



Leadership Openness and Workers Commitment in Oil and Gas Services Firms in Rivers State, Nigeria

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Abstract: *This study examined the relationship between leadership openness and workers commitment in oil and gas companies in Rivers State, Nigeria. The cross-sectional survey was employed and a population of three thousand five hundred and fifty-six (3556) employees from seven (7) selected oil and gas services companies were covered in the study. A sample size of three hundred and fifty-nine (359) employees were drawn from the population. Copies of questionnaire were administered to respondents. the simple random sampling technique was employed and data was analysed using spearman's rank order correlation coefficient and partial correlation. The findings revealed that the dimensions of leadership openness (information sharing and flexibility) were positively and significantly related with affective commitment and normative commitment. It was concluded that information sharing significantly influences workers commitment in the oil and gas services companies and flexibility significantly influences workers commitment in the oil and gas services companies. The study recommended among others that the Leadership style across oil & gas services firms should be transformational such that will open room for information sharing and flexibility. This will open up grounds for ideas and thought, innovation and creativity from employee of which such information can move the organization to a greater height.*

Keywords:

Keywords: *Workers commitment, affective commitment, normative commitment, Leadership Openness, Information sharing and Flexibility.*

1.0 Introduction

One of the uttermost characteristics of vigorous headship is openness. It is characterised as one of the major five personality attributes or five-factor model usually given as OCEAN (Openness, Conscientiousness, Extraversion, Agreeableness and Neuroticism). It sits alongside responsibility and being values-led as one of those traits that define effective culture leadership. Leadership openness entails being responsive to new knowledge, concepts, and experiences as well as being authentically attentive to the opinions of people and the environment in which we live. Being open is having the capacity to let rid of a deeply held routines and convictions and to acknowledge the legitimacy of new or alternative viewpoints. It concerns the openness of our thoughts to novel

and unfiltered ideas, free from the constraints of previous conditioning. This has been seen to be lacking in the leadership style of most managers in organizations. In this case, most managers don't deem it fit to open up the secrets of the business to employee or even make communicate with them about the actual nature of the organization

Openness in leadership is about respecting fresh perspectives and novel experiences. Instead of building teams that are precisely like one another, open leaders are more inclined to create varied teams. Numerous corporate leaders conflate openness with transparency and think that being open entails disclosing all information and jeopardising the contract and the company. Openness is a state of mind that enables learning and improvement. Being transparent is a process or a behaviour relating to communication. In order for businesses to succeed in today's fiercely competitive market, executives must learn how to foster an environment of openness and trust.

Zacher (2014) examined personality traits like openness and career adaptability in a poll of 659 full-time employees. To examine the claim that openness is a good indicator of individual adaptability within career, participants completed questionnaires on self-evaluations and personality traits. They also provided information about changes in career, and their exhibited ability to change in dimensions of confidence, curiosity, control, and concern.

As expected, the findings included a moderately significant correlation between openness and adaptability. That is, the personality trait of openness predicted career adaptability. Shore and Barksdale (1998) found in their study of MBA students that there was a correlation between the leadership traits and affective commitment.

Judge et al. (2002) evaluated the relationships between the Big Five and leadership, based on 78 leadership and personality studies that were released between 1967 and 1998. They discovered a close connection between the Big Five characteristics and leadership. Their study found that openness was the element that was most significantly connected with leadership, making it the most crucial quality for good leaders. The second factor was Extraversion and conscientiousness followed. Actually, neuroticism was the third element that was closely associated to leadership, although it was inversely related. Agreeableness was barely linked to leadership (Northouse, 2007).

Generally, workers commitment is an individual's psychological involvement with the organisation. Employee commitment is a predictor of workplace characteristics like turnover, organisational citizenship behaviour, and job performance. It was discovered that a worker's perception of commitment within the organisation is impacted by several variables, including stressful roles, empowerment, job instability and prospects, and leadership openness. The task is accomplished via commitment. Our strongest intentions, willpower, or external conditions cannot compare to this extreme dedication. Without dedication, influence is restricted, hurdles are insurmountable, and possibilities may be lost along with enthusiasm and impact (Maxwell, 1999). Employee loyalty to their company is reflected in their devotion to it. Employees that are loyal to their company typically feel a sense of belonging, a feeling of comprehension of the company's aims, and an attachment with their company. These workers create value by being more dedicated to their task, exhibiting a broad range of productivity, and being more involved in providing assistance. Furthermore, organisational scientists have created various measures to

evaluate organisational commitment as well as numerous complex definitions of the concept. Meyer and Allen's commitment model serves as an example of this work; it was formed to incorporate the various concepts of commitment that have surfaced in the literature.

Meyer and Allen's (1991), they posited the three-component concept of commitment was established to support the idea that there are three separate elements to commitment, each of which corresponds to a distinct psychological state. Meyer and Allen created this concept due to two factors: first "aid in the interpretation of existing research" and second "to function as a blueprint for future research". Their research was primarily based on earlier studies of organisational commitment. According to Meyer and Allen's studies, there are three "mind sets" that can describe a worker's loyalty to the company. The concept was expanded upon by Mercurio (2015) through a review of the theoretical and empirical research on organisational commitment. The basic idea of organisational commitment, according to Mercurio, is affective or emotional commitment.

Basically, the concept of workers commitment has received much attention from scholars. This is not the case with the concept of leadership openness which have showed a perceived gap in the existing literature since the consequence of these concepts haven't been properly characterized and studied. Nevertheless, empirical studies available to the researcher are basically concentrated on developed countries with little or non focused on developing countries.

The cited works pertaining to the criterion and predictor variable, thus presents a perceived gap as none have included the possible relationship between leadership openness and workers commitment in indigenous oil and gas service firms in Nigeria. For this reason, this perceived theoretical and empirical lacuna birth this study which is aimed at ascertaining the relationship between leadership openness and workers commitment across some selected oil and gas servicing firms in Rivers State, Nigeria.

1.1 Statement of the Problem

Utilizing leadership openness for the analysis of organizational commitment relationships is somewhat entirely new. As mentioned, Seppala et al. (2012) studied openness to change as a predictor of organizational citizenship behavior during organizational change. They put out the hypothesis that the values that characterise openness to alter would be positively correlated with the constructive actions taken inside the organisation during transition. In a poll of 285 staff members and managers at a network of restaurants and a social services provider in Finland, workers ranked their personal values, and supervisors rated their employees on organizational citizenship behavior performance during change. Seppala et al. (2012) found a significant interaction between openness and change-oriented behaviors. That is, those who valued openness to change displayed more organizational citizenship behaviors. Because change happens so often, knowing when employees will be willing to participate is beneficial, and can help organizations gain traction for upcoming change.

Seppala et al., (2012) studied leadership openness with employee behaviors, employee retention (Wanberg and Banas, 2000), and commitment during change (Zacher, 2014; McKay et al., 2013). Therefore, they hypothesized that high levels of openness would also predict individual change

readiness. Leadership openness creates a supportive climate for organizational change (Lyons et al., 2009), as well as affective commitment during change (Hechanova and Cementina-Olpoc, 2012). Also, leadership openness has been linked to the creation of a positive work environment (Lutz Allen et al., 2013), and those who are more open-minded remain committed during change (Zacher, 2014; McKay et al., 2013).

Employers are sometimes baffled when their highly-rated employees under-perform and others resign and leave the organization. Management is unable to comprehend why certain workers lack commitment to the company despite aggressively implementing equitable compensation policies and human resource (HR) practices to motivate and retain them. It can be expensive if workers are not motivated to reach their maximum capabilities and are not dedicated to their professions. Lack of commitment on the path of employee leads to low productivity, reduced customer satisfaction, reduced market share volume and most times might give the organization a bad corporate image.

The high level of top tropism prevalent amongst employees in the oil & gas servicing industry is overwhelming. This is because there is a stiff competition in the market place, as such organizations are confronted with the challenge of attracting and retaining best of the workforce who are committed to work, endowed with dynamic capabilities in meeting with demands placed by advances in technology; with other tending issues. Confronted with this reality, it behooves on the leadership (managers) of these firms to adopt practices and strategies that will ensure their workers are engaged and committed, in order to attain organizational goals and objectives.

This study becomes essential in a bid to address these problems and add to existing knowledge thereby the study set out to examine the effect of leadership openness and workers commitment in oil and gas services firms in Rivers State, Nigeria.

1.2 Objectives of the Study

The specific objectives to guide the study are to: examine the

1. relationship between information sharing and affective commitment.
2. relationship between information sharing and normative commitment.
3. relationship between flexibility and affective commitment
4. link between flexibility and normative commitment

1.5 Research Hypotheses

The following hypotheses stated in null form were formulated for this study:

HO₁: There is no significant relationship between information sharing and affective commitment.

HO₂: There is no significant relationship between information sharing and normative commitment.

HO₃: There is no significant relationship between flexibility and affective commitment.

HO₄: There is no significant relationship between flexibility and normative commitment.

2.0 Review of Literature

2.1 The Side-Bet Approach Theory

According to Becker's theory, the relationship between an employee and the organization is founded on behaviours bounded by a "contract" of economic gains. Employee loyalty to the company is a result of their disguised vested interests or side bets. Due to the accumulation of specific expenses that make disengagement challenging, the individual values these side bets. Actually, Becker's theory cites organisational commitment as a key indicator of voluntary turnover. Even though the side-bet theory was abandoned as a leading proponent of organizational commitment concept, yet the influence of this approach is very evident in Meyer and Allen's Scale (1991), better acknowledged as workers commitment.

2.2 Leadership Openness

Leader openness is closely related to the concept of voice in that it describes how much a leader is receptive to the thoughts and proposals of team members (Milliken et al., 2003). Although the idea of leader openness is a behavioural one, since it captures the leader's interaction with ideas and proposals, it is undeniably team members' opinions of the leader transparency that motivates a leader directed voice. From the group members' viewpoint, leader openness is especially crucial for leader-directed voice since it sends a clear signal that voice is appropriate and appreciated (Detert & Burris, 2007). In fact, it is believed that management group leaders' openness to middle managers' views will foster voice because it creates both mental safety (Detert & Burris, 2007) and affective commitment (Korsgaard et al., 1995).

Leader openness also builds affective commitment. The experience that leaders welcome tips for growth and that one can address sources of dissatisfaction and actively contribute to changes in the work environment, signals to individuals that they are valued and respected members of the organization (Korsgaard et al., 1995).

2.3 Information Sharing

It is a significant feature of leadership openness that information be made and shared openly. This is because in the lack of data, people will make up their own version of the truth. People start to doubt the decisions of the leadership and lose concentration on the task at hand as a result of gossip, rumours, and false information that emerges from this.

Leaders who freely provide information about oneself and their organisations foster a sense of credibility and confidence among their followers. When individuals are given access to all the data they need to make sound company choices, they are obligated to act responsibly and an environment of accountability may be preserved. This act of responsibility encourages a strong sense of dedication to the organization on the path of the employee. Information sharing through communication is one of the best ways to keep employees engaged and committed. It is important that workers are listened to, valued, and encouraged to provide feedback. In turn employers must respect employee's opinions and follow-up on commitments and responsibilities they have promised employees. By keeping streams of interactions open, employers and employees can benefit from mutual trust and respect. In addition it is imperative that communication goes across all organisational levels, from top management down as well as internally and externally (Stirling, 2008).

2.4 Flexibility

Flexibility is an vital capability of oil and gas servicing organization to facilitate adapting to changes in the business environment, such as changes in customers' needs, business processes, market demands, competitors, and technology (Evans, 1991). An organization faces changes that can influence the product, but the also the organization structure, management, and development process (Nurdiani, Fricker & Borstler, 2015).

To maintain an edge over others an all-encompassing perspective of flexibility is required, as confirmed in the manufacturing and information systems (IS) literature (Sethi & Sethi, 1990). A broad perspective here simply means taking into consideration the various aspects that involved in the process of carrying out operations in the organization. This includes workforce, management, processes, organization structure, and infrastructure (Tapanainen, Hallanoro, Paivarinta & Salmela, 2008). A broad perspective of flexibility is necessary since changing one aspect's degree of flexibility could have an impact on the flexibility another aspect (Byrd, Jacome Byrd & Mbarika, 2010).

Flexibility is a tool, not the end in and of itself (Bernardes & Hanna, 2009). flexibility can lead to a variety of outcomes, including regulations compliance, a reduction in training time, or efficient human resource allocation.

2.5 Workers Commitment

Worker commitment is defined as the degree of a person's relations and experiences as a sense of loyalty toward one's organization. In addition to loyalty, workers commitment encompasses an individual's ability to exert extra effort in order to further an organizations objectives and the level of arrangement the organization has with one's objectives and principles (Mowday, et al.1979). The extent to which a workers becomes attached to and exhibits a sense of loyalty towards his or her company is referred to as worker commitment (PSUWC, 2013). The emotional attachment that one may form with their company would help build a stronger commitment.

Commitment is complex and a multi-faceted construct, and can take different forms. Work commitment has been defined as the relative importance between work and one's self (Loscoco, 1989). Work commitment is defined as a person's observance of their work ethic, dedication to their vocation or profession, involvement in their work, and organisational commitment. (Morrow, 1993). Individuals can feel committed to an organization, top management, supervisors, or a particular work group. Commitment has been examined with respect to "career, union and profession" (Darolia, Darolia, & Kumari, 2010). Studies demonstrating strong work commitment have also demonstrated a strong correlation with organisational performance. It is the second most frequently researched job attitude (PSUWC, 2013). All organisations are impacted by it to some extent, and it allows businesses to evaluate issues like turnover during times of varying economic stability. All of these attitudes interact to shape the conceptual framework of each individual's work commitment. Leadership openness is important factors in the development of an individual's level of commitment. Mathieu and Zajac (1990) have identified several personal characteristics which are; age, gender, educational level, leadership style and trait and openness to employee.

2.6 Affective Commitment

The first dimension of workers commitment in the model is affective commitment, which represents the individual's emotional attachment to the organisation. Affective commitment is defined by Meyer and Allen (1997) as "the worker's psychological connection to, identifying with, and participation in the company." Organisational members that have a strong emotional bond with the company on an affective basis, continue working for the organisation because they want to (Meyer & Allen, 1991). Affectively devoted members stick with the company given that they believe their job connection is consistent with its objectives and values. (Beck & Wilson, 2000).

A job-related attitude with favourable emotions towards the business is known as affective commitment (Morrow, 1993). Sels, Jansenns and Brande (2004) further asserts that this kind of attitude is "an orientation towards the organisation, which links or attaches the identity of the person to the organisation". The degree to which a person identifies with and is involved in a specific organisation is known as their "affective commitment" (Mowday et al, 1982).

How closely a person's desires and expectations for the organisation line up with what they have actually experienced has an impact on how strong their affective commitment is (Storey, 1995). Tetrick (1995) further defines affective commitment as "value rationality-based organisational loyalty, which relates to the level of value alignment between an organisational member and an organisation".

2.7 Normative Commitment

The last dimension of the commitment model is normative commitment. Meyer and Allen (1997) define normative commitment as "a feeling of responsibility to continue employment". Individuals are compelled to maintain their position in the organisation as a result of internalised normative views of responsibility and obligation (Allen & Meyer, 1990). Individuals with normative commitment believe they should stick with the firm (Meyer and Allen 1991). According to the normative component, the employees continue working because they ought to or because it is the right thing to do.

Normative commitment is defined by Whitener (2001) as "the job-related conduct of individuals, driven by a sense of duty, responsibility, and devotion towards the company." Moral considerations motivate organisational members to be loyal to their organization (Iverson & Buttigieg, 1999). Despite the degree of status advancement or fulfilment the organisation has provided the normative dedicated employee over the years, they believe it is morally appropriate for them to continue working there. Accepted norms on mutual responsibility between the business and its workers have an effect on the degree of normative commitment (Suliman & Iles, 2000). The reciprocal obligation is based on the social exchange theory, which proposes that a person getting a benefit imposes a strong normative duty or requirement to return the favour in a certain manner. (McDonald & Makin, 2000). This suggests that people frequently feel obligated to pay back the organisation for investing in them, for example through training and development.

2.8 Empirical Review

Based on the different components of commitment, employee commitment can be described as a multidimensional concept. Workers commitment can be classified into affective commitment

(emotional attachment) and normative commitment (moral responsibility to continue working for the organisation) (Meyer and Allen 1997).

The literature has revealed that leadership traits in terms of openness can get results from subordinates that are beyond expectations (Bass, 1997). Leaders can contribute to an employee's desire to remain dedicated to the organisation by inducing employees' trust through openness with them. Bass (1990) noted that the leadership study over the years has proved that openness is more powerful than tangible inducements. Price (1997) further suggests that workers are much more inclined to be loyal to the company, if they have confidence in their leader.

From a theoretical point of view, studies have shown that transformative leaders who are more open to employee outperform transactional leaders in employee commitment, intellectual enlightenment, and performance (Jung, 2001). Employee loyalty is a direct reflection of the organization's leadership style and character attributes (Stum, 1999). According to Nyengane (2007), the reasonable conclusion might be that leadership style and traits such as openness has a tremendous impact on an organization.

In several research, transformational leaders who are open were found to generate higher commitment in their followers (Bass, 1997; Avolio & Bass 1999; Avolio et al., 2004, 2003). For instance, Koh, Terborg, and Steers (1991) found that instructors and students were more committed to their jobs when their principals were viewed as more transformational and open. Jimmieson, Peach and White, (2004) reported in a meta-analysis, greater follower compliance if their leaders were more open than enclosed.

Hayward, Goss and Tolmay (2004) noted that openness in leadership has a moderately significant relationship with affective commitment. Lower correlation indices between enclosed leadership and continuance commitment were also found. Additionally, The findings revealed there is no link between closed leadership and affective, normative and continuance commitment.

Other researchers like Kent and Chelladurai (2001), have found a link between personalised consideration and both affective and normative commitment. Similar to this, it was discovered that intellectual stimulation was linked favourably with both affective and normative commitment.

Bass and Avolio (1994), stated that transformational leaders can affect their followers' commitment by being approachable and encouraging innovative and analytical thinking in their flock. This is further supported by Walumbwa and Lawler (2003) that leadership openness can inspire and boost followers' motivation and by encouraging people to find innovative solutions to issues and also understanding their needs. Price (1997) further demonstrates that workers are much more inclined to be dedicated to the organisation if they have confidence in their leaders. However, contingent reward behaviours that represent transactional leadership have been found to be reasonably related with performance and work ethics of followers while on a lesser scale than transformational leadership behaviours (Bass, 1990; Bass & Avolio, 1994).

In an attempt to synthesize the employee commitment research Allen and Meyer (1990) and Meyer and Allen (1991) analysed an extensive amount of commitment literature. In both reviews they define employee commitment as a psychological state that characterizes the relationship that the employee has with the organization; a relationship that influences the decision of the employee to stay in or leave the organization. In the same articles they conceptualize three distinguishable components of commitment. The first element, *affective* commitment has three subcomponents 1) the emotional connection to the business 2) the identification with the

business and 3) the participation in the organisation. Employees that are strong affective committed want to stay employed in the organisation.

The second component, *normative* commitment concerns a sense of duty to remain with the company. Employees that are strong normative committed stay in the organisation because they believe they ought to. Hackett, Bycio and Hausdorf (1994) and Allen and Meyer (1996) argued that there was enough evidence regarding the construct worthiness of the three elements' of workers commitment. The three elements of commitment can be distinguished from one another while also being related, according to a meta-analysis of scientific research by Meyer, Stanley, Herscovitch, and Topolnytsky published in 2002.

3.0 Methodology

This study used a cross-sectional survey and the target population was three thousand five hundred and fifty-six (3556) staff strength of seven (7) oil and gas services companies in Rivers State, Nigeria. The sample size was determined using the Taro Yamane (1968) formula for sample size determination. As a result, 359 questionnaires were distributed to employees at the seven selected companies. In this study, the simple random sampling technique was applied. This method was chosen because it ensures that all the study units are well represented in the sample case selection. Leadership Openness (independent variable) was measured using information sharing and flexibility. 5 items were used in measuring information sharing (e.g. There is adequate information sharing amongst employee on issues of the organization.) and 5 items were used in measuring flexibility (e.g. My manager frequently monitors and controls my acts in order to identify any possible mistakes and interfere when necessary). Workers commitment (dependent variable) was measured using affective commitment and normative commitment. affective commitment was measured using a set of 6 items (e.g. This organization has a great deal of personal meaning for me) and 5 items were used in measuring normative commitment (e.g. My staying back with this organization is because I believe loyalty is important and as such feel a sense of moral obligation to remain.). Items were rated on a 4-point Likert scale, with 1 indicating strong disagreement, 2 indicating disagreement, 3 indicating agreement, and 4 indicating strong agreement. Statistical Package for Social Sciences (SPSS) version 21 aided the analyses of the bivariate hypotheses using the Spearman Rank Order Correlation Coefficient statistical tool.

4.0 Result

A total of 359 questionnaires were distributed to respondent, however, only 350 (97.4%) copies were returned used for the study. The hypotheses test was undertaken at a 95% confidence interval implying a 0.05 level of significance. The decision rule is set at a critical region of $p > 0.05$ for acceptance of the null hypothesis and $p < 0.05$ for rejection of the null hypothesis.

Table 4.1: Spearman Rank Order Correlation result for hypothesis one “HO₁: There is no significant relationship between information sharing and affective commitment”.

Correlations		INFO SHRING	AFFEC COMMIT
Spearman's rho	INFO SHRING		
	Correlation Coefficient	1.000	.932**
	Sig. (2-tailed)	.	.000
	N	350	350
	AFFEC COMMIT		
	Correlation Coefficient	.932**	1.000
	Sig. (2-tailed)	.000	.
	N	350	350

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS (version 22) Output Display, 2019.

Table 4.2: Spearman Rank Order Correlation result for hypothesis two “HO₂: There is no significant relationship between information sharing and normative commitment”.

Correlations		INFO SHRING	NORM COMMIT
Spearman's rho	INFO SHRING		
	Correlation Coefficient	1.000	.879**
	Sig. (2-tailed)	.	.000
	N	350	350
	NORM COMMIT		
	Correlation Coefficient	.879**	1.000
	Sig. (2-tailed)	.000	.
	N	350	350

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS (version 22) Output Display, 2019

Table 4.3: Spearman Rank Order Correlation result for hypothesis three “HO₃: There is no significant relationship between flexibility and affective commitment”.

Correlations		FLEXIBILITY	AFFEC COMMIT
Spearman's rho	FLEXIBILITY		
	Correlation Coefficient	1.000	.938**
	Sig. (2-tailed)	.	.000
	N	350	350
	AFFEC COMMIT		
	Correlation Coefficient	.938**	1.000
	Sig. (2-tailed)	.000	.
	N	350	350

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS (version 22) Output Display, 2019.

Table 4.4: Spearman Rank Order Correlation result for hypothesis four “HO₄: There is no significant relationship between flexibility and normative commitment”.

Correlations			FLEXIBILITY Q	NORM COMMIT
Spearman's rho	FLEXIBILITY	Correlation Coefficient	1.000	.942**
		Sig. (2-tailed)	.	.000
		N	350	350
	NORM COMMIT	Correlation Coefficient	.942**	1.000
		Sig. (2-tailed)	.000	.
		N	350	350

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS (version 22) Output Display, 2019.

5.0 Discussion of Findings

Relationship between Information Sharing with Affective and Normative Commitment

Information sharing as a trait of leadership openness encourages employee or subordinates to bring up their ideas, views and thought without fear of victimization. It thus bring about some level of commitment such that when workers perceive that their leader is open to change, modification and ideas. This study showed rho value of .932** for hypothesis one; .879** for hypothesis two and .876** for hypothesis three. The result also showed p-value of .000 for all three hypotheses.

The spearman rho values for hypothesis 1 & 2 show a strong significant positive relationship between information sharing with affective and normative commitment. This goes to say support the works of Bass (1990; 1997) which explained that leadership openness can serve as a yardstick towards getting results from subordinates on a scale far beyond expectation. This type of leadership can be liken to transformational leadership which is characterised by openness and over time has been seen as a powerful tool for achieving commitment than most tangible inducements. This study outcome also supports the past works of Nyengane (2007) which opined that leadership openness as one of the leadership traits thus significantly influence growth of an organization.

Relationship between Flexibility with Affective and Normative Commitment

Spearman rank order correlation coefficient analysis result for hypothesis 3 & 4 showed relationship between flexibility with affective and normative commitment. The result showed rho values of .938** for hypothesis three and .942** for hypothesis four. Also p-value of .000 was recorded for the two hypotheses. The rho value result simply shows a very strong relationship between flexibility and affective commitment and normative commitment with flexibility.

This study is in support of past research works on commitment such as those carried out by Hayward et al., (2004) which is their studies found out that openness in leadership has a moderate positive correlation with affective commitment. Their study also revealed a lower correlation between enclosed leadership such as that characterised by lack of flexibility with commitment. The study carried out by Bass and Avolio (1994) showed a positive significant correlation between

transformational leaders defined by flexibility which encourages or gives room to followers to think critically and creatively and this affect their level and extent of commitment to the organization. Walumbwa and Lawler (2003) showed that leadership openness can motivate and increase followers' motivation and commitment by getting them to solve problems creatively and also understanding their needs. The present study aligns to the past findings of Walumbwa and Lawler (2003).

6.0 Conclusion and Recommendation

Based on the result of the study (rho values of hypothesis), this research concludes that there exist a very strong significant positive relationship between the leadership openness and workers commitment in oil & gas services firms in Port Harcourt Rivers State. Going by this, the study puts forward that information sharing and flexibility as dimensions of leadership openness strongly influence or affect workers affective and normative commitment in oil & gas firms in Rivers State. The study conclude that openness helps to build trust and breeds emotional attachment (affective commitment) between the employee and the organization which ultimately breed competitive advantage of one firm over another in same industry.

This study also conclude that management which saddled with the day to day operations of the firms should consider and take very importance the concept of openness; this is because the importance and advantage of openness to a firm and individual are enormous. On the path of the firm it brings about creativity and innovation, new ideas, etc which is very importance to firm operating in the oil & gas industry since the technologies are dynamic. Hence, This study makes the following recommendations from the findings of the research;

- Leadership style across oil & gas services firms should be transformational such that will open room for information sharing and flexibility. This will open up grounds for ideas and thought, innovation and creativity from employee of which such information can move the organization to a greater height.
- Secondly, study recommend human resource department of the organizations (oil & gas firms) to consider very important the need for building a committed workforce through inculcating good leadership traits.
- Also, this study recommended studies across other industries other than the oil and gas sector and also studies that cuts across other personality traits should be carried out to make a robust and more detailed judgment on the importance of personality traits to workers commitment.

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