil companies in Rivers State..

Aim and Objectives:

To establish the relationship between transformational leadership style and continuance commitment.

Research Questions

In what way does transformational leadership style relate to continuance commitment?

Research Hypotheses

H₀₁: There is no significant relationship between transformational leadership style and continuance commitment.

Significance of the Study

This work will also be of great importance to employees in the international oil companies as it will highlight the benefits of being committed to their organization and helping the organizations to achieve their goals as that would make it easier for employees to also achieve their objectives.

This work will also be of great significance to critical stakeholders and policy makers in the oil and gas industry as it will expatiate the concepts of leadership styles, its importance and the role it plays in building employee commitment.

Literature Review

Theoretical Framework

Equity Theory

Employees are motivated by certain factors; the commitment of employees to an organization is usually associated with their perceived sense of trust, fairness, equity and justice in the system. What motivates people to work? According to equity theory, it is the perception of equitability and in-equitability. Equity theory focuses on two sides: the input and the outcome. An employee compares his or her job's inputs with an outcomes ratio. If the employee perceives inequality, he or she he will act to correct the inequity. The employee may lower productivity or reduce the quality of their job. Many times inequities can lead to an increase in absenteeism and even resignation of an organization (Greenberg, 1999). Equity theory deals with human motives and it should have wide applications in understanding organizational behavior. HRD needs to take equity theory under serious consideration when dealing with people whether in cases of administering simple tasks like pay, promotions, and recognition or in cases of training, improvements, and development. Equity theory will help HRD explain employee's behavior and provide them with the possible factors that might decrease efficiency and performance.

Adams (1965) defines inequity as "inequity exists for person whenever he perceives that the ratio of his outcomes to inputs and the ratio of others outcomes to others inputs are unequal". It follows that inequity results not only when a person is under-benefited but also when he is over benefited. An important issue of the equity theory is the emphasis on the individual perception of what exists, even though it may not be real. The perception of inequity is based on comparing the individual's ratio with the comparison others ratio (e.g., when an employee in another state receives \$4000 more for the same job, no inequity is experienced, but a coworker in the same company with the same abilities and skills, if he or she receives a pay raise, inequity may be experienced). The result of inequity is tension. If an individual experience a deficit, anger results, if he or she receives more than others, a feeling of guilt develops. Individuals will use several strategies to cope with tension and guilt that will be discussed later (Miner, 1980).

For a leader to be effective among his followers is to consciously explore one's personal mastery of different approaches and adapt to various approaches based on the situation to be effective as a leader. Task and relationship behavior is central to the idea of the leadership style of individual leaders and their effectiveness depends on how they use their styles to the situation Bruno and leo. (2013). Leadership style is a key determinant towards the success or failure of the organization and is the behavioral approach of the leader to provide motivation

and direction to his people Ojokuku, Odetayo and Sajuyigbe (2012). After the emergence of behavioral theory, Psychologists Lewin, Lippitt and White (1939) & Ikram, Su, Fiaz and Saqib (2017) identified three major leadership styles, namely, democratic, autocratic and laissez-faire styles as leadership style is considered being the most important determinant to increase employee motivation. In Organizations, leadership styles can affect the employees positively (reward) and negatively (punishment) and also has its own consequences on the employee behavior with respect to attitude, motivation, which in turn impacts the organizational performance. Autocratic leaders make a decision without involving their followers and laissez-faire leaders allow followers to make a decision by not being part of the process and democratic leaders involve their followers before making his decision (Ryan & Tipu, 2013; Khan, et, al 2016). It is also one of the factors that intensify the commitment of the individuals towards the organization (Obiwuru et al., 2011 & Ojokuku et.al 2012).

Barchiesi et al (2007) measured the leadership effectiveness and leadership role and its influence on performance, leadership behaviors, and attitudes. They found that high leadership indexes are not related to past performance records but associated both to higher potentiality of enhanced performance and to higher reputation of organizations, pointing in the direction of a meaningful influence of behavioral complexity and dynamics on the leadership perceived level. A mechanism of leadership styles affecting team innovation in the private research centers investigated the relationship between different leadership styles and team innovation with the mediating effects of knowledge sharing and team communication Duanxu (2009).

Exploring the Relationship between Organizational Culture and Style of Leadership we used the factors like Organizational Culture, Charismatic Leadership, Transformational Leadership and Transactional Leadership. Voon et al (2011) found out the influence of leadership styles on employees' job satisfaction in public sector organizations in Malaysia. They used the factors like salaries, job autonomy, job security, workplace flexibility. Out of these factors, they found that transformational leadership style has a stronger relationship with job satisfaction.

Chung – Hsiung Fang et al (2009) identified that leadership style can affect organizational commitment and work satisfaction positively and work satisfaction intern can affect organizational commitment and work performance positively. Leadership is largely culturally orientated, embracing traditional beliefs, norms and values and a preoccupation Murray (2007). According to Goh Yuan et al (2005) study, leadership style is significantly influenced by the leader's immediate and extended family, clan and tribe. This study finds the linkages between organizational leadership and business ethics, thereby making a contribution toward increasing the quality of organizational life which may have a positive influence on both members of the organization and the wider community. Lu Ye et al²⁷ study explained employees' perceptions about transactional or transformational leadership style of executive, both have highly positive correlation with perceptions about executives' encouragement factors of its innovation climate.

Bass (2013) divided leadership style into transformational leadership and transactional leadership. Transformational leadership has the characteristics of individual influence, spiritual encouragement and intellectual stimulation. They often take individual into consideration, establish vision and aim inside, create open culture, trust the staff to reach their goals and give full play for staff's potential.

Transactional leadership is focused on staff's basic and external demand, the relationship between leaders and subordinates is based on the contract. They tend to attain organizational goal by pacific job roles and mission design, their basic purpose is to maintain a stable organization.

Podsakoff et al (1990) said that leadership behavior can affect trust and satisfaction of employees to organization and organizational citizenship behavior further enhances the relationship between leadership style and organizational commitment directly.

Leadership style is the relatively consistent pattern of behavior that characterizes a leader DuBrin (2001). Today's organizations need effective leaders who understand the complexities of the rapidly changing global environment. Different leadership styles may affect organizational electiveness or performance Nahavandi (2002). According to the Oladipo et al (2013), the success or failure of proper organizations, nations and other social units has been largely credited to the nature of their leadership style.

Jeremy et al (2012) explained in manufacturing company, leadership is really a process for impacting on others commitment towards recognizing their full potential in achieving goals, vision with passion and integrity. The study also revealed that the associations between leader and worker give additional factor employees commitment which is considerably affected through the leadership style adopted by the leader. However from the available literature we can summarize the different dimensions of leadership styles and their effect on employee satisfaction, team work, organizational change and employee performance offering a definition of leadership appears to challenge even the most scholarly thinkers. Perhaps DuPree (1989) said it best when he said, "Leadership is an art, something to belearned teame overtime, not simply by reading books. Leadership is more tribal than scientific; more weaving of relationships than an amassing of information, and, in that sense, don't know how to pin it down in every detail". Typically the more active "management-by-exception" leader defines the expectations or standards in advance and monitors them accordingly. "Rewards help clarify expectations, and the relationship assumes that the leader knows the values of the follower, can identify the actions of the follower, and recognizes the follower as a willing participant in the exchange". Issues are dealt with reactively, with standards confirmed after problems have been exposed. The transactional leader "functioned as a broker and, especially when the stakes were low, his role could be relatively minor and even automatic" (MacGregor Bums, 2003, p. 25). He additionally classifies the transactional leader as "one who includes in both simple and complex exchanges with followers to create a performance" that donates to satisfying the goals of the organization.

Bass and Avolio (2004) Full Range Leadership (FRL) model encapsulates nine leadership factors to include idealized influence (behavior), idealized influence (attributed), individualized consideration, inspirational motivation, intellectual stimulation, management-by-exception (active), contingent reward, management-by-exception (passive) and laissez-faire. Theoretically, these nine factors identify three broad leadership types: transformational leadership, which includes idealized influence (behavior), idealized influence (attributed) individualized consideration, intellectual stimulation and inspirational motivation. The transactional leadership comprises laissez-faire leadership, management-by-exception (active), contingent reward, and management-by-exception (passive); and lastly, dimension (Bass &

Avolio, 2004b). "Laissez-faire leadership style reflects a lack of leadership which manifests itself as non-leadership behavior, having a propensity of escaping responsibilities".

Laissez-faire leaders demonstrate limited participation in vital organizational matters and incline to procrastinate their response to critical issues. Researches highlight that laissez-faire leaders are least attentive to the completion of duties and productivity (Anderson & McColl-Kennedy, 2005). The avoidance of involvement is a fundamental characteristic of the laissez-faire leadership style. This avoidance behavior leads to excessive frustration among followers and low level of followers' self-esteem. Laissez-faire leaders show very little care for followers' actions and their consequent impact on organizational outcome rather become source of followers demotivation. Given the negative characteristics of the Laissez-faire as a style, we grade it in non-leadership style, thus, reject it at the outset.

Advocates of transformational leadership have confidence in that the arrangements of the past should not be the guide for the future. They believe that successful transformational leaders create clear and compelling visions for the future. The transformational leaders focus their energies on vision, long-term goals, aligning and changing systems and developing and training others, Bass purports that such leaders show transactional behaviors as well. He opined that great men were born, not made. However, subsequent events unfolded that this concept of leadership was morally flawed, as was the case with Hitler, Napoleon, and the like, thereby challenging the credibility of the Great Man theory. This initial focus on intellectual, physical and personality traits that distinguished non-leaders from leaders portended a research that maintained that only minor variances exist between followers and leaders.

Though, the situational leadership stays to emphasis mostly upon the leader, it creates the significance of the focus into group dynamic. These styles of leadership were telling others what to do (autocratic), incorporating others in conceptualizing, planning and implementation (democratic) and giving complete freedom of action with little or no direction to others (laissez-faire). The servant leader focuses on the needs of the follower and helps them to become more autonomous freer and knowledgeable". For good work, positive support could be exchanged, merit pay for promotions, increased performance and cooperation for collegiality. As per Bass, transformational leader, "attempts to induce followers to reorder their needs by transcending self-interests and strive for higher order needs".

Transformational Leadership Style

Northouse (2016) explains that leaders who have the ability to engage and influence others will be able to apply transformational leadership theory. He associates these leaders with charisma, which he explains as a capacity to inspire others and justifies as necessary in order to forge dynamic relationships between leaders and followers. Northouse agrees with many scholars that the factors of transformational leadership include idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These factors require a certain set of behaviors in leaders in order to create a shared vision and to reach organizational goals.

Transformational leadership has a long history. In the very beginning conception of transformational leadership is attributed to James MacGregor Burns, who proposed the idea in 1978 Marshall (2011) and the first to provide definition of transformational leadership before Bernard Bass expanded on it almost a decade later and other leadership scholars continue to

build on the principle Lussier and Achua (2010). So, what is transformational leadership? To fully capture its meaning and concept in more depth looking at the writing of different scholars is important. Accordingly, Marshall (2011) defined transformational leadership as a style of leadership in which the leader identifies the needed change, creates a vision to guide the change and executes the change. This is done through inspiration and with the commitment of others. Indeed, transformational leadership is about change, about transformation. And the change focused on altering organizational missions, vision, values, performance, and the like to achieve maximum efficiency and quality in product and service delivery. They seek to alter the existing structure and influence people to buy into a new vision and new possibilities. Transformational leadership serves to change the status quo by articulating to followers the problems in the current system and a compelling vision of what a new organization could be Lussier and Achua (2010).

Transformational leader is the leader that moves followers beyond immediate self-interest through idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. This leadership at its heart inspirational because it deals with the spirit of the people involved. This leadership is about change in that it focuses on changing the way people form themselves. This means that leadership endeavors to alter the way people view themselves independently and in relation to others and, hence, influence their values, wants, aspirations, and needs. According to Lussier and Achua (2010) transformational leaders are known for moving and changing things in a big way which is possible through communicating to followers a special vision of the future, tapping into followers' higher ideals and motives. Transformational leaders seek to transform or change the basic values, beliefs, and attitudes of followers so that they are willing to perform beyond the minimum levels specified by the organization.

Vision and action: Vision has to do with creating images of the future goals while action has to do with the execution of immediate behavior. The general idea is that vision without action is just a dream and action without vision is meaningless and boring. Transformational leaders are charismatic, visionary, and inspiring. Effective transformational leaders use their charisma and power to inspire and motivate followers to trust and follow their example. They generate excitement and energy by focusing on the future. Transformational leaders lacking in charisma may still be able to influence and inspire others by meeting the emotional needs of their followers through individualized consideration, and/or they may intellectually stimulate their followers through rationalizing the need for change, involvement of followers into possible solutions, and the passion to bring about resolution.

According to Avolio and Bass (2006), Bass and Riggio (2002) and Marshall (2011) transformational leaders inspire, motivate and stimulate followers to achieve extraordinary results. Transformational leaders motivate and moves others to do more than they originally intended and often even more than they thought possible. They set more challenging expectations and typically achieve higher performances. During this process the followers develop their own leadership capacity. Transformational leadership raises leadership to the next level. The leader help followers grow and develop into leaders. Transformational leaders empower followers. This is by paying attention to their individual needs and responding to individual followers' needs. They align the objectives and goals of the individual followers, the leader, the group, and the larger organization. This leads to high levels of follower satisfaction

and commitment to the group and organization. That means transformational leaders tend to have more committed and satisfied followers.

Transformational leadership involves inspiring followers to commit to a shared vision and goals for an organization or unit, challenging them to be innovative problem solvers, and developing followers' leadership capacity via coaching, mentoring, and provision of both challenge and support.

Transformational leaders can articulate a compelling vision of the future and influence followers by arousing strong emotions in support of the vision. Effective transformational leadership requires an ability to initiate change and challenge the status quo, recognize opportunities for the organization as well as for others, take risks, and encourage others to do the same. Transformational leadership requires an ability to effectively inspire a shared vision. Such leaders rally others around a common dream and are adept at envisioning the future and enlisting others in seeing and moving toward the vision. They must be able to model the way that is, set the example of commitment to shared vision and values Lussier and Achua (2010).

Continuance Commitment

Employee-organization relationship has great importance for the success and persistence of any organization. To build a strong relation among employee and organization, there is a need for organizations to ensure high level of employee satisfaction and commitment. Organizational commitment has been studied over more than four decades in private, public and non-profit sector. It has an important place in the field of organizational behavior. Three-component model: affective, normative and continuance, has multi-dimensional conceptualization. Continuance commitment has negative correlation with desirable work behavior. It is the willingness of employees to remain in organization because of fear of losing the benefits employee is acquiring from the job. Cynicism originated from the ancient Greek word 'Kyon' that means dog. Although it is a widespread among employees but it is ignored by researchers until now. It is the negative attitude composed of belief, behavior and affect towards organization.

The organizational cynics assume that organizations lack principles like scrupulousness, equality and sincerity. The effects of organizational cynicism are far reaching and cynical employees lack trust in management because they believe that they are being treated unfairly at workplace. While comparing organizational cynicism with performance quality of employee, it has been found that it is negatively related to quality performance. Cynical employees have feelings of frustration and distrust. The cynical employees are unwilling to perform organizational citizenship behavior and have intention to engage in unethical behavior. In the continuance commitment, employees have feelings that they lose something if they will lose something if they do not stay in organization. It is considered a passive commitment Allen and Meyer, (1991). It creates satisfaction among employees. (Hiroaki, 2009) No specific study has been done in Pakistan till now that can see the outcome of continuance commitment and organizational cynicism on employee job satisfaction. In this work the aim is to observe the effect of employee willingness to stay in organization and organizational cynicism on the employee satisfaction at workplace Khan et al. (2016).

Organizational commitment has an important place in the field of organizational behavior. (Schultz, 2012) Organizational commitment is considered as a psychological state

between an employee and his/her organization. Organizational commitment is a multidimensional construct. Commitment at workplace is a considerate force that provides direction to behavior of employees Currivan, (1991). Commitment is a mind-set and multidimensional that gives employee a direction of behavior. Commitment can also be defined as the loyalty and attachment with organization. Organizational commitment is very critical to understand for success of an organization in this competitive environment. But literature of organizational behavior mostly focused on developed countries Allen and Meyer, (2004)

A three-component model of organizational commitment categorized commitment are like; affective, continuance and normative. Continuance commitment is commitment in which employee identifies the side-bets or investment, cost and alternatives that are associated with leaving the organization like time, effort and pension there is a high level of continuance commitment in employee, then he/she will stay with his/her organization. There is a mutual relationship exist between management and employee and that relationship is continuance or calculative Continuance commitment is unrelated or negatively related to organizational citizenship behavior absenteeism and job performance. Continuance commitment is positively related with performance and quality of work Kahn (2016). Organizational citizenship behavior is of no importance for employees who have high continuance commitment. Besides this, altruism and conscientiousness are also negatively correlated with continuance commitment. Organizational Cynicism is widespread in the workplace. Studies have shown its widespread prevalence in American workforce. Since the initiation of the cynicism as a peculiar way of looking at life in the fifth century BC, cynicism has transformed from pursuit for higher standards of morality and virtue and moral freedom in liberation from desire (Russell, 2015) to distrust of employees in the intentions of organizations, in fear of exploitation.

Relationship between Leadership Styles and Employee Commitment

Organizations all over the world, in both the public and the private sectors, are established primarily to accomplish predetermined set goals and objectives. In achieving these goals and objectives, the role of the human elements (employees) cannot be overemphasized (Gberevbie, 2017; Mokgolo, Mokgolo, & Modiba, 2012; Mottoh, 2015). This is simply because organizations, irrespective of other resources (financial, land, technological) at their disposal, cannot achieve anything meaningful in terms of attaining its set goals, without the human resources galvanizing all other resources (Gberevbie, Joshua, Excellence-Oluye, & Oyeyemi, 2017; Jain & Duggal, 2015).

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

Today, organizational leaders in some part of the world have been accused of adopting leadership styles that favor the top-down, command and control technique in leading their

subordinates, which most often than not causes negative reactions from their subordinates (employees) and hampers cordiality between both parties (Akinbode & Fagbohunde, 2012). The results of these styles of leadership would include the demotivation of staff and erosion of employees' commitment, among others. This is usually obvious when such employees have no immediate opportunity for whatever reason to leave the organization and they become emotionally detached from the organization (Lok & Crawford, 2004; Nasurdin, Ahmad, & Razalli, 2014).

From the above, the importance of leadership (especially the style adopted by the leader) and employee commitment to the achievement of either job or organizational goals becomes apparent and critical. Leadership has always been considered as a critical element and function of management, which helps manage the dedication level of employees within the organization and the attainment of organizational goals (Abasilim, Gberevbie, & Osibanjo, 2018a; Keskes, 2014; Ojokuku, Odetayo, & Sajuiybe, 2012).

Research Methodology

Research Design

The study adopted the cross sectional research design, a form of the quasi experimental research design.

Population of the Study

A population of 1651 was drawn for this study; a sample of 327 was obtained using the Krejcie and Morgan sample size determination table. The questionnaire was the main instrument for data collection as mainly primary data was collected for this study. The instrument was subjected to construct and content validity while reliability was checked using the Cronbach Alpha test of the SPSS.

Questionnaire Distribution and Collection Statistics

The study proceeds to present the questionnaire distribution and collection statistics as follows;

Table 4.1: Total Questionnaire Distribution Statistics

	<i>Frequency</i>	<i>Percentage (%)</i>
<i>Distributed Questionnaires</i>	327	100
<i>Retrieved Questionnaires</i>	310	97.14
<i>Invalid Questionnaires</i>	14	5.14
<i>Valid Questionnaires</i>	296	92

Table 4.1 shows that the author distributed a total of 327 questionnaires as predetermined in section 3. Of these 327 questionnaires, only 310 questionnaires, representing 97.14% of distributed questionnaires were retrieved. Of these 310 questionnaires, 14 questionnaires (5.14%) were observed to be invalidated by the nature of responses, which were linked to duplicated options, omissions of key questions and unrecognizable interactions of respondents with questions/questionnaire. Only 296 questionnaires were observed to be properly filled and valid for subsequent usage in the study. In light of the aforementioned, the study undertook the reliability test.

Sample size determination/ Sampling technique

However, in recognition of the difficulty of studying all the employees in the six international oil companies, the researcher studied a manageable sample size from the target population of selected firms. The determination of the sample size was done using the Krejcie & Morgan (1970) table and the result was 327. The purposive sampling technique was adopted largely because of the nature and characteristics of the respondents. Purposive sampling is a non-probability sampling technique that involves the subjective selection of the sampling units based on the researcher’s perceived feelings that they are true representatives of the population. Taking into accounts the different sizes of the firms, we used Bowley’s formula to proportionately allocate the 327 cases to the six international oil companies.

Bowley’s formula is represented thus:

$$n_h = \{ N_h/N\} * n$$

Where:

- n_h = sample size of stratum h
- N_h = population size for stratum h
- N = total population size
- n = total sample size

Distribution of the Educational Qualification of Respondents

Respondents are grouped in respect of their highest educational qualification in the table below:

Table 4.8: Highest Educational qualification

	Frequency	Percent	Valid Percent	Cumulative Percent
FSLC	29	5.6	5.6	5.6
SSCE	51	19.3	19.3	24.8
HND/OND	58	17.4	17.4	42.2
Valid First Degree	88	34.2	34.2	76.4
Masters Degree	48	18.6	18.6	95.0
Ph.D	12	5.0	5.0	100.0
Total	296	100.0	100.0	

Highest educational qualification attained by respondents as seen from the above table shows that only 9 respondents had an FSLC. 31 respondents, who represent 19.3% of study population possessed SSCE as their highest qualification. 28 respondents (17.4% of sample respondents) claimed to be HND/OND holders. 55 respondents, representing 34.2% of study samples were identified to be first degree/B.Sc. holders. 30 respondents had a masters, while only 8 respondents possess a PhD degree. Overall, the study discovered that a majority of the study respondents have significant educational experience especially in terms of their SSCE to Master’s degree.

Distribution of Respondents by Number of Years spent in their Respective Organizations

To reinforce the viability of responses elicited from respondents, the study evaluates the length and duration in which employees have been with the organization in the table below;

Table 4.9: Number of years in the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 2 Years	14	8.7	8.7	8.7
2 to 5 Years	56	34.8	34.8	43.5
Valid 6 to 10 Years	61	37.9	37.9	81.4
Above 10 Years	30	18.6	18.6	100.0
Total	161	100.0	100.0	

From the table above, it can be observed that; only 14 respondents were observed to have worked in their organizations for less than 2 years. 56 respondents, constituting a total of 34.8% of respondents are observed to have worked with their organizations for between 2 to 5 years. 61 respondents, representing 37.9% of sample size are seen to have been in the firm for between 6 to 10 years, while 30 respondents, signifying 18.6% of respondents were observed to have worked with their institutions for more than 10 years. Overall, majority of respondents have worked with their respective firms for over two years. This is sufficient time to avail them an understanding of the leadership structure and employee commitment, and would constitute a valuable advantage to this study.

Data Analysis

Leadership style

Below are the summary description of the items for employed dimensions of leadership styles i.e. Transformational, Transactional, Charismatic, and Democratic Leadership Styles.

Transformational Leadership Style

Table 4.10: Descriptive Statistics of Transformational Leadership Style

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Stat	Stat	Stat	Stat	Stat	Stat	Stat	Statistic	Std. Error
TRF1	296	1	4	3.43	.812	-1.434	.191	1.504	.380
TRF2	296	1	4	2.11	1.135	.558	.191	-1.119	.380
TRF3	296	1	4	3.25	.942	-1.107	.191	.237	.380
TRF4	296	1	4	1.97	.996	.715	.191	-.582	.380
TRF5	296	1	4	3.20	.923	-.855	.191	-.342	.380
TRF6	296	1	4	2.12	1.065	.503	.191	-1.003	.380
TRF7	296	1	4	2.91	1.057	-.532	.191	-.971	.380
Grand mean	296			<u>2.71</u>					

Where:

TRF = Transformational Leadership Style Item

From table 4.10 above it can be seen that, in terms of the transformational trait of organizational leaders, respondents rank their leaders highest on TRF1 (mean = 3.43), which shows that they strongly agree that their leaders articulate a compelling vision of the future. Following this is their strong agreement on TRF3 (mean = 3.25), which shows respondents agreement to the notion that the leaders in their various organizations expresses confidence that organizational goals will be achieved. The third most agreed trait can be seen in the light of TRF5 (mean = 3.20), which shows respondents agreement to the notion that the leaders in their organizations are role models. Following this is the agreement by respondents as to TRF7 (mean = 2.91), which shows that respondents agree as to their organizational leaders helping the other organizational members develop themselves.

Mild disagreements and agreements are seen in light of TRF6 (mean = 2.12), which shows that employees disagree or partially agree to the provision of innovative or new ways of looking after puzzling organizational issues. This trend can also be seen for TRF1 (mean = 2.12) which signifies that employees disagree as to the ability of their leader to go beyond self-interest for the good of the organization. The most disagreed upon item is TRF4 (mean = 1.97) showing that employees disagree as to the possibility of their leaders suggesting new ways of looking at how to complete organizational assignments. Overall, it can be inferred from the grand mean value of 2.71 that employees averagely agree to their leaders displaying a Transformational leadership style. Although, the study observed that while the leader is vision oriented, the leaders failed to undertake or engage in new/novel activities.

Individual Statistics (Transformational Leadership Style)

To further understand the unique responses of each questionnaire item, the study covers the descriptive statics of each item as follows;

Table 4.11: In my parastatal, the leader articulates a compelling vision of the future

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	7	4.3	4.3	4.3
Disagree	12	7.5	7.5	11.8
Valid Agree	47	29.2	29.2	41.0
Strongly Agree	95	59.0	59.0	100.0
Total	161	100.0	100.0	

Table 4.11 above shows the response rate in terms of the item 'in my parastatal, the leader articulates a compelling vision of the future. It can be seen from the responses that 7 respondents who represent 4.3% of study samples strongly disagree to this statement, as 12 respondents, representing 7.5% of sample size disagreed to the statement. 47 respondents who are 29.2% of total sample size agreed to this statement and 95 respondents who account for up to 59% of total sample size strongly agreed to this statement. Overall, respondents are seen to significantly strongly agree that their leaders articulate a compelling vision of their organizations' future.

Table 4.12: The leader in my parastatal goes beyond self-interest for the good of the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	65	40.4	40.4	40.4
Disagree	43	26.7	26.7	67.1
Valid Agree	23	14.3	14.3	81.4
Strongly Agree	30	18.6	18.6	100.0
Total	161	100.0	100.0	

When queried about their perception of the questionnaire item “The leader in my parastatal goes beyond self-interest for the good of the organization”, the study observes from the responses that 65 respondents who represent 40.4% of study samples strongly disagree to this statement, as 43 respondents, representing 26.7% of sample size disagreed to the statement. 23 respondents who constitute 14.3% of total sample size agreed to this statement and 30 respondents who account for up to 18.6% of total sample size strongly agreed to this statement. Overall, more respondents disagree to the parastatal leader’s ability to go beyond self-interest for the benefit of the organization.

Table 4.13: In my parastatal, my leader expresses confidence that goals will be achieved

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	13	8.1	8.1	8.1
Disagree	17	10.6	10.6	18.6
Valid Agree	48	29.8	29.8	48.4
Strongly Agree	83	51.6	51.6	100.0
Total	161	100.0	100.0	

Table 4.13 above shows the response rate in terms of the item ‘*In my parastatal, my leader expresses confidence that goals will be achieved*’. It can be seen from the responses that 13 respondents who represent 8.1% of study samples strongly disagree to this statement, as 17 respondents, representing 10.6% of sample size disagreed to the statement. 48 respondents who are 29.8% of total sample size agreed to this statement and 83 respondents who account for up to 51.6% of total sample size strongly agreed to this statement. Overall, the study observes that majority of the respondents agree to a large extent that their leaders express confidence that organizational goals will be achieved.

Table 4.14 in my parastatal, the leader suggests new ways of looking at how to complete assignments

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	65	40.4	40.4	40.4
Disagree	53	32.9	32.9	73.3
Valid Agree	26	16.1	16.1	89.4
Strongly Agree	17	10.6	10.6	100.0
Total	161	100.0	100.0	

When respondents were about their perception of the questionnaire item “The leader in my parastatal goes beyond self-interest for the good of the organization”, the study observes from table 4.14 above that; 65 respondents who represent 40.4% of study samples strongly disagree to this statement, as 53 respondents, representing 32.9% of sample size disagreed to the statement. 26 respondents who constitute 16.1% of total sample size agreed to this statement and 17 respondents who account for up to 10.6% of total sample size strongly agreed to this statement. Overall, majority of respondents disagree to this statement, which shows that their respective leaders do not suggest new ways of looking at how to complete an organizational assignment.

Table 4.15: In my parastatal, my leader is a role model

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	9	5.6	5.6	5.6
Disagree	28	17.4	17.4	23.0
Valid Agree	45	28.0	28.0	50.9
Strongly Agree	79	49.1	49.1	100.0
Total	161	100.0	100.0	

Table 4.15 above shows the response rate in terms of the item ‘*In my parastatal, my leader is a role model*’. It can be seen from the responses that 9 respondents who represent 5.8% of study samples strongly disagree to this statement, as 28 respondents, representing 17.4% of sample size disagreed to the statement. 45 respondents who are 28% of total sample size agreed to this statement and 79 respondents who account for up to 49.1% of total sample size strongly agreed to this statement. Overall, the study observes that majority of the respondents agree to a large extent that their leaders are role models in the organization.

Table 4.16: In my parastatal, my superior provides others with new ways of looking at puzzling things

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	58	36.0	36.0	36.0
Disagree	49	30.4	30.4	66.5
Valid Agree	30	18.6	18.6	85.1
Strongly Agree	24	14.9	14.9	100.0
Total	161	100.0	100.0	

When questioned about their perception of the questionnaire item “In my parastatal, my superior provides others with new ways of looking at puzzling things”, the study observes from table 4.16 above that; 58 respondents who represent 36% of study samples strongly disagree to this statement, as 49 respondents, representing 30.4% of sample size disagreed to the statement. 30 respondents who constitute 18.6% of total sample size agreed to this statement and 24 respondents who account for up to 14.9% of total sample size strongly agreed to this statement. Overall, majority of respondents disagree to this statement, which shows that their respective leaders do not provide new ways of solving organizational puzzle.

Table 4.17: In my parastatal, the leaders help others develop themselves

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	22	13.7	13.7	13.7
Disagree	31	19.3	19.3	32.9
Valid Agree	47	29.2	29.2	62.1
Strongly Agree	61	37.9	37.9	100.0
Total	161	100.0	100.0	

Table 4.17 above shows the response rate in terms of the item '*In my parastatal, the leaders help others develop themselves*'. It can be seen from the responses that 22 respondents who represent 13.7% of study samples strongly disagree to this statement, as 31 respondents, representing 19.3% of sample size disagreed to the statement. 47 respondents who are 29.2% of total sample size agreed to this statement and 61 respondents who account for up to 37.9% of total sample size strongly agreed to this statement. Overall, the study observes that a majority of the respondents agree that their leaders help other organizational members develop themselves.

Descriptive Statistics of Continuance commitment

Table 4.48: Descriptive Statistics of Continuance commitment

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
GLA1	161	1	4	3.23	.882	-1.077	.191	.506	.380
GLA2	161	1	4	3.20	.988	-1.052	.191	-.016	.380
GLA3	161	1	4	3.17	.950	-.962	.191	-.033	.380
GLA4	161	1	4	3.39	.767	-1.289	.191	1.524	.380
GLA5	161	1	4	3.21	.862	-.898	.191	.080	.380
GLA6	161	1	4	3.08	.935	-.951	.191	.159	.380
Valid N	161			3.21					

From table 4.48 above, it can be seen that, in respect of the level of continuance commitment of the various parastatals, the most acclaimed item is the GLA4 (mean = 3.39), which shows that respondents strongly agree that their parastatals pay high attention to continuance commitment. Following this is their strong agreement on GLA1 (mean = 3.23), which shows respondents agreement that their respective parastatals are dedicated to accomplishing superior goals. The third most strongly agreed continuance commitment item is GLA1 (mean = 3.21), which shows respondents strong agreement to their respective parastatals effectively achieving both financial and nonfinancial targets. Following this is the strong agreement by respondents as to GLA2 (mean = 3.20), which shows respondents strong agreement to their respective parastatals achieving targeted goals before the deadline. Respondents are similarly observed to strong agree to item GLA3 (mean = 3.17), which shows

that employees agree parastatals set performance standards that are achieved on time. The relatively least agreement by respondents came from GLA6 (mean = 3.08) showing that employees agree that their parastatals are well known for superior achievements over the years. Overall, it can be inferred from the grand mean value of 3.21 that employees generally agree to adequate continuance commitment in their various institutions. This shows that the various sampled parastatals are keen to accomplishing superior goals at the right time and at the best standards.

Individual Statistics (Continuance commitment)

Table 4.49: my parastatal is dedicated to accomplishing superior goals

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	11	6.8	6.8	6.8
Disagree	15	9.3	9.3	16.1
Valid Agree	61	37.9	37.9	54.0
Strongly Agree	74	46.0	46.0	100.0
Total	161	100.0	100.0	

Table 4.49 above shows the response rate in terms of the item '*my parastatal is dedicated to accomplishing superior goals*'. It can be seen from the responses that 11 respondents who represent 6.8% of study samples strongly disagree to this statement, as 15 respondents, representing 9.3% of sample size disagreed to the statement. 61 respondents who are 37.9% of total sample size agreed to this statement and 74 respondents who account for up to 46% of total sample size strongly agreed to this statement. Respondents agree that their parastatals are dedicated to accomplishing superior goals.

Table 4.50: My parastatal achieve targeted goals before the deadline

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	16	9.9	9.9	9.9
Disagree	17	10.6	10.6	20.5
Valid Agree	46	28.6	28.6	49.1
Strongly Agree	82	50.9	50.9	100.0
Total	161	100.0	100.0	

When respondents were questioned about their perception of the questionnaire item "*My parastatal achieve targeted goals before the deadline*", the study observes from the responses that 16 respondents who represent 9.9% of study samples strongly disagree to this statement, as 17 respondents, representing 10.6% of sample size disagreed to the statement. 46 respondents who constitute 28.6% of total sample size agreed to this statement and 82 respondents who account for up to 50.9% of total sample size strongly agreed to this statement. Overall, more respondents agree that their parastatals achieved targeted goals before deadlines.

Table 4.51: In my parastatal, set performance standards are achieved on time

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	14	8.7	8.7	8.7
Disagree	19	11.8	11.8	20.5
Valid Agree	54	33.5	33.5	54.0
Strongly Agree	74	46.0	46.0	100.0
Total	161	100.0	100.0	

Table 4.51 above shows the response rate in terms of the item '*In my parastatal, set performance standards are achieved on time*'. It can be seen from the responses that 14 respondents who represent 8.7% of study samples strongly disagree to this statement, as 19 respondents, representing 11.8% of sample size disagreed to the statement. 54 respondents who are 33.5% of total sample size agreed to this statement and 74 respondents who account for up to 46% of total sample size strongly agreed to this statement. Overall, respondents are seen to agree to their parastatal ability to achieving timely set performance standards.

Table 4.52: My parastatal, pay high attention to continuance commitment

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	6	3.7	3.7	3.7
Disagree	10	6.2	6.2	9.9
Valid Agree	61	37.9	37.9	47.8
Strongly Agree	84	52.2	52.2	100.0
Total	161	100.0	100.0	

When respondents were questioned about their perception of the questionnaire item "My parastatal, pay high attention to continuance commitment", the study observes from the responses that 6 respondents who represent 3.7% of study samples strongly disagree to this statement, as 10 respondents, representing 6.2% of sample size disagreed to the statement. 61 respondents who constitute 37.9% of total sample size agreed to this statement and 84 respondents who account for up to 52.2% of total sample size strongly agreed to this statement. Overall, more respondents agree to the parastatal's ability to pay high attention to continuance commitment.

Table 4.53: My parastatal effectively achieves both financial and nonfinancial targets

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	8	5.0	5.0	5.0
Disagree	22	13.7	13.7	18.6
Valid Agree	59	36.6	36.6	55.3
Strongly Agree	72	44.7	44.7	100.0
Total	161	100.0	100.0	

Table 4.53 above shows the response rate in terms of the item '*My parastatal effectively achieves both financial and nonfinancial targets*'. It can be seen from the responses that 8 respondents who represent 5% of study samples strongly disagree to this statement, as 22

respondents, representing 13.7% of sample size disagreed to the statement. 59 respondents who are 36.6% of total sample size agreed to this statement and 72 respondents who account for up to 44.7% of total sample size strongly agreed to this statement. Respondents are seen to be in agreement with the parastatals ability to effectively achieve both financial and nonfinancial targets.

Table 4.54: My parastatal is well known for its superior achievement over the years

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	17	10.6	10.6	10.6
Disagree	13	8.1	8.1	18.6
Valid Agree	71	44.1	44.1	62.7
Strongly Agree	60	37.3	37.3	100.0
Total	161	100.0	100.0	

When respondents were questioned about their perception of the questionnaire item “My parastatal is well known for its superior achievement over the years”, the study observes from the responses that 17 respondents who represent 10.6% of study samples strongly disagree to this statement, as 13 respondents, representing 8.1% of sample size disagreed to the statement. 71 respondents who constitute 44.1% of total sample size agreed to this statement and 60 respondents who account for up to 37.3% of total sample size strongly agreed to this statement. Overall, more respondents disagree to the parastatals leader’s ability to go beyond self-interest for the benefit of the organization.

Descriptive Statistics of Moderating Variable (Stakeholders’ Commitment)

Table 4.55: Descriptive Statistics of Stakeholders’ Commitment

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Stat	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
STK1	161	1	4	3.56	.611	-1.395	.191	2.476	.380
STK2	161	1	4	2.03	1.104	.701	.191	-.872	.380
STK3	161	1	4	2.17	1.119	.530	.191	-1.088	.380
STK4	161	1	4	3.57	.567	-1.118	.191	1.445	.380
STK5	161	1	4	3.57	.669	-1.765	.191	3.624	.380
Valid N	161								

Table 4.55 above shows the cumulative descriptive statistics for Stakeholders’ commitment. It can be seen that, in terms of the level of commitment of stakeholders to the various parastatals, respondents rank highest items STK4 and STK5 (mean = 3.57) which shows respectively that various stakeholders are willing to put in a great deal of effort beyond that normally expected to help the various parastatals become successful and that stakeholders have a feeling of obligation to stay committed to the parastatal. Following these are respondents strong agreement on STK1 (mean = 3.56), which shows respondents strong

agreement to having stakeholders who have emotional attachment to their respective parastatals. Respondents conventionally agreed to item STK3 (mean = 2.17), which shows respondents agreement to the item that there is high affective involvement of stakeholders to the parastatal activities. Following this is the agreement by respondents as to STK2 (mean = 2.03), which shows that respondents agree that stakeholders have high involvement rate in their various parastatals. Overall, it can be inferred from the grand mean value of 2.98 that employees agree to have a good level of stakeholders' comment.

Individual Statistics (Stakeholders Commitment)

Table 4.56: The various stakeholders have emotional attachment to the parastatal

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	2	1.2	1.2	1.2
Disagree	4	2.5	2.5	3.7
Valid Agree	57	35.4	35.4	39.1
Strongly Agree	98	60.9	60.9	100.0
Total	161	100.0	100.0	

Table 4.56 above shows the response rate in terms of the item, the various stakeholders have emotional attachment to the parastatal'. It can be seen from the responses that 2 respondents who represent 1.2% of study samples strongly disagree to this statement, as 4 respondents, representing 2.5% of sample size disagreed to the statement. 57 respondents who are 35.4% of total sample size agreed to this statement and 98 respondents who account for up to 60.9% of total sample size strongly agreed to this statement. Overall, respondents are seen to significantly agree that various stakeholders have emotional attachment to their respective parastatal.

Table 4.57: In my parastatal, the stakeholders have high involvement with the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	68	42.2	42.2	42.2
Disagree	47	29.2	29.2	71.4
Valid Agree	19	11.8	11.8	83.2
Strongly Agree	27	16.8	16.8	100.0
Total	161	100.0	100.0	

When respondents were questioned about their perception of the questionnaire item "In my parastatal, the stakeholders have high involvement with the organization", the study observes from the responses that 68 respondents who represent 42.2% of study samples strongly disagree to this statement, as 47 respondents, representing 29.2% of sample size disagreed to the statement. 19 respondents who constitute 11.8% of total sample size agreed to this statement and 27 respondents who account for up to 16.8% of total sample size strongly agreed to this statement. Overall, more respondents disagree to the stakeholders high active involvement with the organization.

Table 4.58: There is high affective involvement of stakeholders to the parastatal activities

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	57	35.4	35.4	35.4
Disagree	52	32.3	32.3	67.7
Valid Agree	20	12.4	12.4	80.1
Strongly Agree	32	19.9	19.9	100.0
Total	161	100.0	100.0	

Table 4.58 above shows the response rate in terms of the item ' *There is high affective involvement of stakeholders to the parastatal activities*'. It can be seen from the responses that 57 respondents who represent 35.4% of study samples strongly disagree to this statement, as 52 respondents, representing 32.3% of sample size disagreed to the statement. 20 respondents who are 12.4% of total sample size agreed to this statement and 32 respondents who account for up to 19.9% of total sample size strongly agreed to this statement. Overall, respondents are seen to disagree that there is high affective involvement of stakeholders to the parastatal activities.

Table 4.59: The various stakeholders are willing to put in a great deal of effort beyond that normally expected to help this parastatal to be successful

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	1	.6	.6	.6
Disagree	3	1.9	1.9	2.5
Valid Agree	60	37.3	37.3	39.8
Strongly Agree	97	60.2	60.2	100.0
Total	161	100.0	100.0	

When respondents were questioned about their perception of the questionnaire item "*The various stakeholders are willing to put in a great deal of effort beyond that normally expected to help this parastatal to be successful*", the study observes from the responses that; only 1 respondents who represents 0.6% of study samples strongly disagree to this statement, as 3 respondents, representing 1.9% of sample size disagreed to the statement. 60 respondents who constitute 37.3% of total sample size agreed to this statement and 97 respondents who account for up to 60.2% of total sample size strongly agreed to this statement. Overall, more respondents agree that their stakeholders are willing to put in a great deal of effort beyond that normally expected to help this parastatal to be successful.

Table 4.60: Stakeholders have a feeling of obligation to stay committed to the parastatal

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	4	2.5	2.5	2.5
Disagree	4	2.5	2.5	5.0
Valid Agree	50	31.1	31.1	36.0
Strongly Agree	103	64.0	64.0	100.0
Total	161	100.0	100.0	

Table 4.60 above shows the response rate in terms of the item 'Stakeholders have a feeling of obligation to stay committed to the parastatal'. It can be seen from the responses that 4 respondents who represent 2.5% of study samples strongly disagree to this statement, as 4 respondents, representing 2.5% of sample size disagreed to the statement. 50 respondents who are 31.1% of total sample size agreed to this statement and 103 respondents who account for up to 64% of total sample size strongly agreed to this statement. Overall, respondents are seen to significantly strongly agree that their stakeholders have a feeling of obligation to stay committed to the parastatal.

Hypotheses Testing (Bivariate and Multivariate Analysis)

To determine the nature of association and relationship between employed variables, the study employed the Spearman's Rank Order Correlation Coefficient. This technique is valid in light of the need to determine how the observed preferences of organizational leadership style contribute to the performance of an organization. The criteria used are the coefficient to determine the direction of relationship (where > 0 is positive and < 0 is negative) and the significance level to know how significant this observed relationship is. The study therefore proceeds to test the variables in a bivariate light as follows;

Hypothesis

H₀₂: There is no significant relationship between transformational leadership and continuance commitment in selected international oil companies.

Table 4.62: Correlations between Transformational Leadership and Continuance commitment

			Transformational Leadership	Continuance commitment
Spearman's rho	Transformational Leadership	Correlation Coefficient	1.000	.865**
		Sig. (2-tailed)	.	.000
	Continuance commitment	N	161	161
		Correlation Coefficient	.865**	1.000
		Sig. (2-tailed)	.000	.
		N	161	161

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

It can be observed from Table 4.62 that the correlation coefficient value of 0.865 shows a positive relationship between Transformational leadership style and continuance commitment. The probability value of 0.000 is observed to be below 0.05 (i.e. 5%) significance level threshold. This therefore shows a significant relationship between both variables. Altogether, the study therefore observes that there is a strong and significant relationship between transformational leadership and continuance commitment. In light of this, the study therefore rejects the null hypothesis and accepts the alternate hypothesis that there is a significant relationship between transformational leadership and continuance commitment in selected international oil companies.

Inference:

This shows that the more a leader manifest transformational leadership traits, the more likely the parastatal is in achieving its organizational goals.

Conclusion

A positive and significant relationship is observed between transformational leadership and continuance commitment. These points to the fact that when leaders create a vision for their followers and guide the change through inspiration and motivation, they become excellent role model and lead the firm towards achieving its goal diligently. This leadership style is observed to be the topmost leadership style that can lead to continuance commitment of a firm or parastatal.

Recommendations

Managers must adapt their leadership styles to meet with followers readiness level as it is more profitable if leaders meet with followers readiness, it makes a large number of people more active on the work process.

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