

UNIVERSITY OF GHANA BUSINESS SCHOOL



University of Ghana Business School

**LEADERSHIP STYLES AND EMPLOYEE COMMITMENT IN
GHANA'S OIL AND GAS INDUSTRY; A CASE STUDY OF
CAPE 3 SERVICES LIMITED OIL AND GAS.**

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**THIS LONG ESSAY IS SUBMITTED TO THE UNIVERSITY OF
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DECLARATION

I do hereby declare that this dissertation is the result of my own research and has not been presented by anyone for any academic award in this or any other university. All references used in the work have been fully acknowledged.

I bear sole responsibility for any shortcomings.

.....

FREDERICK ACQUAH (10400200)

.....

DATE

CERTIFICATION

I hereby certify that this dissertation was supervised in accordance with procedures laid down by the University.

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DR. KWASI DARTEY-BAAH
(SUPERVISOR)

.....

DATE

DEDICATION

I dedicate this work to my lovely family for their unwavering support especially my Father Mr. Peter K. Acquah. This is for you Dad.

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I thank God Almighty for life and strength. I owe my supervisor Dr. Kwasi Dartey-Baah thanks of gratitude for his time, direction and encouragement. He made me believe in myself and I am so grateful for that.

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ABSTRACT

The objective of the study was to find out the dominant leadership style in Ghana's oil and gas industry. Guided by literature reviewed on traits theory, behavioral theory and contingency theory of leadership, data was collected from two hundred employees using a structured questionnaire. The study used the quantitative research approach. Data collected was analyzed using descriptive statistics and correlation. The study found a significant positive relationship between transformational leadership style and employee commitment. However, although there was a positive relationship between transactional leadership and employee commitment it was not significant. It is also notable that transactional leadership style was found to be the dominant leadership style in Ghana's oil and gas industry. It was recommended that management of organizations should adopt the study findings as a guide to developing strategies aimed at achieving excellence in organizational leadership. Future research can look at this important topic across different industries where leadership is of great importance and significance.

CHAPTER ONE

INTRODUCTION

1.1 Study Background

The highly competitive nature of today's corporate world has given rise to the need for competent and efficient leaders, who will help organizations achieve their goals within a stipulated time frame or even before the stipulated time frame (Schein, 2010). The success and failure to meet targets in organizations in one way or the other depends on the leadership style of the personnel in charge (Chenhall, 2003), in that, the actions and inactions of the leader give direction to the group hence mistakes committed by leaders may see an organization veer off the direction which may have led them to success (Sveningsson, Alvehus & Alvesson, 2012). A leader is one who chooses, prepares, educates and influences one or more followers who have varied skills, capabilities, talents and centers the follower(s) to the organization's mission and goals, causing the follower to readily and devotedly expend spiritual, emotional, and physical vitality in an intensive coordinated effort to accomplish the organizational mission and objectives (Winston & Patterson, 2006). Leadership, no matter which form it assumes, be it transformational, transactional, autocratic, charismatic, bureaucratic, servant, laissez-faire, democratic or situational is paramount in almost every industry (Hunt & Fitzgerald, 2018).

The oil and gas industry in Ghana is a relatively new sector of economic gain to the country as compared to industries like agriculture and mining which for years have been serving as the economic bedrock of Ghana (Gyampo, 2010). The discovery of the crude oil field in 1970 at Saltpond although not in commercial quantity, became an eye-opener to investors and a source

of motivation for oil explorers who continued the search till 2007 when Ghana finally discovered oil in commercial quantity (Manteaw, 2009). The discovery, coupled with Ghana's stable democratic political terrain, acted as a further boost of investors' confidence.

Ghana's status as a petro state is not only because oil rents constitute 10 percent of its GDP (Heilbrunn, 2014) but also largely due to the fact that the oil industry has been the focus for key foreign direct investments. For instance, "Ghana's oil-generated foreign direct investment (FDI) was US Dollars 2.27 billion in 2010, a sum which is about 19 times much more than the regular yearly foreign direct investment in Ghana between years 2000 and 2005, that is, earlier before the discovery of oil" (Hendrix & Noland, 2014, p.53). Companies like, Kosmos Energy, Tullow Oil and Cape 3 Services (oil and gas) have played a role in this (McCaskie, 2008).

1.2 Problem Statement

The subject of leadership has been an area of interest for numerous researchers. The continued search for good leaders has resulted in the development of many leadership theories (Mosadegh and Yarmohammadian, 2006). According to Oluseyi and Ayo (2009), leadership is a central feature of organizational performance. It plays a vital role in managing the actions and inactions of employees and guiding their inputs towards the attainment of the goals and objectives of the organization. There must be an appropriate form of behavior to enhance performance (Kephart & Chess, 2003). Leadership may be seen in terms of the role of the leaders and their capacity to gain efficient as well as an effective performance from others. In recent years, leadership has been studied in various ways, depending on the researchers' methodological preferences and definition of leadership (Chen, 2002; Gadot, 2007).

The oil and gas industry is one of the most important industrial sectors in a developing country such as Ghana. The appropriate leadership style of managers is essential to sustaining the industry considering the fact that it is a fairly premature sector of the economy (Boxall, & Purcell, 2011). Unfortunately, the uncertain nature of this industry coupled with the difficulty and dynamism of most oil and gas jobs generate daily problems for professionals (Christopherson & Rightor 2012). To achieve the best performance from subordinates, leaders should realize and employ appropriate leadership styles. The right leadership style can shape subordinates' performance in a desirable manner and aid oil and gas jobs to go as planned. In addition, adopting a suitable leadership approach will establish subordinate commitment and satisfaction (Limsila & Ogunlana, 2008). A notable amount of research has given empirical proof that leadership style is an antecedent to organizational commitment.

For example, Yousef (2000) examined the connection between leadership behavior and organizational commitment in 50 major organizations in the United Arab Emirates and concluded that there is a positive relationship between leadership style and commitment.

Also, Lok and Crawford (2004) found out in a study conducted in Hong Kong and concluded that, leadership style is an important antecedent to commitment in an organization.

Lastly, Dale and Fox (2008) studied organizational commitment of a large manufacturing corporation located in the Midwest and came to a conclusion that leadership style is an important predictor of organizational commitment.

In short, and based on what has been mentioned above, this study seeks to find out the dominant leadership style in Ghana's oil and gas industry. It is also trying to clarify the relationship between transformational and transactional leadership style and employee commitment in Ghana's oil and gas industry. Which the researcher believes does not exist in Ghana's oil and gas industry.

1.3 Research Objectives

The objective of this study is to examine the role of leadership style in the oil and gas industry in Ghana. In essence, this study is to make clear the relationship between transformational and transactional leadership style and employee commitment. The breakdown of these objectives yields the following specific objectives:

1. To determine the dominant style of leadership in the Oil and Gas industry.
2. To determine if there is a relationship between leadership and employee commitment in the Oil and Gas industry.
3. To investigate if transformational leadership has significant positive relationship with employee commitment.
4. To investigate if transactional leadership has significant negative relationship with employee commitment.

1.4 Research Questions

The specific research questions of the study are;

1. What is the dominant leadership style in the Oil and Gas industry?

2. Does any relationship exist between leadership and employee commitment in the Oil and Gas industry?
3. Does transformational leadership have a significantly positive relationship with employee commitment?
4. Does transactional leadership have a significantly negative relationship with employee commitment?

1.5 Hypothesis

Based on the arguments made above, I hypothesize that;

H1: There is a relationship between leadership style and employee commitment.

H2: Transformational leadership has a significant positive relationship with employee commitment.

H3: Transactional leadership has a significant negative relationship with employee commitment.

1.6 Significance of the Study

This study seeks to contribute the existing literature on leadership and organizational commitment. Assessment of literature from past researches suggests that very little survey on leadership styles and employee commitment has been done within the context of the oil and gas industry. This study advances essential insights into ways of which leadership styles can induce employee commitment, which seems to have gained little research focus from past researchers specifically in the oil and gas industry. Hence, this study aims at determining how leadership styles influence commitment in the oil and gas industry.

Another significance of this study is that, it intends to establish insights for stakeholders of organizations specifically management, on how to handle relationships and other variables in order to achieve commitment from employees. Most importantly, this study provides information to management on the negative or positive correlation between the different styles of leadership and employee commitment.

1.7 Scope of the Study

This study focuses on identifying the dominant leadership style in the oil and gas industry in Ghana and attempts to find out whether or not such leadership style can cause employees to remain committed to the their organizations. It is limited to the employees of Cape 3 Services Limited (oil and gas) within Ghana.

1.8 Definition of Terms

The key words used in the study may have different interpretations when used in other fields. Owing to this reason, the researcher intends to explain the meaning of such key words as used in this study.

1.8.1 Leadership

Leadership is the process of creating and sustaining a link between those who have been chosen to lead or are eligible to lead and those who are ready to follow. It can also be explained as the process where a person is able to impact others in line with the accomplishment or achievement of organizational or team goals.

1.8.2 Employee commitment

Employee commitment multi-faceted concept which encompasses the level of devotion an employee has for his/her organization, the readiness to expend energy on for the sake of the organization, the level of objective compatibility, and the willingness to remain in the organization.

1.8.3 Leadership Styles

A leadership style is an approach a leader uses to give guidance and direction, to execute ideas and inspire subordinates or followers. This embraces the complete trend of actions and activities explicitly or implicitly taken by the leader in an organization.

1.9 Chapter Disposition

The research work would be structured into five different chapters; the first chapter encompasses the introduction of the research, statement of the problem, the research objectives, the research questions, hypothesis, the significance of the study, the scope of the study, as well as the organization of the study. The Chapter Two of the work has the literature reviews of the works of some researchers and writers in relation to the study.

Also, chapter three argues the specific methodology for the research work. It recognizes the research design, the research population, the sampling methods used, data collection and analysis procedures.

Chapter four exposes findings discovered after the data has been analyzed.

Finally, chapter five gives a summary of the findings, draws a conclusion, states the limitations of the study and makes recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The previous fifty years have seen broad global research in the field of leadership. It is not astonishing that there has been such a staggering concentration from specialists since leadership issues are essential for organizational achievement (Kumar, 2007). Without key and successful leadership, it is troublesome for individuals from organizations to support gainfulness, profitability, and a competitive advantage (Lussier and Achua, 2007). As of late, leadership styles have turned into an essential point of concentration in the field of management, and numerous social scientists consider leadership style as a critical variable in affecting how individuals in an organization work (Schriesheim, Scandura & Wu, 2009). In this way, leadership style has likewise been found as an imperative indicator in the performance of an organization (Bass et al., 2003).

2.2 Theoretical Review

This section identifies and discusses three familiar leadership theories. These are traits, behavioural and situational or contingency theories. It also debates six leadership styles which have evolved as a result of the leadership theories mentioned above.

2.2.1 Traits Theory

The Traits theory of leadership describes leaders in terms of their personal characteristics as predictors for leadership efficacy (Day, 2001; Brown, Treviño & Harrison, 2005; Brown &

with leadership potential (MacBeath, 2005; Murphy, 2005). For that reason, the Traits theory was criticised (MacBeath, 2005; Murphy, 2005) because:

Firstly, it does not imply that leadership efficacy is acquired through education, experience and training, as innate qualities still require support for development.

Secondly, it seems weak in explaining how leaders' traits affect the results of the members.

Moreover, it has failed to take specific situations into account.

Lastly, it has an infinite list of leadership traits and thus it is difficult to identify those qualities that can be attributed to an effective leader.

2.2.2 Behavioural theory

The criticisms of the Traits theory discussed above gave rise to the Behavioural theory. Theorists started to examine the concept of leadership as the sum of certain behaviours (Einarsen, Aasland & Skogstad, 2007; Vesterinen, Isola & Paasivaara, 2009; Lo *et al.*, 2010). They specifically evaluated what successful leaders had done, propounded a nomenclature or catalogue of actions, and found prototypes that suggested different leadership styles. In simple terms, behavioural theorists argued that the behaviour of the leader is the best predictor of their influences and thus is a determinant of leadership success (Day, 2001; Hannah *et al.*, 2008; Avolio, Walumbwa & Weber, 2009). There are a few differences between the Behavioural and Traits theories.\

different way. Thus, either would likewise be likely to become an effective leader if they were subjected to similar exposure or with proper training (Einarsen, Aasland & Skogstad, 2007; Lo *et al.*, 2010). Figure 2 above illustrates the fact that behavioural and traits theorists come from two opposing end.

2.2.3 Situational or Contingency theory

The Contingency theory has been in use in literature in different fields extensively. In fact, reference to the Situational theory is traced back to the middle of the 19th century (Hemphill, 1949). A number of scholars (e.g. Hemphill, 1949; Winston & Patterson, 2006; Vigoda-Gadot, 2007) contented that the efficacy of a leader depends on situational factors such as external relationships, convenience in terms of financial and material resources, managing the demands of the members, structures and culture of the group.

The basis of the Situational Leadership theory is that no distinct style of leadership is the best (Hemphill, 1949; Lo *et al.*, 2010; Kim & Brymer, 2011). This means that it refutes the one size fits all view of leadership. Instead, the theory emphasises that subject to a situation, different levels of leadership may be needed. The first step is that leaders must spot and categorise the most significant tasks. This is followed by determining the level of preparedness of followers by analysing the group's ability and readiness. Finally, leaders utilise the most suitable leadership style fitting a situation, which are summarised as directing, coaching, supporting and delegating. The model below shows the levels of support and directive behaviours required in each situation. Situational leadership entails the leaders adjusting their style to accommodate the level of the followers who are being influenced (Avolio, Walumbwa & Weber, 2009; Ahlquist & Levi, 2011;

2.2.4 Leadership styles

2.2.4.1 Autocratic Leadership Style

In the autocratic leadership style, also called dictatorship, the leaders are the focal point of power and regard their decisions and judgement as supreme (Burke *et al.*, 2006; Vigoda-Gadot, 2007). The style has its roots in the transactional theory, which accentuates the relationships that exist between leaders and their followers. In this case, followers perform because of the reward systems or punishment for non-compliance (Burke *et al.*, 2006; Rad & Yarmohammadian, 2006). The disadvantages of the autocratic leadership style appear to outweigh the advantages. For that reason, the autocratic leadership style is not popular among employees (and colleagues) in most organisations. If used in organisations, the leaders may apply it accidentally. The literature identifies the democratic leadership style as the complete opposite of the autocratic leadership style.

2.2.4.2 Democratic Leadership Style

The democratic leadership style, also known as participative leadership style, derives its roots from the Transformational theory (Burke *et al.*, 2006; Rad & Yarmohammadian, 2006; Vigoda-Gadot, 2007). In this style, leadership focuses on change, visionary leadership and enhancing individual and organisational outcomes. Members are given the chance to build up their leadership skills, participate in leadership and contribute to decision-making (Vigoda-Gadot, 2007). This leadership style is arguably more efficient than autocratic leadership (MacBeath, 2005). Employees feel their opinions, suggestions and ideas are taken into consideration. Although members enjoy a certain level of autonomy, it works effectively in situations where

members a highly skilled, passionate and more satisfied about their job as is the situation where the laissez-faire leadership style is utilized.

2.2.4.3 Charismatic Leadership Style

The charismatic leadership style is rooted in a form of boldness, bravery or extreme of personality, more or less of celestial origin (Burke *et al.*, 2006; Avolio, Walumbwa & Weber, 2009). It was one of the leadership styles propounded by Max Weber in 1947. It assumes that charm and grace result in a huge following, self-belief is a fundamental need of leaders and members follow those leaders whom they have a high regard for instead of any external form of power (Chen & Silverthorne, 2005; Lee, 2005; Hannah *et al.*, 2008). The charismatic leadership style is quite common in church organizations.

2.2.4.4 Laissez-faire leadership style

The situation where there is no leadership according to (Yulk, 2011), is referred to as laissez-faire leadership. This is the type of leadership which neglects decision making, ignores issues, refuses to intervene and rarely tracks the development of issues and tasks (Gill *et al.*, 2006). Leaders who assume laissez-faire leadership roles cannot be relied on and they usually stay away from taking responsibility for their actions and inactions. Laissez-faire leaders take on dormant roles in terms of group affairs, and they do not show any zeal in bonding freely with group members (Sadler *et al.*, 2003). Here, leaders do not offer direction or which initiative to take and do not involve themselves in employees' development. Laissez-faire leaders do not pay attention to issues and duties (Yulk, 2011), and they do not contribute to the growth of their followers

(Northouse, 2007). Rewards, input and leader involvement are greatly absent under this type of leadership.

2.2.4.5 Transactional Leadership style

Burns (1978) constructed the transactional leadership model. Transactional leadership is said to have taken place when one person bonds with others for the purpose of an exchange of valued things that could be political or economic or psychological in outlook (McCleskey, 2014). Burns clearly stated that both parties have interconnected purposes, but the relationship is confined to the exchange of valued benefits. The relationship is unlikely to bring forth extra-role behavior of subordinates (Yahaya & Ebrahim, 2016). It also does not seek to establish a bond between the leader and follower in a mutual and lasting pursuit of a greater purpose (McCleskey, 2014).

Accordingly, Bass et. al (2003) broadened the Burn's work and created transactional leadership theory. Bass recommended that transactional leadership is portrayed by the exchange or transaction that happens among leaders, followers, and mates. The exchange depends on the dialog among leaders and followers on the prerequisites and prizes that the followers will get in the event that they fulfill those conditions (Bass and Avolio, 1994). Transactional leaders are resulted oriented (Ivey and Kline, 2010). Followers satisfy the requirements of the leader for a prize in return or to avoid being punished for poor performance or failure to accomplish an objective (Bass et al., 2003). Consequently, transactional leadership is practicable as it focuses on achieving specified goals or objectives (Aarons, 2006).

It is emphasized that transactional leaders do not concentrate on the individual development of a worker (Northouse, 2007). Rather, what is of great concern to transaction oriented leaders is the

achievement of the objectives. Transactional leaders center on making task clear and offering punishment for poor performance and rewards for positive performance (McCleskey, 2014). Rewards are given to the followers by the leaders when followers perform to meet the expectations of the leaders (Bass and Avolio, 1994; Northouse, 2007). Transactional leaders utilize their capacity to counsel and impact followers to accomplish wanted results (Avery, 2004; Bass, Aarons, 2006). As per McCleskey (2014), transactional leaders inspire employees to deliver the ideal outcomes by clarifying the objective that workers must accomplish, demonstrating to employees generally accepted methods to accomplish the objective, making clear medium for performance assessment, giving input on occupation results, and giving rewards which are contingent in nature if employees met the objective. In the view of Politis (2002), transactional leaders make clear the jobs of the subordinates and determine what they should do to accomplish the objective. Leaders will react to how well employees execute their obligations and after that the leaders choose either to reward or punish the workers. Along these lines, transactional leadership can be connected in numerous settings and is fitting in urging workers to hold fast to set standards (Aarons, 2006). There are three main components of transactional leadership style which are;

1). Contingent Reward

Leaders who use the contingent reward approach point to standards, and motivate their subordinates to meet such standards because the leaders will bring it to the knowledge of the employees that rewards will be given to high performers. Likewise employees are made aware that poor performance attracts punishment (Avolio & Jung, 2000).

2). Management by Exception (Active)

Management-by-Exception (Active) occurs when leaders create corrective criticisms or utilize negative reinforcement. With this type of leadership behavior, subordinates are observed closely in order to make out their mistakes and errors. It is characteristic of Leaders with Management-by-Exception with active behaviors to monitor employees' performance. They resort to corrective measures if followers deviate from set standards. Such leaders impose rules in avoidance of mistakes (Avolio & Jung, 2000).

3). Management by Exception (passive)

In this style of leadership, leaders use Management-by-Exception (passive), only make an intervention when targets have not been achieved and problems have arisen. Such leaders do not involve themselves until the situation aggravates. The Management-by-Exception (passive) leaders delay to take action till problems are brought to their notice (Avolio & Jung, 2000).

2.2.4.6 Transformational leadership style

According to (Burns, 1978), transformational leadership “occurs when one or more persons engage with others in such a way that leaders and followers raise one another to higher level of motivation and morality” (p. 20). Therefore, Burns defined transformational leadership as a process and not a specific behavior.

There are four components of transformational leadership. Kark and Shamir (2013) contended that it is critical to consider particular component of transformational leadership practices when researching logical impacts in light of the fact that only one out of every odd kind of

transformational leadership conduct will be significant in each circumstance. The four components of transformational leadership incorporate;

Idealized influence which alludes to leaders who go about as alluring good examples, show a feeling of intensity and certainty, settle on capricious high effect choices, and act as indicated by profoundly held qualities (Bruch and Walter, 2010). Idealized influence stresses trust, qualities, and morals (Guay, 2013). Additionally, these leaders demonstrate incredible perseverance and assurance in the quest for accomplishing targets, indicate elevated expectations of moral standards and good direct, forfeit self-gain for the gain of others, consider subordinates needs over their own needs, and offer victories and defeats with subordinates (Limsila & Ogunlana, 2008).

Inspirational motivation; this alludes to the leader's excitement and positive thinking in making a dream for the future and animating comparable emotions among supporters (Masa'deh et al., 2016). Leaders with helpful inspiration challenge adherents with elevated requirements, convey positive thinking about future objectives, and give significance to the job that needs to be done (Bacha, 2014).

Intellectual stimulation; this is shown when the leader encourages employees to wind up more imaginative and innovative ideas by addressing suppositions, improving issues, and moving toward old circumstances in new ways (Erkutlu, 2008). Despite the fact that the leader urges subordinates to attempt new methodologies, the accentuation is still on discernment (Limsila & Ogunlana, 2008).

Individualized Influence; this idea mirrors the thought of employees' capacities and their dimension of development with the end goal to decide their requirements for future advancement considering singular contrasts of the subordinates (Masa'deh et al., 2016). As it were, leaders construct a kind association with every person, focus on every individual's development and accomplishment needs by going about as a mentor or tutor with the end goal to build up subordinates' potential in a steady atmosphere (Limsila & Ogunlana, 2008).

2.3 Empirical Review

This section discusses previous studies and works on the relationship between leadership styles and employee commitment. It also discusses leadership in the oil and gas industry.

2.3.1 The Relationship between Leadership Styles and Employee Commitment

Previous researches have analyzed the relationship leadership style and employee commitment. In a research of workers at the steel industry in Taiwan, (Kark et al., 2003) discovered that transformational and transactional leadership conducts have a weak positive correlation with employee commitment. The outcome of the study showed that inspirational motivation, individual consideration and idealized influence leadership conducts correlated more with employee commitment as compared to other leadership conducts. In effect, Kark came to a conclusion that transformational leadership conducts have a higher relation to employee commitment as compared to transactional leadership conducts. However, Kark in 2004 expanded the scope of his research to include 84 manufacturing and service firms in Taiwan. At the end of

the research, it was discovered that there is a positive correlation between transformational and employee commitment.

A study carried out by Limsila and Ogunlana (2008) in Thailand's construction industry found out that, transformational leadership style has a positive impact on employee commitment. It was made known through this study that transformational leadership correlates positively with employee commitment. This in simplest terms suggests that the higher exhibition of transformational leadership behaviors, the more committed employees become to the course of the organization. Conclusively, Limsila and Ogunlana (2008) argued that, it is possible for transformational leaders to gain commitment from their subordinates, while laissez and transactional leaders may not.

Lee (2005) in a research on engineers and scientists in Singapore discovered that both transformational and transactional leadership have a positive impact on leadership member exchange and all its dimensions as well as employee commitment. Conversely, it was discovered that, transactional leadership correlated negatively to one dimension of the leadership member exchange theory which is loyalty. In conclusion, Lee established that transformational leadership has a positive correlation with normative and affective commitment. On the contrary, transactional leadership correlates more with affective commitment than normative commitment (Lee, 2005).

In a related survey, Lo et al. (2010) investigated the impact of leadership style on employees in Eastern Malaysia. The research was conducted in 11 manufacturing corporations using a total of 156 employees. The discovery made at the end of the survey was that, intellectual stimulation,

idealized influence and inspirational motivation influenced affective and normative commitment directly. Additionally, intellectual stimulation and individualized consideration impacted continuance commitment directly. A conclusion was drawn that transformational leadership is positively related to employee commitment.

Erkutlu (2008) established that there exist a positive significant association between transformational leadership and employee commitment. He came out with this finding after he conducted a research made up of 722 participants from 60 boutique hotels in Turkey. He further added that transformational leadership can also induce job satisfaction among subordinates. Conversely, transactional leadership style proved to have a negative influence on employee commitment and job satisfaction. The facts of his findings presuppose that individual consideration has the greatest negative correlation with dependent variables (Erkutlu, 2008).

A research was carried out by Ismail et al. (2011) of 118 workers from a United State of America subsidiary company in Sarawak, Malaysia. They issued out questionnaire in the format of the multifactor leadership questionnaire, organizational commitment questionnaire and writings on empowerment. In their research, they sought to determine the level of employee commitment and empowerment gained as a result of transformational leadership lifestyle. The results of the study showed that transformational leadership has a positive impact on employee commitment, likewise employee empowerment. Participants of the study believed that transformational leaders inspired them to take up decisions on their own. This gave them control over their work thus the feeling of empowerment which made them more committed to their work.

McGuire and Kennerly (2006) made a survey of nurse and nurse managers from 21 non-governmental health centers in the Midwest region using two types of the multifactor leadership questionnaire; the rater form and the leader form to gather data with respect to leadership style of nurse managers. By completing the leader form, the nurse managers made an assessment of their leadership style whereas the nurses examined the leadership of the nurse managers with the help of the rater form. Also, the staff nurses filled the organizational commitment questionnaire as a way of measuring their level of commitment. The outcome showed that the transformational leadership subscales on the multifactor leadership questionnaire correlated with employee commitment significantly. The strongest positive correlation with employee commitment was idealized influence. In the same vein, any other transactional leadership subscale proved to be statistically significant but for the management by exception scale. Outcome of the study confirms that transformational leadership improves the level of employee commitment in an organization.

It can also be said that in a study conducted by Tremblay (2010), involving 1,443 Canadian Forces personnel from five Army units. He concluded that there is a positive relationship between transformational leadership and both mediating variables of fairness and perception. He established that the relationship between transformational leadership and the mediating variables is positively connected to employee commitment in an organization. On the contrary, it was established that transactional leadership was negatively correlated with both mediating variables. Organizational commitment also correlated negatively with the rate of turnover in the Canadian Army.

Walumbwa et. al (2005) carried out a research on 197 workers from five banks in the United States of America and 164 workers from seven financial institutions in Kenya. They employed the multifactor leadership questionnaire, the organizational commitment questionnaire and job description index, the research made a comparison between the work related attitude and leadership styles in Kenya vis-à-vis American banking industry. The findings in both countries showed that, although there exist some cultural differences between the countries, transformational leadership has positive relationship with both employee commitment and job satisfaction.

2.3.2 Organizational Commitment

The concept of organisational commitment was defined in many but related ways. Steyrer, Schiffinger and Lang (2008:364) defined organisational commitment as the relative strength of an individual's identification with and involvement in a particular organisation'. Porter *et al.* (1974:604) viewed organisational commitment as an attachment to the organisation, characterised by an intention to remain in it; an identification with the values and goals of the organisation; and a willingness to exert extra effort on its behalf'. The two definitions suggest that organisational commitment is an attitudinal viewpoint connecting to an employee's psychological attachment or emotional commitment to the respective organisation. Employees observe and compare the extent to which their personal principles and aspirations link with that/those of the organisation.

In recent years, the concept attracted research attention in social sciences. The concept was used to explain workplace behaviours, for instance, staff turnover and absenteeism (Lee, 2005; Vigoda-Gadot, 2007; Steyrer, Schiffinger & Lang, 2008; Lo *et al.*, 2010). According to Albrecht

namely; affective, continuance and normative commitment (Brown & Treviño, 2006; Hannah *et al.*, 2008; Steyrer, Schiffinger & Lang, 2008).

2.3.4 Affective commitment

The first dimension is attributable to emotional attachments. These are employees that – with strong affective commitment – carry on working for an organisation for the reason that they simply want to do so. Their organisations are likely to benefit more because of reduced absenteeism as well organisational citizenship behaviours (Avolio & Gardner, 2005; Hannah *et al.*, 2008; Albrecht & Andretta, 2011). Employees with a strong emotional connection with their organisation work harder and perform better in their roles (Brotheridge *et al.*, 2008) than those displaying continuance commitment.

2.3.5 Continuance commitment

The second dimension, continuance commitment, is attributable to economic benefits or fear of loss. In this case, employees evaluate the pros and cons of departure from their present organisation (Steyrer, Schiffinger & Lang, 2008). If the perceived benefits of staying appear to outweigh the benefits expected from a new position or new organisation, then that solidifies the employee's commitment to the organisation. The benefits are in monetary form, role-related expertise attained over a long time as well as social networks (Steyrer, Schiffinger & Lang, 2008; Tatoglu, Demirbag & Erkutlu, 2008; Lo *et al.*, 2010). Research suggested that continuance commitment is likely to increase with experience and age (Steyrer, Schiffinger & Lang, 2008). If employees had worked in an established, successful position and experienced several promotions in their organisation, obviously they were prone to be inclined to continuance commitment.

2.3.6 Normative Commitment

The final dimension is attributable to obligatory feelings. Employees with strong normative commitment demonstrate the highest level of loyalty even under unpleasant circumstances. They feel indebted to their organisation, and for that reason, they are not prone to leave, have low non-attendance/absenteeism and they are open to accept and commit to any change effected in their organisation (Allen & Meyer, 1996; Brotheridge *et al.*, 2008).

Prior research on organisational commitment and different types of leadership produced mixed results. For example, the results of a study conducted by Hayward, Goss and Tolmay (2004) found no correlation between transactional leadership and affective, continuance and normative commitment. Conversely, a study conducted by Allen and Meyer (1996) showed that a relationship exists between transactional leadership and continuance commitment, and the same study also found a low correlation coefficient linking transformational leadership and commitment.

2.3.7 Leadership in the oil and gas industry

Kaplan *et al.*, (2001) argued that leadership in the oil and gas industry should first target at improving the safety climate of the organization before employee commitment will come into the frame. They go on to say that, employees in the oil and gas industry will remain in an organization if they perceive that the leadership take their safety issues seriously and do not risk the lives of the employees unnecessarily. These thoughts are highly related to the perceptions of

employees on the safety attitudes and behaviors of their leaders in the oil and gas industry (Neal & Griffin, 2004).

What these researches lay emphasis on is the significance or importance of leadership, in fostering a safe working environment to achieve employee commitment. The studies indicate that there are other factors of leadership which determines the commitment level of employees in an industry like the oil and gas, however, these factors have been grouped under the term “leaders commitment to safety”. The term has been used rather in an abstract manner to refer to a wide range of leadership activities and roles. Review studies in contemporary times have made a conscious attempt to narrow down the body of research to leadership and employee commitment (Kouzes & Posner, 2006). These works throw more light on a range of leadership behaviors which are constantly linked to good safety performance and seem to be the major factor in achieving employee commitment. The summation of these leadership behaviors can be called participative leadership.

Participative leadership combines a number of interconnected activities, the most important being involvement of leaders in the work and safety activities, and also regular, unofficial communications between employees and management, (Hong & Engeström, 2004). These interactions play some important roles, they show a leader’s concern to safety which is an essential antecedent when it comes to gaining commitment from employees in the oil and gas industry. Employees become very committed to this industry when they believe that their leaders have shown high commitment to ensuring the safety of the employees. The interactions also serve as a medium through which employees bond closely with their managers, supervisors and colleague workers (Korczynski, 2003). Recent evidence indicates that it is not just the

involvement of leaders in safety activities which is of great value to workers but rather the level of commitment shown by leaders to make the work environment accident free. Employees pay particular attention to how leaders involve them in making decisions. Moreover, leaders must be ready to devolve some decision-making authority to subordinates by making room for them to become fully involved in creating safety interventions and compensation, rather than just playing the more passive role of recipient (Giddens, A. 2013). In this approach employees are very likely to claim ownership and responsibility for their actions, thus enhancing commitment. (Goleman, 2000) conducted a study involving leadership behaviors in the oil and gas industry discovered that decentralization and participative decision making of leaders were influential on commitment because they promote consensual behavior within the employee and higher motivation to work efficiently. Similarly, (Yukl, 2009) realized that the most effective way in which leaders can enhance efficiency is by using a decentralized approach. Related findings have been stated by Dovidio et al. (2002) and Spillane, (2005). It is indeed true that the leadership which involves employees in decision making is the best way to predict worker motivation and commitment (Meyer et al., 2004). It is also one of the essential factors in link to two other indicators namely co-operation and workgroup (Cox & Cheyne, 2000). The traditional categorization of leadership has been used within different industries to mean management from CEO to line-manager. Subsequently, more often than not, it is not clear which level of management is tagged with the word leadership given the various level of managers there are in oil and gas companies and the diverse roles they play (Tsang, 2002). In the oil and gas companies, a site manager's influence on improving the safety climate of workers to avoid accidents which invariably enhances the commitment of employees has received very little attention in terms of literature (Mannan, Mentzer & Zhang, 2013). This is quite surprising given

how influential site managers are in terms of promoting peaceful co-existence and building rapport amongst employees. The duty played by a site manager in building a positive safety climate is critical not only in the oil and gas industry but appears to be so in other organizations (O'Dea & Flin, 2001), like the nuclear power plants, aviation maintenance and chemical plants. It has been noticed within the oil and gas industry that Managers play an essential role in communicating messages from the senior levels in the organization to the workforce at a sharp end (Mearns, Flin & O'Connor, 2001). They possess high levels of experiential knowledge and leadership skill which could be used in the development of leadership and sustaining the interest of employees (O'Dea and Flin, 2001).

2.4 Theoretical Framework

The concept of leadership has been viewed by different scholars in diverse context. It is quite arduous trying to find a simple definition which captures wholly the meaning of leadership. The reason being that, leadership is too wide a concept to be contained in one definition. However, some scholars have made attempts to define the concept of leadership. The researcher throws more light on some selected definitions of the leadership below.

Leadership is the activity of influencing people to cooperate towards some goal which they come to find desirable (Tead, 1935).

(Tannenbaum, Weschler & Massarik, 2013), define leadership as inter personal influence, exercised in a situation and directed, through the communication process, towards the attainment of a specified goal or goals.

Leadership as a situation process in which a person because of his actual or supported ability to solve problems in the field of current group interests is followed by others in the group and influences their behavior (Fairchild, 2004).

Leadership is a relationship in which one person, or leader, influences others to work together willingly on related tasks to attain that which the leader desire (Rani, 2013).

(Reddy & Seshadri,1972), writes that leadership manifests itself in the total process of the rise of a leader, the influence he wields on his followers and the way by which he not only ensures that gathers powers around him and seeks to ascend still further on the rungs of leadership ladder but also tries to perpetuate his achieved position.

(Page & Wong, 2000) defined leadership as the art and science inspiring followers, subordinates and colleague workers by giving them power and influencing their decisions. In their view, leadership centers on the capability to bring about change by asking people to come together and work for a common cause, increasing their loyalty through vision and zeal.

Kotler (1996) asserted that, leadership is the power backing any meaningful change activity within the society or the organization.

Nonetheless, the researcher has chosen two definitions of leadership which relate to this study. (Yukl, 2008), defined the concept of leadership as the process of being able to persuade or influence other people to succumb and willfully accept to do what is needed in order to achieve set targets. He goes on further to explain that as a process, leadership ought to facilitate

collective and individual attempts to attain a common goal. While other numerous definitions for leadership exist, Yukl's definition is in tandem with that provided by (Northouse, 2011). He defined leadership as the process by which an individual exerts his/her influence on a group of persons to accomplish a shared vision.

The definitions above have some few elements in common. Firstly, the concept of leadership is a process. What this means is that leadership is a sequence of interdependent actions which require the efforts of other individuals to achieve the objectives of an organization, team or a group. (Ahlquist & Levi, 2011) argue that leadership is the position of power an individual occupies within a group.

Secondly, Leadership has to do with influencing subordinates or followers. The position held by a leader with the group affords him the opportunity to make use of his person-to-person influence. This notion reserves that the effectiveness of leaders' power resides in their ability to utilize person-to-person influence in making the followers ascribe to their way of thinking (Ahlquist & Levi, 2011).

Thirdly, the two definitions hold that, leadership can only take place where there is a group of individuals. This implies that an individual cannot declare himself a leader where there are no followers to ascribe to his ideas or subject to rule over (MacBeath, 2005).

Also, leadership should capture the achievement of set goals. Individuals come together when they believe there is a cause worth devoting to. In the absence of a common goal, individuals

work in silos to achieve whatever they deem fit and there need to work together as a team becomes abstract (MacBeath, 2005).

Lastly, the two definitions call for a shared goal. There is a difference between having a goal and a shared goal. When a group has a goal, it implies a generic vision which is intended to be met in the future. However, having a shared goal means the goal is understood by the followers and they can resonate with the values of the group in achieving the goal. Here, the followers are involved in creating the goal.

The representation of leadership as a process means that the concept is seen as neither a trait nor characteristic but rather an interaction between two factions which is leaders and followers (Northouse, 2011). Based on the assertions made above, the researcher has adopted the two definitions for this study.

The portrayal of leadership as a process or continuous sequence stipulates that people occupying leadership portfolios affect and are affected they lead in a positive or negative manner (Vesterinen, Isola & Paasivaara, 2009). In the opinion of these scholars, leadership is symbiotic relationship in which the leader the actions of the followers has effect on the leader and the leader's actions affect the followers but not a one way affair where it is only the actions of the leader which has consequences on the followers. Perceiving leadership as a process creates a clear notion that everybody can train and grow into a leader but not some chosen few who are seen as having leadership tendencies (Avolio & Gardner, 2005). Leadership position should not

be restricted to a selected few who receive formal appointment to hold offices but anyone ready and possessing the ability to lead (Brown & Treviño, 2006).

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Chapter Overview

The blueprint for any research is research design and methodology. It contains the plans and details to follow in order to carry out the study (Bryman, 2003). Figure 5 gives a summary of a comprehensive research design and methodology which is offered in the form of a research onion. Saunders et al. (2011), argues that the research onion presents an extensive detail of the key principles in layers which, when followed forms a reasonable research methodology and design. Hence, every one of the layers found on the research onion will be discussed beginning with the outermost layer, which is, research philosophies.

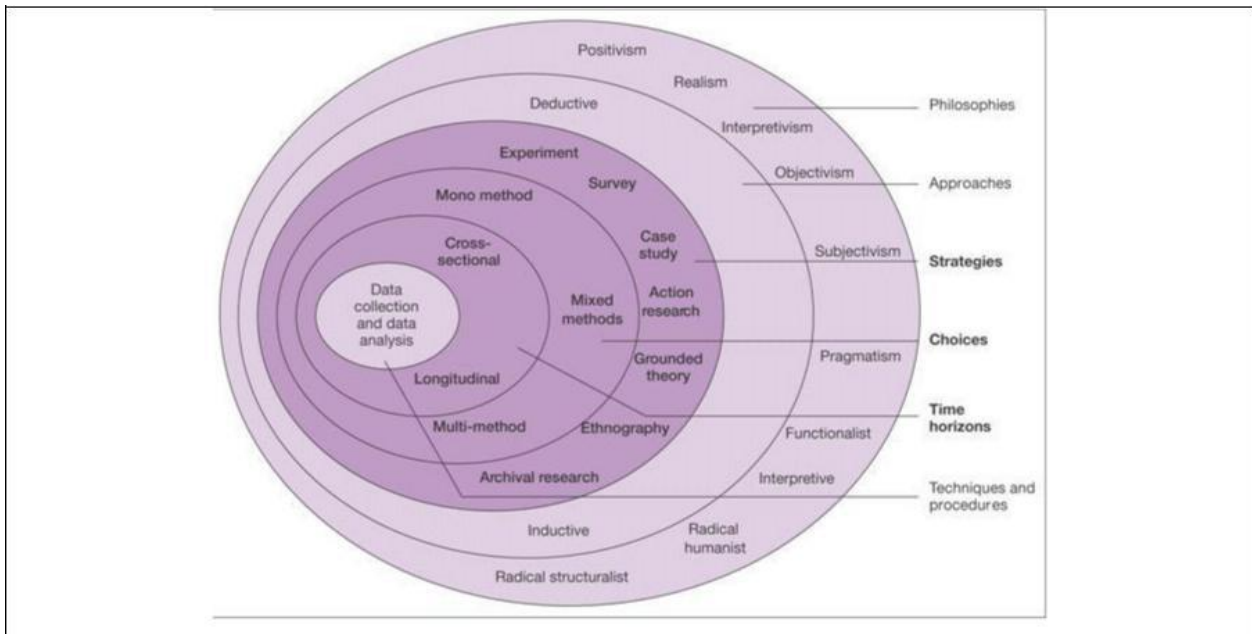


Figure 5: An outline of the research design

Source: Saunders *et al.* (2011)

3.2 Research Design and Methodology

3.2.1 Research Philosophies

A philosophical assumption a researcher has about human nature determines the methods and techniques he adopts (Denzin, 2017), and also the nature of the research problem being investigated into.

Numerous researches have established that there are quite a number of research philosophies (Hughes & Sharrock, 2016). Nonetheless, this study is based on the quantitative method, which encompasses the collection and making analysis of quantitative data (Palinkas et al., 2015). By implication, this study falls in the category of the positivist philosophy. The positivist has to do with the quantitative research which includes the collection and analyses of numerical data (Sukamolson, 2007). Having explained the layer which connects to research philosophies in detail, the next layer according to the research onion is research approaches.

3.2.2 Research Approaches

The layer on the research onion depicts deductive and inductive approaches. The deductive approach links to a subject or theory of interest and reduces it toward a more precise hypothesis which has been tested (Bryman, 2016). To contrast this, the inductive approach carries out definite observations and measures, forms patterns, formulates hypothesis and lastly draws conclusions (Amaratunga et al., 2002). The deductive and inductive approaches back both quantitative and qualitative research. This study makes use of the deductive approach.

3.2.3 Research Strategies

The layer on research strategies recognizes a number of strategies like case study, experiment, survey and among others. This study will depend on gathering and analyzing quantitative data from management and employees in one organization, and for that matter qualifies as a case study. The choice to accept case study as a strategy stemmed from the fact that it had been widely used in the field of social science (Amaratunga *et al.* 2002; Flyvbjerg, 2006) and that it made use of situations in real life (Leech *et al.*, 2010; Johnson *et al.*, 2007). Also, assisted in making meaning out of some specific cases and guaranteed a more holistic approach to the research.

3.2.4 Research Choices

The fourth layer on the research onion is linked to research choices which are depicted as mono, multi and mixed methods approach (Saunders *et al.*, 2007). Otherwise known as triangulation, it substantiates, cross-validates and authorizes findings of the study. The previous scholars argued that the quantitative method offered a more understandable, educative, valuable and fair outcomes (Seidman, 2006). With the aid of the quantitative method, the researcher gathered data using an instrument with closed items plotted on a 5-point Likert scale.

3.2.5 Time Horizons

This study depended on gathering data that is available in a population at a single point in time, hence making it a cross-sectional study. The notion to carry out a cross-sectional study is due to the fact that, this research is for academic purposes and was done within a limited time frame (Kothari, 2004).

3.2.6 Data Collection and Analysis

The research onion's innermost layer signifies data collection and analysis. In the vision of carrying out a study which produces acceptable, meaningful and credible outcomes, issues which has to do with the creation of the instrument, piloting, sampling, minimum sample, methods for data presentation and analysis has to be succinctly explained. Polanyi, (2009) argued that the research methods and techniques should possess some profundity and depth which give room for another researcher to carry out a similar study and arrive at similar or nearly similar results. In accordance with this, explanation is provided for all elements of the data collection as well as the process of analysis.

3.2.6.1 Development of the Research Instrument

There are two sections which make up the instrument. Section A has been designed to collect data linking to profiles of the participants. Section B will be used to collect quantitative data on leadership style. It has 31 items fixed on 5-point Likert scale. Section C has been designed to collect data on employee commitment. It is made up of 6 items fixed on a 5-point Likert scale and sought to find out commitment.

3.2.6.2 Piloting the Instrument

Piloting can be explained as examining the effectiveness and efficiency an instrument has to measure planned constructs, and finding out whether participants will understand the questions easily or not (Oppenheim, 2000). The instrument was sent by mail to executive member of Cape Three Oil for piloting to two managers.

3.2.6.3 Sampling Technique

Managers and employees in the oil and gas industry are the population of interest for the study. The quota one chooses out of a population to take part in a study and their information can be generalized to affect that population, is known as the sample (Ott & Longnecker, 2015). The selection of participants was done based on a purposive sampling technique. This technique applies to situations where persons are chosen in accordance with the intent of the research due to the quality of information and importance they can give to the study (Kothari, 2004). Due to the fact that participants were carefully chosen, the likelihood of obtaining credible results was quite high (Saunders *et al.* 2011). To sum it all, a total of 150 employees of Cape 3 Oil were sampled for the study due to time constraints and limited resources.

3.2.6.4 Conducting the study

Having indicated already that purposive sampling technique was used for the sampling, the researcher secured the permission of management to conduct the research by speaking to an executive manager in the company. The researcher sent the instrument to the executive manager in the company. The researcher made his intentions clear that the participation in the research is voluntary and that participants should not make their identities known. He further communicated that responses given by the participants will be treated with extreme confidentiality. The researcher pleaded with the executive manager to inform the subordinates about the activity in order to gain their full cooperation and support.

The reason behind this technique is that, managers and workers in an organization are mostly not easy to gain access to for research purposes especially to outsiders. The researcher believes this

approach made sure that there is a high rate of response because an executive manager was involved in one way or another in the process. This decision however, is in line with previous related studies (e.g. Rad & Yarmohammadian, 2006; Wang, Chou & Jiang, 2005) that were skillfully able to make use of this technique.

The completed questionnaires were retrieved within three weeks. The researcher projected that 150 participants will fill the questionnaire within those three weeks. The collection of data took place in the month of March 2019. As soon as the questionnaires were completed, data analysis began. Next is an explanation of the techniques which were used for data analysis.

3.2.6.5 Techniques for data analysis

The quantitative data was analyzed using the IBM Statistical Package of Social Scientists (SPSS) version 22. Demographic data was analyzed with the help of Descriptive Statistics which is a tool found in the IBM SPSS. The researcher used the Pearson r test to find out the relationship between the variables stated in the hypothesis namely, transactional leadership, transformational leadership and employee commitment.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.1 Introduction

This study intended to examine the role of leadership style on employee's commitment in the oil and gas industry in Ghana. In exploring this topic, three hypotheses were stated and tested using the statistical package for social science (SPSS) version 22. The hypotheses were stated through the various objectives of the study. The aims were to determine the dominant leadership style in the oil and gas industry, to find out the relationship between leadership and employee commitment in the oil and gas industry, to investigate if transformational leadership style has a significant positive relationship with employee commitment and to investigate if transactional leadership has a significant negative relationship with employee commitment. One hundred and fifty questionnaires constituting items measuring transformational and transactional leadership and commitment were used. This represents the sample size to the study variable which is presented in tables below.

4.2 Characteristics of Participants

Table 1: Summary of the demographic characteristics of the sample

Variable	Frequency	Percentage %
AGE		
20-30	47	31.3
31-40	63	42
41-50	37	24.7
51-60	3	2
Gender		
Male	108	72
Female	42	28
Education		
SSSCE/WASSCE	33	22
Diploma/HND	49	32.7
First degree	59	39.3
Masters	9	6
Experience		
Less than 1year	15	10
1-3years	81	54
4-6years	43	28.7
7-10years	11	7.3

Out of the one hundred and fifty participants sampled, 72% of them were males and the rest were females (28%). The study sampled, age 20-30 represented 31.3%, 31-40 was 42% and 41-50 and 51-60 represented 24.7% and 2% representatively. In terms of educational level, 22% had WASSCE/SSCE certificate, 32.7% represented those with Diploma/HND whilst 39.3% and 6% represented those with first degree and masters degree respectively. With regards to workplace duration and experience, those who had worked for less than 1 year, 1-3years, 4-6years and 7-10years recorded 10%, 54%, 28.7% and 7.3% respectively.

4.3 To Determine the Dominant Leadership Style In The Oil And Gas INDUSTRY

Table 2: Summary of Mean and Standard deviation of Measured variable (transactional and transformational leadership styles)

Variable	N	Min	Max	Mean	SD
Transactional	150	42	88	62.2	9.4
Transformational	150	22	56	38.8	8.6

Note: min= Minimum, Max= Maximum, SD= Standard deviation

From table 2, it can be observed that employees led under transactional leadership styles are more than those led by transformational style of leadership. This can be noted from the results which indicates an average transactional leadership style (Mean=62.2, SD= 9.4) with a minimum (min=42) and maximum(max=88) compared to that of transformational leadership style (mean= 38.8, SD=8.6) with a minimum(min=22) and maximum(max=56) . This means that most of the leaders in the oil industry manage their employees using the transactional leadership style.

4.4 Hypothesis One

There will be a relationship between leadership style and commitment

Table 3: Summary of Pearson r indicating the relationship between leadership styles and commitment

Variable	N	Mean	SD	Df	R	<i>p</i>
Leadership style	150	101	13.8	148	.32	0.00**
Commitment	150	15.3	2.5	148		

** Correlation is significant @0.05 level

The summary of the results of the Pearson r test showed that, there is a relationship existing between leadership style and commitment [$r_{(148)} = .32, p=0.00$]. This indicates that leadership style influences employees' level of commitment. Therefore, the hypothesis that there will be a relationship between leadership style and commitment was supported.

4.5 Hypothesis Two

There will be a significant positive relationship between transformational leadership style and commitment

Table 4: Summary of Pearson r indicating the relationship between transformational leadership style and commitment.

Variable	N	Mean	SD	df	r	p
Transformational	150	38.8	8.6	148	.38	0.00
Commitment	150	15.3	2.5	148		

** Correlation is significant @0.05 level

The summary of the results of the Pearson r test showed that, there was a significant positive relationship existing between transformational leadership style and commitment [$r_{(148)}=.38, p=0.00$]. This indicates that the more a leader engaged in transformational leadership style the more the employees are likely to be committed. Therefore, the hypothesis that there will be a significant positive relationship between transformational leadership and commitment was supported.

4.6 Hypothesis Three

There will be a significant negative relationship between transactional leadership and commitment

Table 5: Summary of Pearson r indicating the relationship between transactional and commitment

Variable	N	Mean	SD	Df	R	P
Transactional	150	62.2	9.4	148	.13	.13
Commitment	150	15.3	2.5	148		

The summary of the results of the Pearson r test showed that, there was no significant positive relationship existing between transactional leadership style and commitment [$r_{(148)}=.13, p=0.13$]. This indicates that transactional leadership style influences commitment of employees but quite insignificant within the chosen sample size. Therefore, the hypothesis that there will be a significant negative relationship between transactional leadership and commitment is rejected.

4.7 Discussion

Discussion is done based on the objectives of the study.

4.7.1 To determine the dominant style of leadership in the Oil and Gas industry.

The result showed that transactional leadership style is the dominant leadership style in the oil and gas industry. The researcher believes it is so because the oil and gas industry is highly result oriented and followers are expected to satisfy the requirements of the leader for a prize in return or to avoid being punished for poor performance or failure to accomplish an objective (Bass et al., 2003). The outcome for this objective is however not surprising in that, leaders in the oil and

gas industry focus mainly on achieving targets since that is the prime goal of organizations. The finding confirms Aarons, (2006) assertion that transactional leadership is practicable as it focuses on achieving specified goals or objective. Transactional leaders make clear the jobs of the subordinates and determine what they should do to accomplish the objective (Politis, 2002).

4.7.2 To determine if there is a relationship between leadership and employee commitment in the Oil and Gas industry.

The second objective of the research is to find if there is a relationship between leadership and employee commitment in the oil and gas industry. The result revealed that, there exists a positive relationship between leadership and employee commitment. This is in conformity to findings from previous studies which examined the relationship between the two variables. For instance, Lo et al. (2010) concluded that the leadership styles of supervisors are main dimensions of the social context because they shape subordinates' organizational commitment in various ways. Similarly, Ponnu and Tennakoon (2009) found that where the leaders were morally upright it will influence employee organisational commitment in a positive manner and raise the employees' confidence in their leadership. It also confirms what was discovered in a recent study that examined leadership styles and organisational commitment in the mining industry in South Africa, Mclaggan, Bezuidenhout and Botha (2013) found that employees at a mine in Mpumalanga perceived leadership styles of their superiors influenced their decision to stay in the organization. However, the result is in contrast with the findings of Rafiq Awan and Mahmood (2010) who examined the link between leadership style and employee commitment in university libraries. Their findings demonstrated that the leadership style, particularly autocratic and laissez-faire, did not have any influence on the commitment of employees in university libraries.

4.7.3 To investigate if transformational leadership has significant positive relationship with employee commitment.

The study found out that there is a significant positive relationship between transformational leadership and organizational commitment. This finding does not surprise the researcher since previous studies investigating the relationship between same variables and came to the same conclusion. The result is consistent with Bučiūnienė and Škudienė (2008) who examined the relationship between employees' organizational commitment and leadership styles. The study found a positive relationship between transformational leadership style and employee commitments. Also, Avolio, Gardner, Walumbwa, Luthans and May (2004) found a positive association between transformational leadership and organizational commitment. Contrary to the previous research, they found that transformational leadership at the indirect senior level had a more positive relationship with employees' level of organizational commitment as compared to the relationship between commitment and ratings of transformational leadership of the followers' immediate supervisor. In a related study, as cited in Bučiūnienė & Škudienė (2008), Simon (1994) studied the impact of transformational leadership on organizational commitment and found that transformational leadership has a positive linkage with commitment.

4.7.4 To investigate if transactional leadership has significant negative relationship with employee commitment.

The findings proved that transactional leadership correlates positively with employee commitment though was not significant. This means that transactional leaders could influence followers' decision to remain in organizations. This finding is consistent with a study involving 156 participants, Lo *et al.* (2009) investigated leadership styles and employees' commitment to

their manufacturing industry in Malaysia. The study found that a number of dimensions of transactional leadership have a positive connection with organizational commitment.

CHAPTER FIVE

SUMMARY CONCLUSIONS AND RECOMMENDATIONS

This section of the study provides summary, conclusion, limitations as well as recommendations in connection with the findings of the study. The conclusion draws inferences with respect to leadership style and employee commitment in an organization.

5.1 Summary of Findings

The concept of Leadership and leadership styles have been a subject of great interest globally. Scientists and non- scientists have attempted to identify the skills and abilities that have enabled outstanding leaders to produce significant effect on organization and society. Owing to this, several styles of leadership have been connected to employee commitment.

In light of the statement above, the study investigated leadership styles and employee commitment in Ghana's Oil and Gas Industry. The core variables adopted for the study include transactional leadership, transformational leadership, and employee commitment. The study is based on four research objectives as guiding principles for the investigation of the topic. Descriptive statistics and correlation, tools from statistical package for social science (SPSS) was used to analyze the research objectives/ hypotheses. The findings are presented according to objectives of the study;

The first objective stated “**To determine the dominant style of leadership in the Oil and Gas industry**”. From the analysis it was discovered that transactional leadership is the dominant leadership style in the Ghanaian oil and gas industry. The researcher believes it so because

operations in the oil and gas industry are focused mainly on meeting targets. This means leaders in the oil and gas industry are result oriented and are not really concerned about establishing bonds with employees.

The second objective stated “**To determine if there is a relationship between leadership style and employee commitment in the Oil and Gas industry.**” To understand this objective, a hypothesis was formulated to assist in the investigation.

H1: There is a relationship between leadership style and employee commitment.

The analysis yielded the result that there is indeed a relationship between leadership style and employee commitment in Ghana’s oil and gas industry. By implication, the leadership style adopted by managers may or may not have an impact on an employee’s level of commitment. Therefore the hypothesis under this objective was supported by the study.

The third objective was to “**To investigate if transformational leadership has significant positive relationship with employee commitment**”. The researcher coined a hypothesis to assist with the investigation of this objective.

H2: Transformational leadership has a significant positive relationship with employee commitment.

The analysis proved that the relationship between transformational leadership and employee commitment is significantly positive. The positive relationship between the two variables

implies that leaders who adopt a transformational leadership style are likely to influence the commitment level of employees positively. Hence the hypothesis for this objective was supported.

The third objective was to “**To investigate if transactional leadership has significant negative relationship with employee commitment**”. Again to help the researcher make clear meaning out of the objective, a hypothesis was coined.

H3: Transactional leadership has a significant negative relationship with employee commitment.

The analysis revealed that there is rather a positive relationship between transactional leadership and employee commitment although was not significant. Therefore the hypothesis under this objective was rejected.

5.2 Conclusion

Leadership and commitment are key concepts in different fields such as human resource management, sociology, international relations and among others which cannot be ignored. The role played by leaders in ensuring and nurturing commitment among employees is very important in the accomplishment of an organization’s objectives likewise the attainment of its vision. It should be noted that the entirety of an organization’s success depends on the type of leadership style management ascribe to and how leaders are able to utilize the available human resources to establish bonds with employees in order to meet organizational objectives.

In consideration of this the study investigated how leadership style influences employee commitment focusing on the Ghana's oil and gas industry. The study discovered that the dominant leadership style in the oil gas industry is transactional leadership. In addition, the results revealed that both transactional and transformational leadership styles had positive effects on employees' commitment.

The finding depicted a higher level of transactional leadership style demonstrated by managers and leaders in Ghana's oil and gas industry. Nonetheless, the finding does not downplay the essence of transformational leadership style in the oil and gas industry. The two leadership styles show a positive impact on employee commitment in an organization. This presupposes that effective application of these two styles in an organization can potentially encourage employees and enhance their commitment level. The two leadership styles help employees to improve upon their level of confidence, increase their satisfaction and affection to the work due to the persistent interaction between managers and subordinates in an organization. Under these leadership styles, decisions made by employees are directly connected to the overall objectives of the organization which enhances their capabilities, and strengths of cultivating commendable work ethics for organizational development and performance. The application of such styles gives room for subordinates to execute tasks with ease and develop the right attitudes for work. However, workers under a transactional leader are solely concerned with achieving targets since failure to do so may lead to the employee being punished.

In effect, the competition within the oil and gas industry warrants that organization(s) should develop a system that can groom leaders with such qualities in order to encourage employees to

remain in organizations. Organizations in the long run benefit from the long years of work experience employees gain over time doing particular task which enables them to specialize in that area. The specialized employees will give the organization a competitive advantage in the industry, all other factors being equal.

Justification can be on the ground that the findings of the study have added up to the already existing literature on leadership and employee commitment in Ghana's oil and gas industry.

The researcher believes these findings will help bridge the gap in literature pertaining to the dominant leadership style in the oil and gas industry. It also repudiates the studies that discovered no statistically significant influence of transformational and transactional leadership on employee commitment. The reason can be attributed to cultural differences within the chosen population as well as the geographic location of the industry or organization under study. The finding has therefore given a substantial insight on the relationship between leadership styles and employee commitment. In specifics, the study examined the leadership style which enhances employees' commitment. The study has also provided stage for management of the oil and gas industry in Ghana in developing the right leadership attitudes and policies for the achievement of organizational goals. It is also imperative for firms to comprehend the role of leadership styles in connection with employee commitment in order to work towards attaining competitive advantage. Based on the findings, there is therefore the need to formulate strategies and creative means that will help bring forth leaders who possess the qualities of transformational and transactional leadership for the holistic development of human resources in organizations.

5.3 Recommendations

Based on the research findings and conclusions, the researcher suggests the following recommendations for organizations in the oil and gas industry, human resource practitioners and also for future research.

5.3.1 Management of organizations should adopt the study findings as a guide to developing strategies aimed at achieving excellence in organizational leadership. The competitive nature of the oil and gas industry in Ghana demands that leadership strategies that can push managers to adopt best practices to be nurtured. In the sense that leaders who possess transactional and transformational leadership skills contributes to a reliable means of building commitment thus, increasing chances of surviving competition.

5.3.2 Organizations need to pay attention to the current trends in leadership styles especially transformational and transactional style so that decisions can be taken to induce commitment from the employees. Having extensive knowledge in leadership roles will enable organizations to adopt strategies which will make employees feel they are valued in the organization. This eventually will cause them to remain in the organization.

5.3.3 The researcher recommends that organizational culture of firms should make provision for the cultivation and growth of transactional and transformational leadership to help various functional units achieve organizational targets.

5.3.4 Future research can look at this important topic in a different culture and across different industries where leadership is of great importance and significance. This will assist scholars to comparatively assess the different leadership styles being practiced in different cultures.

5.3.5 Lastly, future research can use a different methodology such as the mixed method or a different data collection approach, such as interviews and also increase the sample size to test if the findings obtained by the study is a true representation of the larger population, which is Ghana's oil and gas industry.

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APPENDIX: RESEARCH QUESTIONNAIRE

**UNIVERSITY OF GHANA BUSINESS SCHOOL
DEPARTMENT OF ORGANISATION AND HUMAN RESOURCE MANAGEMENT**

PERSONAL INFORMATION

Please tick [√] the appropriate box that best describes you

1. Gender a) Male [] b) Female []
2. Age: (a) 20 – 30 []; (b) 31 – 40[]; (c) 41 – 50[]; (d) 51 - 60[]; (e) Over 60 []
3. Level of education. a) SSSCE/WASSCE [] b) Diploma/HND [] c) First Degree []
d) Masters []
e) Other: please specify
4. How long have you been working at your current workplace?
a) Less than 1 year [] b) 1-3 years [] c) 3-6 years [] d) 7-10 years [] e) 10-15 years [] f) Above 15 []
5. Marital Status a) Single [] b) Married [] c) Divorced/Separated [] d) Widowed []
6. Job Title.....

SECTION A

Please tick [√] the answer that reflects your views in the following statements from 1 to 5.

My manager:		Not at all	Once in a while	Sometimes	Fairly often	Frequently if not always
1.	Instills pride in me for being associated with him/her	1	2	3	4	5
2.	Goes beyond self-interest for the good of the group	1	2	3	4	5
3.	Acts in ways that build my respect	1	2	3	4	5
4.	Displays a sense of power and confidence	1	2	3	4	5
5.	Talks about his/her most important values and beliefs	1	2	3	4	5
6.	Specifies the importance of having a strong sense of decisions	1	2	3	4	5
7.	Emphasizes the importance of having a collective sense of mission	1	2	3	4	5
8.	Talks optimistically about the future	1	2	3	4	5
9.	Talks enthusiastically about what needs to be accomplished	1	2	3	4	5
10.	Expresses a compelling vision of the future	1	2	3	4	5
11.	Expresses confidence that goals will be achieved	1	2	3	4	5

12.	Re-examines critical assumptions to questions whether they are appropriate	1	2	3	4	5
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My manager:		Not at all	Once in a while	Sometimes	Fairly often	Frequently if not always
13.	Seeks differing perspectives when solving problems	1	2	3	4	5
14.	Gets me to look at problems from many different angles	1	2	3	4	5
15.	Suggests new ways of looking at how to complete assignments	1	2	3	4	5
16.	Spends time teaching and coaching	1	2	3	4	5
17.	Treats me as individual rather than just a member of a team	1	2	3	4	5
18.	Considers me as having different needs, abilities, and aspirations from others	1	2	3	4	5
19.	Helps me to develop strengths	1	2	3	4	5
20.	Provides me with assistance in exchange for my efforts	1	2	3	4	5
21.	Discusses in specific terms who is responsible for achieving performance targets	1	2	3	4	5
22.	Makes clear what i can expect to receive when performance goals are achieved	1	2	3	4	5
23.	Expresses satisfaction when I meet expectations	1	2	3	4	5
24.	Focuses attention on irregularities, mistakes, exceptions and deviations from standards	1	2	3	4	5
25.	Concentrates his/her full attention on dealing with mistakes, complaints, and failure	1	2	3	4	5
26.	Keeps track of all mistakes	1	2	3	4	5
27.	Directs my attention toward failures to meet standards	1	2	3	4	5
28.	Fails to interfere until problems becomes serious	1	2	3	4	5
29.	Waits for things to go wrong before taking action	1	2	3	4	5
30.	Shows that he/she is a firm believer in “if it will not break, don’t fix it”	1	2	3	4	5
31.	Demonstrates that problems must become chronic before taking action	1	2	3	4	5

INSTRUCTIONS: Please tick (√) for the most appropriate responses in respect of the statements made below. Using the scale below.

1— Strongly Disagree; 2— Disagree; 3— Agree; 4— Strongly Agree

Please tick (√) one response for each statement

Employee Commitment

		1	2	3	4
1.	I am willing to work harder than I have to in order to help this organisation succeed				
2.	I feel very little loyalty to this organisation (R)				
3.	I would take almost any job to keep working for this organization				
4.	I find that my values and the organisation's are similar				
5.	I am proud to be working for this organization				
6.	I would turn down any job for more pay in order to stay with this organisation				

(R) are reverse scored