

Idealized-Influence and Inspirational-Motivation Leadership Styles and Employees' Commitment in Nigeria

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Abstract

Given the dearth of empirical studies on idealized and inspirational-motivation leadership styles, this study examined whether idealized and inspirational-motivation leadership styles influence employee commitment in Petroleum Training Institute, Warri, Delta State, Nigeria. To do this, survey research design was employed and questionnaire was the main data collection instrument which was administered to fifty (50) staff (academic and non-academic). Data obtained in the survey were analyzed using of descriptive, post-estimation and inferential statistical tools. Findings indicated that idealized leadership style (t -value = 12.01; Prob. = 0.000) and inspirational-motivation leadership style (t -value = 16.11; Prob. = 0.000) had significant and positive influence on the level of employee commitment. The implication of the research finding is that when organizations use inspirational-motivation and idealize-influence styles of leadership, it would make employees more committed to assigned task and responsibilities. Given the findings, it is recommended that management should use inspirational-motivation leadership style in order to inspire their workforce to realize significant work-outcomes. Additionally, regulatory frameworks of organizations in collaboration with the Nigerian Institute of Management should Encourage, Engage and Promote (EEP) staff training initiatives on effective leadership styles like idealized-influence and inspirational-motivation aimed at enhancing employees' commitment and efficiency in decision-making. The study contributes to knowledge and further enriched management literature on the relationship between idealized-influence and inspirational-motivation leadership styles and employee commitment.

Keywords: *Leadership development; Idealized-influence leadership; Staff training; Inspirational-motivation leadership style; Employee commitment*

1. INTRODUCTION

In reality, leadership is a means by which people (leaders) influence others (subordinates), stimulate and assist them to realize organizations' goals and theirs. Hilton, Madilo, Awaah, and Arkorfu (2023) see leadership as individuals who posses or occupy role of authority to influence subordinates. Given that leaders may exhibit their authority and capabilities on subordinates in different ways, it give birth to varied leadership styles. In the management literature, there are varied styles of leadership namely, laissez-faire, democratic, autocratic,

transactional (idealized-influence and inspirational-motivation), transformational, and so on. Because one of the main issues facing management is how workforce are motivated and committed to their tasks (Klein, 2023), it leaves organizations with several approaches leadership can use to enhance employees' commitment

Extant literature has categorized leadership styles into behavioural models (authoritative, laissez-faire & democratic), traits, contemporary and situational leadership models and the Likert models (consultative, participatory, transactional, transformational, etc.) (Saad & Abdulaziz, 2023; and Peerman., 2023). Notwithstanding the varied leadership styles, it is seen as a behaviour leaders exhibit while working with others in an organization (Wei & Vasudevan, 2022). According to Udin (2023), leadership is one of the most predominant and less understood concept in the management literature; however, the most influential on employees' work-attitude behaviour

In line with the view shared by Udin (2023), it is vital to examine if there is decipherable leadership styles that can influence innovative work-attitudes, behaviours and ideas. As noted by Abd Rahman (2021), leadership theorists argue that when leaders effectively lead with suitable style, it leads to enhance employees' commitment; hence this study is hinged on how transactional styles of leadership (idealized-influence and inspirational-motivation) can be used to influence employees commitment in tertiary institution, particularly in Petroleum Training Institute (PTI), Effurun-Warri, Delta State.

Hosna, Islam and Hamid (2021) see transactional leadership as a *give-and-take* style of relationship between superiors and subordinates where exchange is the most imperative means of interacting between superiors and subordinates (e.g. giving of monetary rewards for achieving organizational goals). Transactional leadership describes how the relationship between leaders and subordinates are anchored on self-interest (Mahmood & Ali, 2021). Skopak and Hadzaihmetovic (2022) opined that transactional leaders may also introduce threat or punishment as a way of making employees committed, thus leading to frustration and exhaustion.

Khudhair, Rahman, Adnan and Khudhair (2022) observed that frustrations and exhaustions could lead to decreased job-interests, commitments, productivity, performance. This is why Hosna (2021); and Udin (2023) contended that organizations need to use the most efficient leadership style that can enhance relationship between superiors and subordinates. More worrisome is the fact that studies had shown that while there are numerous empirical studies on democratic, autocratic, and laissez-faire styles of leadership and employees' commitment, there are scanty empirical studies on if idealized-influence and inspirational-motivation leadership styles will influence employees' commitment in PTI, Delta, State of Nigeria.

Furthermore, relevance of this study was hinged on the fact that there are scanty studies on idealized-influence and inspirational-motivation leadership styles; thus, researching on idealized-influence and inspirational-motivation styles of leadership and employee commitment in institutions of higher learning in Nigeria could provide valuable insights into effective leadership that can aid management of institutions of higher learning in achieving part

of Vision 2030 goals. Arising from the above discuss, the question to be answered is to what extent do idealized-influence and inspirational-motivation leadership styles influence employees' commitment in PTI, Delta State, Nigeria? To answer the questions in the study, two (2) research hypotheses were formulated as follows:

- H₀1: There is no significant link between idealized-influence style of leadership and the level of employee commitment
- H₀2: There is no significant link between inspirational-motivation style of leadership and the level of employee commitment

2. REVIEW OF RELATED LITERATURE

2.1 Idealized-Influence and Inspirational-Motivation

Transactional style of leadership was introduced by Max-Weber and he saw it as a leader who earns leadership through normative rule and control. Transaction style of leadership can take two broad forms – idealized-influence and inspirational-motivation. Abdelwahed, Soomro and Shah (2023) described idealized-influence and inspirational-motivation styles of leadership as 'give and take' relationship where exchange involves interaction between leaders and subordinates. These forms of leadership ensure that remuneration is fixed on basis of hierarchy and organizations' bureaucracy.

Idealized-influence style of leadership uses appealing means in persuading workforce to be submissive; hence it results to increased employee commitment. According to Alkhaldi, Mgbemena and Alghamdi (2021), idealized-influence style of leadership ensures that when the workforce is not able to meet expected goals, they use negative motivation such as threats or punishments to make employees committed to the goals of the organization. In the views of Skopak and Hadzaihmetovic (2022), idealized-influence and inspirational-motivation styles of leadership are more suitable in specific circumstance where tasks in the organization are clearly defined by management.

Regardless of if a leader is idealized or inspirational, the main goal of leadership is to ensure shared-vision and overreaching goals thus enables management in repositioning the organization and in motivating employees to realize their visions in the most efficient way (Muliyati, et al, 2023). In so doing, leaders are likely to enhance employees' commitment via idealized-influence or inspirational-motivation styles of leadership. Udin (2023) noted that with effective styles of leadership, employees may become satisfied, committed and willing to remain with the organization. Given that idealized-influence and inspirational-motivation style of leadership offer rewards for efforts and make employees to realize their goals and those of the organization, it makes employees more committed and satisfied with their jobs (Saad & Abdulaziz, 2023)

In the management literature, it is widely held view that inspirational-motivation and idealized-influence styles of leadership influence employee commitment in developed countries. Hence, is the need to carry out an investigation on whether these leadership styles will influence

employee commitment in institution of higher learning in Delta State, Nigeria; the gap this study seeks to satisfy in the strategic human resource management literature.

2.2 Employee Commitment

Employee commitment is a sense of responsibility employees hold for their organizations (Abdelwahed, Soomro & Sha, 2023). Alkhaldi, Mgbemena and Alghamdi (2021) see employee commitment as the ability of employees to dedicate their skills, minds as well as competencies to the growth of the organization and how well employees are able to make themselves available at all times. Belias, Rossidis, Papademetriou and Mantas (2022) believed that employee commitment determines their loyalty and willingness to remain with an organization for lengthy period.

In the management literature, three (3) variants of commitments have been identified to include affective, normative and continuance commitment. Affective commitment is how much employees want to stay with an organization; thus exhibits affective commitment with their jobs and more likely to be available at all time (Belias, et al, 2022). Affective commitment is the most imperative element of commitment because it motivates employee to make meaningful contribution to the organization. Normative commitment implies how much employees feel they will remain with the organization and continuance commitment suggests how long employees feel they need to remain with an organization (Muliyati, L., Febrian, Rajab & AR, 2023).

According to Muliyati, et al (2023), employee commitment has a direct impact on the level of their turnover; though researchers contended that employee commitment can be embedded as part of work engagement. Although employee commitment grows with engagement; however, Sunarsi, Paramarta, Munawaroh, Bagaskoro and Evalina (2021) showed that employee engagement signify attitude to work while commitment indicates attitude to the organization the employees work for.

3. METHODOLOGY

The survey design was employed in investigating the relationship between inspirational-motivation and idealized-influence styles of leadership and employee commitment. The population comprised the workforce of Petroleum Training Institute (PTI), Effurun-Warri, Delta State, Nigeria. Arising from the enormous population of study, fifty (50) employees (academic and non-academic staff) was employed as the sample of the study; the sample size was arrived at using convenience sample size determination

Questionnaire was the main data collection instrument, designed to elicit information on idealized-influence and inspirational-motivations styles of leadership and employee commitment. The questionnaire was designed on a 5-point of Liker scale of strongly agree, agree, undecided, disagree and strongly disagree. In this study, idealized-influence and inspirational leadership styles were the independent variables and dependent variable is employee commitment. In view of the above, the following empirical model was estimated:

$$Empcom = f(Ilst, Imlt) \quad eq. 1$$

$$Empcom_{it} = \beta_0 + \beta_1 Ilst_{it} + \beta_2 Imlt_{it} + \varepsilon_{it} \quad eq. 2$$

Empcom is employee commitment; Ilst is Idealized-influence leadership style; Imlt is inspirational-motivation leadership style; β_1 - β_2 - regression coefficients; ε : - error term; i is employees and t is time-dimension. Data obtained were analyzed via descriptive, post-estimation and inferential statistical techniques. The relevant hypotheses were tested using results obtained from multiple regression and statistical test was carried out via STATA 16.0.

4. RESULTS

Table 1: Summary Statistics

Parameters	Mean	Std. Dev.	Min. Val.	Max. Val
Employee Commitment	2.5440	0.0473	1.00	5.00
Idealized-Influence	2.7484	0.0399	1.00	5.00
Inspirational-Motivation	2.6222	0.0473	1.00	5.00

Source: Computed by the Researcher (2025)

Table 1 revealed that employee commitment scored a mean of 2.5; idealized-influence scored a mean of 2.7 while inspirational-motivation scored a mean of 2.6. The mean scores for employee commitment, idealized-influence and inspirational-motivation scored above 2.5 mean cut-off point, indicating that the leadership styles are used in the organization under investigated and that most likely they influence the level of employee commitment.

Table 2. Pearson Correlation

Parameters	Employee Commitment	Idealized-Influence	Inspirational-Motivation
Employee Commitment	1.0000		
Idealized-Influence	0.0739	1.0000	
Inspirational-Motivation	0.0474	0.0448	1.0000

Source: Computed by the Researcher (2025)

Table 2 showed that Pearson coefficients were 0.0739 for idealized-influence and 0.0474 for inspirational-motivation; an indication that there is positive relationship between idealized-influence and inspirational-motivation and employee commitment in Nigeria.

Table 3: Variance Inflation Factor

Parameters	VIF	1/VIF
Idealized-Influence	1.09	1.0009
Inspirational-Motivation	1.02	0.9803
Average VIF	1.05	

Source: Computed by the Researcher (2025)

Table 2 showed that aggregate VIF is 1.05 and is less than accepted aggregate VIF of 10; this indicates absence of multicollinearity in the models of inspirational-motivation and idealized-influence styles of leadership and employee commitment.

Table 4: Results of Multiple Regression

R-Squared 0.9383		R-Squared Adjusted 0.9000		F-Ratio = 16.19 Prob. F = 0.000	
Idealized-Influence	(12.01)	Inspirational-Motivation	(12.01)	Constant	(9.39)
Coefficient	0.5051	Coefficient	0.6494	Coefficient	0.0584
Probability	0.0000	Probability	0.0000	Probability	0.0000

Source: Computed by the Researcher (2025)

Table 4 showed that the R-squared is 0.9383, indicating that inspirational-motivation and idealized-influence styles of leadership explained about 94% of the systematic variations in employee commitment; this revealed that the model offers a good fit to the dataset. The coefficients are 0.5051 for idealized-influence and 0.6494 for inspirational-motivation; this implies that a unit increase in idealized-influence and inspirational-motivation styles of leadership will lead to 50% and 65% increases in employees' commitment.

The F-value is 16.19 with probability value of 0.0000; this implies that idealized-influence and inspirational-motivation affect employee commitment. The t-values had positive signs, indicating that idealized-influence and inspirational-motivation leadership styles positively affect employee commitment. Hence, the null hypotheses were rejected while the alternate hypothesis were accepted, indicating that there is significant relationship between idealized - influence and inspirational-motivation leadership styles and employee commitment in Nigeria

The results support extant literature that showed that idealized-influence and inspirational-motivation styles of leadership have positive significant effects on employee commitment Abdelwahed, Soomro and Shah (2023); Belias, Rossidis, Papademetriou and Mantas (2022). Also, the results of this study conform to McGregor theory that organizations need to use suitable styles of leadership in motivating employees, thus enhancing the level of employees' commitment.

5. CONCLUSION AND RECOMMENDATIONS

The study's objective was to ascertain if idealized-influence and inspirational-motivation leadership styles influence employees' commitment in Nigeria; the relationship poses interesting cases for future investigation due to lack of empirical studies in the Nigerian context. This study showed that idealized-influence and inspirational-motivation styles of leadership influence the level of employee commitment. Overall, transactional styles of leadership (inspirational-motivation and idealized-influence) significantly affect employees' commitment in Nigeria.

On the basis of the findings, it is recommended that management should use inspirational-motivation leadership style in order to inspire their workforce to realize significant work-

outcomes. Additionally, regulatory frameworks of organizations in collaboration with the Nigerian Institute of Management should Encourage, Engage and Promote (EEP) staff training initiatives on effective leadership styles like idealized-influence and inspirational-motivation aimed at enhancing employees' commitment and efficiency in decision-making. This study contributes to knowledge and further enriched the management literature on the link between idealized-influence and inspirational-motivation leadership styles and employee commitment

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