



Leadership Styles and Organizational Commitment on Job Performance of Academic Staff in Selected Private Universities in Ogun State, Nigeria.

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Abstract

This study examined the influence democratic and autocratic leadership styles, and affective and continuance commitment on job performance. Data were collected from primary source using a questionnaire administered to academic staff of the selected private universities (Bells University of Technology, Crescent University and Babcock University) in Ogun State. Four hypotheses postulated were tested using Regression analysis. The findings showed that democratic leadership style had negative effect with job performance. It also showed that autocratic leadership styles had positive effect with job performance. Similarly, affective commitment had positive with job performance. Finally, continuance commitment had significant positive effect with job performance. From the hypothesis the result showed the most common leadership style was autocratic leadership style also the most common organizational commitment was the continuous commitment. Furthermore, the results showed that most of the academic staff were high performers. The study concluded that leadership styles and organizational commitment positively affect job performance. It established that autocratic leadership styles and continuance commitment produced better job performance among academic staff in the selected private universities. The study recommended that leadership should be a function of values and philosophies of the institution, organizational commitment should be improved so that skill and nature of work can be better.

Keywords: leadership styles, organizational commitment and job performance

Introduction

The success of today's organizations, the well-being of communities, the smooth operation of businesses, and the quality of people's work all rely on strong leadership. A manager's leadership style may be defined as the manner in which he or she inspires employees to perform at a high level of competence and self-assurance for the good of the whole firm. They are inspired to do their best job by receiving constructive feedback and encouragement from management (Vecchiotti, 2018). Leadership style is a reflection of how individuals are "acting" and "doing" in a certain situation. Dictatorial, bureaucratic, charismatic, and participative are just some of the

labels used to categorise leadership styles. Autocratic leadership works best when the person in charge is very knowledgeable (like a seasoned surgeon supervising a group of medical trainees), or when the person in charge has absolute power (e.g. a superior officer in the army) (Men & Stacks, 2015). The success of every business is directly tied to the efforts of its employees. When an employee is able to complete the task assigned to them with fewer limitations, they are able to demonstrate job performance that is influenced by a variety of factors (Matsuo, 2019). When people say they are "committed to the company," they mean they are invested in the success of the business and their specific roles within it. It also

explains why some employees stay with their current companies while others go elsewhere (Dahie et.al, 2017). There are three main components of organizational commitment: steadfastness, conformity, and emotion. Employee engagement and the three characteristics of organizational commitment (affective, normative, and continuous) both play important roles in fostering organizational commitment in a company's workforce. Rather than reporting high levels of continuous commitment, highly engaged employees report high levels of emotional and normative commitment, according to the study (Afshari et al. 2019). Organizational leaders will have an easier time mobilising current human resources if those members have a strong commitment to the company. A low rate of employee turnover can be achieved and maintained through the dedication of each member of the organization. There would be no waste of time or money in the recruiting process, saving companies both. Since the business has not been experiencing risk or bad luck due to a lack of desirable attitude at global and local levels, it is imperative that employees' capabilities be improved and that outstanding job performance be continuously sustained through employee development in accordance with the required skills (Cotter, 2019). An employee's performance on the job is critical to the success of a business, and employees play a pivotal role in driving development and innovation by contributing their absolute best work. Universities need competent faculty members in order to achieve their academic missions and visions. This is assumed to be true due to the fact that the success of universities directly correlates to the competence and expertise of their teaching staff. As a result, university management places a stronger priority on faculty development, since it is crucial to the continued success of any educational institution (Alghamdi, 2018). Getting things done quickly and effectively is a challenge for any business. Yet performance is both concrete and abstract, so it's hard to pin down.

Statement of Research Problem

According to Cho, et al, (2020), a leader's style can make a big difference in employee loyalty. There are a variety of leadership styles used by managers, which has been acknowledged by most

studies. The two most widely used leadership philosophies in studies of organizations are the transformational and transactional varieties (Kelly, 2019). Managers who use a transactional leadership style have a positive impact on employee performance and commitment, according to research by Qabool and Jalees (2017), who studied the impact of leadership style on organizational performance. Research conducted in Delta State, Nigeria's university libraries by Orewa (2019) revealed a weak correlation between employee productivity and leadership styles. Tolera (2017) conducted a study to learn how much of an impact organizational commitment has on performance on the job, and the results showed a strong correlation. Although Eliyana et al. (2019) showed that leadership style did not directly affect worker productivity, it did have an impact on employees' feelings regarding their work and their commitment to the organization. Teachers' productivity at a few Ondo State universities improved under a hybrid of democratic and autocratic leadership, according to a study by Okoji (2016). Many academics have advocated specific leadership styles and organizational commitments that they believe will increase productivity and employee dedication. However, studies have shown that most authors did not combine leadership styles and organization commitment on job performance. It also evident that leadership styles and organizational commitment have not been fully examined in most Nigerian private universities. This investigation therefore carried out to determine how leadership styles and organizational commitment influence job performance among academic staff in selected private universities in Ogun State Nigeria.

Objectives of the Study

The broad objective of the study is to investigate the impact of leadership styles and organizational commitment on job performance of academic staff; the specific objectives are to;

- examine the impact of democratic leadership styles on job performance.
- assess the influence of autocratic leadership style on job performance.
- determine the impact of affective commitment on job performance.

- investigate the influence of continuance commitment on job performance.

Research Hypotheses

The under-listed null hypotheses were tested in the study, and they are stated as:

Ho1: Democratic leadership styles has no significant effect with job performance.

Ho2: Autocratic leadership styles has no significant effect with job performance.

Ho3: Affective commitment has no significant effect with job performance.

Ho4: Continuance commitment has no significant effect with job performance.

Literature Review

Concept of Leadership Styles

A leader is someone who takes charge of a group and directs its activities. Organizational behaviour scholars have recognised the significance of leadership style in the pursuit of corporate objectives. A leader's job is to inspire their followers to work towards the group's or organization's goals and create its culture without resorting to overt threats or abuse of power. Leaders' first order of business is to ensure that staff members have a firm grasp of the company's mission and values (Eliyana & Ma'arif, 2019). Leadership style is a reflection of how individuals are "acting" and "doing" in a certain situation. Leadership styles influence both one's ability to lead and one's ability to inspire followership. A leader's style is their preferred method of inspiring their team and accomplishing their goals. Dictatorial, bureaucratic, charismatic, and participatory are just few of the labels used to categorise leadership styles. According to Bhargavi & Yaseen (2016), there are typically three distinct forms of leadership. Leadership styles range from autocratic to democratic to laissez-faire.

Autocratic Leadership

An autocratic leader is one who exerts strict authority over subordinates while soliciting little in the way of feedback or suggestions. A group's total and authoritarian control is necessary because autocratic leaders make decisions based on their own opinions and judgements and seldom take into account the counsel of their followers (Cherry, 2019). These bosses want their

employees to do what they say on the job (Al Khajeh, 2018). In times of crisis, autocratic leadership may be effective if the leader is experienced, knowledgeable, and in tune with his or her supporters. Nevertheless, there are times when authoritarian measures need to be used. When the firm is in the midst of a crisis or serious situation that needs rapid attention, it is essential (Bhargavi & Yaseen, 2016). According to Longe (2015), authoritarian leadership may be effective in times of crisis provided the leader is knowledgeable, logical, and has a deep awareness of the team's needs. In order to prevent an incident, more effort may be needed under certain circumstances. Weaknesses of authoritarian leadership include antagonising individuals and cleansing the organization of lifetime commitment and collaboration, as well as the refusal of subordinates to nurture the pleasure of success and rejection of individual growth and self-actualization fulfilment. Nonetheless, authoritarian methods might be justified under some circumstances. In addition to hostility, there is nothing in the way of unity or support. In most cases, autocratic leadership dampens enthusiasm, originality, and progress (Al Khajeh, 2018). Nonetheless, it is possible to portray the majority of those who support autocratic leaders as only biding their time until the collapse that authoritarian leadership is causing.

Democratic Leadership Style

Democratic leadership, sometimes called participatory or collective leadership, is a type of administration in which group members have a larger role in determining the direction of the organization (Cherry, 2019). Members of the group feel more invested in the process, and innovation is encouraged and rewarded under a leader with democratic leadership traits, such as the concept that team members may share views and opinions while the leader has ultimate control over choices. Having a government run by the people has several advantages. Managers should encourage subordinates to share their experiences online since doing so may lead to new insights and approaches to old problems (Sadia & Aman, 2018). The democratic leader facilitates decision-making between the leader and the team. Both arguments and complements are given careful consideration, and a shared feeling of duty to the

group grows. Before giving out directives that give followers carte blanche, leaders keep lines of communication open with their teams (Bhargavi & Yaseen, 2016). The higher-up urges the lower-ups to make the most of their initiative and keep making valuable contributions. Leaders also coach followers on how to succeed in their roles. Donna (2016) argued that in order for democratic leadership to be successful in an organization, it must first overcome a number of challenges. Competency, crises, Consensus, pseudo-participation and adherence are the five major obstacles he outlined for the democratic form of leadership. He went on to say that businesses will reap the benefits of democratic management, including increased productivity, contented workers, and reduced turnover if they can overcome the five drawbacks he listed. This is due to the fact that workers feel more secure in their jobs and more willing to put forth their full potential in an atmosphere that fosters a more democratic form of leadership. In today's knowledge-based and more internationalized economy, these are the basic motivational factors that empower workers consistently

Concept of Organizational Commitment

Commitment in the workplace has been defined in many ways by various authorities. An expectation of continued membership in an organization, as defined by Roy (2018), with the aim of contributing one's whole set of abilities towards its achievement. According to Noe (2017), commitment is a measure of an employee's appreciation for their employer and their willingness to provide their full potential on the job. Angkawijaya (2019) argues that commitment is crucial for every worker to back any changes that happen in a company to help it grow and thrive. Organizational commitment, is "a necessary requirement for employees to take the side of the company." Their ultimate objective is to continue their participation in the group. Organizational commitment, as defined by Noor, et al., (2018), is an individual's willingness to remain in the organization based on their own free will. Organizational commitment is defined as the readiness to work hard for the organization's benefit and the desire to preserve membership in the organization, as stated by Sunarsi et al. (2020). Employees that are committed to the

success of their firm have a desire to work towards common objectives. When employees have a strong connection to their employer, they are more likely to work hard for the company and do what it takes to succeed (Emma, et al. 2017). (Afshari, et al. 2019) discovered that identity roles are strongly linked to organizational dedication. Organizational identity and professional/occupational identity were shown to have a favorable effect on employees' dedication to the company. Nevertheless, (Cheng, et al. 2016) link HRM to organizational dedication. To increase employee dedication to the company, they advised that HR professionals identify the values that workers are able to articulate and weigh. Thus, it is important to show and maintain strong alignments between the duties and values of the company and its workforce. Both manufacturing and service industries, according to Yahaya and Ebrahim's (2016) research on the effects of leadership on employee dedication to the company.

Affective commitment

When people feel emotionally invested in the organization they have joined, they are more likely to stick around, make friends inside the group, and recognize the significance of their connections to other members. Employees' emotional identification with their workplace, or "affective commitment," is what keeps them there (Sharma & Dhar, 2016). The degree to which a worker is aware of the unique characteristics of science, such as the high degree of autonomy and the wide range of skills required, influences this factor. The extent to which the worker believes he has a voice in the decisions made by his company and receives constructive criticism from superiors also play a role (Mercurio, 2015). Andrew (2017) said that workers that have a high level of emotional attachment to their company do so because they voluntarily want to. Job difficulty, goal clarity, role clarity, goal clarity, management openness, peer cohesiveness, equality, personal relevance, feedback, involvement, and dependability are all aspects in Meyer and Allen's commitment model that impact affective commitment, as outlined by Mathotaarachchi (2018).

Continuance commitment

Continuity commitment is the unwillingness to quit an organization despite positive opportunities elsewhere, as a result of weighing the costs of leaving against the benefits of staying. It shows how much more valuable an employee's position is to them now than it would have been had they left. The theory holds that employees who consistently go above and above the call of duty do so because they are required to do so, rather than because they like their job. (Khan et al. 2016) propose a component of organizations they call "continuance commitment." Due to a lack of alternatives or a misunderstanding of the consequences of leaving, employees sometimes feel forced to create a link with the firm they join. (Ribeiro et.al 2018).

Concept of Job Performance

Employee performance is the ultimate outcome of workers using their skills in a certain setting (Hendri, 2019). Dinc (2017) defines performance on the job as the actions taken or tasks completed by individuals during a certain period of time. Performance is an individual's efforts, creativity, and dedication to their task while upholding their commitment and standards. Job performance has been studied extensively in relation to both organizational behaviour and job structure (Mustafa & Ali, 2019). Herzberg's (1959) "two-factor hypothesis" of work happiness is based on two key ideas. He argued that happiness and sadness were two separate states of mind. Events were classified as either extrinsic or intrinsic "motivators," with internal elements like job experience classified as "satisfiers" (Guan & Frenkel, 2019). Responsibility, praise, success, and labor all ranked high on that list. Company policy, pay, and management are examples of external influences that have been dubbed "hygiene factors" (Nilsen & Ringholm, 2019). The term "job performance" refers to how well an employee does at his or her job in relation to how hard he or she works at it. When workers are recognized for their efforts, they are more likely to put out the same amount of effort and produce the same level of results in future assignments. That is to say, in today's competitive atmosphere, firms cannot afford to drop their standards if they want to remain in operation. Workplace productivity may be improved by showcasing

workers' best efforts within established parameters (Akr & Gözolu, 2019). Important questions include what criteria will be used to evaluate workers, who will execute the evaluations, and at what threshold performance will be deemed above or below average. However, the main problem is that they are evaluated and informed of the results of their evaluation. Sales, revenue, and profitability are the backbones of every company's financial performance analysis (Osman et al., 2016). Yet it's also important to look at things like employee contentment, motivation, and absence rates to gauge the health of a company beyond just its bottom line (Nilsen & Ringholm, 2019). Training, as defined by Vidyavihar (2019), is the process through which non-managerial workers or individuals gain knowledge and abilities for particular goals in a short period of time using a systematic and ordered manner. Meanwhile, development is an ongoing process that takes a planned and methodical approach throughout time, allowing for the systematic acquisition of expert knowledge and abilities by management staff or individuals. Training is essential in the modern business environment since it raises the efficiency and effectiveness of both individuals and companies. Factors in training and development, such as On-the-Job Training, Off-the-Job Training, and Work Rotation, all have an impact on employee performance.

Great Man theory

According to proponents of the great man theory, natural leadership abilities can be passed down through families. This view holds that innate leadership abilities are either there from birth or they are not. The phrase "great man" was coined because it was often believed that men, especially in the armed forces, were more suited for leadership roles. In the 19th century, the concept of the "great man" as a paradigmatic leader came into vogue. The myths surrounding historic figures like Mahatma Gandhi, Abraham Lincoln, Alexander the Great, and Julius Caesar have contributed to the idea that great leaders are born rather than produced. Thomas Carlyle, a historian, once said that the history of the world is only the biographies of great men, which had a significant impact on this view of leadership. Inspiring and possessing the correct traits and

characteristics are crucial for effective and productive leadership, he said (Belmejdoub 2015). According paraphrase Belmejdoub (2015), "the noble lie" is the belief that the typical individual lacks the intelligence to lead an organized life and steer society in a positive path. Just a select few types of individuals, or "philosopher monarchs," are capable of guiding their followers to prosperity, claims Belmejdoub (2015).

Process Theories

Motivation is difficult to pin down, but process theories attempt to do just that. Similarly, the idea of expectation from cognitive theory plays a major role in the process theories of work satisfaction (Luthan, 2005). (Luthan, 2005). This theory aims to explain how the demands and objectives are met and accepted cognitively (Durant et al., 2006; Bodla & Naeem, 2008). Several process-based ideas have been proposed; some of them have been evaluated by researchers and found to be plausible and interesting.

Empirical Review

Nashwan (2020) claims that leadership is one of the topics that corporations are starting to take more seriously. This curiosity originates from the belief that successful business executives in the twenty-first century must be imaginative thinkers and doers in order to meet the many difficulties they will face. They also make the workplace a pleasant place to be. Consequently, the purpose of the research is to examine previous research on the connection between leadership and organizational effectiveness. Leaders and decision-makers may benefit from this analysis since it highlights the most important strategic leadership strategies that influence organizational effectiveness. Okoji's (2016) correlation research in a sample of rural community schools in Ondo State, Nigeria, compared the leadership styles of secondary school/principals (democratic, autocratic, and laissez-faire leadership) and teacher job performance. The research population consisted of 250 educators and 50 administrators chosen at random. The principals and faculty were polled using the Principals' Leadership Assessment Inventory and the teachers were evaluated using the Teachers' Work Performance Assessment Scale. Teacher effectiveness was

shown to be significantly correlated with both democratic and autocratic leadership styles. The study also found that a principal who successfully blended authoritarian and democratic traits significantly improved the performance and output of his or her Nigerian faculty. To the existing empirical literature on the effect of leadership style on employee performance, and to research on this issue in the Indian public and commercial sectors, Raja (2015) has contributed significantly. The study found a negative correlation between a laissez-faire management style and worker productivity, under a laissez-faire CEO, staff employees underperform and the firm fails to fulfil its goals. The impact of the office setting on productivity is investigated by Khaled & Haneaim (2017). The sample size for the case study of the engineering business was 85 workers. In order to achieve this, the researcher employed a quantitative methodology that is similar to a cross-sectional survey in addition to conducting a literature review. Imhangbe (2018) analyzed the effects of several principal leadership styles on teacher productivity at Nigeria's public secondary schools in the state of Edo. These styles were authoritarian, democratic, and laissez-faire. They also suggested that principals adopt a more democratic style of leadership in order to boost teacher effectiveness in the classroom. Darul's (2016) study at PT Rahayu Perdana Trans uses job satisfaction as an intervention variable to investigate the effects of a participatory leadership style and organizational commitment on productivity. Quantitative and qualitative analyses were performed on a questionnaire provided to 150 research participants. The analysis conducted for this study found that there is a positive and significant relationship between organizational commitment, a participative leadership style, and employee performance; that organizational commitment has a positive and significant effect on performance.

Methods

Descriptive research design was used for this research. According to Kerlinger (1973), the goal of any research design is to collect data that can be utilised to either test hypotheses or provide answers to research questions. To gather data, questionnaires were used. The population of

study is the aggregate from which the sample is usually taken by any researcher. There are three senatorial districts in Ogun state (Ogun Central, Ogun East and Ogun West) simple random technique was used to select the three Universities from the senatorial district in Ogun state (Bells University of Technology; Ogun west, Crescent university; Ogun Central and Babcock university; Ogun East). Employee (academic staff) of these selected private universities in Ogun State were the target population, the total number of academic staff in the universities are; Bells university (218), Crescent, university (122) and Babcock university (530) the total number of academic staff in the three universities is 870. The sampling method used for this research is the Simple random sampling in order to give every member in the population equal chance of being selected. The researcher used Taro Yamane to determine the total sample size of this study which was formulated by the statistician in 1967 to determine the sample size from a given population. The total population of the study is 870 whom 275 was were given questionnaire and

240 returned them. The four hypotheses were tested using regression analysis. The Cronbach alpha coefficient was used to assess the test's reliability.

Results

Regression Analysis

The regression analysis applied through SPSS has led to regression results.

Regression analysis was required in the study of leadership styles and organizational commitment on job performance. The dependent variable, leadership styles and organizational commitment and the independent variable is job performance measured by democratic leadership styles, autocratic leadership styles, autocratic commitment, continuance commitment and job performance. The regression analysis was able to determine the extent to which the different leadership style and organization commitment affect job performance. The first table is reflected in the model summary. The component assessed in the model summary is the coefficient of determination, also referred to as R-square.

Table 1: Model Summary of Leadership styles and Organizational commitment

Model R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.930 ^a	.864	.36568

a. Predictors: (Constant), continuance commitment, democratic leadership styles, autocratic leadership styles, affective commitment
b. Dependent Variable: Job performance

The table 1 above displays the level at which leadership style and organizational commitment (continuance commitment, democratic leadership styles, autocratic leadership styles, affective commitment) affects the variation in the job performance of employees in the selected universities in Ogun state. The R value of .930, a strong positive value, that there is a strong effect between the independent variable and the dependent variable. The R-Square value of .864

suggests that 86% of the variance in job performance can be explained by leadership styles and organizational commitment. The adjusted R Square value of .862 indicates that the regression model has a good standing of the independent variable. The standard error of .36568 indicates the average deviation of the prediction from the change of .000 indicate that the model as a whole is significant and the independent variable improved the model.

Table 2: ANOVA^a

Model	Sum of Square		DF	Mean Square	F	Sig
1	Regression	200.1964	50.049		374.272	.000 ^b
	Residual	31.425	235	.134		
	Total	231.621239				

a. Dependent Variable: Job Performance

Predictors: (Constant), continuance commitment, democratic leadership styles, autocratic leadership styles, affective commitment

Table 2 reflects the ANOVA table, the second table of the regression analysis technique. The ANOVA table aims to determine whether the results are significant and are not generated due to the statistical errors. The above information analyze the regression model between leadership styles and organizational commitment (continuance commitment, democratic leadership styles, autocratic leadership styles, affective commitment) and job performance. The “sum of squares” column provides information about the variation in the dependent variable which can be explained by the regression model and the residual. The “df” column indicate the degree of each source of variation. The “Mean Square” column provides the average variation explained by the regression model and the average residual variation. The “F” value of 374.272 is the ratio of

the average variation explained by the regression model to the average residual variation.

Test of Hypotheses

The hypothesis stated of the research was tested using coefficient results from the regression analysis to determine the significant effect between the independent variable and dependent variable.

Decision Rule: Hypothesis testing with the assumption that R (Correlation Coefficient) is not equal to zero. This means that depending on the significant value, the hypothesis will be accepted or rejected.

- i. **H₀:** P = 0 Null Hypothesis
- ii. **H₁:** P ≠ 0 Non-null Hypothesis,

Table 3: Coefficients for Leadership styles and organizational commitment

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	SE	BETA		
(constant)	.165	.107	.185	1.542	.125
Democratic Leadership Styles	.166	.147	.742	1.129	.260
Autocratic Leadership Styles	.605	.141	.487	4.305	.000
Affective Commitment	.444	.163	.522	-2.729	.007
Continuance Commitment	.532	.052		10.313	.000

a. Dependent Variable: Job Performance

Hypothesis One

Ho: democratic leadership styles has no significant positive effect on job performance. The regression analysis results between democratic leadership styles and job performance, coefficient of $\beta = .166$ with a p-

value more than (0.000 > 0.005). based on the results, accept the null hypothesis, indicating that there is no significant effect of democratic leadership styles on job performance.

In order words there is no significant effect of democratic leadership styles on job performance.

Ho is accepted, proving democratic leadership styles have no significant effect on job performance.

Hypothesis Two

Ho: autocratic leadership styles has no significant effect on job performance.

The regression analysis results between autocratic leadership styles and job performance, coefficient of $\beta = .605$ with a p-value less than $(0.000 > 0.005)$. based on the results, we reject the null hypothesis, indicating that there is significant positive effect of autocratic leadership styles on job performance. In order words there is significant effect of autocratic leadership styles on job performance. Hi is accepted, proving autocratic leadership styles have significant on job performance.

Hypothesis Three

Ho: affective commitment has no significant effect on job performance.

The regression analysis results presented between affective commitment and job performance, coefficient of $\beta = .444$ with a p-value less than $(0.000 > 0.005)$. based on the results, we reject the null hypothesis, indicating that there is significant effect of affective commitment on job performance. In order words there is significant impact of affective commitment on job performance. Hi is accepted, proving affective commitment have significant effect on job performance.

Hypothesis Four

Ho: continuance commitment has no significant effect on job performance.

The regression analysis results presented in table 3, between continuance commitment and job performance, coefficient of $\beta = .532$ with a p-value less than $(0.000 > 0.005)$. based on the results, we reject the null hypothesis, indicating that there is significant effect of continuance commitment on job performance.

In order words there is significant impact of continuance commitment on job performance. Hi is accepted, proving continuance commitment have significant effect on job performance.

Discussion

The first hypothesis which states that democratic leadership styles have no significant relationship on job performance was accepted. For the second hypothesis which states that autocratic leadership styles have no significant relationship on job performance was rejected. The respondents from the universities in this study reported a higher percentage of the autocratic leadership style as present in their place of work. This is because employees receive directions and instruction from their managers and carry such a lay down approach of duties. It is noted that without direction and guidance, the employees can become ignorant of their work activities, or feel less committed to the job, and therefore go astray. The leadership style utilized by managers has been found profound impact on the organization and personal outcomes of the employees. The study of Awolusi (2020), it was found that employees' performance improves under autocratic leadership styles than the democratic leadership styles. Affective commitment has a substantial effect on job performance, which supports the third theory. The fourth hypothesis, which asserts that a person's level of dedication to their job has a substantial effect on that person's performance on the job, was also accepted. Work performance of university employees was shown to be highly correlated with their level of organizational commitment. Employees that are dedicated to their job are more productive. These results demonstrate the favorable correlation between emotional investment and productivity in one's work. Strong convictions, acceptance of the current value established by the company, readiness to devote a great deal of effort for the organization and continued high dedication to the job at hand all point to improved output. Better employee performance is the sum of an individual's talents, effort, and the character of their working environment, as acknowledged by the company in which they are employed. When workers feel emotionally invested in the company, they are more likely to put up their best effort. This finding is consistent with the findings of Al Zeifeti and Mohamad (2017) and Sharma and Sinha (2015), who found a similar correlation between employee dedication to their workplace and their productivity on the job. Yahaya and Ebrahim (2016) found similar results,

demonstrating that a worker's immediate work environment is a significant factor in influencing organizational loyalty and job performance.

Conclusion and Recommendations

Based on the findings of the study, It is evident from the results that leadership is appropriate in all contexts in order to improve and raise the level of organizational commitment among the organization's members; consequently, managers and the human resources department should be aware of the varying effects that a given leadership style may have and should promote ongoing evaluation, research, and development of different leadership approaches as the need arises. Based on the conclusion, the following recommendations are therefore out forth:

- i. Leadership styles at universities should reflect the institution's core beliefs and guiding principles, while also taking into account factors such as the personalities of direct reports and the demands of the scenario. As a result, it's important to use moderation and judgement while implementing a mix of leadership styles.
- ii. In order for universities to be productive, competitive, and successful, they need to embrace leadership styles that instill a strong sense of responsibility in their employees. Management teams at universities should foster an atmosphere that encourages employees to give their all and think beyond the box.
- iii. It is important to boost organizational commitment, or the extent to which employees believe in the organization's ideals and aims, in order to enhance productivity, morale, and working conditions.
- iv. Support for work ethic, dedication to one's professional path, and employee engagement in one's job may all benefit from an organization's realization of the reasonableness of resource expectations held by its employees.

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