

LEADERSHIP ORIENTATION AND ORGANISATIONAL COMMITMENT OF EMPLOYEES OF DEPOSIT MONEY BANKS IN PORT HARCOURT, RIVERS STATE

BY

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Abstract

Changes and disruptive innovations characterize the workplace in the twenty-first century, exposing the workplace to low employee commitment. As a result, the link between leadership orientation and organizational commitment of employees of deposit money banks in Port Harcourt is investigated in this study. The population of the study included 467 workers from 13 selected branches of the analysed banks, and the study used a cross-sectional survey approach. The census study was also used in the research. A modified 4-scaled Likert-type questionnaire was used to collect data. Spearman's rank order and partial correlation coefficients were used to analyse the data. The findings reveal that leadership style (transactional (TRL) vs. laissez-faire (LFL)) has a strong relationship with organizational commitment indicators (affective (AC) and normative (NC)). The study shows that leadership orientation is a strong predictor of deposit money bank staff commitment. As a result, the study suggests that leaders and managers of organizations seeking strong employee commitment should respond to concerns impacting employees quickly and fairly. Employees will feel "emotionally linked" to their organisation as a result of this, and companies that want highly dedicated employees should establish an environment that supports strong leadership skills.

Key Words: Affective, Leadership Orientation, Laissez Faire Leadership, Normative, Organisation Commitment, Transactional Leadership.

1.0 Introduction

Organizations in the twenty-first century function in an environment where quick changes and disruptive innovations occur, exposing the workplace to low employee commitment and, as a result, a high incidence of employee flight. The performance level of the organisation is affected by these individuals' departures, since it has been found that employee commitment to the organisation is one of the key predictors of organizational success (Chew & Chan, 2008). Employee commitment to the organization boosts creativity and reduces the likelihood of them leaving since they remain loyal and a member of the organization, allowing them to work more successfully (Carlos & Filip, 2011; Pascal, Pierre-Sébastien, & Lamontagne, 2011). Employee disengagement, on the other hand, has a negative commitment on organizational performance, such as job instability, uncertainty, excessive stress, and a lack of faith in the organisation (Panayiotis, Pepper, & Phillips, 2011). Committed employees have been widely held as a source of resources for organizations that increase the potential for achieving sustainable growth and the quality of manpower at the disposal of the organisation that distinguishes it from others, accounting for why they recognize that good human resources are as important as products in building a sustainable competitive advantage because qualified human resource has been seen as one of the most important determinants of long-term success (Ozsahin, Zehirb, Acar, & Sudak, 2013). Linz (2002) claims that a positive attitude toward work, such as higher organizational commitment, enhances satisfaction, which in turn boosts individual performance. According to Chughta and Zafar (2006), commitment is adversely associated to turnover, absenteeism, and unproductive behaviour, while it is favorably related to job satisfaction and motivations, and non-committed employees may characterize the organisation badly to outsiders. This is why, according to Brown and Leigh (1996), organizational commitment is more crucial than ever before, since organizations must guarantee that employees who bring value remain committed to the organisation and want to continue putting effort into their job for the organization's benefit. As a result, high-performing organizations have made improving organizational commitment and the elements that induce high commitment a primary goal.

If companies want to keep their strategic edge, they must keep a healthy workforce of devoted, productive employees (Mak & Sockel, 2001). Organizational success, according to scholars such as (Beukhof, De-Jong, & Nijhof, 1998; Thornhill, Lewis, & Saunders, 1999), depends not only on how well human abilities are used, but also on how the organisation inspires commitment. As a result, commitment is an emotional state that indicates an employee's link with the organisation and desire to remain a member of it (Meyer & Allen, 1991). According to Liden, Liao, and Meuser (2014), the commitment of workers to the organization may be eroded or strengthened by changes in leadership behaviour, and (Nangoli, Kemboi, & Lagat, 2018), organizational leadership behaviour plays a major role in the success or failure of organizations. As a result, understanding the orientation of leaders is critical. It's no surprise, therefore, that effective leadership is frequently focused on improving the capacity to achieve achievements via others (Nangoli, Kemboi & Lagat, 2018).

The major goal of organizations is to stay alive in a competitive environment that is always changing and evolving; yet, intellectual capital should not be overlooked in order to stay alive and achieve a competitive edge. In this perspective, a leader is required in every organisation to understand the complex nature of human beings and to guide people to accomplish organizational goals by integrating them with the organisation (Kangür, 2009). In terms of attaining organizational goals, the features and behaviour tendencies of the leader have an

impact on the subordinates. The reciprocal interchange and interaction between the leader and the subordinates is also influenced by the leader's task-oriented or relationship-oriented approach. The strategy through which a leader strives to influence the behaviour of subordinates, makes judgments about the group's direction, and creates a balance between the realized goal function and the group's maintenance function is referred to as leadership orientation (Fertman & Van Linden as cited in Wahaba, Shahibib, Alic, Bakard, & Amrin, 2014). Physically, services cannot be dimensioned. Due to the fact that it is dynamic, this is the case. Furthermore, service is built on a variety of actions that are guided by human behaviour. Employees are constantly in contact with customers. In this sense, it is critical for service sector employees to feel like members of either the inner-group or the outer-group in the context of LMX. When employees believe they are a part of an inner-group, their contribution to the organisation and the service they deliver to customers improves. Employees who believe they are members of the out-group, on the other hand, contribute minimally to the organisation, give poor customer service, and exhibit poor performance (Wayne, Shore, & Liden, 1997).

Previous research has looked into several components of leadership and how it relates to organizational commitment. Swanepoel, Erasmus, Van-Wyk, and Scheck (2000) highlight how the leadership style may increase organizational commitment for the effective execution of business strategies to meet organizational goals. Lo, Ramayah, and Min (2009) found that transactional and transformational leadership styles are positively connected with organizational commitment in their study of leadership styles and their connection with organizational commitment. In their study, Achilike, Nwele, and Okeke (2017) assessed the impact of job stress, commitment, and experience on employees' performance in selected banks in Enugu, and recommended that non-governmental organizations (NGOs), governmental organizations, banks, public and private sector employers, and bank employees pay close attention to the mental and stress levels of older employees as a close nexus.

Mittal and Mittal (2015) compared employee commitment in public and private banks in India and concluded that public sector banks have higher employee commitment than private banks. In an empirical study, Kaur and Sandhu (2010) evaluated the effect of career stage on organizational commitment, using data from the Indian banking industry, and concluded that it is critical to build and enhance employee commitment levels with the right policies, and to foster high commitment amongst employees to face the challenges posed by the globalised environment, the management of employee experiences across career stages should be fully considered by the human resource manager.

Su, Baird, and Blair (2009) looked at employee commitment to the company and the impact of cultural and organizational elements on the manufacturing business in Australia. In the Nigerian banking industry, Ogba (2008) investigated workplace commitment and the influence of income and age on workers' commitment. The study will look at the link between employee value and organizational culture, as well as how to elicit a sense of commitment in employees in order to raise their degree of attachment to the organisation, lowering staff turnover and absenteeism. While explaining its significance for Pakistan, the report also directs policymakers to change the leadership style in their organizations in order to boost employee commitment. Commitment facilitates the achievement of organizational goals and objectives. Riad, Labib, and Nawar (2016) assess the climate and affective commitment of Egyptian organizations; Ghavifekr and Pillai (2016) examined the climate and work satisfaction of Malaysian teachers.

As a result of the preceding, it is clear that several studies have been conducted on employee organizational commitment in relation to leadership orientations and other factors, despite the lack of literature on leadership orientation and employee organizational commitment in deposit money institutions in Port Harcourt, Rivers State. This study aims to close this gap by examining the relationship between leadership orientation and organizational commitment among deposit money bank employees in Port Harcourt, Rivers State.

Statement of the Problem

Attitudes such as psychological and physical detachment, absurdity, and others have been seen among bank employees, which are damaging to their individual performance as well as the performance of the organisation as a whole (Mowday, Porter, & Steers, 2013). They frequently complain about a lack of work-life balance, deadline pressure, low compensation, and job instability, since they now employ more contract workers. Organizations (including banks) generally prioritize technology and systems over organisation commitment, according to scholars such as Beloor, Nanjundeswaraswamy, and Sammy (2017), despite the fact that employees are the most important resource that steers the strength of every organisation because they control the technology and systems. This is why, according to Khera (2010), organizations must focus more on their workers' commitment to outperform competition because they are the most important resources. This indicates that employee commitment to the organisation is vital in today's business since workers are the most active components at the organisation's disposal. It's no surprise, according to Tosi, Misangyi, and Fanelli (2004), that employee organizational commitment is one of the most important issues that managers must address. According to Steinhaus and Perry (1996), devoted workers are high achievers and extremely productive because they identify with the organisation's values and aims. Workers who are not committed have a tendency to retreat, as evidenced by the fact that many bank employees are looking for other positions today.

The high rate of staff turnover in Nigeria's banking business remains perplexing nowadays. Employees of these firms complain about a lack of autonomy, job security because they have resorted to a contractual employment agreement, and a lack of advancement opportunities, among other things, all of which translate into dissatisfaction with the current job, which leads to withdrawal and poor commitment. This lack of commitment was evident among Diamond bank's employees, which led to their merger with Access bank, as documented by Moody's on why Diamond collapsed" (Business News Report, May 12, 2019). Not only did the high rate of turnover impair the board's independence, but it also generated instability, according to the study.

As witnessed among bank employees and demonstrated in the growing number of contract workers, job instability led to a withdrawal response. According to a study issued by the Nigerian Bureau of Statistics (NBS) in 2018, contract personnel climbed from 21,837 to 43,955 between June 2017 and June 2018. (Leadership, August 21, 2018). Employees who believe their jobs are at jeopardy may be less likely to stay with the company. This is a problem for managers since talented individuals may readily locate other employment and are thus more likely to leave if they are experiencing job instability. It's worth noting that changes in staff retention, contentment, and commitment affect productive efficiency, which is a key factor in organisation success. Employee turnover, absenteeism, and tardiness all suffer as a result of poor employee retention, which has a strong link to employee performance. Employee happiness, morale, perceived justice, and job security all reduce

turnover intent, absenteeism, and tardiness (Babalola; Tansky as cited in Olabimitan, Ilevbare, & Alausa, 2011). This is why, according to Khera, as reported in Elue and Ndu (2018), workers' well-being is crucial if a company is to succeed and outsmart its competition, not only complete quality management, because human resources are the most important, valuable, and active resources in implementing quality. Tosi, Misangyi, and Fanelli (2004) agree that employee job satisfaction (positive feelings) and commitment are two of the most important factors that managers should strive to improve because satisfied and committed employees are more likely to be high performers and productive because they identify with the firm's goals and values (Steinhaus & Perry, 1996). Disgruntled workers, without a doubt, respond violently and engage in cruel behaviour in response to perceived injustices.

These are obvious signs that banks, particularly in Nigeria, need to establish systems to cope with both internal and external dynamics. To recruit and keep the most productive current workers, leaders must use effective leadership skills and establish an atmosphere that fosters a culture of excellence. Leadership in the Nigerian banking industry is grappling with how to employ the best method to adapt to the fast-paced, technology-rich, competitive, global environment.

Given these concerns, it is necessary to monitor employees' commitment to their employers on a regular basis. The function of leadership orientation in motivating commitment among deposit money bank workers in Rivers State, Nigeria is investigated in this study. Furthermore, the moderating influence of organizational environment on the connection between leadership orientations and employee organizational commitment is established in this study.

Objectives of the Study

The specific objectives of the study are to:

- i. Ascertain the correlation between transactional leadership and affective commitment.
- ii. Evaluate the nexus between transactional leadership and normative commitment.
- iii. Ascertain the nexus between laissez faire leadership and affective commitment.
- iv. Examine the correlation between laissez faire leadership and normative commitment.

Research Questions

- i. What is the correlation between transactional leadership and affective commitment?
- ii. How does transactional leadership relate to normative commitment?
- iii. What is the nexus between laissez faire leadership and affective commitment?
- iv. What is the relationship between laissez faire leadership and normative commitment?

Research Hypotheses

H0₁: There is no significant relationship between transactional leadership and affective commitment.

H0₂: Transactional leadership does not significantly correlate with normative commitment.

H0₃: Significant relationship does not exist between laissez faire leadership and affective commitment.

H0₄: Significant relationship does not exist between laissez faire leadership and normative commitment.

2.0 Review of Literature

Side-Bet Theory

The side-bet theory is the foundation of this work. Howard Becker (1960) presented the side-bet theory, which Meyer and Allen (1991) used to conceptualize their three-component model of organizational commitment. Becker (1960) defined commitment as an employee's proclivity to participate in an unwavering activity over time, which emerges as a person realizes that his engagement in a social organization has effectively made side bets for him and therefore confined his future. "Commitments come into being when a person, by placing a side bet, unites superfluous interests with a continuous path of action," Becker (1960) argued. As a result, placing side bets raises the cost of failing to follow through on a plan of action. Staying with the firm is the best course of action in the case of organizational commitment. Side bets can take many forms, but according to Becker, they can be divided into five categories: universal cultural expectations about responsible behaviour, self-presentation concerns, impersonal bureaucratic arrangements, individual social adjustment, and non-work considerations.

Leadership Orientation

Leadership is frequently seen as one of the most significant and successful reactions to the global context's problems and possibilities. Leadership may be defined in a variety of ways. Leadership, according to Rost (1991), is "an influence connection among leaders and collaborators who intend major changes that reflect their joint aims" (102), but Kouzes and Posner (1991) feel it is "the art of mobilizing people to desire to strive for shared ambitions" (30). These and other definitions reveal common themes of influence, transformation, and leader-follower teamwork. For example, Senge et al. (1999) define leadership as "a human community's capacity to share its future, and especially to maintain the substantial transformation processes necessary to do so." The "Leader-Member Exchange Theory" is a theory that describes how leaders communicate with their subordinates (LMX). In addition, LMX has a significant impact on organizational performance (Wang, 2010).

Leadership and management have been related to transformational leadership and transactional leadership (Bass, 1985). Transformational and transactional leadership have been connected to consideration and starting structure (Seltzer & Bass, 1990), while relations-oriented and task-oriented leadership behaviours have been associated to consideration and initiating structure (Bass, 1990a). The transactional, transformational, and laissez-faire leadership orientations will be used as leadership behaviours in this dissertation.

Transactional Leadership (TRL)

Transactional leadership include meeting contractual commitments, such as clarifying position and task requirements or establishing an incentive system for meeting duties (Moors, 2012). In order to achieve overall organizational success, TRL considers the leader-subordinate relationship as a series of transactions or exchanges in which the leader uses contingent incentives by exchanging punishment and rewards for follower compliance and effort (Dutschke, 2005). Through the use of "Contingent Rewards, Management-by-

Exception, or laissez-faire leadership,” Bass and Avolio (1995) expanded the concept of TRL to cover the supervisory-subordinate interaction. It should be emphasized that TRL is based on exchange theory, in which leaders employ Contingent Incentives to improve overall organizational success by leveraging sanctions or rewards for follower compliance and effort (Dutschke, 2005). Between the leaders and the following, there is an exchange connection. Contingent Incentives are used to achieve overall organizational success by leveraging sanctions or rewards for follower compliance and effort. This exchange involves something of value between what the leaders have and/or control and what the followers want in exchange for their services (Yukl & Van Fleet, 1992). Acceptance of hierarchical distinctions and the capacity to work through this kind of exchange are required for TRL orientation to succeed. The concept behind TRL is that subordinates and systems perform better when there is a clear chain of authority. People are driven by incentives and punishments, according to the implicit belief in the leader/follower relationship (Kuhnert 1994).

Laissez – Faire Leadership (LFL)

This leadership style displays a low level of interaction between the leader and the members of the group. The followers think of the leader as easygoing and unconcerned. According to Smith (2015), leaders of research and development (R&D) organizations use a laissez-faire leadership style because it encourages members to be creative and innovative. According to Northouse (2011), a laissez-faire leader allows members of the group to solve problems in difficult situations in their own way because he trusts that the employees can do their work without guidance from the leader; lets subordinates appraise themselves; gives complete freedom to the followers to operate in their own way; believes that workers require minimal input from the leader; and generally believes that it is best to leave his followers alone.

The shortcomings of the laissez-faire leadership style are poorly defined positions, a casual attitude, and a lack of feeling of responsibility on the side of the leadership (Swetha, 2015). With this leadership style, there is a delay in making decisions and a lack of concern for crucial issues such as employee welfare (Fanimehin& Popoola, 2013). Laissez-faire leadership is defined as a lack of leadership and/or avoidance of responsibility in which the leader avoids making choices, ignores subordinate concerns or demands, and does not give feedback or rewards (De-Cuyper as cited in Goldberg, 2008).

Organisational Commitment

Commitment, according to scholars, consists of the following aspects: cognitive and affective factors (Meyer, Becker, & Van Dick, 2006). The affective aspect involves the sensations of attraction of a specific mind set, while the cognitive aspect comprises the conduct which creates the foundation of commitment. The readiness of a person to contribute his resources to a social group that is viewed as self-manifestation is referred to as commitment (Kanter, 1968). According to Calhoun (2009), commitment is the intention to devote one’s time and/or energy to a specified goal. Organizational commitment is defined by Porter, Steers, Mowday, and Boulian (1974) as “attachment to the organisation, distinguished by an intention to remain in it; identification with the organisation’s values and aims; and a readiness to invest extra effort on its behalf.” Employees’ passionate ties in terms of loyalty, involvement, and acceptance of the organisation’s values, according to O’Reilly (1989), which is characterized by employee acceptance of the organisation’s targets and willingness to exert effort for the organisation, according to Miller and Lee (2001). It is also a situation in which an employee

identifies with a certain organisation and its goals, and want to maintain membership in that organisation (Miller, 2003). According to Robbins et al (2013), even if dedicated workers are dissatisfied, they are unlikely to leave since they have a sense of devotion to the organisation.

Affective Commitment (AC)

Affective commitment is defined as an employee's emotional attachment to, identification with, and engagement in the organisation (Meyer & Allen, 1997; and Baker, 2013). Meyer and Allen (1991) argue that AC consists of three elements: acceptance of the organisation's principles, willingness to exert effort, and desire to remain a member. AC rises when workers' needs and expectations are met, highlighting the relevance of "person-job fit" in an organisation (Bagraim, 2003; and Baker, 2013). Employees who have positive experiences at organisation that are congruent with their expectations and meet their fundamental requirements have a higher affective connection to the organisation (Kaur, & Sandhu, 2010).

Normative Commitment (NC)

Normative commitment is a sort of commitment that focuses on a worker's sense of responsibility to stay with the organisation, stemming from an individual's moral obligation to stay with the company regardless of the advantage they may obtain by quitting (Radosavljevic, Cilerdzic & Dragic, 2017). Attempting to assess it brings unique issues because it is highly based on beliefs and personal conventions. According to Weiner (1982), NC is the "generalized value of loyalty and obligation demonstrated by workers based on the belief that it is ethically correct" (Meyer & Allen, 1991). Some researchers have claimed that an employee's culture may encourage NC throughout early childhood development, while others have stated that it is a result of a good learning process that an organization's personnel are open to Baker (2013). This means that when an employee obtains value, he or she feels a sense of commitment to the organisation.

Empirical Review

Mohammed (2011) explored if the multidimensional leadership orientation of Malaysian polytechnic heads of department has an influence on lecturer work commitment and whether there is a mediating effect on leadership effectiveness as seen by lecturers. The structural, human resource, political, cultural, and educational frames were utilized to identify the department heads' leadership orientation, which was based on Bolman and Deal's leadership frame and Sergiovanni's leadership model. This survey included 841 instructors and 76 department heads from 24 polytechnics. The department head's multi-dimensional leadership influence on lecturer commitment was investigated using Hierarchical Linear Modeling (HLM). The findings revealed that leadership orientation accounts for 9% of the between-group variation in lecturers' commitment to polytechnics. The study found that department heads at polytechnics practiced multi-dimensional leadership, with the human resource frame as the most prevalent frame; that there is a significant link between human resource, cultural frames, and lecturers' work commitment; and that department heads' leadership effectiveness as perceived by lecturers mediates the link between department heads' multi-dimensional leadership and lecturers' work commitment.

When the organization culture reflects the employee's values in the organization, Sabir, Sohail, and Khan (2011) looked at how leadership style affects employee commitment. Although this was a theoretical study, it provided data to support the premise that leadership

style is a primary factor of employee commitment to the organization. The findings of the study reveal that leadership style is a significant component that leads to organizational commitment when the organization's culture reflects the ideals of its personnel. Employees are more content if the organisation meets their expectations, which are a part of the organisation culture, and they are more dedicated to the organisation.

Following the observation that many Taiwanese manufacturers have relocated to mainland China due to rising labor costs, and that how to lead employees in China to improve their job performance has become an important issue for an organization, Yeh and Taiwan Hong (2012) set out to investigate the impact of leadership style on organizational commitment: Employee values play a moderating influence. They pointed out that a leader's leadership style has an impact on not just the organization's goals and commitment, but also its performance. The study examined the influence of leadership style on the link between organizational commitment and work performance using survey data from employees of a Taiwanese shoe company in China. The study shows that leadership style has a positive and substantial commitment on organizational commitment and work performance, as well as a partial mediation impact on the link between leadership style and job performance.

Igoni (2017) looked at the link between organizational environment and organizational commitment among deposit money banks in Rivers State in his research. The study used a cross-sectional quasi-experimental approach, and data were collected via a questionnaire that was prepared and delivered to 114 senior employees from 19 banks in Rivers State, with 96 copies of the disseminated questionnaire being recovered and used in the analyses. The Spearman Rank Correlation was used to test the hypotheses. The findings demonstrated that there was a strong association between organizational environment factors (autonomy and trust) and organizational commitment measures (affective & continuance). Corporate culture, on the other hand, was shown to have a substantial impact on the association between employee organizational climate and organizational commitment when the moderating variables were tested. The study concluded with recommendations, including that deposit money bank management should provide a very conducive work environment that recognizes organizational members' work efforts in order to encourage them to contribute positively to the achievement of the organizations' corporate objectives.

Riad, Labib, and Nawar (2016) investigate the influence of organizational climate factors on AC at a private Egyptian college of management and technology. Data was gathered from a sample of 70 employees from various departments using a standardized questionnaire. For numerous studies, SPSS was utilized to help with regression and descriptive statistics. The study's findings show that organizational climate dimensions are good predictors of AC, and it is suggested that college staff managers pay attention to the college's innovation, responsibility, standards, rewards, and clarity levels, as these are positive indicators of employees' commitment and love for the organisation.

Permarupan et al. (2013) polled academics in Malaysian private and public universities about their workplace climate, job enthusiasm, and organizational commitment. A theoretical model of organizational climate, employee work passion, and organizational commitment was provided to explain the link between these variables, based on the existing argument concerning the causal link between organizational climate, employee work passion, and commitment. In order to analyse 500 academics from private and public universities in Malaysia, the researchers used a cross-sectional survey approach. Findings demonstrated that

when the proper behaviour is created, it stimulates organizational commitment, leading to the conclusion that the right organizational environment fosters the passion needed to influence the degree of commitment to the organization’s well-being.

3.0 Methodology

This study employed a cross sectional survey, which is a sort of quasi experimental design. The 13 deposit money banks in Port Harcourt provided access to the public. Though the population is rather vast, the census study was used to determine the sample size, which is 467. As a result, 467 questionnaires were delivered to employees at the 13 companies that were chosen. In this investigation, a basic random sample approach was applied. This method was chosen because it provides a realistic representation of the complete population and avoids the possibility of researcher bias in the sample case selection. Transactional leadership and laissez-faire leadership were used to measure the independent variable (Leadership Orientation). 6 items were used to measure transactional leadership and 7 items were used to measure laissez-faire leadership. The dependent variable (organizational commitment) was assessed using affective and normative commitment, on the other hand. Affective commitment was measured with 8 items, while normative commitment was measured with 6 items. Items were assessed on a 4-point Likert scale, with 1 indicating strong disagreement, 2 indicating disagreement, 3 indicating agreement, and 4 indicating strong agreement. Statistical Package for Social Sciences (SPSS) version 21 was used to analyse the bivariate hypotheses using the spearman rank order correlation coefficient statistical analysis.

4.0 Result

A total of 467 questionnaires were issued to respondents, with 351 (75.15%) being returned. Only 327 copies (70.02%) were returned and utilized in the study. The hypotheses test was conducted with a 95% confidence interval, assuming a significance level of 0.05. The decision rule is placed at a crucial area of $p > 0.05$ for null hypothesis acceptance and $p < 0.05$ for null hypothesis rejection.

Table 1. Transactional Leadership and Measures of Commitment

			Transactional Leadership	Affective Commitment	Normative Commitment
Spearman's rho	Transactional Leadership	Correlation Coefficient	1.000	.681*	.524*
		Sig. (2-tailed)	.	.000	.024
		N	327	327	327
	Affective Commitment	Correlation Coefficient	.681*	1.000	.635*
		Sig. (2-tailed)	.000	.	.000
		N	327	327	327
	Normative Commitment	Correlation Coefficient	.524*	.635*	1.000
		Sig. (2-tailed)	.024	.000	.
		N	327	327	327

H0₁: There is no significant relationship between transactional leadership and affective commitment.

H0₂: Transactional leadership does not significantly correlate with normative commitment

Table 1 shows the Spearman’s rank correlation coefficients, which indicate the strength of the association between TRL and commitment (affective and normative) measures: Significant and positive association between TRL and AC ($\rho=.681$, $n=327$, $p=.000$); moderately positive link between TRL and NC ($\rho=.524$, $n=327$, $p=.024$). As a result, the null hypothesis, stating that TRL has no substantial impact on affective and normative commitment, was not maintained as $p<0.05$. As a result, the H0s were rephrased as follows: TRL has a considerable impact on commitment metrics.

Table 2: Laissez- Faire Leadership and Measures of Commitment Correlations

			Laissez Faire Leadership	Affective Commitment	Normative Commitment
Spearman's rho	Laissez Faire Leadership	Correlation Coefficient	1.000	-.383	.315
		Sig. (2-tailed)	.	.000	.000
		N	327	327	327
	Affective Commitment	Correlation Coefficient	-.383	1.000	.635
		Sig. (2-tailed)	.000	.	.000
		N	327	327	327
	Normative Commitment	Correlation Coefficient	.315	.635	1.000
		Sig. (2-tailed)	.000	.000	.
		N	327	327	327

H0₃: Significant relationship does not exist between laissez faire leadership and affective commitment.

H0₄: Significant relationship does not exist between transformational leadership and normative commitment.

Table 2 shows the Spearman’s rank correlation coefficients, which indicate the strength of the association between LFL and commitment measures (AC and NC): Significant, weak negative link between LFL and AC ($\rho=-.383$, $n=327$, $p=.000$); weak positive link between LFL and NC ($\rho=.315$, $n=327$, $p=.024$). As a result, the null hypothesis, stating that LFL has no substantial impact on AC and NC, was not kept as $p<0.05$. As a result, the H0s were rephrased as follows: LFL has a considerable impact on commitment metrics.

5.0 Discussion of Findings

Based on the above findings, the study realized

Transactional leadership and affective commitment

The examination of hypothesis one revealed that TRL and AC had a substantial link. Because the p-value was less than the level of significance ($p=0.000 < 0.05$), this association existed. The null hypothesis was thus rejected, but the alternative hypotheses were accepted. Furthermore, the spearman correlation coefficient demonstrated a .681 link between TRL and AC. This demonstrates that TRL and AC have a strong beneficial link. As a result, improving TRL will increase AC in the organization. This study supports Mohammed’s (2011) observation that TRL might improve AC.

Transactional Leadership and Normative Commitment

Hypothesis two's research finds a strong link between laissez-faire leadership and NC. The p-value of 0.024 was less than 0.05 ($p=0.024 < 0.05$) in the spearman correlation coefficient, implying that laissez faire leadership has a significant link with NC. As a result, the null hypothesis was disproved, and the alternative hypothesis was accepted. The correlation coefficient (r) yielded a result of 0.524. This demonstrates that TRL and NC have a substantial link. As a result, improving TRL will aid in the development of NC. As a result, the study's second goal, which was to see if TRL has anything to do with NC, was met. This conclusion is consistent with the findings of Sabir, Sohail, and Khan (2011), who claimed that TRL boosts NC.

Laissez Faire Leadership and Affective Commitment

Hypothesis three's bivariate analysis reveals a link between LFL and AC. There is a significant association between LFL and AC, as indicated by the p-value of 0.000, which is less than the significant level of 0.05 ($p=0.001 < 0.05$). The correlation coefficient (r) value of -0.383 indicates that LFL and AC have a negative relationship. As a result, this study shows that LFL may lead to low AC among deposit money bank employees. Employees who have positive experiences in the organisation that are congruent with their expectations and meet their fundamental requirements generate a greater affective attachment to the organisation (Kaur, & Sandhu, 2010).

Laissez Faire Leadership and Normative Commitment

Hypothesis four's research revealed a strong link between LFL and NC. The examination of hypothesis four reveals that LFL and NC have a substantial relationship. This is supported by data that the significance value was less than 5% level of significance ($p=0.000 < 0.05$). As a result, the null hypothesis was disproved, and the alternative hypothesis was accepted. The correlational (r) value of 0.315 indicates that LFL and NC have a strong positive relationship. This means that a shift in LFL will have a major influence on NC. This conclusion is consistent with the findings of Igoni (2017), who claimed that LFL increases NC.

6.0 Conclusion and Recommendation

Based on the findings, it is obvious that the dimensions of leadership orientation (transactional leadership and laissez-faire leadership) and organizational commitment measurements have a substantial link (affective commitment and normative commitment). As a result, managers and leaders must engage in certain actions in order to solve issues of low commitment and build a strong sense of duty among employees. The following recommendations are provided based on the observations and inferences:

1. Leaders and managers in organizations that seek high levels of employee commitment should respond to concerns impacting employees quickly and fairly. Employees will get 'emotionally linked' to their organisation as a result of this.
2. Leaders should instruct and coach employees to continuously attempting to enhance their work performance so that they have a strong feeling of belonging and that the organisation has a lot of personal importance for them.
3. Companies that want highly engaged employees should develop an environment that promotes effective leadership techniques. This will aid in the preservation of the ideal climate, resulting in highly happy personnel who are eager to stay with their present organisation for the duration of their careers.

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