

PARTICIPATORY LEADERSHIP STYLE AND AFFECTIVE COMMITMENT OF EMPLOYEES IN SELECTED INTERNATIONAL OIL COMPANIES IN RIVERS STATE

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Abstract

This article investigates the relationship between participatory leadership style and affective commitment of employees in selected international oil companies in Rivers State. 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 participatory leadership style significantly affected the level of commitment employee's show in an organization and recommended that Leaders should ensure employees participate in decision making process as this will make them more motivated towards achieving organizational goals.

Introduction

Research on leadership is becoming increasingly common among oil workers (Schneider & Somers, 2006; Uhl-Bien & Marion, 2009). Scholars claim that this perspective is crucial for addressing team motivation in the context of an increasingly turbulent and rapidly changing oil and gas sector (Lichtenstein & Plowman, 2009; Hanson & Ford, 2010). Moreover, team motivation in knowledge-intense organizations is rarely discussed due to the complex nature existing between perspectives on leadership and organizational culture in the oil and gas industry (Greenfield, 2007). Hanson & Ford (2010) discussed that the highly complex networks between bureaucratic organizational structures and leadership conventions interactively and mutually support the acceleration of organizational outcomes that lead to successful team motivation (Hanson & Ford, 2010). Enacting effective leadership can drive improvements in

team motivation and greatly benefit the dynamics of organizational culture in the oil and gas industry (Körner et al., 2015).

Leadership style is viewed as a combination of different characteristics, traits and behaviors that are used by leaders for interacting with their subordinates. (Mitonga-Monga & Coetzee, 2012). Mitonga, Monga and Coetzee (2012) consider leadership as the pattern associated with managerial behavior, which is designed to integrate the organizational or personal interest for achieving particular objectives.

Barchiesi et al (2007) measured the leadership effectiveness and leadership role and its influence on employee commitment. They found that high leadership indexes are not related to past performance records but associated both to higher potentiality of enhanced commitment 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.

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. 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 al (2011) study explained employees' perceptions about transactional or transformational leadership style of executive, both have highly positive correlation with perceptions about executive's ,encouragement factors of its innovation climate.

Studies abound in the areas of leadership styles like Bass and Avolio (1990), Ismail et al, (2009) and employee commitment such as Bergmann et al. (2000), but not many of this works paid attention to the critical oil and gas sector in Nigeria as most of them focused in the western world where cultural differences abound especially on what motivates employees. It is on the back drop of this that this work will seek to investigate the relationship between participatory leadership style and affective commitment of employees in selected international oil companies in Rivers State.

Statement of the Problem

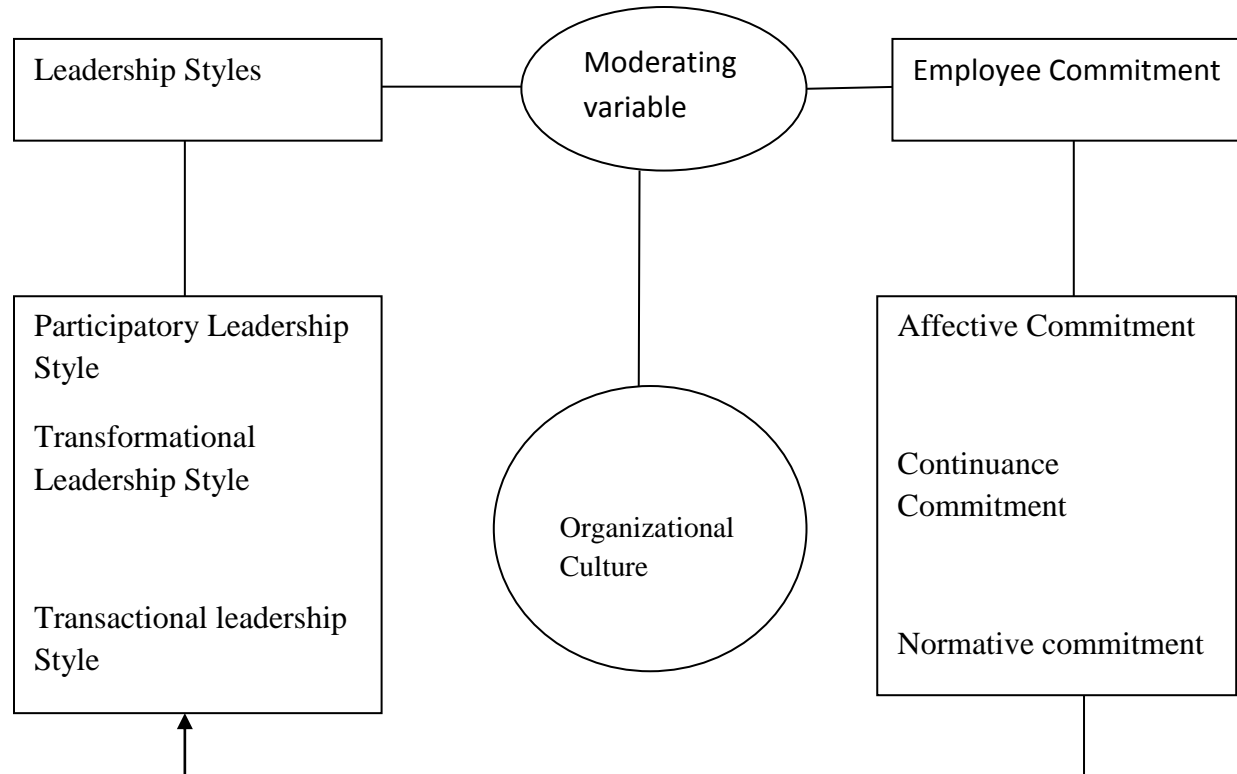
The problem of absenteeism, low performance and inefficiency are problems associated to low commitment of employees in an organization, as they manifest the level of commitment an individual has for his/her organization. When there is lack of commitment by an employee, organizational citizenship behaviour will also be missing (Dorenbosch & Veldhoven, 2006).

Leadership styles and employee commitment are key indicators of team work and organizational effectiveness. Where there is a discord between the leadership and the employees and skepticism comes in, employees lack trust of the organization and the organization lacks the commitment of the employees then the growth and survival of such

organization would be heavily challenged. This explains why this article resolves to investigate the relationship between participatory leadership style and affective commitment of employees in selected international oil companies in rivers state.

Conceptual Framework

Figure 1.1 Conceptual Frameworks



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 was adopted from the work of (Allen and Meyer, 2000)

Aim and Objectives

The aim of this work is to investigate the relationship between participatory leadership style and affective commitment.

Research Questions

To further achieve the aim of the study, the following research question was asked:

- i. What is the relationship between participatory leadership style and affective commitment?

Research Hypotheses

The following null hypothesis was formulated for this study:

- H₀₁:** There is no significant relationship between participatory leadership style and affective commitment.

Significance of the Study

The significance of this work cannot be over emphasized as it provides a guide to dealing with leadership styles, employee commitment and how leadership style affects these variables.

This work will be of great significance to managers and leaders generally as it highlights the importance of their leadership styles, it will highlight the significance of every leadership style and how leaders can adjust their leadership style. It will also present to leaders the benefits of the various leadership styles.

The work will be more specifically beneficial to managers in the international oil companies as it will guide their leadership style to meet with follower's readiness given the peculiarity of the oil industry and the uniqueness of the cultural differences prevalent in the Nigerian business environment. This work will serve as a working guide for leaders in the IOCs on building employee commitment.

Literature Review

Contingency Leadership Theories (Situational)

This article is anchored on **Contingency Leadership Theories**. The theories of contingency recommends that no leadership style is precise as a stand-alone as the leadership style used is reliant upon the factors such as the quality, situation of the followers or a number of other variables. "According to this theory, there is no single right way to lead because the internal and external dimensions of the environment require the leader to adapt to that particular situation". In most cases, leaders do not change only the dynamics and environment, employees within the organization change. In a common sense, the theories of contingency are a category of behavioural theory that challenges that there is no one finest way of leading/organizing and that the style of leadership that is operative in some circumstances may not be effective in others (Greenleaf, 1977).

Contingency theorists assumed that the leader was the focus of leader-subordinate relationship; situational theorists opined that the subordinates played a pivotal role in defining the relationship. Though, the situational leadership stays to emphasis mostly upon the leader, it creates the significance of the focus into group dynamic. "These studies of the relationships between groups and their leaders have led to some of our modern theories of group dynamics and leadership". The theory of situational leadership proposes that style of leadership should be accorded with the maturity of the subordinates (Bass, 1997). "The situational leadership model, first introduced in 1969, theorized that there was no unsurpassed way to lead and those leaders, to be effective, must be able to adapt to the situation and transform their leadership style between task-oriented and relationship oriented".

Conceptual Review

Leadership Styles

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 behaviour 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 behavioural approach of the leader to provide motivation and direction to his people Ojokuku, Odetayo and Sajuyigbe (2012). After the emergence of

behavioural 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 behaviour 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 behaviours, 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 behavioural 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 be learned teamed 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 (behaviour), 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 (behaviour), 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 behaviours 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".

Employee Commitment

Research shows that people use a variety of categories to type others (Abelson, 1976; Bern & Allen, 1974). One type of category that has emerged is that of the "committed" person - (Norman, 1963). Cantor & Mischel (1979) found commitment to be an attribute on which individuals evaluate others and that commitment was distinct from other personal characteristics, such as extraversion.

Commitment could be described as the Holy Grail of organizational behaviours and business psychology. The key objective of all management being to develop a positive corporate culture as manifested in values, norms and management style which combine to promote commitment (Peters & Waterman, 1982; Tichy, 1983; Armstrong, 1991a). Denton (1987) states that obtaining employee commitment is key to quality and productivity improvements. Moreover, the central plank of Human Resource Management is the development of employee commitment to the organisation (Guest, 1987). The rationale behind

this is that committed employees 'will be more satisfied, more productive and more adaptable' (Guest, 1987; Walton, 1991).

For Walton, commitment is an essential precursor to high performance. It represents the latest stage in the evolution of managerial practice, a successor to the 'control' characteristic of Taylorist management during the early and mid-twentieth century. Committed employees can be viewed as in contrast to those who are seen as simply conforming and compliant (Ogbonna & Wilkinson, 1988, 1990). Walton (1991) suggests that the rate of transition from control to commitment strategies continues to accelerate, "fuelled not only by economic necessity but also by individual leadership in management and labour, philosophical choices, organizational competence in managing change, and the need for cumulative learning from change itself." The emerging views in this area are that to create a successful workplace, an organization must concentrate its energies on both economic and social performance, and invest in promoting commitment (Daley, 1988; Brooke & Price, 1989). Drennan (1989a) suggests that most managers believe that with real commitment from staff to the performance of their business could improve dramatically. He adds, "Employee commitment does make a real difference.

In the past decade or so, a great deal of attention and research effort has been invested in identifying the various causes and implications of organizational commitment (Angle & Perry, 1981; Cohen, 1991; DeCotiis & Summers, 1987; Glisson & Durrick, 1988; Morris & Steers, 1980). A number of commentators raise questions about the concept of commitment. These relate to three main problem areas: (1) its unitary frame of reference (Cyert & March, 1963; Mangham, 1979; Mintzberg, 1983), (2) commitment as an inhibitor of flexibility (Legge 1989; Coopey & Hartley, 1991), and (3) whether high commitment does in practice result in improved organizational performance (Walton, 1985; Guest, 1991). Some researchers and observers (Mullins, 1996; Armstrong, 1996; Drennan, 1989b; Martin & Nichols, 1987) provide steps and broad guidelines as to how management can improve employee commitment. All add to our understanding, however, evidence suggests that commitment is a complex phenomenon that operates in different directions and at different levels.

The multifaceted nature of commitment is problematic for a researcher wishing to gain insight as to the effect of senior management theory-of-action on employee commitment. Identifying the form of commitment which senior management wishes to encourage will be difficult, but may prove to be an essential pre-requisite.

Definitions of commitment differ. For example, as an attitude, organizational commitment is most often defined as a strong desire to remain a member of a particular, organization, in other words loyalty to the company. According to this definition commitment refers to an individual's psychological bond to the, organization as an effective attachment and identification (Coopey & Hartley, 1991). Hall, Scheider, and Nygren dealt more with the issues that lead to shared values. They define commitment as "the process by which the goals of the organisation and those of the individual become increasingly integrated or congruent." (1970). McEwan et al (1988) define commitment as "readiness to pursue objectives through the individual job in cooperation with others." Salancik (1977) states that "Commitment is a state of being in which an individual becomes bound by his actions to beliefs that sustain his activities and his involvement." However, the most widely used definition of organizational commitment in current research is that of Porter, Steers, Mowday & Boulian (1974), who

developed the Organizational Commitment Questionnaire (OCQ). They defined organisational commitment as the strength of an individual's identification with and involvement in a particular organization, characterizing it by three psychological factors: desire to remain in an organisation, willingness to exert considerable effort on its behalf, and belief in and acceptance of its goals and values. Such characterization fits well with what has become known as affective commitment. In support of Porter et al, O'Reilly & Chatman (1989) define employee commitment as "a psychological attachment felt by the employee for the organisation." The Porter instrument and definition has been so widely used by researchers that Reichers (1985) asserts that the Porter approach "is the approach to commitment." The following definition assists in capturing the essence of the Porter et al dimensions:

Employee commitment is 'a willingness to exert high levels of effort on behaviour' of the employees in an organisation and a definite belief in, and acceptance of the values and goals of the organisation' (Martin & Nicholls, 1987); Coopey & Hartley (1991)

It can be seen that commitment can be viewed and defined in terms of attitude or behaviour. Therefore, it is not surprising that two widely known views of commitment relevant to work organizations have emerged: behavioural or continuance commitment and attitudinal or affective commitment (Reichers, 1985)

Behavioural Commitment in attempting to understand the process through which employees attach themselves to an organisation, research has concentrated on behavioural commitment (Kischenbaum. and Weisberg, 1990; Klenke-Hamel & Mathieu, 1990; Martin, 1979; Martin & Hunt, 1980; Mottaz, 1989; Thompson & Terpening, 1983). It is defined as the degree of an employee's intention to stay in an organisation (Halaby, 1986; Halaby & Weakliem, 1989; Martin, 1979; Price & Mueller, 1981)

Behavioural commitment is the passive result of prior decisions and actions that constrain the individual to stay. It relates to the individual's calculation of the costs of leaving rather than the rewards of staying. Becker (1960), Keisler (1971), Keisler & Sakumura (1966), & Salancik (1977, 1982) see commitment from this viewpoint and suggest that commitment is the process of binding the individual to behavioural acts.

The calculated commitment sees OC as "a structural phenomenon which occurs as a result of individual-organizational transactions and alterations in side-bets or investments over time" (Hrebiniak & Alutto, 1972:556). Meyers & Allen (1990) conceptualized OC as a three component model made up of affective, continuance and normative commitments. They describe these components thus: Affective commitment refers to the employee's emotional attachment to, identification with and involvement in the organization (employees stay with a firm because they want to); continuance commitment refers to an awareness of the costs associated with leaving the organization (employees stay with the firm because they need to); and normative commitment reflects a feeling of obligation to continue employment (employees stay with a firm because they ought to).

The three components can be visualized as different forms of a mindset. Affective commitment, according to Maxwell & Steele (2003) is characterized by a strong belief in and acceptance of the goals and values of the organization, a willingness to put in extra effort on behalf of the organization and a desire to remain a member of the organization. On the other hand, Stallworth (2004) points out that work experiences that are consistent with an

employee's expectations and basic needs will facilitate the development of affective commitment towards the organization.

Continuance commitment, according to Falkenburg & Schyns (2007) is a function of the investments an employee made in the organization and the costs associated with leaving the organization. Stallworth (2004) has equally noted that continuance commitment is strengthened by a perceived lack of employment alternatives which increases the cost associated with leaving the organization. Normative commitment develops through the socialization and internalization of norms or when an individual receives benefits and feels a need to reciprocate (Meyer & Allen, 1990).

Meyer & Allen (1997) point out that OC has two different connotations: while the first dimension explains the efforts involved in the nature of commitment which defines the relationship between an individual and various objects, the second aspect attempts to make a distinction among the objects to which an individual becomes committed. Based on the second connotation, employees can be committed to many different organizational phenomena such as value, union and organizational change. Employee commitment to change has in recent times received considerable attention from scholars. Herscovitch & Meyer (2002) define employee commitment to change as a force (mindset) that binds an individual to a course of action deemed necessary for the successful implementation of a change initiative. Drawing from the Meyer & Allen (1991) three-component model of OC, Herscovitch & Meyer (2002) argue that commitment to change equally has three components: affective commitment to change refers to a desire to support a change; continuance commitment to change is hinged on the recognition that there are costs associated with resisting change and normative commitment to change refers to a sense of obligation to be supportive.

Employee commitment to change is seen as both a mediator in the change process (Iverson, 1996, Herscovitch & Meyers, 2002) and a consequence of successful change initiative and, therefore, organizational effectiveness (Visage & Steyn, 2011). For instance, Herscovitch & Meyers (2002) argue that commitment to change helps the employee to support and make use of change effectively. Similarly, Iverson (1996) notes that the acceptance of organizational change increases with organizational commitment and acts as a determinant or mediator in the change process. On their part, Stuart (1996) and Lamsa & Savolainan (2000) observe that lack of commitment is one of the negative consequences of organizational change. This view has been reinforced by the findings of such researchers as Vakola & Nikalaou (2005) and Caldwell, Herold & Fedor (2004) to the effect that the way change initiatives are managed and perceived during change impacts the commitment of employees involved in it. In the same vein, Dordevic (2004) and Sofat, Kiran & Kaushik (2015) concluded from their research that there is a positive, significant impact between the manner in which change initiatives are taken within the change levers and affective, normative and continuance commitment. In addition, change readiness which is informed by both personal and organizational valence, has been shown to correlate strongly with both affective and normative commitment (Visage & Steyn, 2011).

Affective Commitment

On the topic of human motivation, Abraham Maslow stated, "The fact is that people are good. Give people affection and security and they will give affection and be secure in their feelings and their behaviour" (Lowry, 1973). Securing employees' affection and subsequent,

demonstrated commitment is a rising concern emerging in organization development (OD) and human resource development (HRD) practice. Increasingly, leaders in modern organizations are tasked with attracting, cultivating, and retaining talent with the skills and capabilities to maintain a competitive advantage in their industries (Aguirre, Post, & Hewlett, 2009; Alvino, 2014; Clifton, 2014; Dychtwald, Erickson, & Morison, 2013; Pangarkar & Kirkwood, 2013). The modern environment of economic uncertainty, rapid change, continued globalization, increasing competition, and the rise of the mobile millennial generation serves as the backdrop and potential driver of this increased attention and focus on employee commitment from both practitioners and scholars (Cohen, 2007; Gibb, 2011; Meyer, Stanley, Herscovitch, & Topolnysky, 2002; Morrow, 2011; Fornes, Rocco & Wollard, 2008).

Over the past 10 years, however, authors have challenged the three-component model and similar models that attempt to combine the previous streams of continuance, normative, and affective commitment research (Bergman, 2006; Solinger et al., 2008; Stazyk et al., 2011). These authors argue that the three components are “qualitatively different concepts” (Solinger et al., 2008, p. 73). They argued that the results of empirical studies measuring commitment indicate that affective, or attitudinal, commitment repeatedly correlated more strongly with consequences such as turnover and performance as summarized by important meta-analyses of the research (Cooper-Hakim & Viswesvaran, 2005; Mathieu & Zajac, 1990; Meyer et al., 2002; Riketta, 2005).

For example, Solinger et al. (2008) confirmed previous meta-analyses’ findings (Cooper-Hakim & Viswesvaran, 2005; Meyer et al., 2002) that found affective commitment correlated more strongly with absence (affective = $-.15$, normative = $.05$, continuance = $.06$), performance (affective = $.16$, normative = $.06$, continuance = $-.07$), and organizational citizenship behaviours (affective = $.32$, normative = $.24$, continuance = $-.01$) than continuance commitment and normative commitment. In addition, affective commitment correlated with the widest range of behavioural variables such as helping others, working extra hours, information sharing, and supervisor’s evaluation of performance (Solinger et al., 2008).

Solinger et al. (2008), therefore, argued that, in light of the empirical research, a singular approach to understanding commitment should be the base of future research. More specifically, they posited that a possible return to a solely attitudinal, affective approach is necessary due to the construct’s more conclusive empirical evidence. In review of the theoretical frameworks that underpin the study of organizational commitment, it is clear that there exists significant debate and confusion around what organizational commitment is, and how it should be conceptualized. Most of the disagreement about the nature of commitment seems to focus on the behavioural and transactional conceptualizations of commitment in light of empirical research findings that indicate a considerably weaker predictive relationship with behavioural and transactional conceptualizations of commitment and consequences of commitment such as employee turnover and absenteeism (Fischer & Mansell, 2009; Meyer & Allen, 1984, 1991; Meyer et al., 2002).

Therefore, there does seem to be a relative constant in the research: attitudinal, affective commitment as a construct is a possible core of organizational commitment and could prove to be an important area of focus for future research and practical application.

Empirical Review

The study of Folorunsho, Adewale & Abodunde, (2014) examined the impact of organizational commitment dimensions on employees' performance among academic staff of Oyo State owned tertiary institutions. The researchers adopted multi-stage sampling procedure for the selection of the participants. The first stage, two higher institutions of learning through purposive sampling technique were selected, while simple random sampling technique was used to select 25% of total population of respondents from two selected higher institutions of learning respectively. Therefore, the total sample size is made up of 197 respondents from the pay roll list of two institutions. A structured questionnaire was used to collect information from the study's participants which were Organizational Commitment Questionnaire (OCQ) and Employees performance Questionnaire (EPQ). Both Pearson Product Moment Correlation Coefficients and Multiple Regression Analysis were used to analysis the data. Result revealed that organizational commitment dimensions jointly and independently influence employees' performance among academic staff of Oyo State owned tertiary institutions. Therefore, the paper recommended that management of tertiary institutions and policy makers should take measures to enhance academic staff' performance through increased commitment level.

Similarly, Idahosa and Nchuchuwe (2000) examined participatory leadership in public organizations and view it as a panacea to the ineffectiveness and inefficiency in these organizations. It takes a critical review of some literature and adopts the eclectic approach in its theoretical framework to explain the need for participation in public organizations. It then goes ahead to enumerate some values or benefits of participation in organizations and suggests various methods that can be applied when embracing the concept. Some of these methods include Consultative and Democratic methods, suggestion plans via suggestion boxes, multiple-management or advisory board and subordinates/union - management cooperation in which management by objectives (MBO). Total Quality Management (TQM), the Scanlon plan, among others, are cited as typical examples. The paper concludes that participation is the vogue today and indeed a sine-qua-non to goals attainment in public organizations; seeing it as not just a passing fancy, but a basic drive in man to want to be recognized and respected. It then makes the following recommendations; That a training programme will evolved to educate public organizational leaders on the benefits of participatory leadership, That the Government should enact a law emphasizing participatory leadership in public organizations, That should there be any unwilling leader to embrace it, such a leader should be shown the way out. To the best of the knowledge of the present researchers, no study has been carried out to investigate the relationship between participatory leadership style and affective commitment, hence this research is undertaken to fill the gap.

Research Design and Population of the Study

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.

Population of the Study

Questionnaire Distribution and Collection Statistics

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

	<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: Total Questionnaire Distribution Statistics

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 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 Organization.

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.

Participatory leadership Style

Table 4.25: Descriptive Statistics of Participatory leadership Style

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Stat	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
CHR1	161	1	4	3.48	.734	-1.530	.191	2.285	.380
CHR2	161	1	4	1.98	.993	.747	.191	-.493	.380
CHR3	161	1	4	2.75	1.107	-.389	.191	-1.182	.380
CHR4	161	1	4	3.21	.817	-1.035	.191	.851	.380
CHR5	161	1	4	2.80	1.106	-.468	.191	-1.114	.380
CHR6	161	1	4	2.20	1.166	.443	.191	-1.290	.380
CHR7	161	1	4	2.93	1.038	-.576	.191	-.860	.380
CHR8	161	1	4	3.06	.920	-.661	.191	-.473	.380
Valid N	161			2.80					

From table 4.25 above, it can be seen that, in terms of the charismatic traits of leaders, respondents rank their leaders highest on CHR1 (mean = 3.48), which shows that respondents strongly agree that their leaders provides inspiring and strategic management goals. Following this is their strong agreement on CHR4 (mean = 3.21), which shows respondents agreement to having their parastatal leader seize new opportunities in order to achieve organizational goals. The third most agreed trait can be seen in the light of CHR8 (mean = 3.06), which shows respondents agreement to the item that their leaders often expresses personal concern for the needs and feelings of other members of the parastatal. Following this is the agreement by respondents as to CHR7 (mean = 2.93), which shows that respondents agree that their leaders influences others by developing mutual liking and respect.

A close trend can be seen in light of CHR5 in which respondents agree that their parastatals leaders recognize the abilities and skills of other members in the parastatal. Following this is the agreement of respondents to item CHR3 (MEAN = 2.75) in which respondents agree to that leaders in their respective parastatal readily recognizes constraints in the physical environment that may stand in the way of achieving organizational objectives. Weaker agreements is seen in light of CHR6 (mean = 2.20), which shows that employees agree that their leaders shows sensitivity to the needs and feelings of the other members. The major disagreed upon item is observed to be TNS2 (mean = 1.98) showing that employees disagree that their leaders consistently generates new ideas for the future of the organization. Overall, it can be inferred from the grand mean value of 2.80 that employees generally agree to their leaders displaying Participatory leadership traits. This shows that their organizational leaders usually provide inspiration and strategic management goal to organizational members while also expressing personal concern for the feeling and needs of organizational members within the parastatals.

Individual Statistics (Participatory leadership Style)**Table 4.26: In my parastatal, the leader provides inspiring and strategic management goals.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	5	3.1	3.1	3.1
Disagree	8	5.0	5.0	8.1
Valid Agree	52	32.3	32.3	40.4
Strongly Agree	96	59.6	59.6	100.0
Total	161	100.0	100.0	

Table 4.26 above shows the response rate in terms of the item '*In my parastatal, the leader provides inspiring and strategic management goals*'. It can be seen from the responses that 5 respondents who represent 3.1% of study samples strongly disagree to this statement, as 8 respondents, representing 5% of sample size disagreed to the statement. 52 respondents who are 32.3% of total sample size agreed to this statement and 96 respondents who account for up to 59.6% of total sample size strongly agreed to this statement. Overall, respondents are seen to significantly agree that their leaders provide inspiring and strategic management goals in their respective parastatals.

Table 4.27: The leaders in my parastatal consistently generate new ideas for the future of the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	63	39.1	39.1	39.1
Disagree	57	35.4	35.4	74.5
Valid Agree	23	14.3	14.3	88.8
Strongly Agree	18	11.2	11.2	100.0
Total	161	100.0	100.0	

When respondents were questioned about their perception of the questionnaire item "*The leaders in my parastatal consistently generates new ideas for the future of the organization*", the study observes from the responses that 63 respondents who represent 39.1% of study samples strongly disagree to this statement, as 57 respondents, representing 35.4% of sample size disagreed to the statement. 23 respondents who constitute 14.3% of total sample size agreed to this statement and 18 respondents who account for up to 11.2% of total sample size strongly agreed to this statement. Overall, more respondents disagree to the parastatals leader's consistency in generating new ideas for the future of the organization.

Table 4.28: The leaders in my parastatal readily recognize constraints in the physical environment that may stand in the way of achieving organizational objectives

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	32	19.9	19.9	19.9
Valid Disagree	27	16.8	16.8	36.6
Agree	51	31.7	31.7	68.3
Strongly Agree	51	31.7	31.7	100.0

Total	161	100.0	100.0
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Table 4.28 above shows the response rate in terms of the item *'The leaders in my parastatal readily recognize constraints in the physical environment that may stand in the way of achieving organizational objectives'*. It can be seen from the responses that 32 respondents who represent 19.9% of study samples strongly disagree to this statement, as 27 respondents, representing 16.8% of sample size disagreed to the statement. 51 respondents who are 31.7% of total sample size agreed to this statement and 51 respondents who account for up to 31.7% of total sample size strongly agreed to this statement. Overall, respondents appear to be slightly disputed, more respondents agree as to the parastatals' leaders ability to readily recognizes constraints in the physical environment that may stand in the way of achieving organizational objectives.

Table 4.29: In my parastatal, leaders seize new opportunities in order to achieve organizational goals

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	9	5.6	5.6	5.6
Disagree	13	8.1	8.1	13.7
Valid Agree	74	46.0	46.0	59.6
Strongly Agree	65	40.4	40.4	100.0
Total	161	100.0	100.0	

When respondents were questioned about their perception of the questionnaire item *"In my parastatal, leaders seize new opportunities in order to achieve organizational goals"*, the study observes from the responses that 9 respondents who represent 5.6% of study samples strongly disagree to this statement, as 13 respondents, representing 8.1% of sample size disagreed to the statement. 74 respondents who constitute 46% of total sample size agreed to this statement and 65 respondents who account for up to 40.4% of total sample size strongly agreed to this statement. Overall, more respondents agree that their parastatals' leaders seize new opportunities in order to achieve organizational goals.

Table 4.30: The leaders recognize the abilities and skills of other members in the parastatal

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	31	19.3	19.3	19.3
Disagree	24	14.9	14.9	34.2
Valid Agree	52	32.3	32.3	66.5
Strongly Agree	54	33.5	33.5	100.0
Total	161	100.0	100.0	

Table 4.30 above shows the response rate in terms of the item *'The leaders recognize the abilities and skills of other members in the parastatal'*. It can be seen from the responses that 31 respondents who represent 19.3% of study samples strongly disagree to this statement, as 24 respondents, representing 14.9% of sample size disagreed to the statement. 52 respondents who are 32.3% of total sample size agreed to this statement and 54 respondents

who account for up to 33.5% of total sample size strongly agreed to this statement. Overall, respondents are seen to agree that their respective parastatals’ leaders easily recognize the abilities and skills of other members in the parastatal.

Table 4.31: Leaders in my parastatal shows sensitivity to the needs and feelings of the other members

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	61	37.9	37.9	37.9
Disagree	42	26.1	26.1	64.0
Valid Agree	23	14.3	14.3	78.3
Strongly Agree	35	21.7	21.7	100.0
Total	161	100.0	100.0	

When respondents were questioned about their perception of the questionnaire item “*Leaders in my parastatal shows sensitivity to the needs and feelings of the other members*”, the study observes from the responses that 61 respondents who represent 37.9% of study samples strongly disagree to this statement, as 42 respondents, representing 26.1% of sample size disagreed to the statement. 23 respondents who constitute 14.3% of total sample size agreed to this statement and 35 respondents who account for up to 21.7% of total sample size strongly agreed to this statement. Generally, more respondents disagree as to the ability of their parastatals’ leaders to show sensitivity to the needs and feelings of other organizational members.

Table 4.32: In my parastatal, leaders influence others by developing mutual liking and respect

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	21	13.0	13.0	13.0
Disagree	29	18.0	18.0	31.1
Valid Agree	51	31.7	31.7	62.7
Strongly Agree	60	37.3	37.3	100.0
Total	161	100.0	100.0	

Table 4.32 above shows the response rate in terms of the item ‘*In my parastatal, leaders influence others by developing mutual liking and respect*’. It can be seen from the responses that; 21 respondents who represent 13% of study samples strongly disagree to this statement, as 29 respondents, representing 18% of sample size disagreed to the statement. 51 respondents who are 31.7% 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, respondents are seen to significantly agree that their leaders influence others by developing mutual liking and respect’.

Table 4.33: Leaders in my parastatal often expresses personal concern for the needs and feelings of other members of the parastatal

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	11	6.8	6.8	6.8

Disagree	30	18.6	18.6	25.5
Agree	58	36.0	36.0	61.5
Strongly Agree	62	38.5	38.5	100.0
Total	161	100.0	100.0	

When respondents were questioned about their perception of the questionnaire item “Leaders in my parastatal often expresses personal concern for the needs and feelings of other members of the parastatal”, the study observes from the responses that 11 respondents who represent 6.8% of study samples strongly disagree to this statement, as 30 respondents, representing 18.6% of sample size disagreed to the statement. 58 respondents who constitute 36% of total sample size agreed to this statement and 62 respondents who account for up to 38.5% of total sample size strongly agreed to this statement. Overall, most respondents agree that the leaders in their various parastatals often expresses personal concern for the needs and feelings of other members of the parastatal.

Employee commitment

Below are the descriptive statistics of the employed measures of employee commitment;

Descriptive Statistics of Affective commitment

Table 4.40: Descriptive Statistics of Affective commitment

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Stat	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
OPE1	161	1	4	3.21	.977	-1.046	.191	-.005	.380
OPE2	161	1	4	2.97	1.033	-.626	.191	-.801	.380
OPE3	161	1	4	2.32	1.070	.253	.191	-1.175	.380
OPE4	161	1	4	3.09	.986	-.902	.191	-.204	.380
OPE5	161	1	4	2.01	1.012	.707	.191	-.598	.380
OPE6	161	1	4	3.20	.909	-1.025	.191	.260	.380
OPE7	161	1	4	3.16	.935	-.933	.191	-.033	.380
Valid N	161			2.85					

From table 4.40 above, it can be seen that, in respect of the level of affective commitment of the various parastatals, the most acclaimed item is the OPE1 (mean = 3.21), which shows that respondents strongly agree that their parastatals are able to deliver projects before the deadline. Following closely to this is their strong agreement on OPE6 (mean = 3.20), which shows respondents strong agreement that their respective parastatals are well recognized in terms of affective commitment. The third most strongly agreed affective commitment item is OPE7 (mean = 3.16), which shows respondents strong agreement to the level of efficiency in delivery of core purpose by their various parastatals. Following this is the strong agreement by respondents as to OPE4 (mean = 3.09) which shows respondents strong

agreement to their respective parastatals being exceptional in delivery of high quality services. Respondents are similarly observed to simply agree to item like OPE2 (mean = 2.97), which shows that employees agree that the parastatals are able to cut cost of operations, parastatals set performance standards that are achieved on time. Followed by their agreements on item OPE3 (mean = 2.32) which shows respondents agreement that there is high capacity utilization in their respective parastatals. The relatively least agreement by respondents came from OPE5 (mean = 2.01) showing that employees agree that their parastatals are efficient in eliminating resource wastages. Overall, it can be inferred from the grand mean value of 2.85 that employees generally agree to efficient operation in their various parastatals. This shows that their various organizations ensure delivery of projects before deadlines, reduce cost of operations and high quality delivery in its services.

Individual Statistics (Affective commitment)

Table 4.41: My parastatal is able to deliver project before deadline

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	15	9.3	9.3	9.3
Disagree	18	11.2	11.2	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 is able to deliver project before deadline*”, the study observes from the responses that 15 respondents who represent 9.3% of study samples strongly disagree to this statement, as 18 respondents, representing 11.2% 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. Generally, respondents agree that their parastatals’ are able to deliver projects before deadline.

Table 4.42: My parastatal is able to cut cost of operation

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	20	12.4	12.4	12.4
Disagree	28	17.4	17.4	29.8
Valid Agree	50	31.1	31.1	60.9
Strongly Agree	63	39.1	39.1	100.0
Total	161	100.0	100.0	

Table 4.42 above shows the response rate in terms of the item ‘*My parastatal is able to cut cost of operation*’. It can be seen from the responses that 20 respondents who represent 12.4% of study samples strongly disagree to this statement, as 28 respondents, representing 17.4% of sample size disagreed to the statement. 50 respondents who are 31.1% of total sample size agreed to this statement and 63 respondents who account for up to 39.1% of total sample size strongly agreed to this statement. Overall, respondents agree that their parastatals are able to cut the cost of operations.

Table 4.43: There is high capacity utilization in my parastatal

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	44	27.3	27.3	27.3
Disagree	51	31.7	31.7	59.0
Valid Agree	36	22.4	22.4	81.4
Strongly Agree	30	18.6	18.6	100.0
Total	161	100.0	100.0	

When respondents were questioned about their perception of the questionnaire item “*There is high capacity utilization in my parastatal*”, the study observes from the responses that 44 respondents who represent 27.3% of study samples strongly disagree to this statement, as 51 respondents, representing 31.7% of sample size disagreed to the statement. 36 respondents who constitute 22.4% 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. Respondents generally disagree to capacity utilization in their various Parastatals.

Table 4.44: My parastatal is exceptional in delivery high quality services

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	18	11.2	11.2	11.2
Disagree	17	10.6	10.6	21.7
Valid Agree	58	36.0	36.0	57.8
Strongly Agree	68	42.2	42.2	100.0
Total	161	100.0	100.0	

Table 4.44 above shows the response rate in terms of the item '*my parastatal is exceptional in delivery high quality services*'. It can be seen from the responses that 18 respondents who represent 11.2% of study samples strongly disagree to this statement, as 17 respondents, representing 10.6% of sample size disagreed to the statement. 58 respondents who are 36% of total sample size agreed to this statement and 68 respondents who account for up to 42.2% of total sample size strongly agreed to this statement. Respondents agree that their parastatals deliver exceptionally high quality.

Table 4.45: My parastatal is efficient in eliminating resource wastage in carrying out its operations

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	61	37.9	37.9	37.9
Disagree	57	35.4	35.4	73.3
Valid Agree	23	14.3	14.3	87.6
Strongly Agree	20	12.4	12.4	100.0
Total	161	100.0	100.0	

When respondents were questioned about their perception of the questionnaire item “*My parastatal is efficient in eliminating resource wastage in carrying out its operations*”, the study observes from the responses that 61 respondents who represent 37.9% of study samples

strongly disagree to this statement, as 57 respondents, representing 35.4% of sample size disagreed to the statement. 23 respondents who constitute 14.3% of total sample size agreed to this statement and 20 respondents who account for up to 12.4% of total sample size strongly agreed to this statement. Generally, employees disagree that their parastatals efficiency helps eliminate wastage in its operations.

Table 4.46: My parastatal is well recognized for its affective commitment

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	12	7.5	7.5	7.5
Disagree	17	10.6	10.6	18.0
Valid Agree	58	36.0	36.0	54.0
Strongly Agree	74	46.0	46.0	100.0
Total	161	100.0	100.0	

Table 4.46 above shows the response rate in terms of the item '*My parastatal is well recognized for its affective commitment*'. It can be seen from the responses that 12 respondents who represent 7.5% of study samples strongly disagree to this statement, as 17 respondents, representing 10.6% of sample size disagreed to the statement. 58 respondents who are 36% 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 significantly agree that their parastatals are well recognized for their affective commitment.

Table 4.47: My parastatal is very efficient in delivering its core purpose

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	13	8.1	8.1	8.1
Disagree	20	12.4	12.4	20.5
Valid Agree	56	34.8	34.8	55.3
Strongly Agree	72	44.7	44.7	100.0
Total	161	100.0	100.0	

When respondents were questioned about their perception of the questionnaire item "*My parastatal is very efficient in delivering its core purpose*", the study observes from the responses that 13 respondents who represent 8.1% of study samples strongly disagree to this statement, as 20 respondents, representing 12.4% of sample size disagreed to the statement. 56 respondents who constitute 34.8% 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. A bulk of respondents believed that their parastatals are very efficient in delivering its core purpose.

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;

H₀₁: There is no significant relationship between participatory leadership and affective commitment in selected international oil companies.

Table 4.65: Correlations between Participatory leadership and Affective commitment

			Participatory leadership	Affective commitment
Spearman's rho	Participatory leadership	Correlation	1.000	.891**
		Coefficient		
		Sig. (2-tailed)	.	.000
	Affective commitment	N	161	161
		Correlation	.891**	1.000
		Coefficient		
		Sig. (2-tailed)	.000	.
		N	161	161

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

It can be observed from Table 4.65 that the correlation coefficient value of 0.891 shows a positive relationship between participatory leadership style and affective 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 participatory leadership and affective commitment. In light of this, the study therefore rejects the null hypothesis and accepts the alternate hypothesis that there is a significant relationship between participatory leadership and affective commitment in selected international oil companies.

Inference: This shows that the more a leader manifest participatory leadership traits, the more likely the parastatal are identified to operate efficiently.

Discussions of Findings

Participatory and Affective commitment

A positive and significant relationship is observed between participatory and continuance commitment. This shows that, when leaders use their communication skills, persuasiveness, and charm to influence others, the firm would be able to achieve its goal. A noteworthy observation is that, participatory leadership style is observed to be the most prevalent leadership style in the sampled institution but was seen to be third most effective style in light of organization's operational effectiveness. This therefore shows that this style might be potent, but is relatively weaker to transformational and transactional leadership styles.

Conclusions

The effective management of the measures of employee commitment (affective commitment, continuance commitment and normative commitment) is important in enhancing the innovativeness and resilience of organizations thus promoting a successful organizational competitive stance and improving the general performance of the organization. Leadership

styles improve an organizations capacity to face turbulent situations and come out of it stronger and better.

Recommendations

On the basis of conclusions derived from this study, this article hereby recommend that organizations train managers properly especially in building emotional intelligence which would help managers lead employees more effectively and efficiently. Managers need to be self-aware of their situation and emotional place as this will guide their leadership styles and how they make business decisions that affect their employees.

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