

Leader's Idealised Influence and Employee Work Attitude in Major Multinational Oil and Gas Companies in Rivers State

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Abstract: This research looked at the relationship between leader's idealized influence and employee work attitude in major oil and gas companies in Rivers State. Dedication, employee involvement, and job satisfaction were proxies for employee work attitude, and were reviewed and measured against leader's idealized influence. The research used a random sampling method to analyze data from three major multinational oil and gas corporations based in Rivers State. Our research has a sample size of 273 participants, and three hypotheses were formulated. The Spearman correlation coefficient was adopted as the test statistics. The study tool used was a structured questionnaire. The research revealed that positive work attitudes, such as employee involvement, job satisfaction and employee dedication were statistically correlated to leader's idealized influence as evident from the understudied major multinational oil and gas corporations in Rivers State. The study concluded that leader's idealized influence results in positive work attitude. The study recommends that encouraging practices such as good work ethics, charisma and leaders' openness are concepts that will imbibe trust and confidence in the workforce and as such, promote job satisfaction, employee involvement and dedication.

Keywords: Dedication, Idealized influence, Involvement, Job satisfaction.

I. INTRODUCTION

Management, leadership, interpersonal interactions, employee motivation, contentment, and performance, as well as the culture, treatment, and attitudes of the people, may all contribute to a company's overall success (Hettiararchchi & Jayarathna, 2014), and these elements are interconnected, so neglecting one might affect the others. This is the rationale for classifying a company as a system. The leadership of the company has to be able to see the big picture and concentrate on a variety of issues, with much specificity on the attitude of the workforce. Employees' attitudes about their tasks may be influenced by a number of variables, some of which are often overlooked by upper management. The effects of these issues on the company's overall performance can't be overemphasized (Susanty & Miradipta, 2013).

The works of Abdalkrim and Elhalim (2016) and Khan and Ghauri (2014) on the effects of attitude on work performance, converged on a single finding: that one's attitude to the work has a significant impact on one's productivity and dedication. Attitudes at work are important because they influence how workers interpret their environments, follow through on their intentions, and act. We form our mental models of the world and the world of work based on our attitudes. It modifies how workers analyze and assess their workplace, see the organization and her leadership. Managers care deeply about the way their staff members feel about their work, their careers, and the firm as a whole. The way workers feel about their jobs has a significant impact on their ability to contribute to organizational success and their own professional fulfillment.

People are more motivated and productive when they like what they do, therefore job satisfaction is an important factor in how well an employee performs within the framework of the organization. Staff morale, actions, and output all contribute to the success of an organization as a whole when workers feel fulfilled by their work (Liao, Lu, Huang & Chiang, 2012). Susanty, et al. (2013) revealed that job satisfaction had a major and beneficial effect on productivity in the workplace. Dissatisfied workers may emotionally and physically pull back from the workplace in response to stressful situations. Instead, if a person is content in their role, they will make every effort to bring their projects to fruition and see them through to completion. A positive attitude on one's employment increases one's chances of enjoying his or her career. Carpeter, Talya, and Erdogon (2009) define a work attitude as one's feelings about different aspects of one's job. People's actions in the workplace are often indicative of their attitudes about the place where they spend most of their hours.

The attitudes displayed by workers is a function of not only their own activities, but what they see from the organizational management or leaders (Zainie, Hamid & Hassan, 2015). Presently, organizations have recognized the need for positive work attitudes such as employee involvement in achieving organizational objectives. Majority of firms that employ participative management approach have recorded dramatic breakthrough in the area of operational cost, high profit margin and increased work productivity (Liao, Lu, Huang & Chiang, 2012). Through employee involvement, individuals are offered the chance to carry out their job responsibilities effectively and efficiently and partake in joint decision making for the whole welfare of the organization (Abdulrahman, 2016). In some organizations, the power of formulating decision depends on the level of confidence the organization has seen in the decision-making team. This capability avails them the opportunity to make recommendations and contributions needed to achieve organizational objectives.

Busck, Knudsen and Lind (2010) note that employee involvement has promoted the level of individuals' satisfaction on the job. When people have that feeling that they are been involved in decision making process of the firm, they feel a sense of belonging and higher levels of commitment as the organization has recognized their work (Abdulrahman, 2016). No wonder Busck, Knudsen and Lind (2010) assert that employee involvement is as an important contributor to organizational success. In the same line of argument, Nelson and Quick (2011) sampling 841 companies in Michigan, United States of America noted that employee involvement has positive impact on firm's performance due to increased output and quality, and time reduction in meeting up with organizational demands. Furthermore, employee involvement is vital in improving;

organizational decision-making capability, attitude towards work, employee well-being and productivity in the organization (Jones, Kalmi & Kauhanen, 2010).

These positive work attitudes can't be attained without the leaders' input. The leader's influence is an important factor in getting the desired work outcomes within an organization.

According to Ahmad, Abbas, Latif and Rasheed (2014) motivation is the force which induces an individual employee to attain the desired goals. It is also conceptualized as the process of inducing the force existing in employees or human beings to achieve the desired goals. To survive and compete successfully in this dynamic business environment, organizations require proactive, committed and satisfied workforce and leaders, who are geared towards maintaining high performance standards (Bakker & Leiter, 2010; Saha & Gregar, 2012). Hancock, Allen, Bosco, McDaniel and Pierce (2013) asserted that commitment and job satisfaction are the main predictors of turnover and performance; hence organizations that are concerned about employees and want to keep high performing employees should consider increasing their dedication to the point where their jobs become satisfying. Furthermore, they suggest that positive work-related behaviour and attitudes largely depends on employee perceptions of their employer values, contributions and care about their wellbeing (Allen, Shore & Griffeth, 2003).

To keep them motivated for new innovations one requires people, who can manage (lead) these workers efficiently (Shanker, 2012). Leaders play a great role in this context (Dink *et al.*, 2014). Leader is crucial in encouraging employees to learn, reach their full potential and break through learning boundaries (Chathoth & Olsen, 2002). Their leadership ability helps in attaining and retaining the quality workforce (Sharma & Jyoti, 2006). Many studies have investigated the factors that impact leadership in relation to trust (Childers, 2009), career advancement (Dubinsky *et al.*, 1995), self-efficacy (Walumbwa & Hartnell, 2011), identification (Humphery, 2012) job satisfaction (Mohammad *et al.*, 2011; Yang *et al.*, 2011), employee turnover (Tse *et al.*, 2013; Erturk, 2014) and job performance (Dvir *et al.*, 2002), with little or none keenly looking at its relationship to workers' attitude.

Therefore, this paper will examine leader's idealized influence in developing positive work attitudes such as job satisfaction, employee involvement and employee dedication in major multinational oil and gas companies in Rivers State, via the following objectives:

- i. To examine the relationship between idealized influence and employee job satisfaction in major multinational oil and gas companies in Rivers State.
- ii. To examine the relationship between idealized influence and employee involvement in major multinational oil and gas companies in Rivers State.
- iii. To examine the relationship between idealized influence and employee dedication in major multinational oil and gas companies in Rivers State.

The following research questions and hypotheses were formulated so as to examine the relationship between idealized influence and employee work attitude in major multinational oil and gas companies in Rivers State.

- i. What is the relationship between idealized influence and employee job satisfaction in major multinational oil and gas companies in Rivers State?

- ii. What is the relationship between idealized influence and employee involvement in major multinational oil and gas companies in Rivers State?
- iii. What is the relationship between idealized influence and employee dedication in major multinational oil and gas companies in Rivers State?
- iv.

H01: There is no significant relationship between idealized influence and employee job satisfaction in major multinational oil and gas companies in Rivers State.

H02: There is no significant relationship between idealized influence and employee involvement in major multinational oil and gas companies in Rivers State.

H03: There is no significant relationship between idealized influence and employee dedication in major multinational oil and gas companies in Rivers State.

The relationship is as conceptualized below:

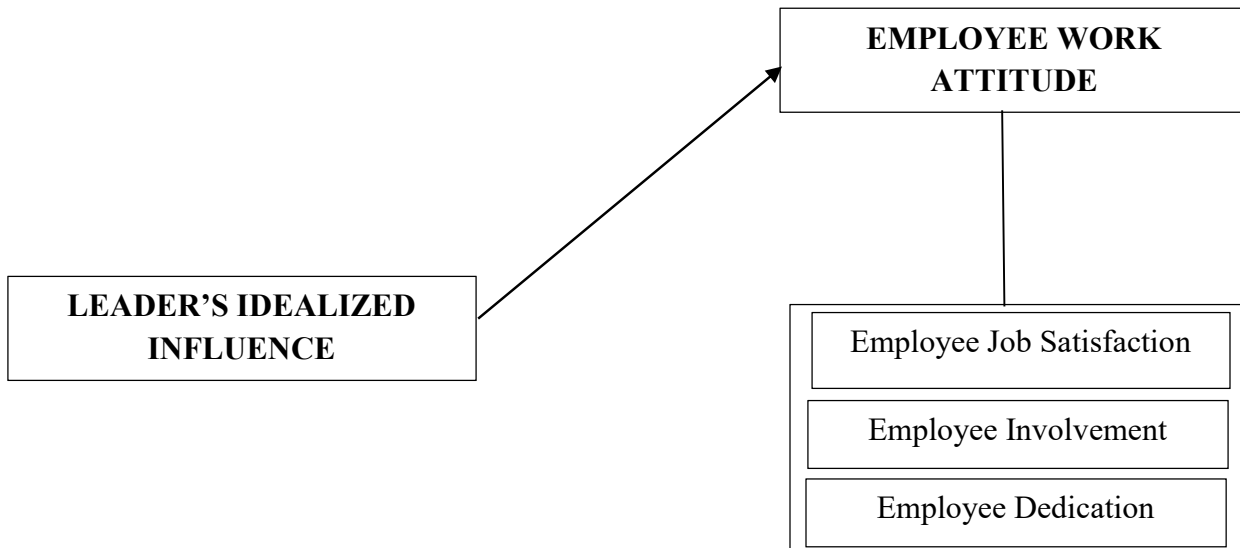


Fig. 1: Conceptual framework for idealized influence and employee work attitude.

Sources: Idealized influence, Avolio and Bass (2004); Employee work attitude, Saari (2010).

II. LITERATURE REVIEW

Idealised Influence

Idealised influence or charisma refers to the leader's charisma that provides vision and sense of mission, instills pride, and gains respect and trust (Bass, 1990). The term 'idealised influence' is used by Bass (1985) to describe the charismatic quality of leaders. According to Jung and Avolio (2000), idealised influence refers to a charismatic ability of a leader to develop a vision and to influence followers to accept and share that vision. The idealised influence in terms of both behaviours and attributions serves as a charismatic role model for followers (Bass & Avolio,

1995). Bass (1985) defines charisma as a process in which a leader influences followers by arousing strong emotions and identification with the leader.

Avolio and Bass (2002) argue that the ability of leaders to appeal to personal beliefs and interests of their followers on an emotional level helps leaders influencing their followers to accept their vision. According to Bass and Avolio (1995), leaders use their idealised influence to inspire loyalty, respect, and admiration as well as stress on the significance of having a collective sense of mission. They further state that usually charismatic leaders' followers feel pride for their association with their leaders. Furthermore, Avolio (1999) argues that idealised influence is also when leaders get respect and trust of their followers from doing the right thing. According to Piccolo and Colquitt (2006), charismatic leaders are able to encourage followers to consider the moral and ethical results of their decisions. Therefore, they become the role models for their followers (Kellowa & McKee, 2007).

Idealized influence has been associated with a leader who has charisma, is ethical and one who is able to effectively communicate his/her vision for the organization to subordinates (Ngaithe *et al.*, 2016). These leaders manifest strong personal values that set them apart from the rest and establish positive images for their followers (Gomes, 2014). Certain specific behaviours have been used to characterize idealized influence of leaders. First, this group of leaders are usually great communicators of inspiring vision to followers. They are competent in communicating their vision to subordinates in ways that they can very easily understand, providing credible and sufficient information to make possible the attainment of the vision or objectives by subordinates (Avolio & Yammarino, 2012). These leaders have a tendency of utilizing reinforcement systems to recognize the involvement of the people they lead towards the established vision (Ngaithe *et al.*, 2016). Through reward mechanisms, these leaders can effectively reinforce what they value and motivate employees to perform their best to realize the established vision (Gomes, 2014).

Leaders with idealized influence or charisma establish a personal relationship with their followers. They constantly and persistently attend to the welfare of employees by being sensitive to their contribution to the planning process (Avolio & Yammarino, 2012). The outcome of this attention is that the employees develop a greater sense of commitment, engagement or involvement in the organizational processes, and in their jobs (Kark, Shamir & Chen, 2013). In general, leaders with idealized influence or charisma, possess a positive vision which their followers find attractive (Shadraonis, 2013). They also tend to assume unconventional behaviour and are innovative, which is critical in reinforcing employees' attitudes towards the vision and the organization (Judge & Piccolo, 2014). Leaders with idealized influence adopt lifestyles, which are consistent with their core values. This makes them to be considered reliable, trustful, competent, nurturing and driven to work for the organizational mission (Avolio & Yammarino, 2012). Leaders are believed to be working in line with the members of the team, due to their values of honesty, justice and integrity.

Leaders who represent positive values and carry along in a manner that is consistent with positive values, will influence his followers to review their own goals and principles and also take up communal values that could enhance team effectiveness (Yukl, 2006). Leaders use their charisma to make their followers identify with them (Piccolo & Colquitt, 2006). According to Ngaithe (2016), idealized influence behaviour causes that leaders are role models in the eyes of their employees. Moreover, as same author states, this type of leadership behaviour can make followers

feel more confident in, and appreciative of, the leader. Followers tend to idealize their leader and try to follow their example (Ngaithe *et al.*, 2016). In an organizational context idealized influence can be presented as generating knowledge, according to the same author, idealized influence can be explained as being able to affect the ideals of followers (Ngaithe *et al.*, 2016). Furthermore, leaders and followers are often very passionate about these moral beliefs (Bass, 1999). Idealized influence is a type of behaviour that enables the leader to clearly present the organizational vision and challenge their followers with high, yet realistic expectations and thus evoke the feeling of pride in being associated with the leader (Bass, 1999), as well as creating a strong emotional response (Hughes, 2014). Moreover, the leadership behaviour in question can make followers more active in working towards the organizational goals (Bass, 1999).

Employee Work Attitude

The attitudes of employees about several elements of their workplace were characterized by Aries and Rizqi (2013). It includes how they feel about the job itself and the people and places they interact with on the job. While "tendencies arising depending on people's judgments of their job" was used by Akcay, et al. (2016) to describe attitude toward work. Attitude toward work denotes the worker's cognitive, emotive, and conative reaction to the task, as defined by Myers (2013) and Perloff (2016). What workers think and feel about their jobs directly impacts how they act on the job. Employees' reactions to and evaluations of the job might swing positively or negatively based on their level of familiarity and satisfaction with the tasks at hand (Abun, et al. 2021). Akcay et al. (2016) noted that workers' attitudes on the job also impact their productivity. Based on these results, it's clear that management must be able to influence workers' mindsets in order to boost productivity.

Worker happiness, loyalty, and workaholicism, which are all attributes of work attitude may all be boosted by a positive work environment, while staff turnover can be reduced (Borst, et al., 2019). An upbeat attitude on the job makes for happier workers who work harder (Almeida, et al., 2012). Work attitude, as defined by Carpenter *et al.* (2009), is how one feels about various elements of one's workplace. In addition, according to Riketta (2008), one's work attitude may be defined as one's assessment or individual pursuit of organizational goals. A person's work attitude may be understood as their propensity to react positively or negatively to stimuli encountered while at work. Attitudes are "learned dispositions guiding emotions, ideas, and behaviors," as defined by Tervo et al. (2004:908). Attitudes may be analyzed in terms of their effect, behavior, and thought components (Kim & Stepchenkova, 2015). An individual's effect relates to their emotional response to an attitude object, whereas cognition describes their mental representations of the object, and behavior describes their outward manifestations of those representations (Kim & Stepchenkova, 2015).

Kim and Stepchenkova (2015), noted that a person's response to other people, things, and events is heavily influenced by their attitudes, which may be either good or negative and are learned and organized through time. Furthermore, they noted that both positive and negative attitudes about work contribute to the prediction of either desirable or undesirable actions. When we talk about our "attitudes toward work," we're referring to our feelings regarding certain elements of our workplace (Carpenter, Talya & Erdogan, 2009). Personality, environment fit, job characteristics, psychological contract, workplace justice, work relationship, and stress were all cited as elements that contribute to an individual's outlook on the workplace. Attitudes, according to Robbins (2003), are positive or negative judgments of things,

people, or events. As a consequence, they are indicative of an individual's sentiments. Employees' attitudes regarding their workplace and its components reflect the sum of their individual experiences. How workers feel about their jobs and the company as a whole is referred to as their "attitudes towards work" (Aries & Rizqi, 2013).

Bagozzi argues that "attitude" is widely used as a catch-all phrase encompassing concepts like preferences, feelings, emotions, beliefs, and expectations, as well as judgements, evaluations, values, principles, views, and intentions (Onzima, 2011). Attitude toward work is defined as "the process by which an individual assigns meaning to work and various aspects associated with it" (Cristina, 2015). In the words of Carpeter *et al.* (2009), "work attitude" encompasses how we feel about several facets of the workplace. According to Riketta (2008), a positive work attitude involves an honest evaluation of one's level of motivation to achieve certain work goals. Work attitude, according to this definition, is the propensity of a person to respond favorably or unfavorably to an item in the workplace.

Measures of Employee Work Attitude

Employee Involvement

When workers are involved, they are treated as individuals rather than interchangeable parts, and they all pitch in to achieve the company's objectives (Nwoko & Emerole, 2017). According to Nachiket (2014), "employee involvement" is "a range of processes designed to engage the support, understanding, and optimum contribution of all employees in an organization and their commitment to its objectives." This allows workers to actively participate in the organization's efforts to sustain and improve the quality of their work. Each employee is treated as an individual, not a cog in a machine, according to Agyeman (2012), and they all play a role in achieving the company's objectives. In addition, he said that management actively seeks out and values the opinions of all staff members. Management and staff alike are aware of everyone's contribution to the success of the company.

Having workers actively involved in business decisions not only motivates them, but also increases their ability to make meaningful contributions, as stated by Pyman (2015). Employee involvement, communication, and decision making all contribute to industrial democracy and keep workers inspired, as he discusses more. One way to characterize highly involved workers is as those whose lives revolve around their work. Researchers have suggested that if workers are highly invested in their jobs, they would work more to help the company succeed and be less inclined to leave their positions (Komal, 2013; Komal, Samina & Akbar, 2011). As stated by Ojokuku and Sajuyigbe (2014), the focus of employee involvement in decision making, also known as participatory decision-making

(PDM), is on collaborative decision making on the job. Participation in decision making by employees, as defined by Ojokuku and sajuyigbe (2014), is "the process through which two or more parties influence each other in developing particular plans, policies, or choices."

Nel et al. (2005) expand on this idea by saying that "involvement" is having a say in decisions via communication and collaboration with superiors. Wei (2012) agrees, writing that "involvement" encompasses people's active engagement in the decision-making process at their place of employment or in a business. According to Wood (2010), "employee involvement" describes a management style in which workers are encouraged to provide suggestions for solving workplace problems. Westhuizen (2010) offers a broader and more

inclusive definition of employee involvement by defining employee participation in decision making as the totality of forms, that is direct or through the representatives of the employees, by which individuals, groups, collectives secure their interests or contribute to the decision making process.

People are more likely to make meaningful contributions to collective efforts and to have a sense of ownership over those efforts when they are emotionally and cognitively invested in those efforts. According to Newstrom and Davis (2004), cited in Bhuiyan (2010), organizational commitment is "the social process through which individuals become emotionally invested in the success of an organization." Abdulai and Shafiwu (2014) reference Locke and David (1979) to explain that employee involvement is a method by which power is distributed among people who are unequal in the traditional sense of the term. Employee participation comprises the engagement of employees who are different from one another but who have similar experiences in the workplace, either directly or via trade unions that act as the representatives of the workers.

According to Bhatti and Qureshi (2007), an organization may gain a competitive edge via employee involvement since it can increase work satisfaction, productivity, and dedication. Bhatti and Qureshi (2007) cite Slocum and Woodman (1998), who state that high-performing and effective organizations have a culture that encourages employees' involvement because employees are willing to participate in the decision-making process, goal-setting activities, and problemsolving activities, all of which contribute to increased employee performance.

Massarik and Tannenbaum (1999) cited in Tchatchets (2013) found that when workers have a say in the production process, they put in more effort and pay more attention to the results, leading to higher outputs and better quality goods.

Direct and indirect employee involvement were both found by Kester (2007). Direct involvement is when workers have a say in the making of all or most business-level decisions, as defined by Kester (2007). Workers that take part in direct involvement express their own opinions and ideas about their jobs and workplace issues. Employees are considered to be directly involved when they are given access to all information pertinent to their jobs, are consulted before any changes that may effect them, and are given opportunities to actively participate in making decisions. Direct involvement refers to procedures that give workers a say in day-to-day activities, as defined by Sako (1998) and quoted by Tchatchet (2013). According to Du Toit and Oosthuizen (1999), as reported by Tchatchet (2013), the focus of direct involvement is on interactions between superiors and employees. Workers who take part in workplace decisions via intermediaries are said to be "indirectly participating" (Kester, 2007, Finnemore, 2006; Tchatchet, 2013; Bendix, 2010).

Employee Job Satisfaction

Job satisfaction is defined as the degree to which people like their jobs, and it is made up of two parts: an effective component that includes an individual's emotional sentiments about their job, and a perceptual component that assesses if one's job meets one's requirements (Terranova, 2008). The degree to which an individual feels personally satisfied and pleased in their duties at work is referred to as job satisfaction (Parvin, 2011). Furthermore, he noted that the more stressed out an employee is, the lower their job satisfaction is and the more likely they are to leave the job. A person who is content with his or her employment has good sentiments about it, whereas a person who is unsatisfied has negative feelings about it (Shonubi, 2016).

Kathleen (2010) asserted that employee job satisfaction improves their ability to be creative and productive. Employment job satisfaction may alternatively be defined as the pleasant emotional state that results from evaluating one's job as fulfilling or assisting the achievement of one's job values (Al-Hussami, 2008). Job satisfaction plays a vital role for boosting motivation, which leads to increased production and employee retention (Chaudhury, 2015). Work dissatisfiers are not motivating, but a lack of them results in job discontent (Iqbal, 2017). Ozguner, (2014:12) proposed that there are key factors linked to job satisfaction: "achievement, recognition, the work itself, responsibility and empowerment, advancement, and opportunity for growth and advancement". Furthermore, she identified the following key factors if not properly handled are linked to job dissatisfaction: "company policy, supervision, work conditions, salary, job security, and interpersonal relations" (Ozguner, 2014, 13).

Michelle (2018) asserted that job satisfaction involves a variety of psychological reactions to one's work. These reactions also include cognitive (evaluative), affective (emotional), and behavioral components. Attia (2021:9) described job satisfaction as a worker's sentiment, attitude, and personality attribute toward the organization and his or her job. Furthermore, she noted that employee job satisfaction is influenced by a variety of elements, including "promotions, autonomy, relationships with coworkers, and income, as well as experiences, values, and needs, all of which are influenced not just by the employee, but also by the employer and the external environment".

Employee Dedication

To be dedicated, as defined by Rayton and Yalabik (2014), is to be motivated, excited, and invested in one's work. A dedicated worker is when a person feels energized and happy about the work they do and finds inspiration and challenge in their employment (Song, Kolb, Lee, & Kim, 2012). According to Mauno Kinnunen and Ruokolainen (2007), there are several ways in which employee dedication is comparable to work participation. A feeling of emotional investment or personal identity with one's job was how MacLeod and Clarke (2009) defined employee dedication. The desire, passion, ownership, and a relentless pursuit of excellence are all hallmarks of a really dedicated individual (Schaufeli & Bakker 2003). Furthermore, they noted that dedication on the part of employees ensures that the company's values are shared and upheld, and that the company's reputation is safeguarded.

Having confidence that his or her position inside the company is secure and that they won't need to search elsewhere for work motivates employees to show dedication (Williams, Maha & Zaki, 2010). Dedication is defined by a deep emotional investment in one's job that includes feelings of importance, excitement, inspiration, pride, and a desire to overcome obstacles (Mauno, Kinnunen & Ruokolainen, 2007; Schaufeli, Salanova, Gonz. lez-Rom & Bakker, 2002). Williams, Maha and Zaki (2010) noted that one's feelings of importance, passion, inspiration, pride, and challenge are all components of dedication. They further noted that dedication is defined by feelings of importance, excitement, inspiration, pride, and a desire to take on difficult tasks. One who is dedicated to their work is someone who is passionate about their work and invests a great deal of time and energy into it (Rayton & Yalabik, 2014). Dedication occurs when a person derives meaning from their work, feels passionate and proud of their assigned position, and is motivated and challenged by the work itself (Song, Kolb, Lee & Kim, 2012).

III. METHODOLOGY

This study applied the correlational design. Correlational research design refers to studies in which the purpose is to discover relationships between variables through the use of correlational statistics. A correlational research design is useful in determining the degree to which two variables are related. According to Creswell (2008) correlational research does not prove a relationship; rather, it indicates an association between two or more variables. A population is the accessible components of the census normally established in numbers (Baridam, 2001). This study focused on major multinational oil and gas companies in Rivers state, with particular reference to oil exploration companies in Port Harcourt.

The explanation of the major multinational oil exploration companies is based on the number of barrels of oil produced per day, which is shell 30%, Total 10% and NAOC 5%. A multinational company is a business that operates and has facilities and assets in at least one country other than its home country. These major multinational oil and gas companies were also selected on the criteria of their staff strength, level of operations and company structure presence in Port Harcourt. This amounted to three (3) major multinational oil and gas companies in Port Harcourt. Owing to the unit of analysis, the researcher examined not only management employees (top level managers, middle level managers, low level managers and supervisors) of these companies, but included their subordinates.

Table 1: The population distribution based on the investigated companies as collected from the field.

| S/N | Companies | Employees population of the companies |
|-----|--------------------------|---------------------------------------|
| 1 | Total E & P | 325 |
| 2 | SPDC (Shell) | 337 |
| 3 | Nigeria Agip Oil Company | 194 |
| | | 856 |

Source: Department of Petroleum Resources, 2023.

The researcher adopted the random sampling technique. In the random sampling technique, the researcher deliberately selected the sampling units that will be included in the study because he feels they are representative of the target population (Baridam, 2001). The researcher adopted the Taro Yamene's formula in determining the sample size.

$$n = \frac{N}{1 + N(e)^2}$$

Therefore, sample size

$$n = \frac{856}{1 + 856(0.05)^2}$$

$$= 273$$

The sample size for this study is two hundred and seventy-three (273).

The individual major multinational oil and gas companies' sample size is scientifically determined and distributed for each of the companies in Port Harcourt respectively using Bowley (1964) formula as follows:

$$n_h = \frac{N_h}{N} * n$$

N

Where:

n_h = Sample size for each organization

N_h = Population size for each company

N = Total population size

n = Total sample size

Table 3.2: Table showing Sample Size distribution

| S/N | Multinational oil Companies | Employees Population | Sample Size |
|-----|-----------------------------|----------------------|-------------|
| 1 | Total E & P | 325 | 104 |
| 2 | SPDC (Shell) | 337 | 107 |
| 3 | Nigeria Agip Oil Company | 194 | 62 |
| | | 856 | 273 |

Source: Department of Petroleum Resources, 2023.

The data needed for this study was obtained from only primary source. The primary source is mainly the research questionnaire. The primary data collection methods used for this study was retrieving the questionnaire group scores for each company from the companies and collecting responses to the leader idealized influence, employee job satisfaction, employee involvement and employee dedication questions. The questionnaire was structured in a simple and direct method, and also, complex questions were avoided. The variables of the study, both the predictor and criterion variables, are measured using the 5-point Likert scale (where, 5 = very high extent, 4 = high extent, 3 = moderate extent, 2 = low extent, 1 = very low extent). Predictor variable and the criterion variables were tested to examine the extent to which predictor variable affect the criterion variable measures.

Predictor variable, leader's idealized influence was measured against the measures of the criterion variable, employee work attitude. The criterion variable was made operational in employee job satisfaction and employee involvement respectively. These variables had a total of 20 items: leader idealized influence (5), employee involvement (5), employee job satisfaction (5), and employee dedication (5) items. The demographic questions had six (6) items. Each employee was asked to complete a 21-item structured survey questionnaire. Data collected was coded, keyed in the computer and analysed with the aid of Statistical Package for Social Sciences (SPSS), version 25. Descriptive statistics (frequencies and percentages) were used to describe the findings while inferential statistics (Spearman rank order correlation statistics) was used to test hypotheses.

IV. ANALYSIS OF DATA AND DISCUSSION OF FINDINGS

Decision rule: The decision rule which applies for all bivariate test outcomes is stated as follows: where $P < 0.05$, reject hypothesis on the basis of evidence significant relationship; and where $P > 0.05$, accept hypothesis on the basis of insignificant relationship between the variables. The extent of influence is on this basis assessed using the rho interpretations provided by Bryman and Bell (2003) as shown in table 3:

Table 3: Description on Range of correlation (rho) values and the corresponding level of association

| Range of r with positive and negative sign values | Strength of Association |
|---|-------------------------|
| ± 0.80 – 0.99 | Very Strong |
| ± 0.60 – 0.79 | Strong |
| ± 0.40 – 0.59 | Moderate |
| ± 0.20 – 0.39 | Weak |
| ± 0.00 – 0.19 | Very Weak |

Source: Adopted from Ahaiauzu and Asawo, 2016, *Advance Social Research Methods*

The positive (+) sign in the values of (*rho*) indicates a positive relationship, while the negative (-) sign in the value of (*rho*) indicates an indirect/negative or inverse relationship. Thus, the sign of the *rho* explains the direction of association between the two variables. The above table forms our yardstick for the determination of the level of relationship between the variables of the dimensions and those of the measures as understudied. These relationships range from very weak to very strong as seen from the table 3.

Table 4: Table showing correlations between leader's idealized influence and employee job satisfaction.

| | | | IdealisedIF | Job_Sfaction |
|----------------|--------------|-------------------------|-------------|--------------|
| Spearman's rho | IdealisedIF | Correlation Coefficient | 1.000 | .799** |
| | | Sig. (2-tailed) | . | .000 |
| | | N | 243 | 243 |
| | Job_Sfaction | Correlation Coefficient | .799** | 1.000 |
| | | Sig. (2-tailed) | .000 | . |
| | | N | 243 | 243 |

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

Source: Research Data, 2023

H₀₁: There is no significant relationship between leader's idealized influence and employee job satisfaction in major multinational oil and gas companies in Rivers State.

The table 4 shows a positive and significant relationship between leader's idealized influence and employee job satisfaction with a rho value of 0.799. This indicates that there is a high strength in correlation between both variables. This shows a strong positive relationship between leader's idealized influence and employee job satisfaction in major multinational oil and gas companies in Rivers State. However, since the probability statistics shows a value of 0.000, which is less than 0.05, at 95% confidence interval for which the calculations were made, therefore, the null hypothesis is rejected, and its alternative form accepted. This states that "there is significant relationship between leader's idealized influence and employee job satisfaction in major multinational oil and gas companies in Rivers State".

Table 5:Table showing correlations between leader’s idealized influence and employee involvement.

| | | IdealisedIF | Involvement |
|----------------|-------------|-------------------------|-------------|
| Spearman's rho | IdealisedIF | Correlation Coefficient | 1.000 |
| | | Sig. (2-tailed) | .686** |
| | | N | 243 |
| | Involvement | Correlation Coefficient | .686** |
| | | Sig. (2-tailed) | 1.000 |
| | | N | 243 |

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

Source: Research Data, 2023

H₀₂: There is no significant relationship between leader’s idealized influence and employee involvement in major multinational oil and gas companies in Rivers State.

The table 5shows a positive and significant relationship between leader’s idealized influence and employee involvement with a rho value of 0.686. This indicates that there is a high strength in correlation between both variables. This shows a strongpositive relationship between leader’s idealized influence and employee involvement in major multinational oil and gas companies in Rivers State. However, since the probability statistics shows a value of 0.000,which is less than 0.05, at 95% confidence interval for which the calculations were made, therefore, the null hypothesis is rejected, and its alternative form accepted. This states that “there is significant relationship between leader’s idealized influence and employee involvement in major multinational oil and gas companies in Rivers State”.

Table 6:Table showing correlations between leader’s idealized influence and employee dedication.

| | | IdealisedIF | Dedication |
|----------------|-------------|-------------------------|------------|
| Spearman's rho | IdealisedIF | Correlation Coefficient | 1.000 |
| | | Sig. (2-tailed) | .683** |
| | | N | 243 |
| | Dedication | Correlation Coefficient | .683** |
| | | Sig. (2-tailed) | 1.000 |
| | | N | 243 |

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

Source: Research Data, 2023

H₀₂: There is no significant relationship between leader’s idealized influence and employee dedication in major multinational oil and gas companies in Rivers State.

The table 6 shows a positive and significant relationship between leader’s idealized influence and employee dedication with a rho value of 0.683. This indicates that there is a high strength in correlation between both variables. This shows a strongpositive relationship between leader’s idealized influence and employee dedication in major multinational oil and gas companies in Rivers State. However, since the probability statistics shows a value of 0.000,which is less than 0.05, at 95% confidence interval for which the calculations were made, therefore, the null hypothesis is rejected, and its alternative form accepted. This states that “there is significant

relationship between leader's idealized influence and employee dedication in major multinational oil and gas companies in Rivers State".

Relationship between Leader's Idealized Influence and Employee Job Satisfaction in Major Multinational Oil and Gas Companies in Rivers State.

There is a positive and significant relationship between leader's idealized influence and employee job satisfaction in major multinational oil and gas companies in Rivers State.

According to Hoogh, Hatog, and Koopman (2005), a leader's idealized influence is positively related to employees' good work attitudes and spurs them to attaining high performance task. They noted that leaders' charisma builds trust within the workforce, and as such, the workers tend to display good citizenship behaviours that are for the good of the organization and also to gain the leader's praises and good remarks. According to Towler (2013), leader's idealized influence helps employees to performed better, adhere to the organization's vision more frequently, and encourages the enjoyment of given job task, which is a major prerequisite for job satisfaction. The work of Saeed, Shakeel, and Lodhi (2013), claimed that idealized influential leaders try to display ethical behaviours within and outside the organization, and this in turn influences employees job performance favorably and has a higher degree of association to job satisfaction. According to Mihelic, Lipicnik, and Tekavcic (2014), ethical leaders consider long-term outcomes and challenges. They went further to note that most ethical leaders try to influence their subordinates through their exemplary behavior, and this helps the workers to follow their styles judiciously and as such develop a high level of satisfaction from their work.

Relationship between Leader's Idealized Influence and Employee Involvement in Major Multinational Oil and Gas Companies in Rivers State.

There is a positive and significant relationship between leader's idealized influence and employee involvement in major multinational oil and gas companies in Rivers State.

Hughes (2014) explained that leaders through idealized influence instills pride in subordinates (charismatic) to exceeds his self- interest for the welfare of the organization, initiates and drives a sense of authority and confidence and transmits the most important beliefs and organizational goals and principles. he further noted that such leaders explain the need for change, create a vision for the future, and mobilize followers to get involved for attaining organizational objectives and goals, and also encourages them to go above and beyond expectations (Wagude, Ndiritu, & Onyango, 2015; Abbas, Iqbal, Waheed, & Naveed, 2012). Thus, this research inferred that leader's idealized influence brings about a resultant increase in employees' involvement in the organization.

Relationship between Leader's Idealized Influence and Employee Dedication in Major Multinational Oil and Gas Companies in Rivers State.

There is a positive and significant relationship between leader's idealized influence and employee dedication in major multinational oil and gas companies in Rivers State.

Avolio (2014) explained that transformational leaders exhibit idealized influence characteristics which are seen in workers' confidence and trust for their leader, and a high level of display of followership. This will make them want to exceed expectations and meet organtional goals and objectives. Abbas, Iqbal, Waheed, and Naveed (2012), and Okibo and Shikanda (2011) contend that good leadership behavior is important in driving and establishing the awareness needed for

organisational improvement and growth. The way leaders encourage organizational members and provide clear direction in terms of guidelines (which is idealised influence in work ethics and charisma) largely shapes employees' behavior paths. They went on to say that a leader's influence is seen in the display of his/her objectives by admirers towards attaining higher goals. Akeel and Indra (2013), contend that idealised influence plays a vital role in enhancing staff performance through its effect on role guidance. Thus, this research inferred that leader's idealized influence brings about a resultant increase in employees' dedication to the organization

V.CONCLUSION AND RECOMMENDATIONS

Conclusion

On the basis of the findings and the noted position of leader's idealized influence in the promotion of good workplace attitudes in major multinational oil and gas companies in Rivers State, Nigeria, it affirmed that leader's idealized influence substantially contributes to the attainment of positive work attitudes. This position also builds on the observed correlation between leader idealized influence on the measures of employee work attitude, comprising job satisfaction, employee involvement and employee dedication. Therefore, it was concluded that leader's idealized influence substantially correlates to positive work attitudes in major multinational oil and gas companies in Rivers State, Nigeria.

Recommendations

The present study aimed to establish an empirical relationship between leader's idealized influence and the measures of employee work attitude (job satisfaction, employee involvement and employee dedication) of major multinational oil and gas companies in Rivers State, Nigeria. Based on the findings and conclusions, the recommends that leaders in multinational oil and gas companies should build a good influence through ethical work behaviours and openness in organizational operations as these will help their followers develop high levels of trust, confidence, and reliability for improved involvement, dedication and job satisfaction.

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