Leadership Ambidexterity and Employee Normative Commitment of Hotels in Bayelsa State, Nigeria.

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Abstract
This study empirically examined the relationship between leadership ambidexterity and employee normative commitment of hotels in Bayelsa State. The research utilized a cross sectional survey method with a population of twenty (20) hotels selected purposively in Yenagoa Metropolis of Bayelsa State. Sample size of one hundred and forty (140) respondents was derived using Krejcie and Morgan Table. The stated hypotheses were tested using p-value approach and analyzed using Spearman's Rank Order Correlation Coefficient with the aid of SPSS version 22. We found that exploration (ES) and Exploitation (ET) which are dimensions of Leadership Ambidexterity significantly relates with Employee Normative Commitment. The study concludes that leadership ambidexterity positively and significantly correlates with employee normative commitment of hotels in Yenagoa, Bayelsa State. The study recommends that managers need to not only facilitate but strike a balance between opening (giving employees more freedom in the accomplishment of specific tasks) and closing (to restrict ways to accomplish specific tasks) at all hierarchy within the organization.

***Keywords**: Leadership Ambidexterity, Employee Normative Commitment, Exploration, Exploitation, Hotels.*

INTRODUCTION

In the midst of rapidly changing and progressively aggressive worldwide markets, organizations should be creative to influence benefit, to develop, and survive (Rosenbusch, Brinckmann, and Bausch, 2011). Ambidexterity literally means the ability to use both hands equally well. In management literature, the term has been employed to refer to an organization's ability to explore new capabilities and, at the same time, to exploit their existing competencies.

Researchers have recommended that ambidextrous firms are more successful due to their more noteworthy ability to enhance competitiveness, growth and productivity (Benner & Tushman, 2003; Gibson & Birkinshaw, 2004; Raisch, Birkinshaw, Probst, & Tushman, 2009; Taylor & Helfat, 2009). Certainly, research has demonstrated that organizations with large amounts of both exploration and exploitation exercises have higher sales growth rates (He & Wong, 2004) and organizational performance (Raisch and Birkinshaw, 2008) than organizations with low levels in either or both of these activities.

Over the last decade, scientists have proposed that ambidexterity is not just an imperative precursor of development at the organizational level, groups and individual employees additionally need to manage the strain among exploration and exploitation to be inventive (Bledow, Frese, Anderson, Erez, & Farr, 2009; Gibson & Birkinshaw, 2004; Hunter, Thoroughgood, Myer, & Ligon, 2011; Mom, van den Bosch, & Volberda, 2007). Noting that leadership is broadly thought to be a standout amongst the most vital indicators of worker development, Rosing, Frese, and Bausch (2011) has lately contended that leaders need to encourage both exploration and exploitation practices among their subordinates, and that the mix of abnormal amounts of both employee exploration and exploitation practices should prompt high imaginative performance. These scientists begat the term ambidextrous leadership to portray an arrangement of two leader practices that are expected to cultivate elevated amounts of employee exploration and exploitation practices, individually: opening and closing leadership behaviour.

On the other hand, Allen and Meyer (cited in Nwosu, Chiamaka & Tochukwu, 2013) defined commitment as a mental connection between an employee and his or her association that makes it more outlandish that the worker will willfully leave the association. Also Redmond (2010), defined organizational commitment as the extent to which an employee develops an attachment and feels a sense of allegiance to his or her employer. Normative commitment been an aspect of firms' commitment is our focus in this study. It is the employees' perception of their normal obligation to the organization. Common to these approaches is the view that commitment is a mental express that describes the employee's association with the association and has suggestions for the choice to proceed with enrollment of it.

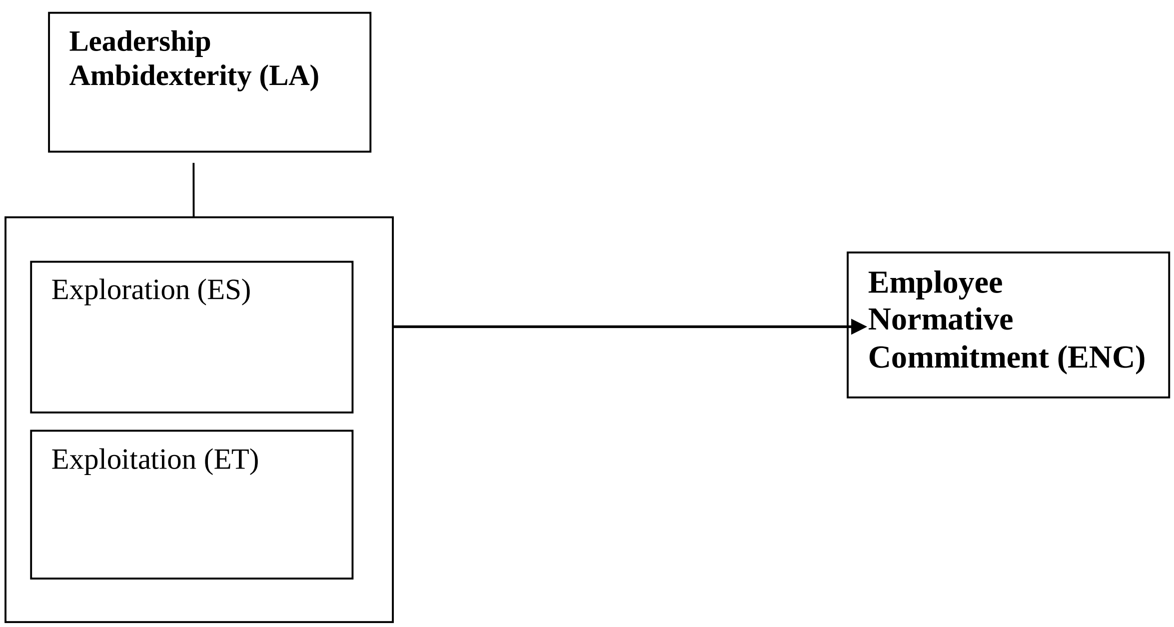
Many experimental examinations have concentrated on organizational commitment in private firms, for example, Nascimento, Lopes and Salgueiro (2008), Simon and Coltre (2012) and Perufo, Godoy and Cattelan (2013) and those of the public organizations such as Oliveira (2013) and de Su, Baird and Blair (2013). These studies have discovered that the level of commitement in public organizations is lower than in private-area associations (Rainey, Traut & Blunt, 1986; Balfour & Wechsler, 1990; Zeffane, 1994).

Zacher, Robinson and Rosing (2016) studied ambidextrous leadership and employees' self-reported innovative performance: the role of exploration and exploitation behaviours; Zacher and Rosing (2013) also studied ambidextrous leadership and team innovation; Purvee and Enkhtuvshin (2015) studied leadership behaviours, trustworthiness and managers ambidexterity and Baskarada, Watson and Cromarty (2016) studied leadership and organizational ambidexterity, literatures on leadership ambidexterity and employee normative commitment is scant, it is in the light of this that we intend to study the relationship between leadership ambidexterity and employee normative commitment of hotels in Bayelsa State.

PROBLEM STATEMENT

The hotel business thrives as a pure service industry that has human resource at its core of operation, the most valuable asset that determines its continuous productivity and survival. The importance of human resources especially in the service industry cannot be overemphasized. Notwithstanding this reality, not very many commendable moves are made keeping in mind the end goal of ensuring a committed work force. The appropriate response is normally extremely straightforward and furthermore relatively self-evident: in this industry, workforce costs are high, and improving the nature of human resources implies expanding them much more (Arustei, 2013). An evolving issue from hotel industry is Human resource management (HRM) activities. During the period 1990-2011 a ton of research was led into the "discovery" (human resource practices) of the firm keeping in mind the end goal to enhance firm performance. The results from the research indicated that only certain employees' attitude and behaviour help companies to achieve organizational performance improvement. Purcell and Hutchinson (2007), demonstrated that every one of employees' outcomes like duty, independence, accomplishing feeling and test are associated with workers' recognition on leader conduct and on human resource practices and the effect is higher in the event that they demonstrate synchronously. Another issue put into banters by professionals is that human resource supervisors from hotel industry are assuming a questionable part. This is because of the way that, on one hand they have to enhance organizational commitment and then again they have to control the workforce (seen like an organizational asset). Be that as it may, really both control exercises and enhancing organizational commitment are similarly critical and don't speak to two poles apart. The focus of this study therefore is to investigate the relationship between leadership ambidexterity and employee normative commitment of hotels in Yenagoa, Bayelsa State.

CONCEPTUAL FRAMEWORK



Source: Adopted from: Dimensions of Leadership Ambidexterity (Exploration and Exploitation) from Pandey and Sharma (2009), while Indicators of Employee Normative is gotten from Meyer and Allen (2004).

Figure 1: Conceptual Framework of the Relationship between Leadership Ambidexterity and Employee Normative Commitment.

AIM AND OBJECTIVES OF THE STUDY

The aim of this study is to evaluate the relationship between Leadership Ambidexterity and Employee Normative Commitment of hotels in Bayelsa State. Specifically, the following objectives are hereby stated:

1. To examine the influence of exploration on employee normative commitment of hotels in Yenagoa, Bayelsa State.
2. To examine the influence of exploitation on employee normative commitment of hotels in Yenagoa, Bayelsa State.

THEORETICAL UNDERPINNING

PATH-GOAL THEORY

These hypotheses proposes that the best leaders are the individuals who add subordinate inspiration by graphing and illuminating the ways to elite. According to House and Mitchell (1975), path-goal theory posit that effective leaders ought to:

- Motivate their adherents to accomplish group and firms objectives.
- Make beyond any doubt that they have authority over results their subordinates want.
- Reward subordinates for performing at an abnormal state or accomplishing their work objectives by giving them wanted results.
- Raise their subordinates' convictions about their capacity to accomplish their work objectives and perform at an abnormal state.
- Take into account their subordinates' attributes and the sort of work they do.

GREAT-MAN THEORY

The exertion toward investigations for normal attributes of administration is extended over hundreds of years as most societies require legends to characterize their triumphs and to legitimize their disappointments. In 1847, Thomas Carlyle expressed to the greatest advantage of the saints that "universal history, the historical backdrop of what man has achieved in this world, is at the base of the historical backdrop of awesome men who have worked here". Carlyle claim in his "great man theory" that leaders are born and that only those men who are endowed with heroic potentials could ever become the leaders. He opined that awesome men were conceived, not made. An American thinker, Sidney Hook, additionally extended Carlyle point of view featuring the effect which could be made by the exciting man versus the event-making man (Dobbins & Platz, 1986).

CONCEPT OF LEADERSHIP AMBIDEXTERITY

Varying literatures on organizational issues state that a company is successful when it efficiently aligns with the administration of today's business, while it simultaneously adapts to ecological changes (Duncan, 1976. By dint of this assertion, Duncan (1976) became the first to coin the term organizational ambidexterity. However, it is March (1991) that is admirably acknowledged seen as the mover of interest for today's academics concern in organizational ambidexterity ever since he presented the idea of exploration and exploitation which has picked up force in research and practice (Raisch & Birkinshaw, 2008).

March (1991) is of the view that the achievement of a business depends on a company's ability to balance exploitation of already known competencies and exploration of novel opportunities. While exploitation is referring to unavoidable additional improvement, the latter refers to fundamental innovation (Enkel, Heil, Hengstler & Wirth, 2016). It is obviously accepted that both perspectives require essentially dissimilar mind-sets, different infrastructures, different cultures, processes and learning performance witting which companies have to separate their attention and resources (March, 1991; Raisch & Birkinshaw, 2008; Tushman & O'Reilly, 1996).

While exploitation includes variables such as "being effective without wasting time, highly developed state of perfection, choice and accomplishment of strategic decisions, exploration is connected with activities such as "looking for possibilities, variations in idea, testing of an idea or uncovering something. By dint of the associated variables, several scholars are of varying opinions which supports that there is a compromise between aligning an organization's capability to exploit active competencies and uncovering new ones (Raisch & Birkinsawh, 2008), since this involves different skills and highly developed different management competencies that might make contemporary existing businesses obsolete (He & Wong, 2004; Hannan & Freeman, 2008).

However, even though there exists different opinions from writers on the difficulty involved in attainable both exploration and exploitation, it is believed that still there exist numerous promising approaches justifiably accepted by scholars as identified in literatures which could aid in attaining organizational ambidexterity (Raisch & Birkinsaw, 2008). In the first, instance, it is recommended that organizations can develop specific required structures that are capable of lessening the seriousness of the tensions between exploration and exploitation activities. Structural ambidexterity can be realized by the creation of a distinctive and separated spatial structures (Gibson & Birkinshaw, 2004). The idea of spatial separation involves the creation of different business units that will be engaged in the pursuit of exploration and exploitation

Overall, the contradictory demands of exploration and exploitation and the argument of not reaching a compromise in one at the cost of the other have always pre-occupied the attention of researchers in various literatures on organizational learning (March, 1991, Levinthal & March, 1993) and strategic management (Lubatkin *et al*., 2006, Markides & Charitou, 2004), technological innovation (He & Wong, 2004, Gary, 2003), organizational design (Jansen et al., 2005, Graetz & Smith, 2005), organizational theory (Benner & Tushman, 2003) and organizational behaviour (Birkinshaw and Gibson, 2004). All of the above have explained the reality and the imperative of managing conflicting demands in an increasing competitive and continuously changing markets and have been to afford a rich impression of the different types of tensions that emerge in pursuing both exploration and exploitation

Following the mixture of remarkable developments that have been studied under the unifying concepts of exploration and exploitation (Lavie *et al*., 2010) asserts that a study on the tensions of ambidexterity would not be complete unless the real idea of exploration and exploitation under study was carefully defined. According to Tushman and O'Reilly (1996) ambidextrous organizations are those that have the inclination to manage different successive innovation events simultaneously. Notably indeed, as organizations need to adapt to complex and ever changing competitive environments, the very idea on ambidexterity is increasingly related to tensions which are seen to be coming from the desire for organizational adaptation to the environmental changes (Ingram *et al.*, 2008)

Following March's (1991) definition on exploration which is very much related to innovation and exploitation which is very much related to efficiency, this research explores the contradictory positions of innovation and effectiveness as a way of achieving ambidexterity. The duo of innovation or efficiency absolutely follows Simsek (2009) and Gupta *et al.* (2006) offered assertions that the achievement of ambidexterity is based on the type of learning that are impose in both exploration and exploitation activities rather than differentiating them on the basis or presence of absence of learning. The over-riding concern for balancing both becomes more challenging given that innovation is a function of creative thinking and exploratory actions, whereas efficiency is related to routine performance and exploitation of skills and knowledge (Bledow *et al.*, 2009).

EXPLORATION

Exploration creates variety in experience through search, discovery, novelty, innovation, and thrives on experimentation. Where organizations have a tendency to master the things they repeatedly do successfully, they could be subjected to a competency trap. However giving the different types of experiences that exploration allows, organizations could extend their competencies in such a way they do not focus too heavily on only those capabilities or intellectual skills for which they are good at (Holmqvist, 2004). More recently Auh and Menguc (2005) have asserted that exploration is much more concerned with revolutionary change. That is, change that requires the operation of any organization to be carried out under new assumptions and paradigms. March (1991) argues that the short term returns from exploration are difficult to quantify. The short term returns can be interpreted to be uncertain and distant. March (1991) further states that the difference in time and space between the time of learning and the period, for the acknowledgment of profits is by and large more noteworthy on account of investigation than on account of misuse, just like the vulnerability." Auh and Menguc (2005, p1653) agree with March's argument by stating that "exploration may be powerful yet because of its long term nature it might lack a high degree of efficiency". This then implies that the concept of exploratory development can be depicted as radical innovations intended to address the issues of emerging markets where there exists an opportunity to make new products or processes. The essence of this kind of innovation is that it can create new designs or markets and with sufficient variety, it could redefine these markets.

The creation of something new or explorative innovations result from the search for new organizational routines what's more, the revelation of new methodologies to technologies, businesses, processes or products" (McGrath, 2000). Exploratory inclinations for innovations are acknowledged be concerned with continuously pursuing new knowledge and moving away from existing knowledge and paradigms (Jansen, 2005). They are characterized by looking out for, differences, testing of an idea, being adaptable, and risk-taking (March, 1991). Over-all innovation is based on varying set of rules or principles as against incremental innovation which would usually create access to entire markets and meet the future needs of the markets. Organizations seeking after exploratory advancements are generally smaller and decentralized with weak cultures (Benner & Tushman, 2003)

EXPLOITATION

Exploitation refers to the enlightening and extension of existing skills and capabilities, the improvement of existing competencies and resources, the improvement of operational efficiency and performing the same activities more effectively. The significance of this capability is on control, efficiency, consistency and conformance to requirement (He & Wong, 2004). Exploitation can be extended to take into custody an organization's strategy for cost reduction arising from increase in total output, modernization, mechanization, competence exploitation and discrepancy reduction.

March (1991) describes exploitation as a capability that is inclusive of improvement, selection, fabrication, competence, choice, performance and finishing. He and Wong (2004) were the same opinion with this when they stated that "exploitation is linked with mechanistic structures, strongly joined systems, path reliance, routinization, control and administration, and stable markets and advancements". Exploitation makes dependability in encounter through refinement and routinization of information (Holmqvist, 2004). Benner and Tushman (2003) express the concept of exploitative improvement as incremental innovations considered to meet up the necessities of existing and distinct set of customers or markets where there exists an opportunity to enlarge on existing products or processes. This kind of advancement can incrementally develop on conventional designs.

According to Holmqvist (2003) organizations that chase exploitative innovations, improve their capabilities, make the most of their existing understanding, and center on present activities in existing domains. Exploitative innovations are constantly building on existing knowledge and reinforcing existing skills, processes and structures (Holmqvist, 2004). These organizations are characterized by performances that focus on improvement, construction, efficiency, and completing assignments (March, 1991).

Incremental innovation initiates slight modifications to products that are in existence and processes and supports well-known designs and structures. This class of innovation is intended to meet up with the requirements of existing clients or markets. Organizational units pursuing exploitative innovations are thought to be well-built and more centralized with a more intertwined culture (Benner & Tushman, 2003).

CONCEPT OF EMPLOYEE NORMATIVE COMMITMENT

Organizations are becoming increasingly reliant on a committed workforce to gain competitive advantage, and that it is arguably more important than ever to understand the nature, development and implications of employee commitment (Meyer & Parfyonova 2010). Commitments with a strong moral underpinning tend to guide behaviour in a way that transcends self-interest and benefits the broader collective (e.g., organization, work and group).

Menezes (2009) characterizes organizational commitment as "a sort of social bond set up between the worker and the association, made up of a full of feeling segment of distinguishing proof that impacts an arrangement of behaviour intentions of proactivity, support, additional dedication and protection of the organization". Mowday, Steers and Porter (1998) point out that organizations where employees are committed usually achieve higher business performance.

The normative dimension refers to the commitment as a form of responsibility of the employee with the organization and implies that this individual does not leave the company due to the personal sacrifice involved in leaving it (Meyer and Herscovitch, 2001). Etzioni, 1999 argued that moral involvement binds individuals to the organization with a sense of duty and has a stronger influence on individual behaviour than cost-based commitment when circumstances change.

Writing within a Japanese context, Marsh and Mannari (cited in Meyer & Parfyonova 2010) argued that employees who accept the norm of lifetime commitment consider it morally right to stay in the company, regardless of how much status enhancement or satisfaction the firm gives him over the years. Wiener (1982) points out that this dimension focuses on the normative controls of companies, such as rules and regulations, and that it generates a strong and widespread influence among its employees. Meyer and Allen (1997) suggest that employees tend to develop normative commitment when firms make certain investments that are difficult for them to compensate. In this context, the normative dimension may be based on feelings of individual debts to the company, given the benefits granted (Chen and Francesco, 2003). However, Medeiros and partners (2003) affirm that the normative pressure are usually born from the culture of the company.

REVIEW OF EMPIRICAL STUDIES

Empirical studies have also provided strong connections among these variables. Sneed and Herman (1990) in their investigation utilizing supervisory (n = 45) and non-supervisory staff (n = 172), discovered job qualities for supervisory and non-supervisory staff to be decidedly related (p = 0.02) with organizational commitment while separately they discovered skill variety, managing others, feedback and autonomy to be the main noteworthy individual job attributes. In two separate examinations (Durham et al., 1994), and (Bhuian et al., 1996) discovered conflicting connections between work qualities and authoritative duty. Just two of the seven job qualities were fundamentally identified with organizational commitment (skill variety and feedback, $p<0.01$). Be that as it may, Steers (1977) observed task identity to be fundamentally identified with organizational commitment.

Also, comparing organizational commitment and job attributes among private and public division directors, Flynn & Tannebaum, (1993) found a more grounded connection between work qualities and hierarchical commitment among private sector supervisors than their partners in the public segment. A study by Feather and Rauter (2004), involving permanent and temporary teachers in Victoria, Australia, revealed a positive relationship between organizational commitment and organizational identification, variety, skill utilization and organizational behaviour. A lot of studies have shown organizational commitment and autonomy to be emphatically related (Mathieu and Zajac, 1990). For example, an investigation directed by Colarelli et al. (1987). Colarelli, yielded a positive relationship of 0.31 between organizational commitment and autonomy. The full sample for this investigation comprised of 468 accountants in eleven bookkeeping firms in the United States. They dissected sample for the study comprised 280 participants. The research demonstrated that the absence of independence and the utilization of close supervision in organizations result in decreased execution and worker pressure.

METHODOLOGY

Survey research design was considered appropriate for this study. The study utilized a sample of employees of twenty (20) hotels in Yenagoa, Bayelsa State, in their perception or appraisal on leadership ambidexterity and employee normative commitment. Survey instrument was deemed the most appropriate for gathering the data required for the study (for exploitation and exploration variables Pandey and Sharma (2009); while Employee Normative Commitment indicators were gotten from Allen and Meyer, 2004), since survey centers on people, the beliefs, opinion, attitude, motivation and behaviours (Ali 1996).

This study took particular interest in the employees of selected hotels. The total number of twenty (20) hotels constituted the total population of this study which is two hundred and twenty (220) staff derived from personnel desk of each selected hotel.
The population targeted for this study consists of employees of twenty (20) hotels in Yenagoa, Bayelsa State. The total number of employees of the twenty (20) selected hotels is 140 using Krejcie and Morgan Table.
The data collected from the field were analyzed using Spearman Rank Order Correlation Coefficient. Testing the hypotheses through the use p-value with the aid of statistical package for social sciences (SPSS). The formula for the spearman's Rank-Order Correlation Coefficient is given as:

$$rs = 1 - \frac{6\sum d^2}{N(N^2 - 1)}$$

Where: $\sum d^2$ = sum of the squared differences in the ranking of the subject on the two variables.
N = is number of subjects being ranked;

RESULT AND DISCUSSIONS

Hypotheses One (1)

Table 1: Spearman's correlation of Exploration (ES) and Employee Normative Commitment (ENC)

			ES	ENC
Spearman's rho	ES	Correlation Coefficient	1.000	.721
		Sig. (2-tailed)	.	.001
		N	120	120
	ENC	Correlation Coefficient	.721	1.000
		Sig. (2-tailed)	.001	.
		N	120	120

Source: Data output, 2018

The data reveals a significant relationship between exploration, which is a dimension of leadership ambidexterity and employee normative commitment. The result is interpreted as follows:
Exploration (ES) and Employee Normative Commitment (ENC): The results of the analysis reveal that there is a significant relationship between exploration and employee normative commitment. This is as the rho value = .721 and level of significance where P = 0.000 indicate a substantial level of association between both variables; hence based on the decision rule of $P < 0.05$ for the tests, the null hypothesis is hereby rejected and the alternate is accepted which states that there is a significant relationship between exploration and employee normative commitment.

Hypotheses Two (2)

Table 2: Spearman's Correlation of Exploitation (ET) and Employee Normative Commitment (ENC)

			ET	ENC
Spearman's rho	ET	Correlation Coefficient	1.000	.833
		Sig. (2-tailed)	.	.003
		N	120	120
	ENC	Correlation Coefficient	.833	1.000
		Sig. (2-tailed)	.003	.
		N	120	120

Source: Data output, 2018

The data reveals a significant relationship between exploitation, which is a dimension of leadership ambidexterity and employee normative commitment. The result is interpreted as follows:

Exploitation (ET) and Employee Normative Commitment (ENC)*:* The results of the analysis reveals that there is a significant relationship between exploitation and employee normative commitment. This is as the rho value = .833 and level of significance where P = 0.003 indicate a high level of association between both variables; hence based on the decision rule of $P < 0.05$ for the tests, the null hypothesis is hereby rejected and the alternate is accepted which states that there is a significant relationship between exploitation and employee normative commitment.

DISCUSSIONS

Hypotheses One which shows from the results a significant relationship between exploration as a dimension of leadership ambidexterity and employee normative commitment is corroborated with the study of Kortmann (2011), that leaders should consider all the internal factors such as tensions, as well as the external factors such as the organizational, normative commitment and the dynamism of the environment to promote ambidexterity. This assertion is based on the fact that interdependence has been observed among ambidextrous leadership, commitment, structure, strategy and external environment (e.g. Carmeli & Halevi, 2009; Davis, Eisenhardt & Bingham, 2009; Fiss, 2011; Heracleous & Werres, 2016; Raisch, Birkinshaw, Probst & Tushman, 2009; Raisch & Hotz, 2010; Smith & Lewis, 2011; Yukl, 2008).

Hypotheses two which reveals that there was a significant relationship between exploitation and employee normative commitment corroborates with the study of Raisch and Hotz (2010), who argued that efficient exploitation of existing capabilities in standardized, centralized and hierarchical firms hinder the forces of innovation and flexibility required for the exploration of new capabilities. Also, Davis et al., (2009) have stated that less dynamic environment favour efficiency, as the pressure for exploration is low, while Eisenhardt (2013) has mentioned that firms with too much structure are too constrained and lack flexibility, which restricts employees to a specific timeline and budget line. The above research's outcomes are outcomes are in line with the findings of this study.

CONCLUSION

In conclusion we confirmed from the organizations studied, that though there were few ambidextrous behaviour present, they did not promote practices that encourage both exploitation and exploration. Firms ought to make strategic choices and trade-offs among competing objectives, and the more effectively they balance these opposite elements, the more successful their companies will become. Consequently, we conclude that there is a lot of potential for future improvement in terms of effective management and enabling a committed workforce. Striking a balance between exploration and exploitation is key to promoting commitment in the workplace. The pursuit of ambidextrous leadership has more chances to achieve higher commitment and performance and successfully overcome recent challenges.

RECOMMENDATIONS

The study makes a number of recommendations.

i. Managers of the studied hotels need to engage in both opening and closing leadership behaviours to encourage exploration and exploitation behaviour among their employees and to facilitate commitment at all hierarchical levels.
ii. Mangers need to talk about the importance of allowing errors, giving room for own ideas and encouraging experimentation with different ideas to facilitate opening leadership behaviour.
iii. Managers need to emphasize the practice of closing leadership behaviour, for example, reducing variance, intervenes, sets routines and rules, monitors goals, checking and controlling objective achievement, building up schedules, and adhering to plans as this will foster opportunity exploration and idea generation may prompt abnormal amounts of group advancement.

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