
CHANGE ORIENTED LEADERSHIP STYLE AND ORGANIZATIONAL COMMITMENT OF PRIVATE HOSPITALS IN RIVERS STATE, NIGERIA

By

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Abstract

This study examined the relationship between change oriented leadership style and organizational commitment of private hospitals in Rivers state. The cross sectional survey was adopted in this study. A total population of two hundred and fifty-one (251) employees from fifteen (15) private hospitals was covered in the study. However, a sample size of one hundred and fifty-two (152) employees was drawn from the population. Data were collected using copies of questionnaires and the systematic sampling technique was utilized. Data was analysed using Spearman's Rank Order Correlation Coefficient so as to ascertain the relationship between change oriented leadership style and organizational commitment. From the data analysed, it was observed that idealized influence and inspirational motivation have a significant positive relationship with affective commitment and continuance commitment. The study concluded that the manifestation of change oriented leadership style by the management of the private hospitals will subsequently help enhance the affective and continuance commitment level of the employees.

Keywords: Change Oriented Leadership Style, Organizational Commitment, Idealized Influence, Inspirational Motivation, Affective Commitment, Continuance Commitment.

1.0 Introduction

Employees of organizations have been recognized as the most vital resource of any organization that helps enhance the fortune and success of the organization. This indisputable fact has made organizations to continuously seek for committed employees in order to withstand the turbulence nature of the business domain. Commitment of employees is a bound that bind the employees with the organization in order to get the best from them. Robbin, Judge and Sanghi (2008) describe employee commitment as the extent to which an employee seeks to identify with a firm's goal, aspiration and to become a part and remain with it. An employee who wishes to stay in an organization for the rest of his/her life without the feeling of changing his organization has been engulfed in the influenced of organizational commitment. Wainwright (2018) observed that employees that are committed to their organizations usually feel more associated and connected with better sense of belongings than those who are less committed

Committed employees help enhance the reputation of organization, boost the survival ability of the organization and also ensure continues success of the firm. Dixit and Bhati (2012) argued that no organization nowadays can perform at peak levels unless each employee's is committed to such organization. Kanter (2001) sees employee's commitment as the willingness of actors in social settings to render their loyalty and energy to social system which are perceived as self – expressive. Irefin and Mechani (2014) noted that organizations view commitment of their employees as an essential factor since it leads reduced lateness, absenteeism and employee turnover. Robbin, Judge and Sanghi (2008) describe employee commitment as the extent to which an employee seeks to identify with a firm's goal, aspiration and to become a part and remain with it. Maxwell, (1999) maintained that commitment is what actually gets a work done. This intense dedication is much efficacious than our optimal will power, intentions and circumstances. He further noted that without commitment, barriers are unbreakable, influence becomes minimal and opportunities, passion and impact maybe lost. Ebikeseye and Dickson (2018) argued that employee commitment help enhance service delivering in the organization.

According to Caught and Shadar (2000) organizational commitment is the state of being committed of a staff to assist in the achievement of the firm's goals and involves the worker's levels of involvement, identification and loyalty. It encompasses emotional respire which is measurable through beliefs, behaviour and attitude of people which ranges from extremely low to very high. Organisational commitment measures the ability of the worker to identify with the objectives and values of the organisation. Organisational commitment influences employees to apply additional effort, desires membership of the organisation and also stimulate employee protection of the assets of the company (Meyer & Allen, 1997). Organisation with high commitment is positively connected to a variety of anticipated work results which includes employee motivation, job satisfaction and job performance, and negatively relates to turnover and absenteeism of employees (Mathieu & Zajac, 1990). During economic sabotage, organisational commitment may be the only factor for survival of a company and also an important element to make the company get better in the market. According to Shahid and Azhar (2013) employees that are committed are likely to make things work in the absence of well-functioning systems and are significant for greater organisational productivity. Organization therefore enjoys the commitment of employees' in different ways. To a great extent they possess the potential of influencing effectiveness in an organization (Meyer & Herscovitch, 2001).

It is worthy to note that employees in the organization are calculative being whose commitment in the organization may be influenced by the change-oriented leadership style in

the organization. Change-oriented leadership style is one of the most innovative styles of leadership which can be characterised as one of the neo-charismatic theories and this is why many researchers and scholars pay a lot of attention to it. Change-oriented leaders are led by effective transformational and managerial openness which give employee a suitable environment for commitment. Change-oriented leader is put forward by Bass and Avolio (2002) as an individual who establishes a good relationship with his followers in order to enhance the performance of employees and organization. He motivates employees to reach beyond personal needs and get along with organisation or group goals. These leaders “motivate their subordinates” to give their bests (*Bass and et al. 2002*). The dimension of change-oriented leadership according to Mohammad, Mohammad and Kaveh (2012) are Idealized Influence, inspirational Motivation and intellectual Stimulation.

Several studies have examined to enhance organizational commitment. Gulbahar, Ghulam, Qamar & Robina, (2018) carried out a detailed study where they examined the relationship between work-life balance and organizational Commitment. It was observed that there is a noteworthy relationship between the variables. McFarlin and Sweeney (1997) noted that equity in the form of distributive justice do predict organisational commitment. Again, Nwagbara and Akanji (2012) examined the impact of work-life balance on the commitment and motivation of Nigerian women employees. Nguru and Gichuhi (2018) did a work on the Influence of work life balance on employee commitment in parastatals in Nakuru, Kenya. They observed that worklife balance influences employee commitment. Aslaug and Espen (2017) in their studies sought to examine the ways through which change-oriented leadership influences employee job satisfaction and job performance. They found out that advanced levels of change-oriented leadership reduce learning demands and increase job involvement, job satisfaction and work performance. Also, Mohammad and Kaveh (2012) studied the relationship between change-oriented leadership and the quality of service. It was revealed by their studies that no significant relationship existed between change-oriented leadership and quality of service and a negative relationship existed between non-interventional leadership and quality of services. Despite the various scholarly work by researchers, there is scanty empirical work on how change oriented leadership relates with organizational commitment of private hospitals in Rivers state, Nigeria.

Statement of the Problem

The issue of commitment in the private hospitals has become worrisome owing to the low level of commitment of employees in the organization. The private hospital in Rivers state plays an essential role in guaranteeing the wellbeing of the citizens. This sector is of high esteem because of its influence in reducing the death rate of its citizen. Nevertheless, in recent time, the private health sector is suffering high rate of employee turnover, and many are still planning of leaving in the nearest future as a result of low commitment to the organization. The problem of commitment has over the period reduced the effective functioning of the firm. This is based on the fact that commitment enhances firms’ competitive advantage. Thus, the problem of low commitment of employees has reduced the competitive edge of firms in their various industries. Cohen (1993) noted the problem of low commitment when he asserted that one in four employees intend to leave an organisation in the next few years. Thus, the continuous exit of these employees due to poor commitment results in downturn in efficiency, low morale and distraction in flow of organisational activities.

Employees with a low level of organisational commitment seem not to be productive and some become slothful at work (Morrow, 1993). According to Korunkaa & Kubiceka (2009) employee's dissatisfaction leads to low level of employees’ commitment and high level of

turnover intention. Peace and Mohammed (2014) noted that employees fail to be committed despite the management's positive implementation of reasonable compensation policies and human resource practices just to have them motivated and retained. Furthermore, the most tragic aspect of the high turnover rate of this sector due to low level of commitment is that most of the employees which include doctors, nurses and medical laboratory scientist, who leave the firm do not settle in Nigeria. They travel to advance countries (e.g. Canada and London) where they are more exposed to greater opportunities thus leading to talent loss in the country. Furthermore, commitment is a force that binds the employees with their organisation, when such commitment is eroded, employees tend to seek their own interest even to the detriment of the organisational success. Kessler (2014) observed that organisations whose members have higher level of commitment, tend to get more value from those members, in terms of lower level of lateness and absenteeism and higher in-role and extra-role performance. Despite several attempts to enhance the commitment of employees in the private hospitals in Rivers state, Nigeria, the problem of low commitment still persists. Considering the attributes of change oriented leadership in enhancing the positive work outcome, it is assumed that organization that embraces the culture of change oriented leadership will subsequently have employees who are highly committed to the organization. It is on this note that this work examined the relationship between change oriented leadership and organizational commitment of private hospitals in Rivers state, Nigeria.

Objectives of the Study

The objectives are to;

- i. Examine the relationship between idealized influence and affective commitment of private hospitals in Rivers state, Nigeria.
- ii. Examine the relationship between idealized influence and continuance commitment of private hospitals in Rivers state, Nigeria.
- iii. Examine the relationship between inspirational motivation and affective commitment of private hospitals in Rivers state, Nigeria.
- iv. Examine the relationship between inspirational motivation and continuance commitment of private hospitals in Rivers state, Nigeria.

Research Questions

The following research questions served as a guide in this study;

- i. What is the relationship between idealized influence and affective commitment of private hospitals in Rivers state, Nigeria?
- ii. What is the relationship between idealized influence and continuance commitment of private hospitals in Rivers state, Nigeria?
- iii. What is the relationship between inspirational motivation and affective commitment of private hospitals in Rivers state, Nigeria?
- iv. What is the relationship between inspirational motivation and continuance commitment of private hospitals in Rivers state, Nigeria?

Research Hypotheses

The null hypotheses were proffered as a tentative answer to the research questions;

HO₁: There is no significant relationship between idealized influence and affective commitment of private hospitals in Rivers state, Nigeria.

HO₂: There is no significant relationship between idealized influence and continuance commitment of private hospitals in Rivers state, Nigeria.

HO₃: There is no significant relationship between inspirational motivation and affective commitment of private hospitals in Rivers state, Nigeria.

HO₄: There is no significant relationship between inspirational motivation and continuance commitment of private hospitals in Rivers state, Nigeria.

2.0 Review of Literature

Transformational-Transactional Theory of Leadership

Out of the numerous theories of leadership and motivation with respect to effectiveness in organizational change management, probably the most popular is the transformational-transactional theory of leadership. Saowalux and Peng (2007) asserted that two factors separate “ordinary” from “extraordinary” leadership: transactional and transformational leadership. Transactional leadership is dependent on universal exchange relationship in which followers’ commitment (effort, productivity, and loyalty) is swapped for anticipated benefits. On the contrary, transformational (extraordinary) leaders stimulate followers’ consciousness levels pertaining to the criticality and value of expected outcomes and methods of accomplishing them. Followers are equally encouraged to jettison their own immediate personal interest to achieve the mission and vision of the organization.

Concept of Change Oriented Leadership

Organisations have been faced with serious of transformation processes due to the effects of globalisation, recent technologies application, management of unsettled environment, etc. Managers, leaders and executives are assigned with the duty of forestalling change, provision of guidance (Shamir, 1999). Leadership style has been the focus of previous leadership research. It also viewed as the key to the successful execution of some strategies by leaders in some organizations which result to excellent business outcome while others leaders fail to transform strategic intent into desired results (Lee & Hee, 2016).

Yukl, (2013) observes change-oriented leadership behaviour to consist of interpreting and monitoring the situation, boosting and discovering innovative methods to acclimatize with the situation. It includes also visualising interesting novel opportunities for the organization, clarifying the need for change, adopting key changes in strategies, processes or products, testing with recent techniques for achieving goals and declaring and celebrating change implementation.

Idealized Influence

Idealized influence represents the ability of the leader to build confidence among the followers through articulation of vision, role modelling and goal setting which forms the basis of influencing them towards higher levels of performance. Idealized influence emerges when leaders behave in desirable ways that propel them to be role models for their followers. In a cascading process, followers at multiple organizational echelons admire and closely identify with the leader and reciprocate their self-sacrifices towards performance improvement (Nawaz & Khan, 2016). Application of behaviors of idealized influence has been linked to followers’ performance improvement (Sadeghi & Pihie, 2012). Idealized influence refers to the idea that followers will trust and respect the leaders to provide support and resources (Chu & Lai, 2012). As a result of this belief, employees will be willing to

accept the directives provided by the leader, regardless of their complexity or difficulty (Chu & Lai, 2012).

Inspirational Motivation

Inspirational motivation refers to the way leaders motivate and inspire their followers to commit to the vision of the organization leading to better performance outcomes (Bass & Riggio, 2006). Inspirational motivation has been identified as a key contributor to employee dedication and is applied by the leader to realize higher levels of employee engagement and effectiveness, which are connected to better performance outcomes (Gallup, 2017). Leaders with inspirational motivation are able to create a strong sense of team spirit among followers as a means of inspiring them towards the realization of stated organizational outcomes (Bass & Riggio, 2006). Inspirational motivation is concerned with motivating employees to a higher level of contribution and productivity by dedicating attention to a higher cause (Barine & Minja, 2014) and increasing followers' intrinsic motivation, commitment, and effort, which culminate in performance improvement (Zhang, Li, Ullrich, & van Dick, 2015).

Concept of Organisational Commitment

In industrial and organisational psychology, literature on organisational commitment as a concept has increased tremendously (Cohen, 2003). Organizational commitment is seen by Mowday (1983) as both a state of positive duty to an organization and a state of duty that emerged as a by-product of previous actions. This state of commitment, therefore, indulges an individual to some level of actions that fulfills the terms of the commitment.

Furthermore, Miller (2003) also states that organisational commitment is "a state in which an employee identifies with a particular organisation and its goals, and wishes to maintain membership in the organisation". Organisational commitment is therefore, the degree in which an employee is willing to maintain membership due to interest and association with the organisation's goals and values.

Affective commitment

Affective commitment concerns feelings about the organization district as a whole (Mowday, Steers, & Porter, 1979). Affective commitment describes an individual's desire to stay with the organization given her/his emotional attachment to, and identification with, the organization (Meyer & Allen, 1984, 1991). In traditional, ongoing employment relationships, a high level of affective commitment has been found to be related to low employee turnover, low absenteeism and improved job performance (Meyer et al., 2002). "Affective commitment is an individual's emotional attachment to the organization. Employees with strong organizational affective commitment are emotionally attached to the organization having a greater desire to contribute meaningfully to the organization, choose to be absent less, work harder (Mathieu & Zajac, 1990), improving production (Randal & Cote, 1994) and overall performance on the job (Meyer & Allen, 1997).

Continuance Commitment

Continuance commitment describes an individual's need to remain with the organization resulting from her/his recognition of the costs (tenure, pay, benefits, vesting of pensions and family commitment, etc.) associated with leaving the organization (Meyer & Allen, 1984, 1991). Continuance commitment is based on the individual's recognition of costs associated with leaving the organization." Allen & Meyer (1990) describe continuance commitment as a function of two factors: (a) the magnitude and/or number of investments (or side-bets) individuals make; and (b) a lack of alternatives". That is, individuals who invest a great deal of time and effort in learning certain skills that are specific to the organization, do so with the

aim of increasing their earning power. In this case, employees can only realise the higher earnings by staying with the organization. Commeiras & Fournier (2001) have said that, continuance commitment is the outcome of a person's decision to stay with an organization because of the personal time and resources already devoted to the company and because of the costs of changing jobs. Therefore, persons who have a lot of investment in their organization are less likely to leave.

Empirical Review

Sundi (2013) in his study used the exploratory approach to investigate the effects of transformational and transactional leadership on employee performance in Pakistan. The sample consisted of 126 respondents. There is a positive and significant effect of idealized influence on employee performance as shown by the results. This study was however, conducted in an education setting thus the finding may not be entirely significant in SMEs". Ngaihe (2016) examined the effects of transformational leadership on staff performance in state owned enterprises (SOE) in Kenya. Descriptive correlation research design was used to establish the magnitude, direction and significance of various dimensions of transformational leadership on staff performance of SOEs in Kenya. Stratified random sampling technique was used to select a sample of 163 senior managers from the target population of 275. A structured questionnaire was used to collect data from the selected members of top management team in SOEs. The study utilized correlation analysis to establish the relationship between staff performance and transformational leadership, Chi square test to determine the differences between the means and Analysis of Variance (ANOVA) and multiple linear regression model to test the hypotheses. The study found that idealized influence was positively and significantly correlated with staff performance, $r(138) = .64, p < .00$. Multiple linear regression revealed that idealized influence significantly predicted staff performance, $\beta = .78, t(145) = 2.99, p < .004$. Brown and Arendt (2011) examined front desk supervisors' transformational leadership dimensions and employee performance. The MLQ (Avolio & Bass, 2004) and a researcher developed performance questionnaire were used. Employees from 34 hotels in one Midwestern state participated in the study. The researchers used ANOVA, Pearson product-moment correlation coefficient and regression analysis. Results indicated that front desk employees perceived their supervisors exhibited leadership dimensions of idealized influence more frequently and individual consideration and intellectual stimulation less frequently. No significant relationship was found between supervisors' transformational leadership dimensions and employee performance. In this study, leaders who exhibit idealized influence are characterized by having employees who respect and trust them. Exhibiting power and confidence is part of idealized influence dimension, which was the highest rated item.

Datche and Mukulu (2015) examined the effects of transformational leadership on employee engagement: a survey of civil service in Kenya. The data was collected from a sample size of 252 civil servants. The researchers used cross-sectional survey and stratified random sampling. They issued structured questionnaire to the respondents. Regression and ANOVA were used for analysis. The results reveal that although transformational leadership is positively related to employee engagement in general, but there was a negative relationship between idealized influence and employee engagement. This study was on the civil service employees and not in SMEs and hence not telling us whether the same findings could be generalized to SMEs in Kenya. Most of the studies found out that idealized influence had a positive significant relationship with employee performance. The issue here is that most of these studies are foreign and Yasin, Nawab, Bhatti, and Nazir (2014) investigated the relationship between intellectual stimulation, innovations and SMEs performance in Pakistan. Data was collected from the 50 SMEs in Hattar (Haripur) industrial area of Pakistan. Out of

500 questionnaires 350 were returned and 348 were valid for analysis. Pearson correlation and regression analysis was used for investigation of this relationship. This study found that intellectual stimulation may be used as tool for the development of innovations and higher SMEs performance and this study also found a strong positive relationship of innovations to the SMEs performance. This study relates to transformational leadership in that intellectual stimulation is an aspect of transformational leadership. The study was done in Pakistan and not in Kenya. Utami (2013) sought to determine whether the intellectual stimulation can influence innovation which is mediated by knowledge sharing, and whether innovation can improve a firm's performance. The model tested on the 56 owners of small and medium enterprises (SMEs) in Tegal, Indonesia. Utilizing purposive sampling technique, with the following criteria, company has a workforce 5 to 100 people, engaged in the metal and machinery industry, not including to foreign-owned companies. Software analysis techniques PLS (Partial Least Square) are used in this research. The final results indicate that there are positive effects on intellectual stimulation, experiential sharing and explicit knowledge sharing; explicit knowledge sharing has a positive effect on product innovation and product innovation has a positive effect on business performance. While experiential sharing has a positive effect on product innovation, it is not significant. This study has important managerial implications, the psychological barriers that prevent employees sharing knowledge and experience can be enhanced through intellectual stimulation of transformational leaders, in this case the leader to be a role model that can be replicated and duplicated by subordinates or employees. This study results link the use of transformational leadership to better firm performance. However, this study was done in Indonesia and the unit of study were the owners of the SMEs. The study also used PLS for analysis.

Francisco, Ramon and Carlos (2006) carried out a study with the aim of analysing the impact of Change-oriented leadership, satisfaction and performance in work groups: Effects of team climate and group potency. This study is designed as a correlative and cross-level research. The sample comprises 318 health-care professionals in 78 health-care teams at different public hospitals throughout Spain. Hierarchical regression analysis was used to evaluate mediating and moderating effects. The findings invite to explore the conditions under which change-oriented leadership, insofar as it represents a strategic issue, will have the greatest impact, analysing the environment, external relations and so on, as well as the moderating role of leadership between these variables and climate.

Aslaug and Espen (2018) carried out a study on the influence of change-oriented leadership on work performance and job satisfaction in hospitals – the mediating roles of learning demands and job involvement. The aim was to examine the mechanisms through which change-oriented leadership in hospitals influences job performance and employee job satisfaction. The study used the cross-sectional based survey of four public hospitals in a regional health authority in Norway. The findings illustrate how change-oriented leadership directly and indirectly influences work performance and job satisfaction. Learning demands and job involvement play mediating roles. Higher levels of change-oriented leadership decrease learning demands and increase job involvement, work performance and job satisfaction. Learning demands have a negative influence on work performance and job satisfaction. Job involvement has a positive influence on work performance and job satisfaction. The strongest relationship in the structural modelling is between change-oriented leadership and job involvement.

Mohammad, Rouzbahani¹ and Kaveh (2012) did a research which an aim to study the relationship between change-oriented leadership and the quality of services. The data were collected through library research, and the data regarding change-oriented leadership were collected through multi-factorial leadership questionnaire designed by Bass and Avolio. The

validity and reliability, using alpha coefficient was 0.887, and the validity and reliability for multi-factorial leadership questionnaire, using alpha coefficient was 0.92 which indicated that questionnaires have both accepted validity and reliability. Results from hypotheses showed that there was a significant and powerful relationship between change-oriented leadership and the quality of services provided. Findings indicated that the factors related to change-oriented leadership such as individual consideration with the correlation coefficient of 0.69, idealized correlation with the correlation coefficient of 0.62, inspirational motivation with the correlation coefficient of 0.58, Intellectual Stimulation with the correlation coefficient of 0.56, and Idealized Behaviors with the correlation coefficient of 0.51, had the most important impact on the quality of services.

Bassam (2017) carried out a study with the aim of examining the impact of leadership styles on organizational commitment at Jordanian banks. The study's sample consists of (390) employees that will help answering the study's questions and hypotheses. From the result of the study the average mean of organizational commitment as a whole is (3.66), as shown in table (3). Organizational commitment dimensions were as follows: continuance commitment was ranked first, with a mean of (3.81). and Normative commitment came next, with a mean of (3.68) and a standard deviation of (0.42) and a moderate degree of assessment, lastly came the dimension of affective commitment with a mean of (3.49) and a standard deviation of (0.46) and a moderate degree of assessment. These results indicate the prevalence of the three types of organizational commitment in Jordanian banks, but with less degree for emotional commitment. Therefore, leaders should build strong emotional relationships with employees to create harmony and build strong relationships with them.

Senthamil and Palanichamy (2017) made an attempt to investigate the most preferred leadership styles and its impact on organisational commitment. For the research, 158 sample respondents had been drawn out from among the Senior Engineers and the Trainee Engineers group. Statistical tools like One-Way ANOVA, Correlation analysis and Regression analysis were used to find out whether there was any significant difference in the leadership styles based on the position and pay and also find out the degree of association between preferred leadership styles and organizational commitment. The results of the study concluded that while the positional identity of the respondents had some significant impact on leadership style perception and organizational commitment, salary did not seem to make a difference from among the sample respondents.

Nildes, Ann and Lindolfo (2014) carried a research on Organizational Commitment and Job Satisfaction: What Are the Potential Relationships. This study compared two different structural models regarding the direct or mediation role satisfaction has in the prediction of commitment bond, in the context of a public and traditional Brazilian organization, the Military Police. To carry out this study, a combination of quantitative and qualitative methodologies was employed. This study also adopted Structural Equation Modeling (SEM), using AMOS 16.0 and SPSS 13.0 software. Result found out that satisfaction with relationships is an antecedent of commitment, which mediates its relationships with other variables, such as work and personal characteristics.

3.0 Methodology

This study used a cross-sectional survey and the target population was 251 employees of 15 (fifteen) selected private hospitals in Rivers state. The sample size was determined using the Krejcie and Morgan (1970) formula for sample size determination. As a result, 152 questionnaires were distributed to employees at the fifteen hospitals chosen. In this study, a simple random sampling technique was used. This method was chosen because it provides a true representation of the entire population and reduces the possibility of researcher bias in

the sample case selection. Change oriented leadership style (independent variable) was measured using idealized influence and inspirational motivation. 5 items were used in measuring idealized influence (e.g. In my organization, my superior is a role model) and 5 items were used in measuring inspirational motivation (e.g. In my organization, my leader articulates a compelling vision of the future). Affective commitment and continuance commitment were also used to assess the dependent variable (organizational commitment). 5 items were used in measuring affective commitment (e.g. I would be very happy to spend the rest of my career in this organization) and 5 items were used in measuring continuance commitment (e.g. I believe I have too few options to consider leaving this organization). Items were rated on a 4-point Likert scale, with 1 indicating strong disagreement, 2 indicating disagreement, 3 indicating agreement, and 4 indicating strong agreement. The Spearman Rank Order Correlation Coefficient statistical tool was used for the analysis of data.

4.0 Result

A total of 152 questionnaires were distributed to respondent. However, 116 (76%) copies were returned while 6 (4%) were invalid, thus 110 (72%) was used for the study. The hypotheses test was undertaken at a 95% confidence interval implying a 0.05 level of significance. The decision rule is set at a critical region of $p > 0.05$ for acceptance of the null hypothesis and $p < 0.05$ for rejection of the null hypothesis.

Table 1: Idealized Influence and Affective Commitment

		Correlations		
			Idealized Influence	Affective Commitment
Spearman's rho	Idealized Influence	Correlation Coefficient	1.000	.693
		Sig. (2-tailed)	.	.000
		N	110	110
	Affective Commitment	Correlation Coefficient	.693	1.000
		Sig. (2-tailed)	.000	.
		N	110	110

Source: Author's Field Survey (2020) - SPSS version 21 output extracts

H₀₁: There is no significant relationship between Idealized Influence and Affective Commitment of Private Hospitals in Rivers State, Nigeria.

The result of the analysis in Table 1, shows a significant level $p < 0.05$ ($0.000 < 0.05$), $\rho = 0.693$ between Idealized Influence and Affective Commitment. This means that there is a very strong significant relationship between Idealized Influence and Affective Commitment. The null hypothesis is rejected, and we restate that *there is a significant relationship between Idealized Influence and Affective Commitment.*

Table 2: Idealized Influence and Continuance Commitment

Correlations				
			Idealized Influence	Continuance Commitment
Spearman's rho	Idealized Influence	Correlation Coefficient	1.000	.350
		Sig. (2-tailed)	.	.000
		N	110	110
	Continuance Commitment	Correlation Coefficient	.350	1.000
		Sig. (2-tailed)	.000	.
		N	110	110

Source: Author's Field Survey (2020) - SPSS version 21 output extracts

H₀₂: There is no significant relationship between Idealized Influence and Continuance Commitment of Private Hospitals in Rivers State, Nigeria.

The result of the analysis in Table 2, shows a significant level $p < 0.05$ ($0.000 < 0.05$), $\rho = 0.350$ between Idealized Influence and Continuance Commitment. This means that there is a significant relationship between Idealized Influence and Continuance Commitment. The null hypothesis is rejected, and we restate that *there is a significant relationship between Idealized Influence and Continuance Commitment.*

Table 3: Inspirational Motivation and Affective Commitment

Correlations				
			Inspirational Motivation	Affective Commitment
Spearman's rho	Inspirational Motivation	Correlation Coefficient	1.000	.468
		Sig. (2-tailed)	.	.008
		N	110	110
	Affective Commitment	Correlation Coefficient	.468	1.000
		Sig. (2-tailed)	.008	.
		N	110	110

Source: Author's Field Survey (2020) - SPSS version 21 output extracts

H₀₃: There is no significant relationship between Inspirational Motivation and Affective Commitment of Private Hospitals in Rivers State, Nigeria.

The result of the analysis in Table 3, shows a significant level $p < 0.05$ ($0.008 < 0.05$), $\rho = 0.468$ between Inspirational Motivation and Affective Commitment. This means that there is a significant relationship between Inspirational Motivation and Affective Commitment. The null hypothesis is rejected, and we restate that *there is a significant relationship between Inspirational Motivation and Affective Commitment.*

Table 4: Inspirational Motivation and Continuance Commitment

Correlations				
			Inspirational Motivation	Continuance Commitment
Spearman's rho	Inspirational Motivation	Correlation Coefficient	1.000	.153
		Sig. (2-tailed)	.	.010
		N	110	110
	Continuance Commitment	Correlation Coefficient	.153	1.000
		Sig. (2-tailed)	.010	.
		N	110	110

Source: Author's Field Survey (2020) - SPSS version 21 output extracts

Ho₄: There is no significant relationship between Inspirational Motivation and Continuance Commitment of Private Hospitals in Rivers State, Nigeria.

The result of the analysis in Table 4, shows a significant level $p < 0.05$ ($0.007 < 0.05$), $\rho = 0.153$ between Inspirational Motivation and Continuance Commitment. This means that there is a significant relationship between Inspirational Motivation and Continuance Commitment. The null hypothesis is rejected, and we restate that *there is a significant relationship between Inspirational Motivation and Continuance Commitment*.

5.0 Discussion of Findings

Emanating from the findings of the field survey, the study realized the following.

Idealized Influence and Affective Commitment

The bivariate hypotheses between Idealized Influence and Affective Commitment reveal a noteworthy relationship between the two variables. The spearman correlation coefficient reveal that the p-value of 0.000 was less than 0.05 ($p=0.000 < 0.05$) which implies that Idealized Influence has a significant relationship with Affective Commitment. Thus the null hypothesis was rejected and the alternate hypothesis was accepted. The result of the correlation coefficient (r) is 0.693. This thus reveals that there is a strong positive significant relationship between Idealized Influence and Affective Commitment. Thus, enhancing Idealized Influence will help enhance Affective Commitment. Thus the first objective of the study which sought to examine if Idealized Influence relates with Affective Commitment was achieved. This finding agrees with that of Francisco, Ramon and Carlos (2006) who found that idealized influence had a positive significant relationship with affective commitment

Idealized Influence and Continuance Commitment

The bivariate hypotheses between Idealized Influence and Continuance Commitment reveal a noteworthy relationship between the two variables. The spearman correlation coefficient reveal that the p-value of 0.000 was less than 0.05 ($p=0.000 < 0.05$) which implies that Idealized Influence has a significant relationship with Continuance Commitment. Thus the null hypothesis was rejected and the alternate hypothesis was accepted. The result of the correlation coefficient (r) is 0.350. This thus reveals that there is a significant relationship between Idealized Influence and Continuance Commitment. Thus, enhancing Idealized Influence will help enhance Continuance Commitment. Thus the second objective of the study which sought to examine if Idealized Influence relates with Continuance Commitment was achieved. This finding agrees with that of Bassam (2017) whose study found that

idealized influence was positively and significantly correlated with staff continuance commitment.

Inspirational Motivation and Affective Commitment

The analysis of hypothesis three showed a significant relationship between Inspirational Motivation and Affective Commitment. This relationship existing base on the fact that the p-value was lower can the level of significance ($p=0.008 < 0.05$). Thus, the null hypothesis was rejected and the alternate hypotheses accepted. Furthermore, the spearman correlation coefficient revealed that Inspirational Motivation correlates with Affective Commitment at .468. This shows that there is a strong positive relationship between Inspirational Motivation and Affective Commitment. Thus enhancing Inspirational Motivation will subsequently boost Affective Commitment in the organization. This finding is in agreement with that of Senthamil and Palanichamy (2017) inspirational motivation directly and indirectly influences work performance and affective commitment.

Inspirational Motivation and Continuance Commitment

The analysis of hypothesis four reveals a significant relationship between Inspirational Motivation and Continuance Commitment. The spearman correlation coefficient reveal that the p-value of 0.010 was less than 0.05 ($p=0.010 < 0.05$) which implies that Inspirational Motivation has a significant relationship with Continuance Commitment. Thus the null hypothesis was rejected and the alternate hypothesis was accepted. The result of the correlation coefficient (r) is 0.153. This thus reveals that there is a weak significant relationship between Inspirational Motivation and Continuance Commitment. Thus, enhancing Inspirational Motivation will help enhance Continuance Commitment. Thus the first objective of the study which sought to examine if Inspirational Motivation relates with Continuance Commitment was achieved. This finding agrees with the works of Nildes, Ann and Lindolfo (2014) who noted that inspirational motivation correlates with continuance commitment.

6.0 Conclusion and Recommendation

The commitment of employees in organization is an indisputable factor for all organizations that must thrive and survive the turbulence of the business environment. From the finding, one can conclude that idealized influence is essential in enhancing the affective and continuance commitment of employees in the private hospitals in Rivers state, Nigerian. Idealized influence represents the ability of the leader to build confidence among the followers through articulation of vision, role modelling and goal setting which forms the basis of influencing them towards higher levels of commitment in the organization. The higher the level of idealized influence of the leader, the higher the commitment of the employees. Furthermore, when a leader displays inspirational motivation in the organization, such help enhances the affective and continuance commitment of the employees. An increase in inspirational motivation results in the increase in affective and continuance commitment of the employees. Inspirational motivation denotes the way leaders motivate and inspire their followers so as to commit to the vision of the organization. On the other hand, when inspirational motivation reduces, such could truncate the level of commitment of employees in the organization. Based on the findings and conclusion of the study, the following recommendations are proffered;

- 1) The management of the private hospitals should display a strong sense of purpose and should further act as a role model in the organization as such will help enhance the affective commitment of the employees in the organization.

- 2) The management of the private hospitals should continuously express confidence in the staff as such will help enhance their commitment level in the organization.
- 3) The management of the private hospitals should ensure that adequate recognition and reward packages are given to well performing employees, as such will help enhance their continuance commitment in the workplace.
- 4) The management of the private hospitals should periodically solicit follower's ideas, as such will enhance their sense of belongingness and thus boost their commitment level in the organization.

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