

Evaluation of Leadership and Employee Commitment to Work in Nigeria Bottling Company

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Abstract

The issue of leadership role in industrial sector nowadays in Nigeria has generated various scholarly arguments among researchers. Leadership and employee relationship within the manufacturing and industrial sector of Nigeria are more of servant and master relationship which invariably determines the worker commitment to their various work within the organization. Some of this argument on leadership styles within the Beverage's company gave impetus for studying and evaluate the different leadership styles adopted in Nigerian Bottling Company. However, employees attitudes towards job utility and satisfaction were investigated in the research work. 69 workers were investigated and their responses were tabulated and interpreted through simple percentage. Hence, results were generated from the research work and recommendations were made for future research.

Key words: Leadership; Employee; Work; Management

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INTRODUCTION

Organization is a social setup, which has a boundary that separates it from its environment, pursues its own

collective goals, and controls its own performance (Hicks and Gullet, 1975). In a formal organization, interactions are rationally coordinated and directed through time on a continue basis.

Kraines (2001) stressed that the word leadership has been used by most disciplines; political science, business executive, social workers and educationist. However, there is large disagreement as regards the exact meaning. To Taffinder (2006) he conceived of leadership as getting people to do things they never thought of doing, do not believe are possible or that they do not want to do. It is pertinent to distinguish between leadership as an organization function and as a personal quality. In the work of Bowery (2004) he explained the later which further entails special combination of personal characteristics, which brings to light qualities and abilities of individuals. The former refers to the distribution of power throughout an organization and it to focus the patterns of power and authority in the organization.

Leadership is a social influence process in which the leader seeks the voluntary participation of subordinates in an effort to reach organization goals (Omolayo, 2000), a process whereby one person exerts social influence over other members of the group (Bamigboye, 2000), a process of influencing the activities of an individual or a group of individual towards goal achievement in given situations (Akanwa, 1997) and a relational concepts involving both the influencing agent and the person being influenced (Eze, 1995). Effective leadership is the extent to which a leader continually and progressively leading and directing his/her followers to the agreed destination which is defined by the whole group.

Furthermore, leadership style is the pattern of behaviours engaged in by leader when dealing with employees. Lewin, Leppit, and White (1939) identified three leadership styles which are autocratic, democratic and lassie-faire. Autocratic leadership style involve the leader making all the decisions, wielding absolute power,

assigning task to members of the group and maintaining a master-servant relationship with members of the group. On the other hand, democratic leadership style involves the use of consultative approach, encourages group participation in decision making and maintaining a master-servant relationship with group members. (Omolayo, 2007:1). The lassie-faire leadership style involves noninterference policy, allows complete freedom to all workers and has no particular way of attaining goals. However, there is no one best style of leadership. The effectiveness of particular style is dependent on the organizational situation (Omolayo, 2004). However, whichever way leadership and its pattern is defined, one thing that is certain and generally acknowledged among scholars is that from time immemorial, the role of leaders in ensuring excellent organizational performance and workers commitment to work cannot be over emphasized.

Similarly, common problems pronounced against organization performance, in Nigerian business and institutions, social, economic and particularly government establishments are poor organizational performance, bad attitude to work among Nigerian workers, un-efficiency in most circles. Some writers critically examine this and pointed out that organizations in Nigeria are managed through a management system that is strange to the country's culture (Akpala, 1998). The number of small scale industries spring up yearly in Nigeria are so much but at the end of the day, many of them go downhill because of a lot of factors militating against them and the problems have been attributed to the performance of leadership.

LEADERSHIP IN NIGERIA: AN OVERVIEW

Leadership in Nigeria varies from one area zone's to the other, but in the work of Akpala, he stressed out by focusing is work on Igbo organizational performance with focus on traditional social and political organizations. He sought to find out whether there are factors in the traditional Igbo democracy that have not been brought into play in modern organizational performance and the individuals attitude to work productively. He said that the paternalistic management system of family shows up in economic system in agriculture in Igboland.

According to Ewurum (1991) family work force comprise mainly of the family members. But with increasing work operating there is need to tackle the job temporary and flexible arrangement; supplementing the work force with co-operative work arrangement, age mates, reciprocal and slave labour. In this type of arrangement, there is no clear distinction between owner who control work and workers who render service for pay. The participants may last in ideas on how actions for better performance of operation; therefore they do not work by common actions. The monetizing economy in Nigeria is evident by the traditional work system, where

the Ibos have been establishing indigenous small business enterprise. Twice of those who work in these enterprises are more of family members than external bodies.

Those in employment are either the family members or outsider that helps to build up the enterprise to better stability and growth and in return, the enterprise in which they had worked would provide them with capital and equipment to start on their own. Ewurum (1991). This established work relations expectation of benevolent paternalism devoid of autocracy is taken to be monetized indigenous economic system when working at the modern and large economic organization.

Leadership comes into the management of Igbo social and political organization and the requirements for leadership may have some bearing with managing larger organizations in modern Nigerian institutions among such leadership requirements are ability and advantage. Organizational good performance is the function of paternalistic leadership rather than that of amply autocratic leadership. Paternalistic management in Igbo economic relations embodies recognition of human dignity. The people of Aba in Abia State of Nigeria are among the Igbo's.

The Igbo traditional management seems to have full appreciation of what in producer management are known as management functions and principle in planning, organizing, and controlling and also a deep knowledge of what directing, including information exchange motivation leadership is. But this is not usually recognized because the indigenous economic organizations remain small within an organization system of the type described by Handy (1978) as common culture organization design, whose management system bears on what was done traditionally in managing the family economy.

These present the benevolent paternalism environment where every member of the system sees himself as part of owner of the system and deserves full integration, expects a large measure of recognition with information feed in and back. This gave the entire actual working environment expected by workers in the small-scale industries, failure to provide a work environment with the factors produces the phenomena which Nigerians term bad attitude to work. Nigerians who take up job in modern institutions whose management systems fail in their expectation of horizontal management systems, also fail in their expectation of horizontal inter factional relations, free exchange of information and the organization and paternalistic care taking of the staff. Handy, (1978).

Akpala concluded by saying that what the Igbo in employment at all levels need is to promote their positive attitude to work not by autocratic direction but by paternalistic management with benevolence in it. From this point of view, the worker is looked at as an integral member of the organization in which he works. Studies have shown that Japan has established international recognition of managing enterprises in this kind of

organizational system and Nigeria can learn from them. Igbos resist management by interference in which the higher official interferes in decision-making and actions at management level lower than his and in this way he manages by autocratic direction for the subordinate managers and the operative. All members and workers in work situation are expected to be managed at their respective levels. "This rests on the traditional principle of Egbe bere, Ugo bere" that is the principal of "Live and let Live" or manage and let manage and sufficient information which promotes effective knowledge of the objectives of the unit where he works.

THEORETICAL FRAMEWORK TRAIT THEORY

In the past, researcher and theorist in leadership focused in the features of leader. This belief was probably due to the belief that leadership ability stemmed effective leadership in turn this emanated from personality characteristics, which are either innate or acquired. This reasoning method lost favour during the first part of this century. In fore front of explaining this reasoning is "great man" theory and personality theory.

It was believed that great men influence individual's through their charisma, virtues, intellect or political will. It was further explained that progress could be accounted for by individual's effort and that accomplishment of these great men who have some special personal trait makes them suitable as effective leaders.

Studies in leadership were dominated by research into traits studies between the end of World War I and after World War II. However, results produced by various researches as in this area were inconsistent. As early as 1948, Skogdill reviewed about 124 studies of leadership traits and found out that leaders are fluent, more popular and know how to fix their job. Other characteristics revealed that the results were not clear and uncertain. In light of this, six studies revealed that younger leaders supported trait theory. Skogdill concluded that it would be necessary to view leadership as a relationship between people in a social setting than as a set of characteristics possessed by the leader based on the extent of traits. It was further stressed that the extent of the pattern of personal qualities of the leader should have some links to the characteristics, goals and activities of the followers. Leadership was also considered to have interactions of variables and changes.

In 1949 the study of trait theory was on high school students who were member of a particular group. They were assigned three tasks on grounds of intellectual clerical and the last one; mechanical. It was discovered that students who emerged as leaders on ground of intellectual test tend to be leaders in clerical tests too. Other leaders emerged on the mechanical tasks.

These results were not in agreement with expectations of trait theory because the leaders ought to have the same tasks assigned in recent years, with the neglect of those discrediting trait theories; leadership theory and researches have changed to other framework and approaches. Though this may sound unfortunate, however, it may be said that universal leadership traits may lead to leadership effectiveness in different situations (Outcalt, 2000).

BEHAVIOURAL THEORY

Over time when trait theory was discredited, interest was focused on exploring the relationship between behaviour of leader and workers groups' performance as well as satisfaction. Quite a number of research works contributed to understanding the leader's behaviour in determining performance. Among the most important studies of the past were studies carried out at the Ohio State University and the University of Michigan. The research carried out in Ohio State research focused mainly on varying issues affecting effectiveness and impact of leader's behaviour on the actions of the subordinates. However, the Michigan studies were concerned with interactions among leader behaviour, employee satisfaction, group processes and performance.

THE OHIO STATE UNIVERSITY STUDY

In a publication by Martin (1970), a large amount of different information was researched upon about management and leadership style. This was done via interview, observation and questions. Among the main objectives of the research was to test the hypothesis concerning the structural determination of leader's behaviour. The writer further buttressed that much of the programmes were targeted at identifying the types of behaviour displayed by leaders and the effect of leadership style on group work performance as well as satisfaction. In the work of Van and Hogg (2004), though there are nine dimensions of evaluating managerial behaviour, statistically, two factors were obtained through which leadership styles could be described;

A view, which indicates that leadership behaviour, could be defined as being indicative of friendship, respect, mutual trust and warmth. This stresses mutual trust and respect between subordinates and managers.

The second important factor was initiating structure, this was defined as those factor which assist flight commanders to organize and define the kind of relationship they have with their subordinates.

Martin (1970) described these other factors as being useful in researching into management style;

Production Emphasis: Though this factor was of less significance than the first two mentioned above, behaviours in this performance by focusing on undone jobs.

Sensitivity: This is also called social awareness of least importance is sensitivity. In this research, this category entails behaviours showing that the commander of the aircraft is sensitive and aware of social relations in existence within and outside the crew's environment. Initial structure and consideration was assumed to be two independent dimensions of behaviour; this reflects that a leader with high performance in one may not be low in the other. Based on this, four leadership styles were of priority;

- i. Low consideration and low initiating structure
- ii. High consideration and high initiating structure
- iii. Low consideration and high initiating structure
- iv. High consideration and low initiating structure.

Based on the number of studies conducted at Ohio State University and other places to evaluate the effects of these four styles on subordinate's performance and satisfaction, no individual leadership style emerged as being suitable for all. The high consideration and high initiating structure was evaluated to result to high satisfaction and performance more than often than any other one. Though, dysfunctional consequences accompanied these positive outcomes in other studies. According to Hogg (2004), his superior could negatively relate consideration to performance rating of the leader, while in another; initial structure could decrease subordinate satisfaction and increase misunderstanding. Based on this, display of structured and highly considerate behaviour could result positive organizational performance, this may not happen in all cases. Therefore, the effect of initiating structure and consideration may be situation specific.

As offered by the explanations above, the studies from Ohio State University shows that consideration and initial structure are primary behaviour displayed by those in leadership positions. However, some criticized them because the studies failed to show clearly how these behaviours relate to subordinate's performance and satisfaction in situation such as different situations in which the leader may find him or her. May be a better approach is to evaluate the leadership styles initially identified against the major contribution they make. This will define and describe the behaviour and duties of the leaders.

THE MICHIGAN STUDIES

Likert (1967) explained that Michigan researchers conducted their first research on clerical workers in an insurance organization. The results obtained from the research did not show any statistical significance, their ideas were to give broader goals to work and allow them more opportunity in determining the manner of accomplishing their tasks.

In view of this, they were said to be more concerned with their subordinates and their supervision tend to

develop them for advancement and demonstrated concerns for personal gains. Based on these four major factors as were identified by Michigan researchers to influence employee's performance and satisfaction.

Differentiation of supervisor's role: Managers or supervisors of effective group always perform the top roles while they leave the production or other work to their subordinates.

Looseness of supervision: Subordinates in an effective group are often given adequate room to determine to perform their jobs or tasks.

Employee orientation: Supervisors of this type of group often have and show interest in their subordinates on individual basis.

Group relationship: No exact relationship could be found between morale and productivity. Probably work group satisfaction could affect things like absenteeism and turnover.

Other important results were made from the Michigan studies. The most important are two factors which help to integrate the results from Michigan studies with those of Ohio State University. These factors showed that while the results from the studies may hold in general, their level of application to individual situations is questionable. The result of the study shows that subordinates can be low or high on one or both dimensions and both dimensions like consideration and initiating structure may be independent. Though a few of those linked with the Michigan's studies were of the opinion that the orientation of the employees is to production orientation at all instances.

Furthermore, the most effective subordinates in the manufacturing company were found to be high on both dimensions, which happened to be both production and employee oriented. On a general view, it seems that effective leaders demonstrate both production and employee orientations in different degrees, depending on circumstances or situation. This conclusion is congruent with the results from Ohio State studies as regards consideration and initiating structure.

In relation to looseness of supervision factor, similar results were obtained. Behaviours which were indicative of loose supervision such as occasional check-up on subordinate and providing opportunities to change the manner they perform their duties, were of importance. It was discovered in some studies that loose supervision was linked to high productivity and that close supervision was associated with low productivity. However, another study conducted in a plastic manufacturing company showed that close supervision might result in a quite a number of positive organizational performance. Their subordinates saw managers who took this approach as being team leaders and members. Considering findings such as those explained, it would appear that the effects of both close and loose supervisions are determined by situations at hand.

LIKERT LEADERSHIP THEORY

Likert propounded this theory, according to Likert (1976) basic style used in categorizing task orientation and employee orientation were incorporated to develop Likert's model of management effectiveness. Based on this model, there are four possible leadership systems namely;

- Exploitative and authoritative
- Benevolent and authoritative
- Consultative
- Participative

With respect to the exploitative system, the subordinates carry out the tasks while manager makes all work related decision. Managers tend to set rigid standard and methods for the subordinates to work with. Departure from this standards and methods by subordinates attract threats and punishments from the supervisor. The managers entrust little confidence in their subordinate and in return, the subordinates fear their supervisor and feel that they are inferior or different from them. Benevolent and authoritative style operate with the manager in control and issues orders, while subordinates are given some level of flexibility in carrying out their work, however, within specific limits and procedure.

The third system is the consultative style. The manager set goals and target offer due consultation with the subordinates. Though, subordinates can take their own decisions on how to go about their work, however, high-level managers handle major decisions. Threat and punishment were replaced by rewards as an instrument of motivating subordinates. In these styles, subordinates are free to discuss work related issues with their managers. In turn the managers believe data to a large extent their subordinates can be trusted to carryout work with minimal supervision and correction. The fourth style is the participative style. This is the last and the most supported management style by Likert. Goals and target the set, while the group makes work related decision.

This is done after incorporating the idea and suggestion of all group members. Therefore, set goals and decisions may not favour on personal or individual grounds. Workers are motivated with economic rewards and a sense of self-worth and importance, this style holds and friendly interaction between manager and subordinates.

In conclusion, Likert's studies shows that leaders in organizational departments used the first and second styles of management mentioned with low productivity. High producing departments in an organization are those managed through consultative and participative leadership style. Based on all these, Likert concluded that system (IV) of management is the best form of management in almost all work situations. However, other theorists, who are of the opinion that no management style fit all situations, have opposed this assertion.

METHODOLOGY

The paper examines evaluation of leadership and employee's commitment to work. The primary data from the study was through descriptive survey of the workers in relation to work commitment in Nigerian Bottling Company. The gross sectional study covers a representative sample of 69 workers/employees regardless of gender.

The study was conducted in one of the Beverages Organization in Nigeria. Simple random sampling technique was used to select the respondents within the organization, while the departments in the company was group into six(6) sections out of which representatives were chosen from the various departments to represent the sample size 69 questionnaires were distributed amongst the workers across the departments within the organization. The reliability of the instruments was conducted using simple percentage.

STUDY AREA: BRIEF HISTORICAL BACKGROUND

Nigerian Bottling Company Plc, the case study was founded in 1951 and began operation on 1st October 1952. The first production totaled 20 crates of Coka-Cola were rolled out of the first plant in Ijora, Lagos State, Nigeria.

However, the annual financial report (2004) of the organization record that right from the onset solid policy guidelines were stipulated which till today are still parts of the corporate culture of the organization. Nigeria Bottling Company Plc remarkably got quoted in the Nigerian Stock Exchange and went public in September 1976, in fact, in the early 1980's Nigerian Bottling Company really began its greatest period of growth with the opening of different plants across the country, presently, Nigerian Bottling Company has over five other plants aside the first one in Lagos.

FINDINGS AND DISCUSSION

The socio-economic characteristic of the respondents are presented in table 1. The result shows that the study is not gender bias, over 23.2% of the respondents were female while more than 66% were male. The ages of the respondents were grouped into five categories as shown in table 1.

About (29%) of the respondents are between the ages of 18 – 29, while (44%) of the respondents are between 30 – 40, also between the age of 41 – 50, we have 13% which is the lowest among the age groups in the table. The table shows that there was no age range between 61–70, meaning that the age limit is between 18 years and 60 years. In the findings, it reveals to us that the bulk of the work force is still young and energetic. Therefore,

the most of members of the workforce are within the productive age. This encourages effective performance.

Less than 10% of the respondents have no formal education, while 49% have secondary education. Also about 28% have primary education; about 9% have higher education in the study area.

Table 1
Percentage Distribution of Socio-Economic Background

Socio-economic characteristics	Percentage
Gender	
Male	66%
Female	23.23%
Age Distribution	
18 – 29	29%
30 – 40	44%
41 – 50	14%
51 – 60	13%
61 – 70	0%
Education	
Primary	28%
Secondary	49%
Bachelor	9%
No formal education	14%

Source: Author's field survey

The above table has reveal the percentage distribution of the socio-economic characteristics of workers in Nigerian Bottling Company ranging from; gender, age distribution and educational attainment of respondents.

For more clarification, worker's longevity are also considered in the study, table 2 reveals the longevity of staff in the organisations, the table shows that workers that have worked for the organisation under 1 year are (22%), while those that have worked for more than 2 – 5 years (25%) respectively, the table also reveals that (28%) of the respondents have worked for the organization for 3 years to five year. This shows that most of staff have been with the companies consistently and are more likely to know about the company's performance.

Less than 26% of the workers have free hand in running their section within the organization while 74% of the workers are of the opinion that management intervenes in the running of the sections. On the after note, table 2, also reveals factors deciding when is to be promoted in the organization, from the table (32%) and (14%) workers of the staff population were of the opinion that promotion of staff was based in year of service and input to the company respectively. (7%) and (47%) of the sampled population respectively, were of the opinion that favouritism and management's opinion respectively were factors used when deciding who gets promoted.

On issue of employee commitment to work evaluation table 2, reveals that 10 out of 69 respondents representing 14% agree that the work commitment of their employees is outstanding, 25 respondents (36%) agree to the opinion that this commitment is average while the remaining

34 respondents representing 50% stated that the work commitment of their employees is poor.

Table 2
Percentage Distribution of Workers Commitment to Work

	Percentage
Longevity of staff	
Under 1 year	22%
1 – 3 years	25%
3 – 5 years	28%
Over 5 years	25%
Degree of freedom	
Freely	26%
Within management intervention	74%
Factors deciding who to be promoted	
Years of service	32%
Input to the company	14%
Favouritism	7%
Management's direction	47%
Outstanding	14
Average	36
Poor	56
Factors affecting employee's commitment to work	
Lack of good equipment	9%
Insufficient staff & fund	4%
Autocracy & bad leadership	57%
Lack of attention to staff opinion & welfare	30%

Source: Author's field survey

Table 2 also reveals that 6 respondents representing 9% agree that lack of good equipment is a factor against high work commitment. 3 respondents representing 4% choose insufficient staff and fund as the factors responsible for low commitment 39 respondents, which represent 57% of the respondents representing 30% picked lack of attention to the staff's opinion and welfare as a factor acting against high commitment to work.

CONCLUSION AND RECOMMENDATIONS

Based on the findings of the research work, it can be deduced that efficiency is a function of perceived reward. Good motivation is critical for achieving organizational objectives. Therefore, recognizing worker's needs is an essential step to planning and motivational effort. Hence, every action taken by a leader stimulates a reaction in the employees. Therefore, the attainment of the objectives of Nigerian Bottling Company, Nigeria would be borne out of the fact that leadership recognizes the needs of the workers, employ appropriate motivational tool such as promotion of staff based on merit and skills provide suitable. Working environment and provide and appropriate leadership style that will encourage free flow of information among employer, superior officers and other employees.

Following the above discussion, the following

recommendation could be advance as a solution to improve employee's commitment to work in Nigerian Bottling Company and business organizations in Nigeria generally. First, business organization should aspire for leaders who are ready to accommodate and respect their subordinates. The leaders of tomorrow in this area of study needed to compensate all staff according to their contributions to organization. The readiness to motivate and provide adequate training as well as freedom to use individual discretion at some specific levels by employees will further enhance leader's role in business organizations. The future leaders in this area need to have realities of the world and themselves, they also need emotional strength to manage their own more and more a way of life.

Willingness and ability to share power and control according to people's knowledge and skills is also of necessity if their will be a bright future for leaders in this area of study.

Lastly, championing a course to assist employees meet their personal needs and aspiration by the leader who will enhance commitment of the employees to the organization. In effect, this will bring about improved performance, satisfaction of all partied and increase in bottom line of the organization.

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