

LEADERSHIP STYLES AND OFFICE MANAGER'S JOB COMMITMENT IN SELECTED OIL COMPANIES IN RIVERS STATE, NIGERIA.

¹Dr. Emenike O. Amadi, ²Omoku Chukuladi Samade and ³Lady Judith Onwukwe, fnis
¹Faculty of Education, ^{2&3}Department of Office and Information Management
 Faculty of Management Science, ^{1,2&3}Ignatius Ajuru University of Education,
 Rumuolumeni, Port Harcourt, Rivers State, Nigeria

Email: amadiemenike2@gmail.com, emenike.amadi@iaue.edu.ng
 Email: chukuladiomoku@gmail.com, jonwukwe.onwukwe@gmail.com

ABSTRACT

The study examined the relationship between leadership styles and Office Manager's job commitment in oil companies in Rivers State, Nigeria. The objective of the study is to examine the relationship between Leadership styles such as Autocratic, democratic and Transformational leadership styles and Office Manager's job commitment such as Affective, Normative and Continuance Commitment. The study adopted the cross sectional explanatory survey research design. Krejcie and Morgan sample size Determination Table of 1970 was used to obtain a sample size of 242 from a population of 650 Office Managers from selected Oil companies in Rivers State. Structured questionnaire was used as Instrument for data collection. After validation by the supervisors and other experts, Pearson product moment correlation was used to test the reliability of the instrument. Out of 242 copies of the questionnaire, a total of 190 copies were retrieved. Mean and Standard deviation were used to analyse responses from questionnaires while Spearman's rank correlation coefficient was used to test all hypotheses. The findings revealed that a significant positive relationship exists between Leadership styles and Office Manager's job commitment in Oil companies in Rivers State, Nigeria. The study concluded that the Commitment of Office Managers is determined through the Leadership styles instituted in the organization. The researcher therefore recommends that the right leadership styles should be used to further promote Commitment and performance of office Managers in Business.

Keywords: *Leadership Styles, Office Manager's Job Commitment, Autocratic Leadership, Oil Companies Job Performance*

INTRODUCTION

Organizations all over the world, both in the public and private Companies, 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, & 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, thereby 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 an enhanced employee and organizational performance (Armstrong & Taylor, 2014; Popli & Rizvi, 2016). Moreover, studies have shown that top on the list indicators 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 (Yasir, Imran, Irshad, Mohamad, & Khan, 2016).

Today, organizational leaders in some parts 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. 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. From the above, the importance of leadership (especially the style adopted by the leader) and office manager's 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.

It has also been noted that the nexus between leadership styles and commitment has received considerable scholarly attention. Most studies on leadership have recognized numerous sorts of leadership styles that leaders adopt in managing organizations. Studies have also suggested that effective leadership behaviours can facilitate the improvement of performance when organizations face these new challenges. As also explained by Obiruwu et al., (2013), two factors differentiate "ordinary" from "extraordinary" leadership: transactional and transformational leadership. Consequently, as operationalized, transactional leadership is based on conventional exchange relationship in which followers' compliance (effort, productivity, and loyalty) is exchanged for expected rewards. In contrast, transformational (extraordinary) leaders raise followers' consciousness levels about the importance and value of designated outcomes and ways of achieving them. By utilizing the appropriate leadership style, an organizational leader must focus on the efficient management of internal operating systems, shaping operating decisions, and controlling management processes. Consequently, it is a reflection of productivity of members of an enterprise measured in terms of revenue, profit, growth, development and expansion of the organization.

Leadership style in an organization is one of the major factors that play significant role in enhancing or retarding the interest and commitment of the individuals in the organization. Maintaining the appropriate level of services from employees has become a critical issue for many industries because a service firm's success depends on the frontline employees' performance. The study of the U.S. Office of Consumer Affairs found that 96 percent of unhappy customers never complain about rude or discourteous behaviors, but 90 percent of those who are dissatisfied will not buy again. Each unhappy customer will complain to at least nine other people (Band, 1988). Many managerial activities create employees' behaviors and responses in ways that improve service quality. Office Manager's commitment to service acts as an important function in satisfying the customers' requirements. To develop a commitment to employees and customers, the management team should focus on a promise on job satisfaction of employees. The manager can monitor their commitment with methods such as organizational support, rewards, empowerment and training to provide excellent service quality to customers. These commitments will affect employees' job satisfaction and their service behaviors to customers and coworkers. From the above, what is not clear about these findings is the fact that these studies were performed outside Nigeria and causes one to wonder if the findings are also the case of Nigeria's work context and also the influence of the demographic variables on the relationship between leadership styles and manager's commitment is not known; hence, this study was conducted.

Statement of Problem

Leadership styles have been linked to many organizational issues such as job satisfaction, organizational effectiveness, culture and commitment. The existing literature suggests that leadership critically determine organizational commitment. Having committed employees who are dedicated and motivated towards organizational goals is essential for both public and private service organizations in order to enhance their core competencies and gain competitive advantages which

can guarantee an organization's success. Beside this, employee commitment reflects the quality of the leadership in an organization. Organization commitment provides a broad measure of the effectiveness of leadership which offers a way to further explore the subject of leadership and commitment. However, organizations are always looking for the committed human resources in order to achieve its strategic objectives. Specifically, supervisors have the responsibility to emphasize to their subordinates their link and contribution to the success of the organization and to understand the significance of building a positive relationship with their respective subordinates to enhancing the subordinate's commitment to the organization (Adekola, 2012). Although in most cases the management ensure that the employee entitlement is been given to them at the appropriate time, while to some, these required services are not always met, endangering the set goals of the organizations. In investigating what could be the cause of dissatisfaction on the management and the employee, many scholars has attributed it to the management while some says it is the employee and the relationship gap between these factors. Though investigating this concept, Previous studies on Leadership style related to office manager's Commitment at the organization level (Elmadag et al., 2008; Crick, 2009; Liao et al., 2009; Cheung and To, 2010; Ling et al., 2016), showed that organizational support, underlying elements, and leadership style contribute to employee commitment. To the best of my knowledge, no study has specifically examined the relationship between leadership styles and office Manager's job commitment in Oil companies in Rivers State, Nigeria.

Conceptual Framework

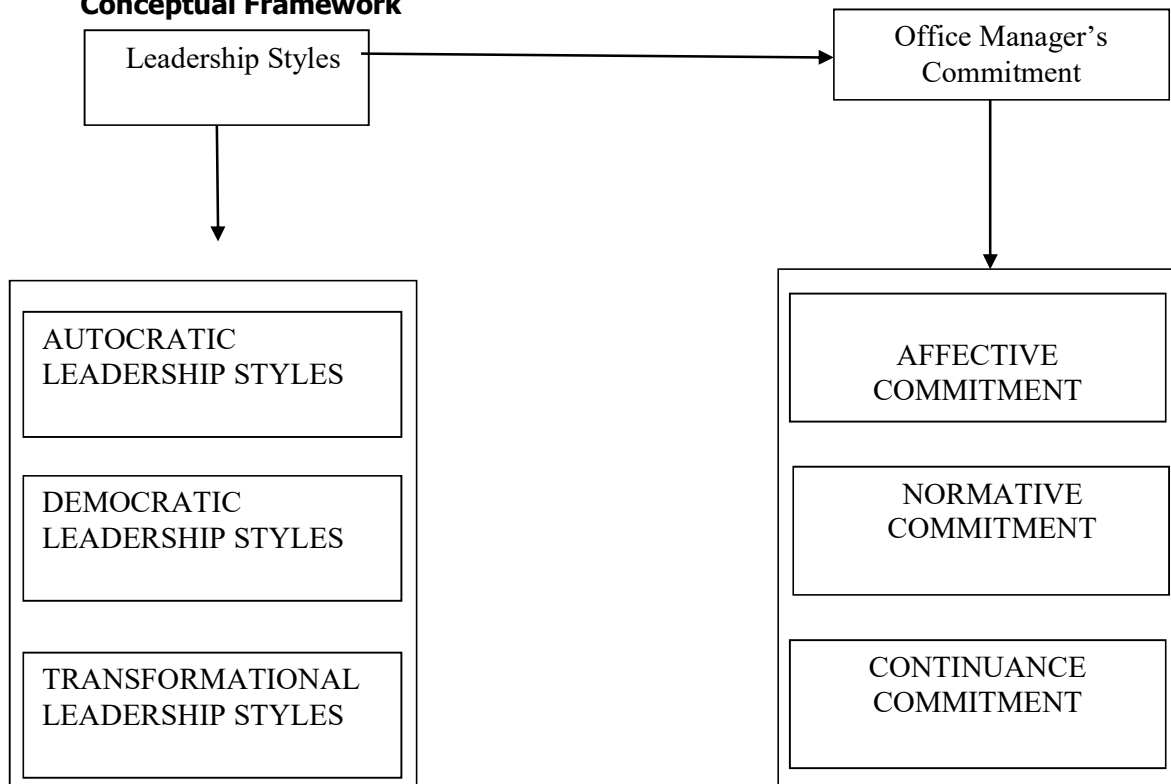


Fig 1.1 Conceptual Framework on Leadership Styles and Office Managers Commitment.
Source: Researchers Conceptualization (2023)

Aim and Objectives of the Study

The aim of this study is to examine the relationship between leadership styles and Office manager Commitment. The specific objective includes:

1. To examine the influence of autocratic leadership style on Office Manager's Job commitment in the Oil companies in Rivers State, Nigeria.
2. To examine the influence of democratic leadership styles on office manager's job commitment in the oil companies in Rivers State, Nigeria.
3. To examine the influence of transformational leadership styles on office manager's job commitment in the oil companies in Rivers State, Nigeria.

Research Question

The following research questions were posed in guiding the study

1. To what extent does autocratic leadership style influence Office Manager's Job Commitment in the Oil companies in Rivers State, Nigeria?
2. To what extent does democratic leadership styles influence office manager's job commitment in the oil companies in Rivers State, Nigeria?
3. To what extent does transformational leadership styles influence office manager's job commitment in the oil companies in Rivers State, Nigeria?

Hypotheses

To achieve the target of this study, the following null hypotheses were adopted:

- H₀₁** There is no significant relationship between autocratic leadership style and Office manager's job commitment in the oil companies in Rivers State, Nigeria.
- H₀₂** There is no significant relationship between democratic leadership styles and office manager's Job commitment in the oil companies in Rivers State, Nigeria.
- H₀₃** There is no significant relationship between transformational leadership styles and office manager's job commitment in the oil companies in Rivers State, Nigeria.

METHODOLOGY

The study adopted an explanatory Cross-Sectional Survey research design. The explanatory Cross-Sectional Survey research design is interested in generation of data from large population via questionnaire and using such data to test the hypotheses; hence, it's correlational in nature because it investigates the relationship between leadership style and office Manager's commitment. The study is a micro study that focuses on a particular set of staff. Therefore, the population of this research covers a total of six hundred and fifty (650) office manager's from five known/existing oil firms in Rivers State.

Table 3.1: Population Distribution Based on Oil Companies.

S/N	Oil Firms and No. of Employees	Office Manager
1	Amni International Petroleum Development Company	98
2	Chevron Oil Nigeria Limited	130
3	Nigeria Liquefied Natural Gas Limited	192
4	Nigeria National Petroleum Company Limited	97
5	Shell Petroleum Development Company	133
	Total	650

Source: Researcher's Inquiry data (2023).

The sample size for this study was derived from Krejcie and Morgan (1970) determination table. Thus, the sample of Two Hundred and Forty-Two (242) serve as respondents, using simple random sampling Technique. For this study, the Instrument for data collection was through structured questionnaire. The instrument was constructed using 4 point Likert Scale of Very Great Extent (VGE) 4, Great Extent (GE) 3, Moderate Extent (ME) 2, and Low Extent (LE) 1.

For the instrument to ascertain it required reliability, a test and retest approach was adopted and the pretest was done using questionnaire administered to the respondents in a selected area. Using the Pearson product moment correlation coefficient. The reliability was found to be high $r = 0.96$ showing that there is consistency in the items of survey. A Total of two hundred and forty-two (242) copies of Questionnaire were distributed to the respondent. The researcher was able to retrieve one hundred and ninety (190) copies from these five selected oil firms in Port Harcourt, while the total sum of Fifty-Two (52) copies were not retrieved.

RESULTS

H₀₁ There is no significant relationship between autocratic leadership style and Office manager's job commitment in the oil companies in Rivers State, Nigeria.

Table 1: Correlations Matrix of Autocratic Leadership Style and Office Manager's Job Commitment.

		Autocratic Leadership Styles	Office Manager's Job Commitment	Normative Commitment	Affective and Continuance Commitment
Spearman's Rho	Correlation Coefficient	1.000	.399**	.135**	.361**
	Sig. (2-tailed)	.	.000	.000	.000
	N	190	190	190	190

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

Source: SPSS Output

Table 1 above shows the correlation result on Autocratic Leadership Style and office manager's job Commitment. The table revealed the existence of a positive and significant relationship between autocratic leadership style and office Manager's job commitment with a group probability value of (0.399), which is less than Alpha Level 0.05, therefore we reject the null hypothesis which state that there is no significant relationship between autocratic leadership styles and Office Manager's job Commitment. Hence conclude that there is a significant relationship between autocratic leadership styles and Office Manager's job commitment.

H₀₂ There is no significant relationship between democratic leadership styles and office manager's job commitment in the oil companies in Rivers State, Nigeria.

Table 2: Correlation Matrix of Democratic Leadership Style and Office Manager's Job Commitment.

		Democratic leadership styles	Office Manager's Job Commitment	Normative Commitment	Affective Commitment and Continuance Commitment
Spearman's Rho	Correlation Coefficient	1.000	.267**	.167**	.495**
	Sig. (2-tailed)	.	.000	.000	.000
	N	190	190	190	190

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

Source: SPSS Output

Table 2 above shows the correlation result on Democratic Leadership Style and office manager's job commitment. The table revealed the existence of a positive and significant relationship between democratic leadership style and office Manager's job commitment with a group probability value of (0.267), which is less than Alpha Level 0.05, therefore we reject the null hypothesis which state that there is no significant relationship between democratic leadership style and office manager's job commitment and accept the alternate hypothesis. Hence conclude that there is a significant relationship between democratic leadership style and office manager's job commitment.

H₀₃ There is no significant relationship between transformational leadership styles and office manager's job commitment in the oil companies in Rivers State, Nigeria.

Table 3: Correlations Matrix of Transformational Leadership Style and Office Manager's job Commitment.

		Transform ational leadership styles	Office Manager's job Commitment	Normative Commitment	Affective Commitment and Continuance Commitment
Spearman's Rho	Correlation Coefficient	1.000	.286**	.183**	.341**
	Sig. (2-tailed)	.	.000	.000	.000
	N	190	190	190	190

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

Source: SPSS Output

Table 3 above shows the correlation result on Transformational Leadership Style and office manager's Job commitment. The table revealed the existence of a positive and significant relationship between Transformational leadership style and Office manager's job commitment with a group probability value of (0.286), which is less than the alpha level 0.05, therefore we reject the null hypothesis which state that there is no significant relationship between transformational leadership style and office manager's job commitment and accept the alternate hypothesis. Hence, conclude that there is a significant relationship between transformational leadership style and office manager's job commitment.

CONCLUSIONS

Based on the results of the analysis, the study concluded that leadership styles influences office Manager's job commitment in oil Companies in Port Harcourt, Rivers State, Nigeria. Leadership styles are characterized by the ability to use various leadership styles like Autocratic, democratic and Transformational leadership styles to promote office Manager's job commitment in terms of affective, Normative and continuance commitment. Leadership styles usefulness is very instrumental to every Organization in order to influence the work attitude of an office Manager thereby boosting office Manager's job Commitment in the Organization.

RECOMMENDATIONS

Based on the findings, the following Recommendations were made:

1. Office manager should endeavor to always communicate the company's vision and mission as leaders to their subordinate.
2. Management should give a level playing ground for Decision making.
3. Management should adopt leadership style that will make staff in the Organization to be well committed at work.

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