

Gulf Journal of Advance Business Research

ISSN 3078-5294 (Online), ISSN 3078-5286 (Print)

FE Gulf Publishers

<https://fegulf.com>



Managers' idealized influence and employee commitment in Bayelsa state hospitality sector

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Article Info

Volume No: 3

Issue No: 2

Page No: 590-601

Received: 15-10-24

Accepted: 28-12-24

Published: 14-02-25

DOI: 10.51594/gjabr.v3i2.99

DOI URL: <https://doi.org/10.51594/gjabr.v3i2.99>

Abstract

The research study examines Managers Idealized Influence and Employee Commitment, in the Bayelsa State hospitality sector. Research has shown a positive relationship between Transformational Leadership and Employee Commitment as it has gained attention in scholarly discuss. The rationale behind the research is to give insights on the paradigm of idealized influence as a tool for enhancing employee commitment in bayelsa state hospitality industry as little has been merely done. The research aim was to ascertain the influence of idealized influence with dimensions of charisma, and role modelling, on affective commitment. In other to achieve this aim, a sample size of Two Hundred and Twelve (212) employees was drawn from a population of Four Hundred and Fifteen (415) employees of fifteen selected hotel firms in Yenagoa Metropolis, Bayelsa State. The primary instrument that was used to collect data was the questionnaire. Both descriptive and inferential techniques were used to analyse the collected data. The Spearman Rank Correlation Coefficient was used as the statistical method to test the hypotheses, and the SPSS program was used for analysis. The findings provide important new information on the goals of the study. From the results, it was revealed that a positively significant relationship exists between charisma, role modelling, and employee affective commitment. It was further recommended that amongst others that managers should lead by example by been enchanting for employees to see their level of influence and hence motivating them to deliver goals and also mangers should display a high sense of integrity and show a high concern for ethics as employees see them as role models at work.

Keywords: Idealized Influence, Role Modelling, Charisma, Employee Commitment, Affective Commitment.

INTRODUCTION

In the current business environment, companies must constantly innovate to differentiate themselves from their competitors due to fierce competition (Jensen et al., 2016). As a result, operations now frequently include organisational transformation. Numerous factors, including globalisation, deregulation, technology improvements, and increased consumer awareness, are contributing to this instability in the corporate environment (Biza & Irbo, 2020). The calibre of an organization's human capital is critical to its success in this changing environment. Businesses' competitive advantage now comes from their people rather than only their goods (Biza & Al., 2016; Biza & Irbo, 2020).

Employees are seen as an organization's most important asset and lifeblood, and their dedication is crucial to its growth and performance (Beheshtifar & Herat, 2013). In addition to lowering employee turnover, committed workers are more inclined to go above and beyond to contribute to the accomplishments of the company. Managers should carefully assess their employees' degree of devotion in order to build and improve their firms (Kroll, 2016). Employee commitment is therefore crucial, and a number of factors affect how it develops (Pham et al., 2019). Interestingly, leaders' actions have a big influence on this.

Lambert (2004), sees employee commitment as a manifestation of the desires and allegiances of workers with respect to their work for the organisation. Employees' degree of "organisational commitment," a psychological state that represents their connection with their employer, influences their decisions to remain with or quit a company (Allen & Meyer, 2006). Research have revealed that workers who were very dedicated to their companies performed better, had lower turnover rates, and engaged in less bad citizenship and avoidable absences. In order to reap the benefits associated with organisational performance and the alignment of systems of organisations that can and will maintain the same level of performance in the future, organisations must take into account the leadership perspective mentioned above when investing in this area (Karamat, 2013).

The concept of leadership, which was first examined or taken into consideration under the directing functions of general management, is now receiving greater attention and emphasis in the operations of organisations. The aforementioned is a result of the strategic role that leadership plays in guiding organisations to fulfil their responsibilities in a very unstable environment. There is a lot of rising interest in how leadership may be used to provide such organisations directions so they can survive and accomplish their strategic goals to the satisfaction of anticipated stakeholders since most organisations encounter heightened instability (Dembowski, 2018; Kurt, 2018).

One novel approach to employee support that has the potential to significantly change corporate outcomes is idealised influence in transformational leadership (Pradhan & Pradhan, 2015). Modern, well-organised companies are putting more and more emphasis on leadership as it is the thing that keeps them together. The capacity of managers to project an image of creativity and invention, which in turn positions the company's plans and policies to maximise production, determines the success of many firms. In this situation, employees are ready to follow directions from superiors in order to enhance the firm's accomplishments.

In recent years, among the several leadership styles and abilities that have been examined in the academic literature, idealised Influence—one of the four (4) I's of Transformational Leadership by Avolio & Bass (1991)—has attracted a lot of attention. Manjuna (2019) refers to leaders who provide a good example for their followers as having "idealised influence." Leaders with Idealised Influence inspire their people to go above and beyond to achieve their objectives, claim Verrisimo and Larceda (2015).

A leader with idealised influence inspires optimism in the face of hardship by projecting power and confidence. Because they regard their boss as the personification of the company's values and objectives, employees take pride in them. The significance of developing a keen awareness of direction and having a common goal are both recognised. Employee dedication is sparked by leaders who convey a compelling corporate vision to their followers. As long as they can obtain anything from their job that they would otherwise have to give up if they left, employees will remain with the same business, according to Becker's (2006) theory of organisational commitment.

This study tends to emphasise the significant impact that leaders have on their employees' commitment and the particular advantages that they eventually enjoy through their idealised influence.

Problem Statement

It has been revealed in research that transformational leadership is arguably the most investigated style of leadership among others in the hospitality sector as they have given it much of attention throughout the years (Huertas-Valdivia et al., 2022; Mach et al., 2022). It has attracted greater interest than other leadership theories as it can influence hotel staff behaviour (Gui et al., 2020).

However, research has been comparatively scanty in the Bayelsa State hospitality sector up to this point, with most scholarly studies concentrating on the connection between leadership styles and employees' commitment in other sectors and countries (Auka & Mwangi, 2013; Asimwe et al., 2016; Buil et al., 2019; Huang et al., 2021; Rodriguez & Lei, 2017). Additionally, while earlier research has looked at the relationship between transformational leadership behaviours and paradigms and found that it is good, not much has been done to explain the nature of this relationship or how and why leadership influences performance. The four components of transformational leadership; idealised influence, individualised consideration, intellectual stimulation, and inspirational (motivation), have primarily been addressed as a composite dimension in studies that have examined the function of transformational leadership (Analoui, et al., 2013; Bryant, 2003; Chen & Barnes, 2006).

This means that while transformational leadership has been heavily emphasised as a phase in organisation creation in the past, there hasn't been much research done to prove an empirical connection between idealised influence and employee commitment. The study's rationale stems from this focus on managers' idealized influence and employees' commitment to their work, in Bayelsa State Hospitality Sector.

Research Objectives

The general objective of the study is to explore the relationship between idealized influence and employee commitment in the Bayelsa State Hospitality Sector. While the specific objectives are:

1. To determine the relationship between charisma and affective commitment.
2. To examine the relationship between role modelling and affective commitment.

Conceptual Framework

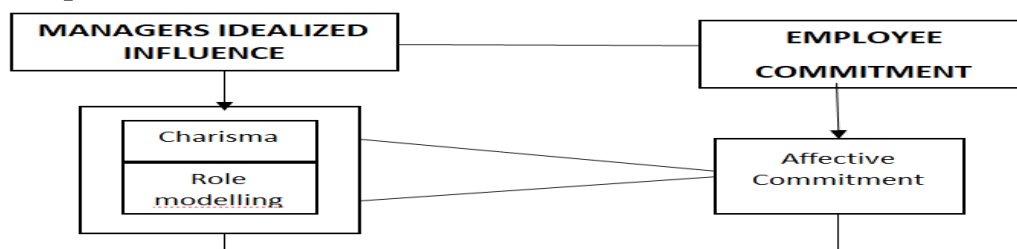


Figure 1. Conceptual Framework of the relationship between Idealized Influence and Employee Commitment.
 Source: (Leonard et al., 2016; Murage & George 2017; Allen & Meyer 1994)

LITERATURE REVIEW

Path-Goal Theory

Evans's (1970) and House's (1971) path-goal theory provided the theoretical underpinnings for this study. Path-goal theory is at the forefront of flexible leadership techniques. This school of thinking holds that a leader's main responsibility is to help followers achieve both the organisation's and their individual goals (Silverthorne, 2001). Four different leadership models are suggested by this theory: outcome-focused, directive, supportive, and participatory approaches. It takes knowledge and experience to transition between leadership philosophies (Rad & Yarmohammadian, 2006). A leader that establishes clear guidelines for their team to follow and interacts with them is known as a directive leader. A supportive manager shows lots of worries and care for their staff. While participatory leaders allow subordinates to participate when choosing options, achievement-orientated leaders aim to improve performance, establish standards, and ensure that subordinates meet these goals (Prasad, 1990).

The particulars of the work at hand and the needs of the subordinates will determine the most successful leadership style. The degree to which a job needs supervision and guidance is inversely correlated with its degree of definition. Depending on the situation, the path-goal theory addresses whether a leader should prioritise connections or work (Wren, 1994).

Managers' Idealised Influence

Managers' idealized influence is the leadership spirit they display when they serve as role models for followers because of their high moral standards, ethical principles, and integrity. Because they effectively express the organization's goal and objective to followers, followers respect, trust, and immensely appreciate these leaders due to their conviction in ethical concepts (Reza, 2019). Leaders may help team members connect with others in groups or teams inside those organisations by instilling a sense of pride in them through this approach. In an organisation, idealised influence is explained in relation to the generation of knowledge. In essence, the concept suggests being persuasive over beliefs. Managers and their staff may commit to the highest quality goals of the greatest level of profound professionalism. Charismatic management is by far the finest attribute-driven management style (Ojokuku et al., 2012).

Employee cooperation to complete tasks and exchange information can be fostered via idealised influence. Collaboration among employees is a useful strategy for improving employee performance through sharing. Employees will educate one another on how to complete a task as part of this process, which involves the sharing of information, skills, experiences, and expertise. For workers to perform better at work, transformational leaders place a high value on their growth as individuals. When transformational leaders attend to their workers' needs, they make them feel valued at work and boost their engagement. Idealized Influence releases improved work to cultivate workers who are willing to perform at work (Afsar et al., 2019).

The leader is more concerned with charismatic behaviour in idealised influence. The employee's conduct is affected by these acts. Employees' actions about "I can do" sentiments on each given work. Leaders might form opinions about their employees' potential to perform better at work. Leaders impact workers by infusing their jobs with values and purpose. Motivating staff members to the point that they are now concerned with their own work (Jackson, 2020). Idealised influence, according to Mi et al. (2019), is the charisma of transformative leadership that may inspire followers to have faith in their leaders. The following follow their leaders because of their idealised influence, which fosters respect for their judgements. This literature suggests that idealised influence strengthens employees' bonds with their bosses.

Charisma

The Greek term charisma means "divinely inspired gift." For example: Baruch (1999). Charismatic leaders distinguish themselves by exhibiting a feeling of purpose, authority, and unusual determination (Conger & Kanungo, 1988). Charisma is the capacity to elicit affection and commitment from others around you. Few leaders are universally praised by their fans for being charismatic. Charisma-driven leaders inspire their followers to behave or perform better. By appealing to their sense of identity and purpose in support of the group's declared objectives, influential charismatic leaders inspire their members.

At the core of charismatic leadership are bravery and flexibility. In recent years, charismatic leadership has been on the rise due to the substantial influence it has on employee commitment. Employees are greatly benefitted by charismatic leadership, and these leaders are in charge of observable increases in worker productivity. Leaders that possess the ability to motivate their people via charm are highly valued. Businesses are adopting charismatic bosses in an attempt to increase productivity (Eagle, 2006).

Role Modelling

In leadership, role modelling is the practice of setting an example by acting in ways that others in the organisation may see, take note of, and emulate. By exhibiting the traits and work ethic they value in others, effective leaders who act as role models motivate their people. This promotes a healthy workplace culture, helps to establish trust, and motivates staff to meet high standards. In any business, effective leadership is driven by more than just titles and authority. It is the presence of role models whose conduct, convictions, and deeds influence and shape the organization's structure. These personalities set the tone, encourage outstanding performance, and serve as the foundation for trustworthiness amongst teams (Davies, 1993). Instead of fumbling through the process alone, learners can pick up new behaviours by seeing others model them (Bandura, 1977; Rogers, 1983).

Role modelling is characterised by teaching by example and learning by imitation (Dake & Taylor, 1994). Nursing is a vital component of any professional's socialisation process, as students may learn from role models who are both informed and proficient in their industry (Davies, 1993).

Employee Commitment

Employee commitment is a manifestation of employee principles and loyalty to the group in which they participate (Lambert, 2004). Strong organisational commitment was linked by researchers to decreased absenteeism and staff turnover rates. Employee loyalty to their employer demonstrates their concern for the business and want to actively contribute to its success (Lambert, 2004). Employees' degree of "organisational commitment," a psychological state that represents their connection with their employer, influences their decisions to remain with or quit a firm.

Northcraft & Neale (1996) envisaged that employee commitment is a continuous process of expression for the organisation's ongoing success and well-being. Studies on employees' commitment to their occupations frequently employ the three-factor model of commitment developed by Meyer and Allen (1997) (Meyer et al., 2002). According to this paradigm, workers simultaneously see their dedication to their work from three distinct angles: emotive, normative, and continuous. The phrase "affective commitment" describes the devotion a worker has to a company because of the good relationships they have developed over their tenure. Loyalty that stems from a sense of duty to the organisation, such as those motivated by the reciprocity principles, is known as normative commitment. A person's evaluation of the financial and interpersonal consequences of leaving an organisation determines whether or not they choose to remain there.

Affective Commitment

Meyer and Allen (1997) created the phrase "affective commitment" to characterise the extent to which members of an organisation have a feeling of pride, identity, and belonging. Meyer et al. (2002) conducted a meta-analytic examination of commitment studies and found that work experiences are a key factor in determining a person's sense of belonging to an organisation. Followers are more likely to see leaders favourably and feel more connected to them when they demonstrate that they care about them. Followers are more likely to internalise the organisation's principles when they are more attracted to its leader (Rhoades et al., 2001). Mowday et al. (1992), noted that there are many ways in which affective commitment differs from life pleasure. It is a more global concept, reflecting a person's emotional response to the organisation as a whole, for starters.

Thus we propose the following hypotheses:

Ho₁: There is no relationship between charisma and affective commitment.

Ho₂: There is no relationship between role modelling and affective commitment.

Empirical Review

In a study conducted for Vietnamese software firms, Nguyen and Nguyen (2014) looked at how different leadership styles affected employee output. Positive and significant effects of idealized influence on performance were found. According to the findings, managers should encourage their teams to think outside the box. Participants in this study were employees of Vietnamese software companies; the researchers did not zero in on upper-level management. No indication is provided as to whether these were small or major businesses.

Researchers Hayati, Charkhabi, and Naami (2014) looked at how hospital nurses' dedication to their work was affected by transformative leadership. All aspects of workplace employee engagement were found to be positively and statistically significantly impacted by transformative leadership. Researchers discovered that when workers had a favourable opinion of their bosses, the bosses were more capable of motivating and inspiring their staff. As a result, idealised influence pushes employees by setting high expectations and a positive outlook, which in turn creates excitement and hope for success at work. The research recommends helping managers and leaders build on their existing knowledge of leadership in order to promote effective and proactive leadership behaviour.

Mbithi, Obonyo, and Munyoki (2014) conducted research to get a better understanding of how Kenyan universities responded to changes because they believe that university leadership plays a critical role in managing change and generating academic accomplishment. The findings demonstrated that the top management of Kenyan universities can successfully align their strategy with the right systems, technology, and structure to achieve organisational effectiveness. They also demonstrated that their transformational leadership style has produced high employee performance. A leader must be ethical, personable, and skilled at communicating the organization's mission to staff members in order to have an idealised influence (Ngaithe et al., 2016). These leaders are respected by their followers because of their exceptional moral integrity (Gomes, 2014).

The impact of Idealized Influence leadership behavior on SME employee performance in Kenya was studied by Mary, Damary, and Teresia (2017). KPMG's top 100 Kenyan SMEs from 2014 were the focus of this research. This study used a correlational research approach to determine whether or not there is a connection between Idealized Influence leadership conduct and employee performance in Kenyan SMEs. Idealised influence leadership behaviour and employee performance were shown to be positively and statistically significantly correlated in research on small and medium-sized businesses (SMEs) in Kenya ($r = .829$, $t(194) = 20.503$, $p.000$). The results showed that increased productivity is a result of a leader's capacity to instill trust in his or her team, maintain ethical standards, set an example for followers, and encourage exploration and creativity.

Staff performance at Kenya's state-owned enterprises is studied in terms of how much it is affected by idealized influence and inspirational motivation by Leonard George, Peter Lewa, and Michael in 2016. These are the research questions that were hoped to be addressed by the study: Does idealized influence have an effect on productivity in Kenya's state-owned enterprises (SOEs)? what effect, if any, does inspiring motivation have on the productivity of employees in Kenya's SOEs? This study employed a descriptive research strategy and the positivist research philosophy. From the population of 275 senior managers, 163 were randomly selected using a stratified random sampling technique. Selected members of the top management team of SOEs filled out a standardized questionnaire to provide their responses. Data reduction was achieved with the use of factor analysis, and the study's hypotheses were put to the test with the help of the chi-square test, Analysis of Variance (ANOVA), and a multiple linear regression model. Results showed a positive and statistically significant relationship between idealized impact and employee output ($r = .64$, $p = .00$). Idealized influence was found to be a significant predictor of employee performance in a multivariate linear regression analysis ($\beta = .78$, $t(145) = 2.99$, $p = .004$). Inspiring motivation strongly predicted employee performance ($\beta = 1.1$, $t(145) = 4.54$, $p = .00$) and was positively associated to employee performance ($r(140) = .73$, $p = .00$). Positive and considerably increased performance of workers at SOEs in Kenya was attributed to Idealized Influence and Inspirational Motivation, according to the study. The report urged top management teams at SOEs to foster a climate that allows for delegating responsibilities, career mentoring and coaching, and the development of fresh educational possibilities.

METHODOLOGY

This study adopted a descriptive and cross-sectional survey approach due to its focus on capturing essential facts, perspectives, opinions, demographics, information, attitudes, motivations, and behaviours of participants responding to the research instrument (Valerie et al., 2019). The Taro-Yamane method was employed to determine the sample size, resulting in the selection of 212 employees from a total population of 415 staff across 15 hotels officially registered with the Corporate Affairs Commission in Yenagoa, Bayelsa State. A proportional stratified random sampling technique was applied to identify the test components. Survey items measuring idealised influence dimensions were adapted from Avolio and Bass's (1990) Multi-Factor Leadership Survey Scale, while the affective and continuance commitment survey was modelled after Allen and Meyer's (1994) framework. Data were collected through a standardised survey instrument, with its validity confirmed through expert consultation in academic leadership. Reliability was assessed using the Cronbach alpha coefficient. The collected data were coded, validated for completeness, and analysed using both descriptive and inferential statistical methods via the Statistical Package for Social Sciences (SPSS). Descriptive statistics, including percentages and frequencies, were utilised to interpret field data. The test conducted in this study effectively assessed the relationship between employee dedication and idealised influence.

ANALYSIS OF DATA, RESULTS AND INTERPRETATION

The data collected on the relationship between Idealized Influence and Employee Commitment in fifteen hotel firms in Bayelsa state are presented and analyzed. Questionnaire administered were 212 to the sample respondents, however, 165 were found useful and use for the study representing 78% of the questionnaires not use was due to the fact that they were wrongly filled and non-retrievable from the respondents, thus was considered invalid for the study. The data are summaries in the table below.

Table 1
Administration and Retrieval of Survey Instrument

Questionnaire Administered	Number found Useful	Number not useful	% of used
212	165	47	78%

Source: Field Survey (2024)

Bivariate Data Analysis
Hypothesis One

Ho₁: There is no significant relationship between Charisma and Affective Commitment

Table 2
Correlational Relationship Between Charisma and Affective Commitment

		Charisma	Affective Commitment
Spearman's rho	Charisma	Correlation Coefficient	1.000
		Sig. (2-tailed)	.700**
		N	.188
Affective Commitment	Affective Commitment	Correlation Coefficient	.700**
		Sig. (2-tailed)	.188
		N	1.000
		N	165

** Correlation is significant at the 0.05 level (2-tailed)

Source: SPSS Windows Version 25.0

The table shows that charisma has a 0.700 correlation with affective commitment. Bases on the spearman’s rho correlation, there is a significant positive relationship between capacity building and productivity. (Spearman’s rho or $r_s = 0.700$. The R-value: show the direction and the strength of the correlation. The higher the value the more significant. This means the null hypothesis can be rejected since $r = 0.700$ and the alternative accepted.

Hypothesis Two

Ho₂: There is no significant relationship between Role Modelling and Affective Commitment.

Table 3
Correlational Relationship between Role Modelling and Affective Commitment

		Role Modelling	Affective Commitment
Spearman's rho	Role Modelling	Correlation Coefficient	1.000
		Sig. (2-tailed)	.714**
		N	.020
Affective Commitment	Affective Commitment	Correlation Coefficient	.714**
		Sig. (2-tailed)	.020
		N	1.000
		N	10

*. *Correlation is significant at the 0.05 level (2-tailed).*

Source SPSS Windows Version 25.0

The table shows that role modelling has a 0.714** correlation with affective commitment. Bases on the spearman’s rho correlation, there is a significant positive relationship between capacity building and creativity. (Spearman’s rho or $r_s = 0.714^{**}$. The R-value: show the direction and the strength of the correlation. The higher the value the more significant. This means the null hypothesis can be rejected since $r = 0.714^{**}$ and the alternative accepted.

Discussion of Findings

From the data analysis and results, it can be determined that there is a strong and considerable link between managers’ idealised influence and employee commitment. In the area of charisma, the research demonstrated a substantial positive association between charisma and employee emotional commitment. The respondents agreed that their supervisor's strong desire

for their personal development had made them more efficient at finishing assignments. They also put a great deal of faith in the company's leadership. They are steadfastly focused on accomplishing their goals because their management inspires them. They are continually favourably impacted by their employer's behaviour to increase their productive efforts in accomplishing specified targets, and their employer's attitude towards them at work has inspired them to be positive in reaching corporate goals. Therefore, it is reasonable to believe that charisma has a favourable impact on employees' emotional commitment. The results of the study corroborate the theories of Cicero and Piera (2007), who postulated that charisma has empowered workers, causing them to feel inspired and aware of their own value. This, in turn, leads to job satisfaction and commitment, which in turn leads to efficiency and ultimately organisational performance. Employees are inspired to work well by a manager's captivating personality.

Regarding role modelling, the findings demonstrated a strong and significant positive relationship between role modelling and affective commitment. The respondents stated that they are very driven to increase their productivity at work, and their boss is a strong example of goal-orientated. When doing duties, they frequently behave in a manner similar to that of their boss. Because they consistently motivate themselves and swear allegiance to their employer, their degree of commitment has improved. Furthermore, they see their boss as a mentor in accomplishing company goals. Therefore, it has been noted that role modelling has a good impact on employees' emotional commitment. As noted by Elzubier & Rizk (2001), role models care about their followers, led by example, and value mentoring and showcasing abilities. This implies that administrators set an example and clear the path for their subordinates through role modelling.

CONCLUSION AND RECOMMENDATIONS

In every business organization that strives to achieve organizational goals, all organizational members look up to the management to coordinate their collective efforts in creating organizational productivity at work, and based on this, managers must possess a leadership style that inspires employees to perform job tasks with a strong sense of commitment. In the course of the research study, the research has brought in further insights into the leadership school of thought that centers on idealized influence in which research questions were raised, data were generated and analysed reflecting its variables (charisma, role modelling) and its impact of employee affective commitment. It is shown that managers who portray idealized influence are at the highest level of morality, which makes their employees to dedicate themselves to the best ideals. Based on the findings it is recommended that managers should lead by example by been fascinating for employees to see their level of influence and hence motivating them to deliver goals. They should also display a high sense of integrity and show a high concern for ethics as employees see them as role models at work.

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