

EXEMPLARY LEADERSHIP AND EMPLOYEES' COMMITMENT IN RIVERS STATE UNIVERSAL BASIC EDUCATION BOARD

DAVIDSON DAVID

Department of Management,
Faculty of Management sciences,
University of Port Harcourt,
Nigeria.

Abstract

This study examines the association between exemplary leadership and employees' commitment to work in Rivers State. The study was conducted in the Rivers State Universal Basic Education Board in Obio/Akpor. The population of the study was 2,496 academic staff of the 74 Universal Basic Education Schools in Obio/Akpor, composed of 54 primary schools and 20 junior secondary schools. A sample size of 345 was chosen with the aid of the Taro Yamane's formula. Data was collated from primary and secondary sources and was subjected to empirical analysis using the Spearman rank order correlation coefficient. Data was analysed with the aid of the statistical Package for Social Sciences (SPSS). The outcome reveals that exemplary Leadership positively and significantly correlates with employee commitment to work. It is therefore concluded that one of the problems of employee lack of affective commitment to work is influenced by ineffective or bad leadership. It is recommended amongst others, that leadership should be effective, benevolent and exemplary to induce employee affective commitment.

Keywords: Exemplary leadership -Roll model, Shared Vision, Reward Performance, Commitment to work – affective, Continuance and Normative Commitment.

Background to the Study

Employees' commitment is imperative for organizational success. It has three compositions with different psychological states. According to Meyer and Allen (1991), these compositions are Affective Commitment, Continuous Commitment and Normative Commitment. Commitment is a psychological contract. It refers to the basic views employees have about their contribution to the organizations like time, human capital, etc., in expectation for desired outcome in terms of measurable reward from the organization. It is the workers' psychology that explains why employees are wholly or partially present at work. According to Allen and Mayer 1991, affective committed workers have high level of involvement and identify strongly with the organization and such is imperative for the success of the organization.

The best exemplary leadership is defined by the leader's role model and benevolence to subordinate with concern to productivity and organizational success. It imitates by the leader's philosophy in respect to alignment to the philosophy of the organization and the ability to design a structure and strategy to achieve the organizational goals with none coercive inducement of subordinates towards achievement of organizational objectives with a

sense that failure or success of the organization will be attributed to leadership; *ceteris paribus*; *authority = responsibility*.

Leadership is related to culture if culture is the totality of folk's way of life and is the control of the mind. Organization is composed of workers from different ethnic groups. Organizational leaders wear off the issues of multi – culture in the work place with organizational culture.

This study emanate on the perception that in spite of the huge human, finance and material resources organizations operating in Nigerian acquired, organizational objectives are seldom achieved. Programs are ineffectively implemented. This is the case with the Rivers State Universal Basic Education Program that was established in 1991, with core objective to enhance quality education in early child. This problem seems to have a direct link to leadership and employees' lack of affective *commitment to work*. Scholarly studies trying to solve similar problem abound. Most recent was the research work of Leane Crowell (2006), "understanding teacher's commitment". Less empirical study seems to be done in this problem; therefore this study examines the association of exemplary leadership and employee commitment to work with a focus to proffer solution to the identified problem of employees' lack of commitment and ineffective programs implementations in Nigeria.

Literature review

Employees' commitment is important for organizational success. It refers to the degree of employees' activeness and focus for the desired outcome in the organization (Mayer and Allen 1991). It refers to the relative input in terms of employees' identification with and contribution in the organization (Mowday, Porter, and Steer, 1982). It refers to the input of time, human capital and other resources employees are willing to offer to make the organization succeed (Meyer and Allen, 1997). It requires an exchange relationship where employees make input in the organization in return for commensurable reward. This exchange is measured and determined by employees' psychology about the organization. Psychological contract refers to the basic views employees have about their contribution to the organizations like time, human capital, and etc., to the organization in return for desired outcome like pay, job security, benefits, career opportunity, promotion, status, etc. (Griffin, 2000). Physiological psychology is the link between the mind and body while Sociological psychology refers to how some employees' thought and behavior affects, and is affected by other employees (Jaja, 2003). This explains why employees are wholly or partially present at work. Commitment has three components with different psychological outcomes; these are Affective Commitment, Continuous Commitment and Normative Commitment. Affective Commitment is the employee's love for and attachment to the job, and involvement in the organization. It is the best component of organizational commitment (Meyer and Allen 1991). Employees who are affectively committed align with the goals of the organization and desire to be members of the organization (Meyer and Allen, 1991). Continuous Commitment refers to the sense of loss for leaving the organization such like loss of organizational membership, loss of economic gains like pension accruals and social affiliations like friendship with co-workers (Meyer and Allen, 1991). Normative commitment refers to the obligation on the individual to remain with the organization emanating from moral or legal justifications (Meyer and Allen, 1991). Involvement is measured by the employees' degree of share information, knowledge, reward, and power in the organization (Steve and Ann, 2002). Employees' involvement enhances job satisfaction by alignment, performance and

achievement of organizational objectives (Hawkins, 1998). Employees who begin and grow in a career with an organization have more organizational commitment than those who join along the way (Africa News, 2008).

Commitment is related to Culture if Culture is the control or dictator of the thought direction of the humans mind (Geert, 2005; Steve and Mary Ann, 2002). Organizational culture provides the valued system that governs employees' actions in the organization (Steve and Ann, 2002). It is used to wear off the issues of multi culture, induce and aligns employees' acceptance of organizational philosophy. Multi culture is used to describe different ethnicities' belief.

Leadership is related to culture if culture is the totality of folk's way of life. It is viewed as the act of building the proper environment for subordinates and inducing them to achievement of organizational objectives. It is both a process and a property. As a process, it refers to the use of authority, the non-coercive influence to achieve group's or organization's motive. As a property, it refers to the attributes in the leader that attracts subordinates' acceptance (Steve and Ann, 2002).

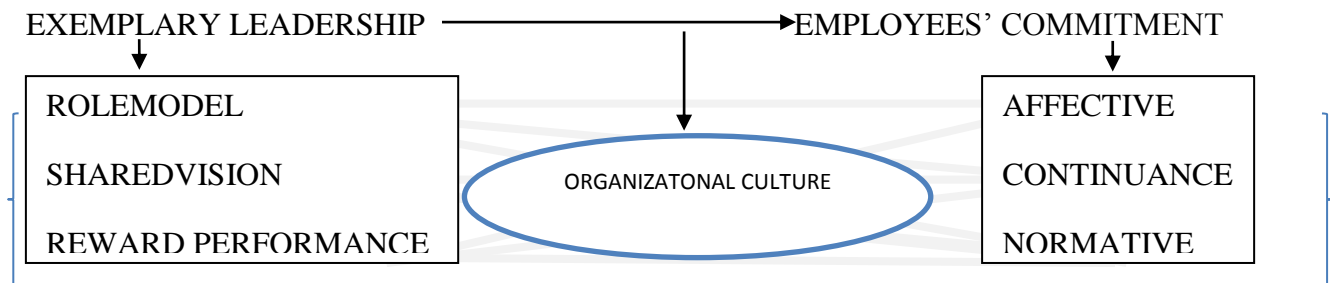
The best exemplary leadership is defined as leadership by example (Jerry McClain and Chris Abel, 2015). Exemplary leadership can be induced by the leader's philosophy. An alignment of the leader's philosophy to the organizational philosophy and the ability to design a structure and strategy to achieve the organization's goals; and none coercive inducement of subordinates towards achievement of organizational achievement, with a sense that failure or success of the organization will be attributed to leadership; *ceteris paribus; authority = responsibility. This is similar to the view of Griffin that exemplary Leadership is the use of attraction and inducement of subordinates' performance without the use of force. A leader is a person whose subordinates are loyal to (Griffin, 2000).*

Some concepts of exemplary leadership are; Model the way, shared vision, challenge the process, encourage the heart (Teresa Goode, 2000). Be the torch bearer, encourage a common vision, keep challenging self, foster collaboration and reward performance (Kunday, 2010). Create a vision and a plan to achieve it, develop a human network for achieving the vision: align people by Communicating the organizational perspective to influence team alignment and achievement of the vision, execute the plan by motivating, inspiring and inducing subordinates to overcome political, bureaucratic and resource barriers to achieve the plan, produce change by moving the organization and its members to the desired position (Griffin, 2000). Create a *vision*, communicate the vision to enlist subordinates' alignment and support, and persistently work to achieve the vision regardless of the impediments, empower subordinates and design a system that utilize their effort to achieve the vision (Jaja, 2003). The greatest strategist cannot be victorious in battle except he communicates effectively (Gen. George, James and Marakas, 2005). Every leader strives for achievement. Levin's force field analysis model says that achievement requires changing the status quo of an organization by refreezing and freezing it at the desirable state.

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For purpose of in-depth study, an operational framework believed that could associate the study variables was created from authors’ conceptualization as shown below;



Developed from author’s conceptualization

Hypotheses:

Gestating on the purpose of the study, the following hypotheses are raised in order to redress the level of association between the study variables;

- There is no significant association between role model and employee affective commitment.
- There is no significant association between role model and employee continuance commitment.
- There is no significant association between role model and employee normative commitment.
- There is no significant association between shared vision and employee affective commitment.
- There is no significant association between shared vision and employee continuance commitment.
- There is no significant association between shared vision and employee normative commitment.
- There is no significant association between reward performance and employee affective commitment.
- There is no significant association between reward performance and employee continuance commitment.
- There is no significant association between reward performance and employee normative commitment.
- There is no significant association between culture and exemplary leadership and employee commitment to work.

Research design

Research design is used to explain the outline for collecting and analyzing data (Baridan, 2000). Quasi – experimental design (survey) is useful for the study of non-observable event

such as opinions, attitudes, preferences, or dispositions. This study adopted the quasi-experimental design because the elements of the design are not under the control of the researcher (Soyombo, 2002). Primary and secondary data was collected from the Rivers State Universal Basic Education Board. The Cranach alpha co-efficient was utilized for reliability. Student surrogate was utilized for validity. Statistical tables are used for data presentation. The spearman's rank order correlation co – efficient was utilized for the test of hypothesis with the aid of the statistical Package for Social Sciences (SPSS).

Table 1
Summary of primary of distribution & retrieval of questionnaire to respondents

<i>SCHOOL</i>	<i>PRIMARY</i>	<i>SECONDRY</i>	<i>TOTAL</i>	<i>PERCENT (%)</i>
Returned (valid)	108	198	306	89
Returned (invalid)	4	8	12	3
Not returned	11	16	27	8
Total	123	222	345	100

Source: field survey 2015

Table 2: Test of hypothesis
Rank order correlation coefficient for test of the association between the dimensions of predictor variables and measures of criterion variables

<i>Spearman's rho</i>	<i>Correlation-coefficient</i>	<i>Role model</i>	<i>Shared vision</i>	<i>Reward performance</i>	<i>Affective commitment</i>	<i>Continuance commitment</i>	<i>Normative commitment</i>
<i>Role model</i>	<i>Sig.</i> <i>2tailed</i> <i>N</i>	1.000 0.000 306	0.536 0.000 306	0.375 0.000 306	0.340 0.000 306	0.308 0.000 306	0.244 0.000 306
<i>Shared vision</i>	<i>Sig.</i> <i>2tailed</i> <i>N</i>	0.536 0.000 306	1.000 0.000 306	0.642 0.000 306	0.368 0.000 306	0.275 0.000 306	0.277 0.000 306
<i>Reward performance</i>	<i>Sig.</i> <i>2tailed</i> <i>N</i>	0.375 0.000 306	0.642 0.000 306	1.000 0.000 306	1.453 0.000 306	0.350 0.000 306	0.358 0.000 306
<i>Affective commitment</i>	<i>Sig.</i> <i>2tailed</i> <i>N</i>	0.340 0.000 306	0.368 0.000 306	0.453 0.000 306	1.000 0.000 306	0.435 0.000 306	0.436 0.000 306
<i>Continuance commitment</i>	<i>Sig.</i> <i>2tailed</i> <i>N</i>	0.308 0.000 306	0.275 0.000 306	0.350 0.000 306	0.436 0.000 306	1.000 0.000 306	0.366 0.000 306
<i>Normative commitment</i>	<i>Sig.</i> <i>2tailed</i> <i>N</i>	0.244 0.000 306	0.277 0.000 306	0.365 0.000 306	0.366 0.000 306	0.366 0.000 306	1.000 0.000 306

Table 3: Rank order correlation coefficient for test of the association between moderator variable with dimension of predictor and measures of criterion variables

culture Moderation on dimensions and measures	Correlation-coefficient	Role model	Shared vision	Reward performance	Affective commitment	Continuance commitment	Normative commitment
Role mode	correlation sig2tailed DF.	1.000 .0 0	.435 0.000 299	.236 0.000 299	.080 .130 299	-.042 .471 299	.078 .176 299
Shared vision	correlation Sig 2tailed DF.	.435 .000 299	1.000 .0 0	.502 .000 299	.089 .122 299	-.008 .885 299	.0377 .527 299
Reward performance	correlation Sig 2tailed DF.	.236 .000 299	.502 .000 299	1.000 .0 0	.135 .019 299	.000 .914 299	.004 .240 299
Affective commitment	correlation Sig 2tailed DF.	.087 .130 299	.089 .122 299	.135 .019 299	1.000 .0 0	.146 .011 299	.037 .527 299
Continuance commitment	correlation Sig 2tailed DF.	-.042 .471 299	-.008 .885 299	.006 .914 299	.145 .011 299	1.000 .0 0	-.249 .000 299
Normative commitment	correlation Sig 2tailed DF.	.878 .176 299	.844 .450 299	.204 .940 299	.837 .527 299	-.243 .000 299	1.000. .0 0

Discussion of findings:

The following findings are made;

In table 2; Correlation coefficient of role model and affective commitment shows a positive value of 0.340 with a P. value of 0.000 which is less than alpha (0.05). This means there is a positive and significant association between role model and affective commitment. Correlation coefficient of role model and continuance commitment shows a positive value of 0.308 with P. value of 0.000 which is less than alpha (0.05). This means there is a significant association between role model and continuance commitment. Correlation coefficient of role model and normative commitment shows a positive value of 0. With a P. value of 0.000 which is less than alpha (0.05). This means there is a significant association between role model and normative commitment. Correlation coefficient of shared vision and affective commitment shows that there is a positive and an association between shared vision and affective commitment since P. value of 0.000 is less than alpha (0.05). Correlation coefficient of shared vision and continuance commitment with a P. value of 0.000 which is less than alpha (0.05) shows that there is an association between shared vision and continuance commitment. Correlation coefficient of shared vision and normative commitment with a P. value of 0.000 which is less than alpha (0.05) shows that there is an association between shared vision and normative commitment. Correlation coefficient of reward performance and affective commitment with a P. value of 0.000 which is less than alpha (0.05) shows positive and an association between reward performance and affective commitment. Correlation coefficient of reward performance and continuance commitment of 0.350 With a P. value of 0.000 which is less than alpha (0.05) shows that there is an association between reward performance and continuance commitment. Correlation coefficient of reward performance and normative commitment of 0.365 with a P. value of 0.000 which is less than alpha (0.05) shows that there is an association between reward performance and normative commitment. Hypothesis 10 in table 3 shows a weak and negative correlation between moderating variable with predictor and criterion variables. This implies that organizational culture has less or no association with the dimensions and measures; instead the measures of employees' commitment to work are relative to the dimensions of exemplary leadership – role model, shared vision and reward performance. The reason seems to be that employees believe in ethnic culture than organizational culture because ethnic culture predates organizational culture. Correlation coefficient of role model and affective commitment shows a positive value of 0.340 with a P. value of 0.000 which is less than alpha (0.05). This means there is a positive and significant association between role model and affective commitment. Correlation coefficient of role model and continuance commitment shows a positive value of 0.308 with P. value of 0.000 which is less than alpha (0.05). This means there is a significant association between role model and continuance commitment. Correlation coefficient of role model and normative commitment shows a positive value of 0. With a P. value of 0.000 which is less than alpha (0.05). This means there is a significant association between role model and normative commitment.

SUMMARY OF FINDING:

The study reveals that;

- Role model, shared vision and reward performance positively associate with employee affective, continuance and normative commitment to work
- Organizational culture has a weak association with exemplary leadership and employee commitment to work.

Conclusion:

Based on the findings, we make the following conclusions;

- Role model, shared vision and reward performance significantly and positively associate with employee affective, continuance and normative commitment to work.
- Organizational culture is weak in terms of employee control; this could be the Nigerian experience. In Nigeria, ethnic culture predates organizational culture and has more controlling influence in the Nigerian work force.

Recommendations

Based on the finding, we make the following recommendations;

- Leadership should be by example, inspire shared vision and reward performance to enhance affective commitment.
- Further studies should seek to proffer solution to harmonize multi culture and organizational culture for purpose of effective organizational commitment in Nigeria.

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