



## **Role of Leadership Style and Demographic Characteristics as Determinants of Workers' Commitment amongst Commercial Bank Workers in Business District, Abuja, Nigeria**

**\*Akeem A. Kenku (Ph.D); & \*\*Idowu M. Ogunkuade (Ph.D)**

\*Department of Psychology, Nasarawa State University, Keffi.

\*\*Nigerian Copyright Commission, Hqrts, Abuja, Nigeria

### ***Abstract***

This study examined role of leadership style and demographic characteristics as determinants of workers' commitment amongst commercial bank workers in Business District, Abuja, Nigeria. The study adopted a cross-sectional survey research design, of which one hundred (100) employees which consists fifty-four (54%) male and forty-six (46%) female employees were sampled from three divisions of first bank plc in Abuja, using convenient sampling techniques and employed a structured questionnaire as a means of data collection. Three hypotheses were formulated and tested using t-test for independent measures. The result shows that employees with higher scores on transformational leadership style experienced more of commitment than employees with lower scores on transformational leadership style, ( $t(98) = 1.79, p < .05$ ). Furthermore, result revealed that there is insignificant gender difference on workers commitment ( $t(98) = -1.7; p > .05$ ). Finally, the result demonstrates an insignificant age difference on workers' commitment ( $t(98) = .08; p > .05$ ).

The study, therefore, concluded that leadership style influences workers' commitment, while demographic characteristics are insignificant of commitment. Study recommended that management should adopt fully the people's oriented style of management and manage workers demographic characteristics to enhance workers commitment in the organization.

**Keywords:** Leadership style, workers commitment, first bank, demographic characteristics

## Introduction

In this era of globalization where profitability, efficiency, and effectiveness rules, employees should be influenced to increase their commitment levels to either be in the organization or leave. For this reason, Banking Sector Organizations (BSOs) to survive in this turbulent environment and achieve set objectives, they need to provide leadership that will influence workers' commitment. In this sense, worker's commitment is one of the most valuable resources of any enterprise, which does not only improve outcome but also offer a competitive advantage to the organization as a whole. Therefore, to improve the commitment of employee is one of the essential objectives of contemporary banking sector organisations (Van Wart, 2013). Similarly, other study reveals that the essence of workers

commitment through transformational leadership style is very sacrosanct (Kehoe & Wright, 2013).

Thus, worker commitment refers to the degree to which a worker identifies with his/her work organization and its goals and the willingness to maintain membership in the organization. Levy (2003) views organizational commitment as the strength of an individual's identification with and involvement in the organization. This means that it is an affective response to the whole organization. According to Bass (1998), commitment refers to loyalty and attachment to the organization. In the university, such loyalty is seen in workers' feelings of attachment that develop as they share values in common with co-workers. Mowday et al., (1992) defined commitment using three components: identification with the values and goals of the organization, willingness

to exert effort on behalf of the organization and commitment to stay in the organization. This implies that the workers accept the goals of the organization, take pride in the organization, participate in all activities and talk positively about the organization. It means recognition with and devotion to the organization and its mission. O'Reilly and Chatman (1986) submitted that organizational commitment is the psychological attachment felt by the employees for the organization which indicates the degree to which the employee complies, identifies with and internalizes or adopts characteristics or perspective of the organization. This suggests that, employees who are highly committed to the workplace are likely to be willing to contribute much effort on behalf of the organization. Strong attachment of such employees to the workplace enables better adaptation capacities and higher responsiveness to change in customers' demands (Paul & Ebadi, 1989).

Leadership style is considered in this study to play a role in enhancing employees' commitment, as effective leadership practices will improve the efficacy and efficiency of the organization, as well as bring about employees' commitment. The leadership or management style is undoubtedly highly helpful in motivating the workforce in the proper direction towards achieving the organisational commitment (Abasilim et al., 2019; Avolio et al., 2009; Trottier et al., 2008; Yasir et al., 2016; Nwokocha & Iheriohanma, 2015). In this context, leadership style is the manner and approach of providing direction, implementing plans, and motivating people. Also, leadership style has to do with the role someone play in influencing followers in order to achieve organizational goals. Another connotation of leadership style considered by Moshane and Vanglino (2000) who maintained that leadership style is the process of influencing people and providing an enabling environment for them to achieve team or organizational goals and objectives. Researchers have found that employees who are pleased with their supervisors/leaders and feel that they are being treated with respect and are valued by their management feel more attachment with their organizations (García-Morales et al, 2008). For transformational leadership style, this is observed when leaders encouraged followers to boost up the level of their morals, motivation, beliefs, perceptions, and coalition with the objectives of the organization. Empirical studies shows that transformational leadership is strongly correlated with employee work outcomes such as lower turnover rates (Keller, 1992, Limsili & Ogunlana,

2008), higher levels of productivity (Sougui et al., 2015; Othman et al., 2013), employee satisfaction (Khan et al. 2014; Rehman et al., 2012), creativity (Yukl, 1994; Fasola et al., 2013), goal attainment (Rukmani et al., 2010; Kelly & MacDonald, 2019),

Additionally, demographic characteristics are considered in this study to determining organizational commitment. As such, demographic characteristics are the characteristics of a population that have been categorized by distinct criteria such as age, gender and income as a means to study the attributes of a particular group. Of course, literature shows that employees' characteristics are among the determinants of workplace commitment. For instance, gender as a social construct ascribes different qualities and rights to women and men regardless of individual expense or desires. This often means that women globally perform the bulk of work without pay in the home while men receive this service and yet are regarded as family provider and as family heads (Julie & Elizabeth, 2010). Age is another demographic factor in this research. Evidence from literature shows that age is related to organizational commitment. Older workers are more committed compare to the newcomers (Aven et al., 1993). Its shows that as the workers remain in an organization, they are more committed and loyal to their job. However, other empirical studies have been conducted to examine the relationship between demographic factors (e.g., age, gender, marital status, education level and job tenure) and organizational commitment. Despite, little consideration has been paid to identify the influence of demographic variables on the nexus between leadership styles and employees' commitment especially in banking sector in Nigeria, thereby leaving a gap. It is based on the foregoing that this article examines the role of leadership style and demographic characteristics as determinants of workers commitment.

### **Statement of the problem**

Banking sector play a vital role in Nigerian economy and are considered to be the backbone of financial development in the country. In banking sector, as well as many other organizations, the human factor is the most important element of the organization and it functions have a huge effect on the success and efficiency of the organization. Seamlessly, banking industry in Nigeria

accounts for 65% of the financial sector. Nigeria has a well-established banking system which includes a wide variety of financial institutions ranging from a central bank to scheduled commercial banks to specialized financial agencies to cater for specific requirements of various sectors of the country (Mohsan et al., 2012).

Notwithstanding, as dynamic and robust as the Nigerian banking sector is currently, the major concern for the financial institutions including banks is how to motivate the employees as to enhancing their commitment in order to get the desired results from them, and this is becoming more challenging and difficult due to the uncertain nature of corporate environment (Smith et al., 1995). Banks employees experienced poor commitment and identification, leading to their turnover intention. According to Nwachukwu (2006) bank employees usually show lack of commitment to organisations by engaging in negative behaviour such as absenteeism, complaints about organizational processes, not speaking up when issues are being addressed because of fear or lack of trust for senior managers and not owning up to their mistakes but rather shifting blame for failure to others. A study by Olugbile (1996) revealed that Nigerian managers reported lower levels of commitment than their US counterparts. One of the reasons proffered for this was their lack of control over decision-making and lack of representative voice. Meyer and Allen (1991) believed that a committed employee is more willing to exert extra effort and work towards organizational goals. Therefore, it is very important for organisations to ensure that they get the commitment of their employees

Further to the above, organizational leaders in the Nigerian banking sector have also been accused of adopting leadership style that favor the top-down command and control technique in leading their subordinates, which most often than not causes negative reactions from their subordinates (employees) and hampers cordiality between both parties. The results of these styles of leadership include the demotivation of staff and erosion of employees' commitment, among others. This is usually obvious when such employees have no immediate opportunity for whatever reason to leave the organization and became emotionally detached from the organization (Lok & Crawford, 2004). Irrespective of these studies, the problem of low job commitment is still prevalent, and of course problems of individual characteristics to their jobs in

financial institutions in Nigeria (Olugbile, 1996). Given the above, several studies have contributed to the understanding of the relationship that exists between leadership styles and personal factors, and of course employees' commitment, there is a gap as to whether the outcomes of previous studies hold sway in Nigeria, particularly in the financial institutions. As there were some variances in their findings and this causes one to contemplate the universality of the findings. It is based on these premises that this study determines the role of leadership styles and demographic characteristics as determinants of workers commitment amongst commercial bank workers in business district, Abuja, Nigeria.

### **Research objectives**

The fundamental objective of the study was to investigate the role of leadership styles and demographic characteristics on workers' commitment amongst bank employees in Abuja, Nigeria. While, the researchers were guided by the following specific objectives:

1. To evaluate the significant and positive difference between higher and lower transformational leadership style on workers' commitment among bank workers in Abuja, Nigeria.
2. To find if there will be a significant and positive gender difference on workers' commitment amongst bank workers in Abuja, Nigeria.
3. To investigate the significant age difference on workers' commitment amongst bank workers in Abuja, Nigeria.

### **Hypotheses**

Based on the literature and empirical reviews, the following hypotheses are postulated as guide to the study:

- i. There will be a significant and positive difference between higher and lower transformational leadership style on workers' commitment among bank workers' in Abuja, Nigeria.
- ii. There will be a significant and positive gender difference on workers' commitment amongst bank workers in Abuja, Nigeria.

- iii. There will be a significant difference between age difference (old and young) on workers' commitment amongst bank workers in Abuja, Nigeria.

### **Significance of the study**

Based on the review of extant studies on the subject matter, the current study would be of immense benefits in many areas of human endeavours, particularly in the financial institutions. Indeed, the study findings will assist in understanding the significant impact of transformational leadership style on workers commitment in the service sector of Nigerian economy. More importantly, the findings of this study would espouse the significant connection between various demographic characteristics and workers commitment in Nigerian banking sector.

Consequently, the study would also be useful to leaders, councilors, and managers in organizations by employing leadership styles efficiently and effectively. Furthermore, the current study and its findings would be useful to future researchers, students and academicians digesting the effect and importance of transformational leadership style behaviour on commitment by exploring how this study revealed new findings and adding to the existing knowledge.

In addition, the study will provide valuable opportunity for testing the validity and the explanatory powers of the existing theories in Nigerian institutions. Lastly, the knowledge gleaned by this paper will advise policymakers about the specifics of worker commitment regarding different employees' demographic characteristics that they can incorporate into their practices for commitment developments.

### **Empirical Review of Literature**

#### **Transformational Leadership Style and Workers' Commitment**

The relationship between leadership style and employees' commitment has no doubt attracted considerable research interests in several literatures, as well as context. On the issue of transformational behaviour, most research reveals diverse findings. For instance, Mert et al., (2010) conducted a study in Turkey and found that leadership effect on organizational commitment was substantial

and that transformational leadership enhances the employees' commitment in the banking sector. Additionally, Nyengane (2007) demonstrated that transformational leadership has a positive impact on employees' commitment in a sample of 35 managers and 162 subordinates at an electric utility of South Africa. Similarly, Riaz et al., (2017) confirmed that there is significant and positive relationship between transformational leadership and affective commitment in a sample of 4 banks and 293 employees of the banks in Islamabad, Pakistan. Ashikali and Groeneveld (2015) mentioned that transformational leadership has a positive direct effect on employees' affective commitment from a study of 10,976 employees from the Dutch public sector. Silva and Mendis (2017) found a positive connection between transformational leadership and employee commitment in a sample of 197 participants (163 subordinates and 34 managers) at the Parastatal companies in South Africa. Teshome (2013) demonstrates that transformational leadership has a positive impact on the affect and continuance of employee commitments in a sample of 115 participants (20 leaders and 95 academic staff) in Private Higher Education Institutions (PHEIs) at Addis Ababa City.

The study of Wiza and Hlanganipai's (2014) showed that leadership styles are drivers of employees' commitment. The study buttressed that employees' perception of the leadership style to be good would help them identify with the organization. Their study also revealed that transformational leadership style had a significant positive relationship with affective and continuance employee commitment, whereas transactional leadership style had a significant positive relationship with only normative commitment. Ahmad et al., (2015) in their study indicated that an effective leadership system needs to be cultivated by the management of Public Tertiary Institutions among their academic staff. According to the findings, when this is in place, it would bring about an enhanced employee commitment level and reduce employee turnover in the organization.

Furthermore, a research investigation by Dariush et al. (2016) found that transformational and transactional leadership styles of managers have a significant positive effect on employees' commitment, but laissez-faire leadership has a negative effect on employees' commitment. The finding implies that not all leadership styles would have a similar kind of relationship



with employees' commitment. The relationship could be either positive or negative. Also, Dahie et al. (2017) study indicated that employees' commitment is positively related with transformational and transactional leadership styles. Similarly, a study by Othman et al. (2013) revealed that both transformational and transactional leadership styles have a positive relationship with employees' commitment among Nigerian public university lecturers. The study further disclosed the enthusiasm, recognizing accomplishments, providing direction, and encouraging creativity offered by the leadership among Nigerian public universities to account for the variation of Nigerian public university lecturers in their commitment to stay and continues to work in Nigerian public universities.

### **Demographic Characteristics and Workers' Commitment**

Relationship between demographic characteristics and workers commitment abound in several literatures. For instance, the relationship between gender and organizational commitment is usually based on two theories or models: the job model and the gender model (Aven et al., 1993; Marsden et al., 1993). The job model indicates that employees, regardless of sex, who are working in a similar working environment, demonstrate the comparable levels of organizational commitment (Ngo & Tsang, 1998; Rajesh & Li-Ping Tang, 2015). On the contrary, the gender model states that men and women have different levels of organizational commitment to work (Eagly et al., 2000; Sheikh, 2017). Despite an extensive amount of research, the relationship between gender and organizational commitment remains unclear. Moreso, some studies are in line with the job model, and have not discovered any relation between gender and organizational commitment (Ajayi, 2017; Aven et al., 1993; Mahanta, 2012; Mathieu & Zajac, 1990; Meyer et al., 2002; Ngo & Tsang, 1998). Therefore, another set of studies suggests the presence of the correlation between gender and organizational commitment. Some of them report greater commitment expressed by women (Mowday et al., 1979), while others observed higher organizational commitment in the case of men (Jena, 2015).

Regarding age, empirical research has uncovered contradicting results for the age and organizational commitment connection. However, other studies have discovered a positive correlation between age and organizational commitment

(Affum-Osei et al., 2015; Allen & Meyer, 1993; Amangala, 2013; Elkhdr & Kanbur, 2018; Mathieu & Zajac, 1990; Nifadkar & Dongre, 2014; Sheikh, 2017). Possible explanations for these results are that older employees have better positions and higher satisfaction with their jobs (Khan & Zafar, 2013), they have lower number of available employment options (Mowday et al., 1982) and they observe high cost of leaving the company. Additionally, older people lower their expectations to more realistic levels and adjust themselves better to their work situations (Newstrom, 2007). However, several research studies have not discovered a significant correlation between age and organizational commitment (Akinyemi, 2014; Booth-Kewley et al., 2017; Mathieu & Zajac, 1990; Meyer et al., 2002). Similarly, Mathieu and Zajac (1990) did a meta-analytic study involving 41 samples and 10335 subjects. The conclusion arrived at by the study was that there was a statistically significant positive correlation between age and employee commitment. Allen and Meyer (1990) also studied the link between age and affective commitment and found a positive correlation between the two variables. Karsh et al (2005) in their study of 6584 nursing home employee found that unlike younger employees, older employees displayed a higher continuance commitment. In spite of these several relationship between age and commitment, other researchers have failed to show a significant relationship between age and organizational commitment. For example, Hawkins (1998) in a study of the affective commitment levels of 396 high school principals found a statistically non-significant correlation ( $r = -.004$ ) between age and affective commitment. Colbert and Kwon (2000) in a study of 497 college and university internal auditors, failed to show any reliable relationship between age and organizational commitment.

Given the above, which indicates that transformational leadership style and demographic characteristics have impact on the overall workers' commitment in the organization? Based on this assertion, and an understanding of the transformational leadership, a theoretical framework to understand how transformational leadership and demographic factors impacts workers' organisational commitment was formulated. The framework proposes the use of transformational leadership, demographic characteristics and workers' commitment as measured through effectiveness and efficiency was utilized as the dependent variable. The framework proposes that transformational

leadership and individual factors may result in the development of improved workers' commitment. Specifically, transformational leadership and demographic characteristics may play more significant or substantial role in bringing about workers' commitment.

### **Methodology**

The methodology section describes the research design, participants, procedures, instruments, and analytical techniques used to test the hypotheses. It is further divided into sampling, measures, reliability test, data collection as well as data analysis.

### **Research design**

This study adopts a cross-sectional survey design, and analysis is based on primary data generated through a structured questionnaire administered on the respondents.

### **Population, sampling, and sampling techniques**

The population sample for this study was drawn from the population of employees of First Bank PLC in Garki Business District, Abuja, Nigeria. The participants comprise one hundred and ten (110) junior and senior cadres of the organisation, drawn using multi-stage sampling technique. Participants demographic structures are as follows: 59% male and 41% female participants. The respondents' ages range from 24 to 54 years, with the mean age of 36.24. Based on this, 54% of the participants made up the young staff, while 45% of the participants are made up the older staff category. In terms of marital status, 37% of the participants were married, 59% of the participants were single, 3% were divorced; while only 1% was widowed. In respect of educational status, 70% of the participants had below first degree; 30% had above first degree and above. In terms of Job status, 42% of the participants occupied the senior status category; 58% occupied junior staff status category. Based on working experience, 47% of the employees had lower experience while 53% of them had higher working experience.

## **Instruments**

The main instrument used for this study was a structured questionnaires booklet which was divided into three sections of A, B, and C. **Section A** of the questionnaire comprises of socio-demographic characteristics of the respondents which includes: age, gender, education qualification, marital status and year of experience/tenure. For **section B**, Workers Commitment was measured using Allen and Meyer's (1990) Organizational Commitment Questionnaire (OCQ). The OCQ measured affective commitment, continuance commitment and normative commitment. Affective commitment had 9 items, while continuance and normative commitment had 8 items each. A sample items on the scale is "It would be very hard for me leave my department right now, even if I wanted to", "I would be very happy to spend the rest of my career with this department", "I do not feel any obligation to remain with my current employer", and "I owe a great deal to my organisation". The items were stated positively, except for items 2, 4, 8, 10, 12, and 14 which were noted internally as reversed scored items. The variables that were employed for this study were sourced from existing literature and had been pre-tested and validated in previous studies (Allen & Meyer, 1990; Meyer & Allen, 1991). The variables therefore had construct validity. Cronbach Alpha was used to test for reliability in our study. Cronbach alpha is commonly used in research to test internal reliability. Researchers, (Bryman and Bell, 2003; Nunally & Berstein, 1994; Sekaran, 2003) consider an alpha level of 0.7 efficient. For test of reliability the following Cronbach Alpha Coefficient was obtained for our scales: Affective Commitment (0.771), Continuance Commitment (0.724), and Normative Commitment (0.708). All the variables had internal reliability. High scores on the scale indicate high commitment, while low scores reflect low commitment. With respect to **section C**, is the Multi-Factor Leadership questionnaires (MLQ) developed by Avolio & Bass (1990) were used to measures transformational leadership style for this study on the basis of 5 point Likert format, ranging from "1-not at all to 5-frequently". The questionnaires comprised of 27 items in all, 18 questions measure the transformational leadership style and the rest 9 questions measured the laissez-faire leadership with a slight change in the arrangement. A sample items on the scale for transformational leadership are: "I let others work in the manner that they want", "I get things done", and "I

ensure poor performance get corrected”. Sample items for laissez-faire leadership style are: “Do it as you like”. The reliability coefficient for transformational leadership style was found to be 0.83 and for laissez-faire was 0.65.

### **Procedure**

The participants for this study were approached in their respective departments to participate in the study. They were made to understand the information supplied by them will be treated with utmost confidentiality and hence they are expected to give sincere responses. One hundred and ten (110) copies of the questionnaires were produced and distributed randomly to selected hundred and (110) employees of three divisions of First Bank plc in Abuja, Nigeria. At the end of the day, researchers were able to retrieve one hundred and three (103) copies, but three of the retrieved questionnaires were badly filled and hence they were discarded. Therefore, only one hundred (100) copies of the questionnaires were made fit for data analysis through the statistical packages for social sciences (SPSS)

### **Data analysis**

The method of statistical tests used for this study was the T-test for independent measures.

### **Results**

In this section, we present and analyse the data collected in this study as it tends to explore and examines the role of transformational leadership style and demographic characteristics on workers’ commitment of a selected bank employees.

**Table 2: Socio-Demographic Data of Participants**

<b>Description</b>	<b>No. of respondent</b>	<b>Percentage</b>
<b>Job status</b>		
Senior staff	42	42
Junior staff	58	58
<b>Total</b>	<b>100</b>	<b>100</b>

<b>Sex</b>		
Male	59	59
Female	41	41
<b>Total</b>	<b>100</b>	<b>100</b>
<b>Educational qualification</b>		
Below first degree	70	70
First degree and above	30	30
<b>Total</b>	<b>100</b>	<b>100</b>
<b>Age (years)</b>		
21-25	16	17
26-30	21	21
31-35	30	30
36-40	17	17
41-45	10	10
46 and above	6	6
<b>Total</b>	<b>100</b>	<b>100</b>
<b>Years of working experience</b>		
5-25	47	47
26 and above	53	53
<b>Total</b>	<b>100</b>	<b>100</b>
<b>Marital status</b>		
Married	37	37
Single	59	59
Divorced	3	3
Widowed	1	1
<b>Total</b>	<b>100</b>	<b>100</b>

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**Source: Field work, (2023)**

### **Hypothesis One**

Hypothesis one stated that employees with higher scores on transformational leadership style will experience more of commitment than employees with lower scores on transformational leadership style. The obtained data were analysed using t-test for independent samples and results are presented in Table 3.

**Table 3: Summary Table of T-test for independent measures showing the difference between higher and lower scores on transformational leadership style on workers commitment**

DV	Predictor(s)	N	M	SD	df	t	p
Workers' Commitment	High scores on Transformational leadership style	46	71.94	7.04	98	1.79	<.05
	Low scores on Transformational leadership style	54	69.61	5.96			

**Source: Field result (2023)**

The above result indicates that employees with high scores on transformational leadership style (M=71.94, S. D=7.04) significantly reported higher scores on workers' commitment than employees with lower scores on transformational leadership style (M=69.61, S. D=5.96). The mean difference was found to be statistically significant. This implies that high transformational leadership style significantly influences workers' commitment ( $t(98) = 1.79, p < .05$ ). In this view, hypothesis one is therefore supported.

### **Hypothesis two**

Hypothesis two stated that there will be a significant difference between male and female bank employees in their level of commitment in Abuja, Nigeria. This was tested using t-test for the independent measures and the results are shown in Table 4.

**Table 4: Summary table of t-test for independent measures showing the difference between male and female on workers commitment**

DV	Gender	N	$\bar{X}$	SD	df	t	p
	Male	54	70.57	6.82			

<b>Workers' Commitment</b>					98	-	>.05
	Female	46	70.80	6.76			1.7

**Source: Field results (2023)**

The result above shows that male workers (M=70.57, S. D=6.45) were not significantly and positively different in commitment from female workers (M=70.80, S. D=6.76). The results implies that gender has no significant influence on commitment ( $t(98) = -1.7; p > .05$ ). This further means that bank employees will be committed to their organization irrespective of their gender. That is, either an employee is a male or female does not influence his/her level of commitment to the work/organization. Therefore, the hypothesis was rejected going by the result.

Hypothesis three stated that there will be a significant difference between old and young bank employees on commitment in Abuja, Nigeria. The hypothesis was tested using t-test for independent measures and the results are presented in Table 5. revealed however that old employees did not

**Table 5: A Summary table of T-test for independent measures showing the difference between older and younger employees on job commitment**

DV	Age	N	$\bar{X}$	SD	df	t	p
<b>Workers' Commitment</b>	Young	54	73.67	5.86			
	Old	46	73.59	6.58	98	.08	>.05

**Source: Field results (2023)**

The result of independent t-test reveals that no statistically and positively difference in the mean scores of young (M=73.67, S.D=5.86), and old (M=73.59, S. D=6.58) employees. Further, young and old bank workers score on commitment was equal and very similar ( $t(98) = .08; p > .05$ ). Hence, the hypothesis was therefore rejected.



## **Discussion**

The current study investigated the role of leadership style and demographic characteristics on workers' commitment amongst bank workers, Abuja, Nigeria. Hypothesis one which stated that employees with higher scores on transformational leadership style will experience more of job commitment than employees with lower scores on transformational leadership style was supported. The reason for this finding could be that employees who perceived the leaders as being high on the transformational leadership style did feel particularly committed to their jobs because this leadership style is a bit more achievement oriented and focused on tasking their employees and keeping them very busy, and of course being concerned about their psychological wellbeing. This attitude did motivate workers and seems to increase their commitment to their job, as compared to employees with lower score on transformational style. This is in line with recent opinion that a transformational leader is a person who stimulates and inspires (transform) followers to achieve extraordinary outcomes (Robbins & Coulter, 2007). Similarly, findings corroborate the work of Bass & Avolio, 1991, who noted that transformational leaders encourage trust, loyalty, and respect from employees through; focusing on awareness and acceptance of organisational goals, vision and mission. However, result disagree with other thoughts that transformational behaviour does not fully take care of other's interests, as well as not act in the interests of the group as a whole (Warrilow, 2012).

The second hypothesis which stated that there will be significant difference between male and female employees on commitment was not supported. The probable explanation could be that both workers (male and female) may have similar work experience which may have explained to same commitment on the job. Another reason could be that both male and female employees have same senses of commitment to their job. This result supports the job-model which indicates that employees, regardless of sex, who are working in a similar working environment, demonstrate the comparable levels of organizational commitment (Ngo & Tsang, 1998; Rajesh & Li-Ping Tang, 2015). Also, the result of the current study supports Sandra (1993) work who says that commitment to one's job has nothing to do with gender, and of course both male and female bank employees have the same level of commitment towards their

organization. On the contrary, the study is not in line with gender model which states that men and women have different levels of organizational commitment (Eagly et al., 2000; Sheikh, 2017).

The third hypothesis states that workers will experience more job commitment than younger workers were rejected. The reason for this could be that older workers having spent many years on the job might have become used to working with their organisation and also enjoy their work thus necessitating commitment to the job while younger employees might also feel competent in the process of being trying to be committed to their jobs so as not to lose it. Result agrees with findings of some other studies (Hawkins, 1998) who found a statistically non-significant correlation ( $r = -.004$ ) between age and affective commitment. However, result not in tandem with the study of (Khan & Zafar, 2013) who explains that older employees have better positions and higher satisfaction with their jobs. Findings also contradicts the study of (Newstrom, 2007) who demonstrates, that older people lower their expectations and adjust themselves better to their work situations in order to be committed to their job.

### **Conclusion and Recommendations**

The goal of this research was to examine the role of leadership style and demographic characteristics on workers commitment. In line with earlier studies, it was demonstrated that organisational factor like transformational leadership style influences workers commitment among workers. In conclusion, employees with higher scores on transformational leadership style experiences commitment than employees with lower scores on transformational leadership style. Consequently, gender did not determine workers commitment in the service organization. While, age is insignificant of workers' commitment as result has explained. As a result, the following are recommended.

### **Recommendations**

Based on the findings stated above, the following recommendations were proffered:

- 1) Management should adopt fully the transformational leadership role with leadership qualities such as role modeling, perseverance, empathy, pragmatism, visionary, innovative, coaching, stimulating, and valuing

employees' passion for growth in manning the affairs of the organisation. These qualities when properly harnessed will encourage workers toward improving their commitment.

- 2) More importantly, management should also ensure that workers' demographic characteristics/factors in the organisation should adequately be managed to enhance their commitment.
- 3) Finally, it is also recommended that further studies should be carried out on transformational leadership as it relates to workers commitment and other employees job-outcomes.

### **Limitations and Future Research**

The current investigation provides preliminary insight into the role of transformational leadership and demographic characteristics on workers' commitment, the study is limited by the scope and size of the sample. The research focuses specifically on the banking sector in Nigeria with only one bank and 100 employees surveyed. Future research should include a larger sample size as well as a consideration of different industries. Comparison of results from different occupations may provide insight into whether or not transformational leadership style and demographic characteristics of each employee has different impacts for employees working in diverse fields.

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