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Leadership Style and Perceived Organisational Politics as Predictors of Organisational Commitment among Civil Servants in Osun State

Fashola A. K., Akanni, A. A., and Ajila, C.O.

Department of Psychology

Obafemi Awolowo University, Ile-Ife

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Abstract

This study examined the dimensions of employees commitment; it assessed the relationship between leadership styles and organisational commitment among Civil Servant in Osun State; and examined the relationship between perceived organisational politics and organisational commitment among Civil Servant in Osun State. It also ascertained the relationship among leadership styles, perceived organisational politics and organisational commitment among Civil Servant in Osun State. These were with the view to establishing factors that predicts organisational commitment among Civil Servant in Osun State.

Primary data were used for the study. The data were collected among Civil Servants in Osun state. Four ministries, that is ministry of Finance, Commerce, Agriculture and Education were purposively selected for the study. These ministries were found to have high number of employees which guarantee sufficient samples from which generalization could be made to other ministries. A pre-survey visit to the Civil Service Commission showed that the ministry of Commerce had 122 staff; ministry of Education had 150 staff; ministry of Agriculture had 133, and ministry of Finance had 91 staff totaling 496 which represents the sampling frame for the study. A total of 248 participants representing 50% of the total population was selected using stratified random sampling technique. Three standardized Psychological Scales were used in the study. These were the Supervisors Behaviour Descriptive Questionnaire (SBDQ), Perception of Organisational Politics Scale (POPS) and Organizational Commitment Questionnaire (OCQ). The SBDQ was used to measure leadership style; the POPS was used to assess perceived organisational politics; and the OCQ was used to measure Organisational Commitment. Data collected were analysed using descriptive statistics such as mean, Standard Deviation and percentages and inferential statistics such as Pearson Moment Correlation and Multiple Regression.

Result showed that Civil Servants in Osun State placed higher value on affective dimension of organisational commitment. Results also showed a significant positive relationship between leadership style and organisational commitment among Civil Servants in Osun State (r (246)=0.31, $p < 0.05$}. Furthermore it revealed a significant relationship between perceived organisational politics and organisational commitment {r =(246) = 0.20, $p > 0.05$}. It further showed a joint significant relationship between leadership style, perceived organisational politics and organisational commitment { F (2,245) = 16.21, $p < 0.05$}.The stepwise multiple regression analysis revealed that 9.4% variation in organisational commitment is explained by the democratic leadership style, autocratic leadership style and perceived organisational politics {r= 0.324, r2 (adj) = 0.0094, F (3,244) = 9.514, $P < 0.05$}.

The study concluded that both leadership style and perceived organisational politics predicted organisational commitment.

Keywords: Leadership Style, Perceived Organisational Politics, Organisational Commitment, Civil Servants

1. Introduction

Organisational commitment refers to the extent to which an employee develops an attachment and feels a sense of allegiance to his or her employer (The Pennsylvania State University, 2011). This commitment can be described as the psychological bond of an employee to an organisation, the strength of which depends on the degree of employee involvement, employee loyalty, and belief in the values of the organisation. Commitment has always been believed as the driving force behind a person's success. A person who has committed himself to a task will pursue it until its completion, even if there are few obstacles in the process.

Payne and Pugh (1976) believe that one of the best known ways of studying organisation has been to measure employee's commitment. Employee's commitment is a concept that enables the industrial/organisational psychologist to identify how the organisation is a psychologically meaningful environment for individual organisation members. Organisational commitment can also be defined as a psychological link between an employee and their organisation that makes it less likely that the employee will voluntarily leave the organisation (Meyer & Allen, 1996). Therefore, organisational commitment can be seen as a form of psychological contrast or unwritten agreement between the employee and the organisation. This contrast signifies issue of exchange and mutual expectation in the link between the individual and the organisation in which they work for.

Allen and Meyer (2004) constructed a three component model of commitment, which measure three forms of organisational commitment. These are affective commitment, normative commitment and continuance commitment. They believed that employees with a strong affective commitment stay because they want to, those with strong normative commitment stay because they feel they ought to, and those with strong continuance commitment stay because they have to do so. For instance, when employees become so much committed to their job, it can affect their other life role areas. In a related manner, employees who are highly committed to their job find it difficult to draw a line between their identity, interest and life goals. Their level of commitment will also reflect in the amount of satisfaction they derive from performing their duties.

Employees commitment does not exist in isolation, as it is connected to some personal and organisational variables. The personal variables influencing employees commitment include personality types, values, health status, work-family balance, sense of personal achievement in life and general life satisfaction. Organisational variable that determine employee commitment include leadership styles, perceived organisational politics, pay and benefits, perceived fairness in the organisational system, quality of work condition and the job itself (Shore & Wagner, 1993).

Leadership is a relational concept implying two terms: the influencing agent and the persons influenced (Ajila & Adegoke, 1998). Good leaders that want to sustain the confidence of their followers in the quest for organisational effectiveness and successful attainment of corporate goals must endeavour to acknowledge that their perspective influences their subordinates. Thus, a leader is expected to have the ability to make decision rather than carrying out the actions on their own. Actions should be carried out by the subordinates in accordance to the

leader's decision.

Leadership is the exercise of power and authorities in mobilizing resources and influencing the behaviour of their followers towards a chosen direction and to achieve the objectives and goals of the organisation (Ajila & Adegoke, 1998). A leader therefore is the one who apply more of strategy, styles, and skills in dealing with his/her followers to give direction so that they can produce good results. Leadership is a great task of distinctive dispositional characteristics because the fate of the subordinate and that of the organisation lies in the type of decision a leader makes based on his/her understanding, exposure and the experience he has been able to acquire over time

Daft (2005) established that leadership is determined by some things present at birth (for example extraversion; intelligence; ingenuity). However, according to Forsyth (2009), there is evidence to show that leadership also develops through hard work and careful observation. Thus, effective leadership can result from nature (innate talents) as well as nurture (acquired skills).

Leadership is a leader's style of providing direction, implementing plans, and motivating people. Different situations call for different leadership styles. However, there are basically three types of leadership styles. These are autocratic, democratic and laissez-faire. In an emergency when there is little time to converge on an agreement and where a designated authority has significantly more experience or expertise than the rest of the team, an autocratic leadership style may be most effective. In a highly motivated and aligned team with a homogeneous level of expertise, a more democratic style may be more effective. The style adopted should be the one that will most effectively achieve the objectives of the group while balancing the interests of its individual members. It must also be the one that will encourage members to be more committed to their job.

While there is no doubt that internal politics is a common phenomenon in every organisation, very little is known about the nature and boundaries of such politics. An individual's political behaviour may help to formulate his perceptions of the work environment. Accordingly, one's perceptions of organisational politics will affect one's political behaviour. As suggested by Kacmar and Ferris (1991) and Kacmar and Carlson (1997), perception of organisational politics represents the degree to which employees view their work environment as political in nature and promoting the self-interests of others from the individuals point of view. Given the situation of scarcity of resources and the perspective that people are self-centered, it seems that no one can avoid the influence of organisational politics.

Political behaviour is not limited to those who hold public positions. It is found in every organisation. Politics has been defined by Pfeffer (1981) as those activities taken within organisations to acquire, to develop and use power and other resources to obtain one's preferred outcomes in a situation in which there are uncertainty or dimensions about choices. Employees perception of organisational politics had been sharpened by globalization via changing technology, changing work culture, changing work cluster, high demands in job, changing life style and changes in mega environment (Danish, 2000). Political games in organisations could also be traced to the absence of specific rules and policies for guidance.

Those individuals who have few clues as to acceptable behaviour in their working place, therefore, develop their own rules which are self-serving and suit them better than the position of the rule maker. Individuals who are more adept at dealing with uncertain situations and persons who impose their own rules on others are more likely to have their rules adopted Elena (2007).

Researches have shown that perception of organisational politics by employees have a lot of implication on the organization. A work place that is considered to be political will pay less attention to merit. It indicates injustice, inequitable and unfair distribution of resources. This type of atmosphere would be differently perceived by individual employees and the way employees will perceive organisational politics has a lot to do with the psychological makeup of the employee (Matthew, Michele, & Suzzane, 2003).

More specifically, perceptions of organisational politics are subjective interpretations of the extent to which the work environment is characterized by co-workers and supervisors who engage in political behaviours or by organisational policies that encourage such behaviours. It has been proposed that individuals react to situations on the basis of these perceptions, rather than on reality per se (Robbins, 2005). Further more, employee's commitment is an important concept in the study of any organisation, and for organisations to achieve absolute commitment from employees, good leadership style must be in place. Hence, this study concerns itself with leadershp style and perceived organisational politics as predictors of employee commi tment among Civil Servants in Osun State.

1.1 Statement of the Problem

Studies have been carried out on various aspects of organisational commitment, leadership style and perceived organisattional politics. Review of literature revealed that most of such studies have been done in the area of leadership styles and organisational commitment (Walumbwa & Lawler, 2003; Wuestewald & Steinheider, 2006; Adebayo, 2004; Burke, 2003; Lew, 2009; Yulk & Lepsinger, 2005). Scholars have examined the relationship between perceived organisational politics and several aspects of organisational outcomes like job satisfaction, job performance and organisational commitment (Vigoda, Peter, & Zion, 2003; Boldla & Dannish, 2009). Perceptions of politics have been found to relate to job anxiety and job dissatisfaction among employees in organisations (Cropanzo, Grandey, & Toth, 1997; Ferris, Frink, Galang, & Zhou, 1996). Yet, others have established the link between positive perception of organisational politics as it relates to job satisfaction (Fedor, Maslyn, Farmer, & Betternhausen, 2008). In another study, positive correlation was established between personality types, situational variables, creativity, organisational climate and organisational commitment. (Brown, 2009; Rodwell, 2001; Kuye & Sulaiman; 2011).

However, very little research attention has been given to the link between organisational commitment as it relates to leadership styles and perceived organisational politics. Therefore, this study intends to examine whether leadership styles and perceived organisational politics will jointly predict organisational commitment.

1.2 Objectives of the Study

The specific objectives of this study are to;

i. examine the dimensions of employee commitment among Civil Servant in Osun State; n.

ii. assess the relationship between leadership styles and organisational commitment among Civil Servant in Osun State;

iii. examine the relationship between perceived organisational politics and organisational commitment among Civil Servant in Osun State; and

iv. ascertain the joint relationship among leadership styles, perceived organisational politics and organisational commitment among Civil Servant in Osun State.

2. Literature Review

2.1 Leadership Style and Organisational Commitment

Series of studies have been conducted to investigate the variables leadership style, perceived organisation politics and organisational commitment. It can be established that both leadership style and perceived organisational politics can predict employees' commitment in any organisation. For instance, Judge, Piccolo and Ilies (2004) found that leaders who display the task-driven (leadership initiating structure) style clearly define their own duties and those of others. However, leaders who demonstrate the human oriented (consideration) leadership style participate in two-way communication - that is, listening, facilitating interaction by means of committing employees in decision making, problem-solving and taking suggestions into account (Judge et al., 2004). Employees' commitment in quality of work-life issues seemed to be significantly influenced by the initiating structure (task-driven) leadership style. The quality of work life being characterized by the work environments that promote mutual respect, which supports and encourages employees to be committed and openly communicate in matters that affect their job. This may be influenced by initiating structure (task-driven) which attempt to establish and define channels of communication, and encourage employees to be more committed to their jobs. Initiating structure of leadership (task-driven) is concerned with improving efficiency and process reliability of employees to get them more committed to their jobs (Yukl & Lepsinger, 2005)

Leadership behaviour has direct impact on the work environment, work outcomes and the general success of the organisation (Kritsonis, 2004). According to Lok and Crawford (2003), previous studies show that employees' response to leadership behaviour and organisation's values can motivate their actual commitment. Studies from Western countries (Burke, 2003) revealed that the greatest determinants of organisational commitment among employees are leadership behaviour and perceived organisational politics. These two play a pivotal role in employees commitment and success of the organisation. In other words, leadership behaviour and how employees identify with their superior plays an important role in enhancing job performance.

Taylor (2009) opined that transformational and transactional leadership leaders play emphasis

on team building, create harmonious environment, increase moral and developing employees potential to succeed in their daily duties. Hayward, Goss and Tolmay (2004) have found Transformational and transactional leadership to be positively related with affective commitment and positive correlation was also found between intellectual stimulation of transformational leadership styles and both affective commitment and normative commitment. Omolayo (2007) in his study to examine the effect of leadership style on job related tension and psychological sense of community in work organisation reported that, workers under democratic leadership style do not experience high job related tension than worker under autocratic leadership style and workers under autocratic leadership styles do not experience higher sense of community than workers under democratic leadership styles. Thus, the result did not reveal any significant difference between male and female in their experience of high related tension under autocratic leadership styles, and also found no significant difference in their level of psychological sense of community under democratic leadership styles.

Rodwell (2001) examined the relationship between employee commitment and organisational climate. Data were collected using a survey of 269 employees of an information technology company. The authors argue that employee commitment is composed of three essential variables, namely, participation in decision making, teamwork, and communications. Hierarchical regression analyses were carried out with each of the employee commitment variables as dependent variables. Employee demographic data, employee affective attitudes (job satisfaction, commitment, and stress), and three dimensions of organisational climate (bureaucracy, innovation, and support) were entered into the regression analyses. The results showed that supportive climates and commitment significantly predicted each of the employee commitment variables.

Olasupo (2008) in his studies on the relationship between leadership styles and job satisfaction found that there was no support for the relationship between the variables. This result is consistent with that of Madock (2008) who sought for the link between leadership styles and employees' satisfaction. Studies that have focused on organisational politics have taken a different approach. An extensive bank of knowledge has been accumulated in recent years about organisational politics and their relationship with leadership styles and employees commitment with their jobs. Walumbwa and Lawler (2003) in another research reported that transformational leadership can lead to commitment by increasing employees' motivational level through solving work related problems and attending to their needs.

Majority of the researchers had associated transformational leadership with employee's commitment and job satisfaction and argued that transformational leadership can be the best predictor of employee performance (Raja & Palanichamy, 2011). Limsila and Ogunlana (2008) also examined the correlation between leadership styles and subordinates' organisational commitment in construction company, the analysis reveal that leadership style has a positive relationship with work performance and organisation commitment. Transformational culture boosts both the organisation and the employee's commitment without enforcing extra burden (Schlotz, 2009). Prior researchers have demonstrated that followers who work under transformational leaders are motivated and committed which facilitates their satisfaction and commitment with jobs Emery and Barker (2007).

On the other hand, Tella, Ayeni and Popoola (2007) researchers have found that there is a correlation between employee motivation and commitment. They concluded that commitment is a state of being in which a person becomes bound by his or her actions and these actions would sustain activities and involvement. In another study by Khashaly (2003) which measure the effect of leadership on department heads of private Jordan University on the commitment dimensions? The main findings were: there is a significant negative correlation between autocratic leadership style, affective and normative commitment dimensions. The findings also reported that there was no correlation with the continuous commitment dimension. The same study also found a positive significant correlation between the democratic leadership style, affective and normative commitment dimensions and there was no correlation with the continuous commitment dimension.

Ayinde (2011) studied the mediating role of psychosocial factors on the impact of downsizing on employees' commitment to work; 604 respondents comprising of 58.9% males and 41.1% females were used. The study adopted a descriptive survey design and multi-stage sampling techniques. The result showed a significant positive relationship between employee's perception of downsizing and their work commitment. The result also showed that employee's perception of downsizing was significantly related to psychosocial factors like self concept and length of service. Georgian (2009) conducted study to investigate the employees' " perceptions of the prevalent leadership styles in Lebanon and its impact on organisational commitment. Data were collected in a survey on a sample composed of 158 respondents chosen among employees working and living in two different areas in Lebanon. Evidence supporting a positive relation between transformational leadership and organisational commitment was reported. Many other researchers showed that transformational leadership was positively related to organisational commitment and other leadership effectiveness indexes in different cultures and organisations (Bone & Judge, 2003).

Avolio et al. (2004) carried out a study on staff nurses in a public hospital in Singapore and found that transformational leadership style positively influences organisation commitment. In the study conducted by Limsili and Ogunlana (2008) the findings revealed that commitment is facilitated by transformational leadership. Ismail and Yusuf (2009) found that there is a significant positive relation between transformational leadership and organisational commitment.

Rai and Sinha (2000) found that the supervisors' transformational style has significant relationship with organisational commitment and the facilitating climate enhances the strength of association of leadership with organisational commitment. Camilleri (2002) found that the higher the position tenure in the organisation, higher will be the degree of overall organisational commitment, continuance and normative commitments. The study also concluded that the degree of organisational commitment is dependent on the personality of individual, level of ambiguity, conflict and overload role states.

2.2 Organisational Politics and Employees' Commitment

Wilson (1995) carried out a research by investigating the relationship between politics and

Organisational commitment. The study investigated the effects of power and politics on Organisational commitment. Pearson's product moment correlations analysis was used in this research. Politics and power were discovered to have a significant effect on the Organisational commitment of executives. Similarly, Salami (2008) examined the demographic and psychological factors predicting organissational commitment among industrial workers and adopted an ex-post facto survey research design. The sample consist of 320 employees (both male and female) from five service and manufacturing organizations respectively (both private and public) in Oyo State, Nigeria. The results from this study showed that the demographic factors such as age, tenure and education level are associated with organisational commitment. Drory (1993) found that perceptions of politics were negatively related to job satisfaction and Organisational commitment. He found that politics in the workplace had a potentially damaging effect on lower status employees, but no negative effect on higher status employees. Bozeman (1996) elaborated on the effect of the perception of Organisational politics on several outcomes. The study looked at the relationship between politics, job satisfaction, Organisational commitment and several other work outcomes was moderated by the variable of job self-efficacy. The relationship was stronger for individuals with a high job self-efficacy than with a low one. However, it should be noted that other studies found contradictory results For example, Parker, Dipboye and Jackson (1995) found that workplace politics were not related to job satisfaction in any significant way.

Fuller, Maeler and Hester (2006) argued that the leader's behaviour affects employee job perceptions of organisational politics, which then affect employee attitudes towards the job and performance. Thus, employees' perceptions of the workplace, such as perceptions of politics, may be a mediator between leadership and employees commitment. The reaction of employees to perception of organisational politics may not be limited to the organisation. Perception of organisational politics has been associated with uncivil (Pearson & Porath, 2005) and violent behaviours toward other organisational members (Poon, 2003; Vigoda, 2002), especially those perceived as perpetrators or beneficiaries of such political behaviours. Therefore, employees who perceived organisational politics may engage in workplace incivility against perpetrators or beneficiaries of such political behaviours as a pay-back (Ferguson & Beaver, 2009).

In another study for instance, Rozhan (2008) in a study to determine the role of justice, trust and job ambiguity on perception of organisational politics, found a significant positive relationship between perception of organisational politics and turnover intentions based on a sample of 190 employees from a Malaysian finance company undergoing a turnaround. Hu (2013) examined the moderating effect of job security on the relationship between organisational politics and organisational commitment. Data were collected from 314 employees. Result from the study showed that there was a significant negative relationship between perceived organisational politics and the two dimensions of organisational commitment.

Khan (2010) investigated the impact of employee commitment (Affective commitment, Continuance commitment and Normative commitment) on employee job performance from a

sample of 153 public and private and public sector employees of oil and gas sector in Pakistan. The results revealed a positive relationship between employee commitment and employees' job performance. Therefore, job performance emerged as a determinant of employee commitment. Thus, Khan and Ziad-ud-Din (2010) advised managers to pay special attention to antecedents of employee commitment and all the factors which foster employee commitment so as to increased employee performance and subsequently increase organisational productivity.

Akintayo (2010) investigated the impact of work-family role conflict on employee commitment of Industrial Workers in Nigeria using linear regression analysis and t -test and found that there was a significant but negative contribution of work-family role conflict to employee commitment. Based on this finding, Akintayo (2010) recommended that organisational support programme needs to be introduced and provided for all levels of workers in order to reduce the burden of work-family role conflict interface and virtually induced commitment to their jobs.

Camilleri (2002) investigated some of the major antecedents that contribute in making employees committed to an organisation using regression method and analysis of variance and found that education level, personality and position are significance that determine an individual's level of employee commitment. His findings further revealed that education level and position are significantly stronger for the continuance and normative dimensions of employee commitment while personality is significantly stronger for the continuance and effective dimensions.

Bosman, Buitendach and Laba (2005) carried out a research on job insecurity, burnout and organisational commitment among employees of a financial institution in Gueteng using a total number of 146 human resource workers in a financial institution. Questionnaires administered consist of 3 scales which are; job insecurity questionnaire developed by White (2000), the Maslach Burnout Inventory-General Survey (MBI-GS) developed by Maslach, Jackson and Leiter (1996) and Organisational Commitment Questionnaire by Allen and Meyer (1990). Job insecurity was found to be significantly related to increased burnout, leading to increased exhaustion and cynicism in addition to decreased professional efficacy. Job insecurity showed an association with decreased organisational commitment, particularly with decreased affective and normative commitment but not to continuance commitment. Job insecurity was found to hold a significant amount of predictive value with regard to burnout.

Reinardy (2012) studied job security and how satisfaction influence work commitment. A total of 139 newspapers included in the database representing all geographical regions of the United States and e-mails of 9,629 journalists were collected. The study concluded that coping control, perception of job quality, job security and organisational commitment were significant positive predictor of job satisfaction. In another study by Okpara (2004) the study concluded that when employees are satisfied with their job as well as their organisational environment and leadership they will be more committed to their organization compared to when they are not.

According to Cohen and Keren (2008) Employees with high normative commitment are

expected to engage OCBs because of the fulfillment of their obligation and their belief that it is right to do so. Further, Kwantes (2003) examining the relationship between oragnisational citizenship behaviour and organisational commitment within samples from India and USA, found that affective commitment significantly predicted oragnisational citizenship behaviour. Beckear and Kernan (2003) also provided support for the positive effect of affective commitment on oragnisational citizenship behaviour. Narteh (2012) in his study of internal marketing and employee commitment surveyed 410 employees of banks in Ghana and investigated four internal marketing practices-empowerment, rewards, training and development, and communication and their impact on employee commitment in the retail banking industry. The results indicated that, with the exception of communication, the factors are positively associated with employee commitment.

Lok and Crawford (2003) conducted a study to examine the effect of organisational culture and leadership style on job satisfaction and organisational commitment of Hong Kong and Australian managers. The dimension of leadership styles studied are consideration and initiating structures. The result showed that consideration leadership style had positive effect on both job satisfaction and organisational commitment, and also an initiating structure of leadership style had negative effect on job satisfaction and commitment. In order to increase employee commitment, leaders need to choose a style which permits a high degree of participation by employees at all levels in the organisation. In this regard, employee participation can be viewed as the tool that facilitates motivation and help employees to develop a positive work attitude that can lead to commitment.

2.3 Research Hypotheses

The following hypotheses have been postulated for statistical testing.

1. There will be a significant relationship between leadership style and organisational commitment.

2. There will be a significant relationship between perceived organisational politics and organisational commitment.

3. There will be a joint significant relationship between leadership styles, perceived organisational politics and organisational commitment.

2.4 Operational Definition of Variables

Leadership style – This refers to the pattern of behaviour engaged in by a leader when dealing with employees, such as autocratic, democratic and leissez-faire.

This is an independent variable in the study. (1) It was measured with Supervisory Behavioural Descriptive Questionnaire (SBDQ) developed by Fleishman (1953). The SBDQ is a 48- items scale which carries the 5- point Likert type of response format ranging from the most negative to the most positive. The SBDQ measures two leadership style in work organization. These are Democratic/consideration Leadership Style and Autocratic/Task driven Leadership Styles. Items 1 to 28 measures democratic/consideration leadership styles while items 29 to 48 measures autocratic/. Task driven leadership styles.

Perceived organisational politics – This is a subjective interpretation of the extent to which the work environment is characterized by co-workers and supervisors who engage in political behaviours. This is also an independent variable in the study. It was measured by further validation of Perceived Organisation Politics Scale (POPS) developed by Kacmar and Carlson (1997). It is a 15-nitem scale with response to each scale on a five point likert format ranging from (1) = Strongly Agree, (2) = Agree, (3) = Disagree, (4) = Strongly Disagree, (5) = Don't know. The POP scale has 3 dimensions which are: Factor 1-General political behaviour, factor 2-Go along to get ahead and factor 3-Pay and promotion policies.

Organization commitment - this is referred to as the level at which employees are loyal to their organisation, how well they are attached and their willingness to achieve organisation goals. It is referred to as employee commitment. This was measured by using a revised version of Organisational Commitment Questionnaire (OCQ) developed by Meyer and Allen (1997). The scale has eighteen items with three dimensions namely Affective, Continuance and Normative Commitment. This scale has also been used and validated by a Nigerian researcher Ayinde (2011).

3. Methodology

This section covers the research design, study population, sample and sampling procedure and research instruments and their psychometric properties, procedures for administration of the research instrument and method of data analysis.

3.1 Research Design

The study adopted a correlational research design. This is due to the nature of the research as it seeks to examine the relationship between the independent variables (leadership styles and perceived organisational politics) and the dependent variable (organisational commitment) among Civil Servant in Osun State. Also, the data for the study were collected using paper and pencil questionnaire. The study was cross-sectional in nature and thus no artificial setting was created.

3.2 Study Population

The study population consists of Civil Servants in Osun State. Four Ministries, Ministry of Finance, Ministry of Commerce, Ministry of Agriculture and Ministry of Education were purposively selected for the study. These four ministries were selected due to the fact that they have the largest number of employees. The unit of analysis for the study was each individual employee.

3.3 Sample and Sampling Procedure

The sample size for the study consists of 248 respondents which were selected using stratified sampling technique. This is a probability sampling technique that is used when the population is composed of several subgroups that are vastly different in numbers. The number of participants from each sub group is determined proportionally relative to the entire population. A pre-survey visit was made to Osun State Civil Service Commission in order to obtain the sampling frame as well as permission to conduct the research in their establishments. This

also affords the researcher the opportunity to familiarize himself with the various departments that are in the selected ministries.

The two hundred and forty-eight (248) employees were proportionately selected from various departments in the four ministries, which are Ministry of Finance (45), Ministry of Commerce (61), Ministry of Agriculture (67) and Ministry of Education (75), which represent the sampling frame for the study. This research pays attention to the four departments that cut across the ministries as highlighted in Table 1 below.

Table 1. Distribution of selected respondents

S/N	Name of ministries	Population of each ministry	Proportion of employees selected in each ministry	Proportion of employees selected in each department				Total
				Admin	Planning	Account	Supply	
1	FINANCE	91	$\frac{91 \times 248}{496} = 45$	$\frac{40\times50}{100} = 20$	$\frac{14\times50}{100} = 7$	$\frac{26\times50}{100} = 13$	$\frac{10\times50}{100} = 5$	45
2	COMMERCE	122	$\frac{122 \times 248}{496} = 61$	$\frac{30\times50}{100} = 15$	$\frac{20\times50}{100} = 10$	$\frac{26\times50}{100} = 13$	$\frac{46\times50}{100} = 23$	61
3	AGRIC	133	$\frac{133 \times 248}{496} = 67$	$\frac{26\times50}{100} = 13$	$\frac{34\times50}{100} = 17$	$\frac{22\times50}{100} = 11$	$\frac{52\times50}{100} = 26$	67
4	EDUCATION	150	$\frac{150 \times 248}{496} = 75$	$\frac{54\times50}{100} = 27$	$\frac{36\times50}{100} = 18$	$\frac{18X50}{100} = 9$	$\frac{42\times50}{100} = 21$	75

3.4 Research Instrument

A paper and pencil questionnaire was used to gather data from the respondents and was divided into four sections: the bio data and three standardized psychological instrument. The three standardized psychological instruments are Supervisors Behaviour Descriptive Questionnaire (SBDQ), Perception of Organisational Politics Scale (POPS) and Organisation Commitment Scale.

Bio Data: This is the first section of the questionnaire. It sought information on the Socio-demographic background of the respondents. Such information includes, Age, Sex, Level of Education, Department, Position in the Organisation, years in service etc.

Supervisory Behaviour Descriptive Scale: The Supervisory Behaviour Descriptive Questionnaire (SBDQ) developed by Fleishman (1953) was employed to measure Leadership Styles. It is a 48- item scale with responses to each items on a five point Likert Scale ranging from 1 = never, 2 = seldom, 3 = occasionally, 4 = often and 5 = always.

Fleishman (1953) reported a Spearman Brown's reliability coefficient of .98 with test retest reliability coefficient of .87 for democratic leadership and Spearman Brown's reliability coefficient of .78 with test-retest reliability coefficient of .75 for autocratic leadership style.

Concurrent validity coefficient of .14 for democratic leadership style and .34 for autocratic style was obtained by Ejimofor (1987).

Organisational Commitment scale (OCS): The organisation commitment questionnaire developed by Meyer and Allen (1997) was used to measure organisation commitment. It is an 18-item inventory consisting of three components which are; affective with 6-items, continuance with 6- items and normative with 6-items. Participants are rated on 5-Likert scale from strongly disagree to strongly agree with item phrasing as "I would be very happy to spend the rest of my career with this organisation" (affective), "right now, staying with my organisation is a matter of necessity as much as desire" (continuance) and "I do not feel any obligation to remain with my current employer" (normative). Meyer and Allen (1990) examination of the relationship among the three dimensions of commitment scales revealed that the continuance commitment scale was relatively independent, affective ($p<.001$, $r = .06$) and normative ($p<.001$, $r = .14$), but the correlations between the affective and normative scales were statistically significant and relatively strong ($p<.001$, $r = .54$). Allen and Meyer (1990) reported a high rate of reliability of .87 for affective, .75 for continuance and .79 for normative. Cohen (1996) also discover alphas of .79 for affective, .69 for continuance and .65 for normative. Finally, Meyer et al. (1997) performed a meta-analysis of studies of people who had sought permission to use the OCQ during the last 15 years as well as from computer database dating back to 1985. Ayinde (2011) reported an Alpha coefficient of 0.53 for Nigerian sample which was significant for all the 18 items revised version of the instrument by Meyer and Allen (1997).

Perceived Organisational Politics Scale: The perception of organisational politics scale (POPS) developed by Kacmar and Carlson (1997) was used in measuring perceived organisational politics. It is a 15-items scale, with responses to each scale on a five point likert format ranging from 1 = strongly agree, 2 = Agree, 3 = disagree, 4 = strongly disagree, 5 = don't know.

The scale was validated with consistent factor analysis (CFA) and it reported structural and factorial validation of comparative fit index (CFI = .90), goodness of fit index (GFI = .88) and root mean square errors of approximation (RMSEA = <.05). Kacmar and Carlson reported internal consistency reliability of Cronbach alpha of 0.88. Ladebo (2005) reported a cronbach's Alpha of .79 and Ogungbamila (2013) also reported a cronbach's Alpha of .81using Nigerian sample.

3.5 Administration of the Research Instrument

Before the commencement of the data collection, permission was granted by the authorities of the selected ministries in Osun State, to allow their employees to participate in the research. Questionnaires were administered to the respondents in their place of work. This was done directly by the researcher who personally handed the copies of the questionnaire over to the participants. Explanation was also made that they (the respondents) would not be prosecuted in any way based on the answers provided and that their responses would be treated with utmost confidentiality.

3.6 Methods of Data Analysis

The data collected were analyzed using appropriate descriptive and inferential statistical methods. Descriptive statistics include frequency distribution and percentages. Inferential statistical tool which include Pearson Product Moment Correlation and Multiple regression were used to analyse the data and provide answers to the research questions and the formulated hypotheses. All hypotheses were tested at 0.05 level of significance.

4. Results

This chapter is divided into two parts. The first part presents the descriptive analysis of data while the second part discuss the hypotheses testing.

4.1 Descriptive Analysis of Data

This section clearly portrays the social-demographic characteristics of the respondents using a table. The levels, frequency and percentage distribution of these variables are shown in Table 2.

Table 2. Respondent's socio-demographic information

Variables	Levels	Frequency	Percentage (%)
Sex	Male	143	57.7
	Female	105	42.3
	Total	248	100.0
Age	18-21yrs	52	21.0
	22-40yrs	145	58.5
	41-60yrs	51	20.6
	Total	248	100.0
Marital-Status	Single	111	44.8
	Married	128	51.6
	Divorce	6	2.4
	Separated	3	1.2
	Total	248	100.0
Educational-Level	O'level	27	10.9
	NCE	29	11.7
	OND	39	15.7
	HND	52	21.0
	BSC	75	30.2
	MSC	22	8.9
	PHD	3	1.2
	No-response	1	.4
	Total	248	100.0
Ministry	Finance	45	18.1
	Commerce	61	24.6

	Agriculture	67	27.0
	Education	75	30.2
	Total	248	100.0

The socio-demographic characteristics of the samples included in this survey are: sex (male or female), age, marital-status, level of education, and ministry. Table 2 shows that male respondents account for 143(57.7%) of the total respondents while females are 105(42.3%). This suggests that more male participants participated in this study than their female counterparts. It is also noted that the respondents age distribution shows that 52(21.0%) of total respondent are within the age range of 18-21yrs, 145(58.5%) of the total respondents claim they are within the age range of 22-40years and 51(20.6%) are within the age range of 41-60 years. This analysis suggests that majority of the respondent are within age 20-40years.

Furthermore respondent relationship status shows that 111(44.8%) of the total respondents are never married (single), 128(51.6%) are married, however 6(2.4%) and 3(1.2%) are divorced and separated respectively. Looking at the respondents educational attainment, it is observed that 27(10.9%) of the total respondent claimed they have O'level certificate, 29(11.7%) reported that they have NCE certificate, 39(15.7%) reported OND, 52(21.0%) claimed they have HND certificate, 75(30.2%) claimed they have BSC degree, 22(8.9%) reported MSC degree while only 3(1.2%) of total respondent claim PhD while one respondent did not reveal his/her educational level. Finally, 45(18.1%) of total respondent are workers in the Ministry of Finance, 61(24.6%) are in Ministry of Commerce, 67(27.1%) are in Ministry of agriculture, while 75(30.2%) are from Ministry of Education.

Table 3. Descriptive statistics on dimension of organisational commitment

Dimensions	N	Mean	SD
Affective	248	20.75	4.95
Continuance	248	19.91	3.70
Normative	248	16.91	4.16

From Table 3, above the result shows that affective dimension of organisational commitment have the highest mean score and standard deviation (20.95 and 4.9), followed by continuance dimension with a mean and standard deviation of (19.9 and 3.70), while the normative dimension have the least mean score of (16.9). The finding implies that employees are higher on affective dimension of organisational commitment than continuance and normative.

4.2 Hypothesis Testing

Hypothesis One: The first hypothesis states that there will be a significant relationship between leadership style and organisation commitment.

The Pearson Product Moment Correlation (PPMC) was employed to analyse the data. The

analysis involves subjecting the respondent composite scores on leadership style and their corresponding composite scores on organisational commitment to a test of relationship. The result is summarised and presented in table 4 below:

Table 4. PPMC analysis showing relationship between Leadership style and Organisational commitment

Variables	*N*	*r*	*r-square*	*Df*	*p-val*
Leadership style & commitment	248	0.31	0.09	246	0.0001

Note. {r(246) = 0.31, p=0.0001}.

Table 4.4: Correlational matrix showing relationship between leadership style and organisational commitment

Variables	**(1)**	**(2)**	**(3)**
Democratic (1)	**1**		
Autocratic (2)	**-.437****	**1**	
Commitment (3)	**.259****	**-.204****	**1**

Results from table 4 showed a statistical significant positive relationship between leadership style and organisational commitment {r(246) = 0.31, p=0.0001}. This suggests that there is a significant positive relationship between leadership style and organisational commitment among civil servant in Osun-State. That is, when leadership improves civil servants in Osun state gets more committed to job.

From Table 5, the leadership style is further broken down into two, it is found that democratic leadership styles has a significant positive correlation with organisational commitment {r(246) = 0.259, p=0.0001}. However, there is significant inverse relationship between Autocratic Leadership style and organisational commitment {r(246) = -.204, p=0.001}.

The analysis suggests that among Osun-State Civil servants, there is significant negative relationship between autocratic leadership style and organisational commitment.

Hypothesis Two: The second hypothesis state that there will be a significant relationship between perceived organisational politics and organisational commitment.

To test the hypothesis, The Pearson Product Moment Correlation (PPMC) statistical tool was used. Respondent scores on perceived organisational politics and their corresponding scores on organisational commitment were subjected to relationship test. The results of the analysis

are presented in table 5.

Table 6. PPMC analysis showing relationship between perceived organisational politics and organisational commitment.

Variables	*N*	*R*	*r-square*	*df*	*p-val*
Perceived organisation Politics & Commitment	**248**	**0.20**	**0.04**	**246**	**0.001**

{r(246) = 0.20, p=0.001}

Table 6 shows that there is a statistical significant relationship between organisational politics and organisational commitment {r(246) = 0.20, p=0.001}. The analysis shows that among civil servants in Osun-State, perceived organisational politics is positively related to organisational commitment. The alternate hypothesis which state that there will be significant relationship between Perceived organisational politics and organisational commitment was therefore accepted.

Hypothesis Three: The third hypothesis postulates that there will be a joint significant relationship between leadership styles, and perceived organisational politics and organisational commitment.

The data on hypothesis three were analysed using a multiple regression analysis. In this analysis, the predictor variables are democratic leadership styles, autocratic leadership style and organisational politics while the outcome variable is organisational commitment. The summary of the analysis is presented in table 7 below

Table 7. Summary Table of Multiple Regression analysis of Leadership Style, Perceived Organisational Politics and Organisational Commitment

Variable	*Beta*	*T*	*P*	*R-square*	*F*	*P-Val*
Constant	32.440	12.083	.000	***0.117***	***16.207***	***0.0001***
Leadership Style	.073	4.595	.000			
Organisational politics	.091	2.527	.012			

{ F(2, 245)=16.207, p=0.0001, R2 =0.117, R=0.342, R-Adjusted=0.110}

From the multiple regression table 7, it is observed that there is joint significant relationship

between leadership styles, perceived organisational politics and organisational commitment { F(2, 245)=16.207, p=0.0001, R2 =0.117, R=0.342, R-Adjusted=0.110}. The table further shows that leadership style has (beta=0.073, t=4.595, p<0.05), which shows that leadership style is a significant predictor of organisational commitment and perceived organisational politics was also found to be a significant independent predictor of organisational commitment (beta=0.091, t=2.527 p<0.05). The alternate hypothesis which states that there will be a significant joint relationship between leadership styles, perceived organisational politics and organisational commitment was accepted.

In other to ascertain the relative contribution of each of the variables, leadership style, perceived organisational politics and organisational commitment, a stepwise regression analysis was undertaken. Results are as shown in Table 8.

Table 8. Model Summary of the stepwise Hierarchical Multiple Regression Analysis for the contribution of Democratic leadership styles, autocratic leadership styles and organisational politics on prediction of organisational commitment.

Variables	R	R^2	Adjusted R^2	Std. of the estimate	Change Statistics			
					R^2 change	F-value	df	p-val
1	0.259	0.067	0.063	4.542	0.067	17.619	1, 246	0.0001
2	0.278	0.077	0.070	4.526	0.010	10.226	2, 245	0.0001
3	0.324	0.105	0.094	4.467	0.028	9.514	3, 244	0.0001

1 Predictors (constant); Democratic leadership styles

2 Predictors (constant); Democratic and Autocratic leadership styles

3 Predictors (constant); Democratic, Autocratic leadership styles and organisational politics

The result of step wise hierarchical multiple regression presented in table 4.7: suggest that when democratic leadership style was introduced into the regression model, a significant independent prediction was observed on organisational commitment among Civil servants in Osun-State (R=0.26, R^2=0.07, R^2(adj)=0.06, F(1,246)=17.62, p<0.05). The results suggest that 6.7% variation in dependent variable (organisational commitment) is explained by the independent variable, democratic leadership styles. Furthermore, when the autocratic leadership styles was introduced into the regression model, a significant joint prediction of democratic and autocratic leadership styles on organisational commitment (R=0.278, R^2=0.077, R^2 (adj) =0.070, F (2,245) =10.226, p<0.05) was observed. The democratic and autocratic leadership styles explained 7.7% variance in organisational commitment. Finally

when organisational politics were introduced into the regression model, there was a significant joint prediction of democratic, autocratic leadership styles and organisational politics on organisational commitment ($R=0.324$, $R^2=0.105$, R^2 (adj) $=0.094$, F (3,244) $=9.514$, $p<0.05$). The table suggest that 9.4% variation in organisational commitment is explained by the Democratic leadership style, autocratic leadership styles and organisational politics.

5. Discussion, Conclusion and Recommendations

This section presents the discussion of findings, conclusion and recommendations.

5.1 Discussion of Findings

This study examined the relationship between leadership style, perceived organisational politics and employees' commitment to work. The major goal of this study is to identify factors of leadership and perceived organisational politics that could predict employees' commitment among Civil Servants in Osun State.

The first hypothesis states that there will be significant relationship between leadership style and employees commitment. The result showed a significant positive relationship between leadership styles and employees commitment. This result is consistent with the findings of Limsila & Ogunlana (2008) who examined the correlation between leadership style and subordinates' organisation commitment in construction company. The analysis revealed that leadership style has a positive relationship with organisation commitment. The leadership style was further broken down into two dimensions and it was analyzed with correlational matrix. The correlational matrix showed a relationship between democratic leadership style and organisational commitment and autocratic leadership style and organisational commitment. The result of the analysis showed that democratic leadership has a significant positive relationship with organisational commitment, while autocratic and organisational commitment reported an inverse relationship. This showed that the type of behaviour a leader exhibits in a work settings have implication on the employees' level of commitment. This finding is also in support of John & Maxwell (2014) where they reported a significant positive relationship between democratic leadership style and organisational commitment. By implication, it can be deduced that democratic leadership style is associated with high level of employee commitment than the autocratic leadership.

The second hypothesis states that there will be a significant relationship between perceived organisational politics and organisational commitment. The result obtained from the analysis showed that among Civil Servants in Osun State, perceived organisational politics is related to organisational commitment. This is in agreement with the findings of Okpara (2004) which concluded that when employees are satisfied with their job as well as their organisational environment and leadership, they will be more committed to their organisation. The reason for this might not be unconnected with the fact that Civil Servants in Osun State like their counterpart in other states of Nigeria use organisational politics to acquire and enhance their preferred outcomes in a situation in which uncertainty exists. There are scarce resources (both

materially and human) in the State and non programmed decision situation that involve ambiguous circumstances which ultimately give ample opportunity for political maneuvering. Furthermore, the significant relationship between perceived organisational politics and organisational commitment can be explained along Moorhead & Griffin's (2004) view that political behaviour is an integral part of most government functions. The environment in which Civil Servants in Osun State work contribute greatly to the practice of political behaviour.

Hypotheses three states that there will be a joint significant relationship between leadership style, perceived organisational politics and organisational commitment. It was observed from the result of the data analysis that both leadership style and perceived organisational politics have joint significant relationship with organisational commitment. This finding is in agreement with that of Burke (2003) who asserted that the basic determinants of organisational commitment among employees are leadership behaviour and perceived politics. Plausible explanation for this could be that the kind of leadership style displayed by various departmental heads are fair enough to discourage dysfunctional political behaviour. Since political behaviour can serve both ethical and unethical purposes, a leader that is concerned about the ethics of an impending behaviour should know whether ethical considerations are part of such behaviour and consequently the psychological state that binds the employee to the organisation.

6. Conclusion

From the analysis of data collected and interpretation of results, the study concluded that employees placed higher value on affective dimension of organisational commitment. Both leadership style and perceived organisational politics jointly predict organisational commitment.

7. Recommendations

Based on the findings from the study, the following recommendations were made:

1. Management should create a working environment that have appropriate orientation about the essence and importance of good leadership, so as to be able to enhance subordinates commitment to work.

2. Supervisors must take appropriate steps to minimize the potentially dysfunctional consequences of political behaviour.

3. Employees should try as much as possible to do away with behaviours that can be easily taken as political and threat to their stay in the organisation.

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