LEADERSHIP STYLES AND RESILIENCE AS CORRELATES OF EMPLOYEE COMMITMENT AMONG MILITARY HEALTH WORKERS IN ENUGU AND ONITSHA, SOUTHEAST NIGERIA.

Leonard Nnaemeka EZEH[1] and **Kehinde OLAWALE[2]**
[1,2]Department of Psychology, Nnamdi Azikiwe University, Awka, NIGERIA

Abstract
This study investigated leadership styles and resilience as predictors of employee commitment among Military health workers in Enugu, Enugu state and Onitsha, Anambra state, Southeast, Nigeria. Two hundred and eighteen (218) participants made up of 142 males (65.15%) and 76 females (30.73%) were selected using convenience sampling technique. Their ages ranged from 22 to 69 with the mean age of 39.5 and standard deviation of 2.36. Three instruments were adopted to gather data for the study, namely: a 21 item Multifactor Leadership Questionnaire (MLQ) developed by Bass and Avolio (2004), a 26 item Resilience scale (RS) developed by Wagnild and Young (1993), and an 18 item Organizational Commitment Questionnaire (OCQ) developed by Meyer and Allen (1993). Pearson's product moment correlation was used as a statistical tool to test three hypotheses. The results of the study revealed that transformational leadership style significantly and positively correlated with employee commitment among Military health workers. Also, findings revealed that transactional leadership significantly and positively correlated with employee commitment of Military health workers. Furthermore, results indicated that resilience significantly and positively correlated with employee commitment among Military health workers. The study recommended that Military organization should adopt transformation and transactional leadership styles to improve the resilience of their health workers to gain their full commitment to the organization, while scholarly studies are called upon to replicate the study with larger group samples and in other sectors of economy to further validate its generalizability.

Key words: Leadership style, resilience and employee commitment.

Introduction
With the increased competition and organizational change in the health sector, the issue of employee commitment has become an increasingly common construct for inquiry because of the perceived impact a committed worker can have on the organization especially the Military health officers. In fact, it is believed that members in the organization are more likely to accomplish goals on behalf of their organizations (Cheng, 2003). Committed staff members would believe in the organization mission and vision and increase their abilities to achieve the organization's objectives. Many theorists believed that employee commitment has a substantial impact on employee turnover, productivity, satisfaction and success of both the individual as well as the organization (Villanueva, 2003).

Morrow (1993) describes employee commitment as characterized by attitude and behaviour. Miller (2003) describes an attitude of evaluative statements or judgments – either favourable or unfavourable concerning a phenomenon. employee commitment as an attitude reflects feelings such as attachment, identification and loyalty to the organization as an object of commitment (Morrow, 1993). Meyer, Allen and Gellantly (1990) also suggest that employee commitment as an attitude is "characterized by having a favourable positive cognitive and affective component about the organization". Employee commitment is the employees' state of being committed to assist in the achievement of the organization's goals, and involves the employees' levels of identification, involvement, and loyalty (Caught and Shadur, 2000). Employee commitment is therefore, the degree in which an employee is willing to maintain membership due to interest and association with the organization's goals and values.

Best (1994) maintains that "committed individuals enact specific behaviours due to the belief that it is morally correct rather than personally beneficial". Reichers (1985) is of the opinion that employee commitment as behaviour is visible when organizational members are committed to existing groups within the organization. Therefore, organizational commitment is a state of being, in which organizational members are bound by their actions and beliefs that sustain their activities and their own involvement in the organization (Miller and Lee, 2001).

However, Meyer and Allen (1997) identified three types of organizational commitment: affective, continuance, and normative. (1) Affective or moral commitment occurs when individuals fully embrace the goals and values of the organization. They become emotionally involved with the organization and feel personally responsible for the organization's level of success. These individuals usually demonstrate high levels of performance, positive work attitudes, and a desire to remain with the organization. (2) Continuance or calculative commitment occurs when individuals base their relationship with the organization on what they are receiving in return for their efforts and what would be lost if they were to leave (i.e., pay, benefits, associations). These individuals put forth their best effort only when the rewards match their expectations. (3) Normative commitment occurs when individuals remain with an organization based on expected standards of behavior or social norms. These individuals value obedience, cautiousness, and formality. However, this study investigates leadership style and workers resilience as constructs that significantly influence employee commitment.

Statement of the problem

Health workers often move from rural to urban and from poorer to less poor areas, as well as from the public to the private sector or to programmes funded by donor organisations and Non-Governmental Organizations (NGOs) (Mackey and Liang, 2013). In many poorer countries the problem is further exacerbated by international health worker migration, typically from poorer countries in the Global South to wealthier countries in the Global North. These migration patterns are often driven by a combination of 'push factors' in source countries – including lack of infrastructure and training opportunities and low wages and 'pull factors' in destination countries, which include the prospect of better remuneration and living conditions (WHO, 2006).

Health workers everywhere are exposed to a number of challenges and force that impact on their wellbeing, as well as on their ability to deliver high-quality care. For example, diseases burden epidemics, poor financing, non-financial incentives and inadequate work safety are some of these factors that impact on the demands of the workforce and workforce-specific

challenges that have a huge impact on the challenges that health workers face. These challenges might not only affect health workers' wellbeing, but crucially also impair their ability to provide adequate health services. The health workers in Nigeria are a case study on how health workers in poorer countries struggle when faced with high workloads, limited availability of equipment and essential medical supplies, lack of adequate training opportunities and low salaries. This both impacts negatively on healthcare delivery, and in many cases likely contributes to health workers' desire to migrate in search of improved working conditions

Lack of organization commitment on the part of health workers have negative effects on service delivery to the sick patients and productivity which to a large extent contribute immensely to failure of many health organizations not achieving their goals. The relationship between leadership style, emotional resilience and employee commitment has not much be considered by researchers. Few of the works on these constructs were done in Nigeria among the federal and private health organizations. It is on this note that researcher intends to explore the relationship between leadership style and emotional resilience on employee commitment among the Military health workers in 82 Division Enugu Military Cantonment, Enugu state and 302 Artillary Regiment General Support Onitsha (Military Cantonment), Anambra state, Nigeria.

Research questions
This study is guided by two research questions. The first is: Will leadership style have positive relationship with organizational commitment of Military health workers? The other is: Will emotional resilience have positive relationship with organizational commitment of Military health workers?

Purpose of the study
The general purpose of this study is to explore the relationship between leadership style, emotional resilience and organizational commitment of Military Health workers in Anambra state, Nigeria. The specific objectives of the study are to investigate: i) Whether there is relationship between leadership style and organizational commitment. ii) Whether there is relationship between emotional resilience and organizational commitment.

Operational definition of the key variables
Resilience: refers to the degree by which an individual tends to deal with the unwanted situation preventing him from performing the expected tasks as measured by Wagnild and Young (1993) Resilience scale. *Leadership style*: refers to the process by which a leader influences the activities of his or her followers in achieving the aims and objectives of an organization as measured by Bass and Avolio (2004) Multifactor Leadership Questionnaire.
Employee commitment: refers to a state by which an individual is identified with or her job in a particular organization as measured by Meyer and Allen (1993) organizational commitment scale.

Literature review
Leadership and Employee commitment Leadership is life blood of any organization and its importance cannot be underestimated. Many authors have studied this phenomenon, but there

is no conscious definition of what leadership is, no dominant paradigm for studying it, and little agreement regarding the best strategies for developing and exercising it (Bennis, 2007; Hackman and Wageman, 2007). Omolayole (2006) views leadership as that kind of direction, which a person can give to a group of people under him in such a way that these will influence the behavior of another individual, or group. Ngodo (2008) perceives leadership to be a reciprocal process of social influence, in which leaders and subordinates influence each other in order to achieve organizational goals. Leadership style is viewed as the combination of traits, characteristics, skills and behaviours that leaders use when interacting with their subordinates (Marturano and Gosling, 2008,).

Lo (2009) examined the relationship between leadership styles (transformational and transactional leadership styles) and employees' commitment in Malaysia. Data was collected from 342 respondents who participated in the study. Results found that transformational leaders are more able to bring in commitment in employees than transactional leaders. Their finding indicates that transformational leaders have a more significant and stronger relationship with employee commitment. This implies that the leaders who give advices, supports, and pay attention to the individual needs of followers will enhance the level of employee commitment of the employees.

Avolio, Zhu, Koh and Bhatia (2004) examined the linkage between transformational leadership and employee commitment by focusing on psychological empowerment and structural distance among staff nurses in public hospital, Singapore. The study adopted simple random sampling technique in selecting 520 staff nurses who served as participants for the study. Perason's product moment correlation was employed as the statistical instrument to analyze the data. Their findings showed that there is a positive association between transformational leadership and employee commitment revealing that psychological empowerment medicated the relationship between transformational leadership and employee commitment.

Shastri, (2010) examined the relationship between leadership style (transformational and transactional)and employee commitment among employees in Eastern and Northern Indian Industrial Organization. One hundred and forty seven (147) employees were selected for the study using purposive sampling method. The results revealed that there was significant correlation between transformational leadership style and employee commitment. Also, the results showed that there was significant positive correlation between transactional leadership style and employee commitment. This finding indicates that people tend to be more satisfied if their leader displays favourable leadership behaviour which makes them to be more committed to their organization. Since it was found that leader's sensitivity to member's needs is related to employee commitment, then managers need to be clear about the goals and values of the organization so as to align them with the needs of the workers.

Akintayo (2010) investigated the relationship between transactional leadership style and employee commitment among Industrial Workers in Nigeria. Data was gathered from 345 workers whom were participants for the study. The study used convenience sampling technique to gathered participants for the study. Results indicated that there was a strong correlation between transactional leadership style and employee commitment among Industrial Workers in Nigeria.

Resilience and Work commitment Individual resilience has largely been operationalized as a dispositional variable responsible for the psychological mechanisms that enable people to bounce back following crises or traumatic events (King, 2007; McLarnon and Rothstein, 2013). Although in recent years the individual resilience research has expanded its scope from clinical and developmental foci to applications in occupational settings (King, 2007; Luthans, 2002), an overview of the recent literature reveals disparate conceptual and operational perspectives of the construct (Linnenluecke, 2015). The extant individual resilience literature largely portrays the construct as a relatively stable disposition, related to self-efficacy, locus of control, and agreeableness (Wagnild and Young, 1993).Paul, Bamel and Garg (2016) study explores the mechanism of the relationship between resilience and OCB in the context of Indian organizations. The study sample comprised employees 345 working in the manufacturing industries of Uttarakhand and Himachal Pradesh in India. The results provide empirical evidence for the positive relationship between resilience and OCB. Also, the results emphasize that resilience influence organizational commitment as well. As hypothesized, results have also supported the mediating effect of organizational commitment in the relationship between resilience and OCB, explaining the underlying mechanism of resilience-OCB relationship. The mediation is partial which means that resilience influences OCB directly as well as indirectly through organizational commitment.

Ugwu and Amazue (2014) investigated psychological ownership, hope and resilience as predictors of employee work engagement among teachers in three post primary school in Nsukka, South-East, Nigeria. Multistage sampling technique was adopted to select 179 teachers that participated in the study. The results revealed that psychological ownership did not predict work engagement behaviour among teachers whereas hope and resilience significantly predicted work engagement behaviour among teachers. Rahmawati (2013) examine the correlation between the level of tax consultant's resilience on their perceived level of employee's job commitment. The study was conducted on 52 employees who work in a tax consulting firm. The results showed that resilience had significant influence on employees' job commitment level.

Hypotheses
1. There will be significant positive correlation between transformational style and work commitment among Military health workers.
2. There will be significant positive correlation between transactional leadership style and work commitment among Military health workers
3. There will be significant positive correlation between resilience and organizational commitment among Military health workers.

Method
Participants The participants for this study were two hundred and ten (218) Military health workers from 82 Division Enugu Military Cantonment, Enugu state and 302 Artillary Regiment General Support Onitsha (Military Cantonment), Anambra state, Nigeria. The participants were drawn using convenience sampling technique. The selected professionals includes: 13 Doctors, 66 Nurses, 11 Pharmacists 15 pharmacy assistants, 12 Medical laboratory specialists, 22 medical laboratory assistants, 6 Radiographers , 21 Auxilliary Nurses, 11 Dentists, 16 dental

assistants, 3 Clinical Psychologists, 5 Cardiographers, 10 Cardiographer assistants and 7 Physiotherapists. The participants comprised of 142 (65.15%) males and 76 (30.73%) females. The participants' ages ranged from 21 to 58 years with the mean age of 39.5 and standard deviation of 2.36. In term of academic qualification; 59 (27.06%) were SSCE holders; 26 (11.92%) were ND holders; 42 (19.27%) were HND holders; 74 (33.94%) were B.Sc holders; while 17 (7.80%) were M.Sc holders. In the case of marital status 113 (51.83%) were single and 84 (38.53%) were married and 21 (9.63%) were widows/widowers. In the area of religion 105 (48.16%) were Christians; 83 (38.07%) were Muslim; and 30 (13.76%) were practitioners of other religions.

Instruments Three instruments were adopted for this study, namely: 21-item Multifactor Leadership Style Questionnaires developed by Bass and Avolio (1992); 26-item Resilience scale developed by Wagnild and Young (1993); and 18-item organizational commitment scale developed by Meyer and Allen (1993).

*Multifactor Leadership Questionnaire (MLQ)***:** It is a 21-item scale developed by Bass and Avolio (2004) to measure various aspects of transformational and transactional leadership styles. This scale followed a five-point Likert-style response (Not at all = 0; Once in a while = 1; Sometimes = 2; Fairly often = 3; and Frequently, if not always = 4). The instrument is a self-report measure of 21 items divided into three subscales: transformational leadership style, transactional leadership style, and laissez-faire leadership style. There are four identified characteristics of transformational leadership style (Idealised Influence, Inspirational motivation, Intellectual stimulation and Individual consideration), while there are three identified characteristics of transactional leadership style (Contingent reward, Management by exception (Passive) and Management by exception (Active)). Items that measured transformational leadership style includes: item 1, 2, 3, 4, 8, 9, 10, 11, 15, 16, 17 and 18. Items that measured transactional leadership style includes: item 5, 6, 12, 13, 19, and 20. While item 7, 14, and 21 measured laissez-faire leadership style. As for the study requirements only two subscales that is, transformational and transactional leadership styles were used. The authors reported a Cronbach's alpha reliability coefficient of .86. For Nigerians' use Omotayo (2004) obtained Cronbach's alpha coefficient reliability of .82. The researcher conducted a pilot test on Bass and Avolio (1994) leadership style questionnaire with 60 Military health workers in 341 Artillery Regiment Owerri Military Cantonment, Owerri, Imo state, Nigeria and obtained Cronbach's alpha reliability coefficient of .76. Based on my reliability coefficient of Multifactor Leadership Style questionnaire, it shows that it is reliable and as such adopted for this study.

*Resilience Scale***:** It is a 26-item scale developed by Wagnild and Young (1993) to measure the degrees of individual resilience in the workplace. The scale follows a 7-point Likert-style fromat (strongly disagree = 1; disagree =2; somewhat disagree = 3; neutral = 4; somewhat agree = 5; agree = 6; and strongly agree = 7). The authors of the scale reported a Cronbach's alpha reliability coefficient of .76 and validity index of .42. The researcher conducted a pilot test to re-establish the reliability of the Wagnild and Young (1993) resilience scale with 60 Military health workers in 341 Artillery Regiment Owerri Military Cantonment, Owerri, Imo state, Nigeria and obtained Cronbach's alpha reliability coefficient of .75. Based on my reliability of this scale, it shows that the instrument is reliable and as such it is adopted for this study.

Employee Commitment Scale: It is an 18-item scale developed by Meyer and Allen (1993) to measure employees' commitment to their organization. Also, this instrument was measured on a 7-point Liker-style format ranging from "strongly disagree = 1 to strongly agree = 7". The instrument measures three components of organizational commitment namely; (2) affective commitment; (b) continuous commitment; and (c) normative commitment. Item 1, 2, 3, 4, 5 and 6 measure affective commitment; item 7, 8, 9, 10, 11, and 12 measure continuous commitment; whereas, item 13, 14, 15, 16, 17 and 18 measure normative commitment. Item 3, 4, 6, and 13 were reversed scored. The authors reported Cronbach's alpha reliability coefficient of = .83 for affective commitment; .74 coefficient for continuous and .85 coefficient reliability for .Normative commitment. For Nigerian use, Ndukaihe (2013) reported a reliability coefficient of .72 for the total scale.The researcher conducted a pilot test on Meyer and Allen, (1993) commitment scale 60 Military Health workers in 341 Artillery Regiment Owerri Military Cantonment, Owerri, Imo state, Nigeria and obtained Cronbach's alpha reliability coefficient of .75. Based on my reliability of this scale, it shows that the instrument is reliable and as such it is adopted for this study.

Procedure

Prior the initiation of the study, the researcher conducted a pilot study in order to ascertain the reliability of the instruments for the study. To do this, 60 participants were drawn from the pool of Military Health workers in 341 Artillery Regiment Owerri Military Cantonment, Owerri, Imo state, Nigeria. These selected professionals were used to test the reliability of the instruments. The process took the researcher 5 working days to gather data from the selected participants. Consequently, having obtained a favourable reliability coefficient, the researcher proceeded to Enugu and Onitsha for the main study.

Having used the 60 Military Health workers in 341 Artillery Regiment Owerri Military Cantonment, Owerri, Imo state, Nigeria for the pilot studies, the researcher proceeded to 82 Division Enugu Military Cantonment, Enugu state and 302 Artillary Regiment General Support Onitsha (Military Cantonment), Anambra state, Nigeria to gather empirical data. The researcher adopted oral permission from the two Military divisions' Administrative command to enable the researcher carry out the study. Permission was obtained and the researcher was instructed to drop the questionnaire to the Health Administrators for distributions and come back on the appointed date to pick the filled questionnaires. Instructions were given on how to accurately score the items. Also, the respondents were made to understand that the research is for academic purpose and that their responses will not be traced to them. They also to know that they can opt out of the research process if they felt inconsistence with any parts of the instrument. Response to the questionnaire was voluntary.

A total of 300 questionnaires were distributed to the study participants of which 82 (30.0%) were discarded, while 218 (70.0%) were accurately filled and retained for further analysis. The retained questionnaires were statistically analyzed with the aid of Statistical Packaged for Social Science (SPSS) IBM version 23.

Design/Statistics

The study is a cross-sectional survey research design while Pearson's correlation was adopted for data analysis.

Results

Table 1: SHOWS THE MEAN AND STANDARD DEVIATION OF THE PARTICIPANTS

	Mean	Std. Deviation	N
Work Commitment	3.5241	.13947	218
Leadership style	3.5781	.17486	218
Emotional Resilience	3.6023	.12325	218

Table 2: SHOWS THE RESULTS OF THE PEARSON PRODUCT MOMENT CORRELATION ON LEADERSHIP STYLE AND RESILIENCE AS CORRELATES OF WORK COMMITMENT (CORRELATION)

	Employee commitment	Transformational Leadership	Transactional Leadership	Resilience
Employee commitment	1			
Transformational Leadership	.298**	1		
Transactional Leadership	.188**	.395**	1	
Resilience	.358**	.628**	.625**	1

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

From table 2 above, the Pearson Moment Correlation results showed that transformational leadership style (r = .29**, p< .01) significantly and positively correlated with employee commitment among Military health workers in Enugu and Onitsha Military hospitals. Therefore, the hypothesis, which stated that leadership style would have significant positive relationship with work commitment among Military health workers, is confirmed.

From table 2 above, the Pearson Product Moment Correlation results revealed that transactional leadership style (r = .19**, p< .01) significantly and positively correlated with employee commitment among Military health workers in Enugu and Onitsha hospitals. Therefore, the hypothesis, which stated that transactional leadership style would have significant positive relationship with employee commitment among Military health workers, is confirmed.

From table 2 above, the Pearson Product Moment Correlation result showed that resilience (r = .36**, p<.01) significantly and positively correlated with employee commitment among Military health workers in Enugu and Onitsha Military Hospitals. Therefore, the hypothesis which stated that emotional resilience would have significant positive correlation with workers commitment is confirmed.

Discussion

The current empirical study explored leadership style and resilience as predictors of work commitment the Military health workers in Enugu and Onitsha Military Hospital, Southeast,

Nigeria. Three hypotheses were formulated and tested. In order to guide the study three hypotheses were formulated, tested and analyzed. Specifically, the results were discussed as follows:

Hypothesis I, which stated that transformational leadership style would have significant relationship with work commitment among the Military health workers in Enugun and Onitsha Military health workers, was confirmed. The finding supported Luo (2009) who found that transformational leaders have a more significant and stronger relationship with employee commitment. The result also corroborated with Bass and Avolio (2004) whose finding showed positive association between transformational leadership style and employee commitment. Also, the finding agreed with Shastri (2010) who confirmed that transformational leadership style correlated with employee commitment.

However, Bass and Avolio, Zhu, Koh and Bhatia (1997) theorized that when a leader is being a role model for his or her followers and encouraging the followers to share common visions and goals by providing a clear vision and a strong sense of purpose tends to increase the workers commitment to their roles and significantly increase organizational effectiveness and productivities. Moreso, transformational leader tends to express the importance of desired goals in simple ways, communicates high level of expectations and provides followers with work that meaningful and challenging. In a nutshell the finding showed that the transformational leadership style adopted by the Military leaders significantly influence the Military health workers sense of belonging to the organization.

Hypothesis II, which stated that there would be relationship between transactional leadership style and employee commitment among the Military health workers, was confirmed. The finding agreed with Luo (2009) who explored the relationship between transactional leadership style and employee commitment among employee in Malaysia and found that transactional leadership style had significant positive correlation with employee commitment. The finding supported Akintayo (2010) who investigated the relationship between transactional leadership style and employee commitment and found that there was significant positive relationship between transactional leadership and employee commitment. Also, the result was corroborated with Shastri (2010) that examined the relationship between leadership styles and employee work commitment. The finding was that transactional leadership style significantly correlated with employee work commitment. Bass and Avolio (1997) stressed that transactional leadership was mainly based on contingent reinforcement. They opined that for employees to be fully committed to their job there must be an exchange of rewards between leaders and followers in which effort is reward by providing rewards for good performance. When employees are rewarded for their efforts in contributing to the effectiveness of the organization, it tends to increase their morale and promotes a healthy sense of belonging within the organization. Employees will double their effort in achieving the expectations of the organization when they know that the management is aware of their social and psychological well-being.

Hypothesis III, which stated that there would be significant correlation between resilience and employee commitment among the Military health workers in Enugu and Onitsha Military hospitals, was confirmed. The result agreed with Ugwu and Amazue (2014) who investigated psychological ownership, hope and resilience as predictors of employee work engagement among teachers and found that hope and resilience significantly predicts employee work

engagement. The also supported Paul, Bamel and Garg (2016) who explored the mechanism of the relationship between resilience and organizational citizenship behaviour in the context of Indian organizations, and found that resilience influenced organizational commitment

Implication of the study
This study shows that leadership style and resilience are important personal resources in the association with job commitment. These results provide important insights on various human resources practices, such as personnel selection of job candidates and training workshop for job incumbents. For example, organizations can assess the level of leadership quality and resilience in personnel selection with standard written tests. With the availability of psychometrically sound measurement scales, such as the Multifactor Leadership questionnaire by Bass and Avolio (1997) and Resilience Scale by Wagnild and Young, (1993), organizations could select job candidates with positive personal qualities for their organizations. Furthermore, organization can assist employees to enhance their leadership quality and resilience by providing training workshops. According to Luthans et al. (2008), a key feature of resilience is that it is malleable and open to development. Therefore, enhancing employees' leadership quality and resilience provide a potentially rewarding strategy to increase the outcome of job commitment.

Limitations of the study
This study should be considered in light of some major limitations. First, the present sample was not representative of Military in Nigeria; participants were only those who the researcher considered appropriate for the study (convenience sampling). Secondly, the scope of the study covered only Military health workers in Enugu and Onitsha and this might limit the possibilities of generalizing from the data. Forth, this study relied on self-reports of participants regarding leadership style, resilience and employee commitment. Common method variance might have affected the strength of observed relationships (Podsakoff, MacKenzie, and Podsakoff, 2003). Therefore, to tackle the potential problem of self-reports method, future studies should consider including data from other sources (e.g., supervisors, coworkers) as external validation.

Recommendations of the study
Accordingly, this study suggests some new directions for further research. First, future research should conduct by using a larger sample of Military health workers across the six geo-political zones of Nigeria. Second, future research should replicate the study in new settings, to assess whether the dimensions and linkages identified in this study remain relevant and consistent with some other research variables. Third, future researchers are invited to explore the key instrument of this study to re-evaluate the relationship between this study's constructs.

Conclusions
Leadership style and resilience are unique work characteristics of human service employees. Identifying factors that can increase the employee commitment have a theoretical and practical importance for employees and their organization. Results showed that higher leadership style and resilience were indeed positively correlated to employee commitment. These findings were generally in line with earlier studies that show that dimensions of leadership style

(transformational and transactional leadership style) and resilience correlated with employee commitment. The conclusion drawn from this study is that leadership style and emotional resilience positively correlated with workers commitment among Military health workers in 82 Division Enugu Military Cantonment, Enugu state and 302 Artillary Regiment General Support Onitsha (Military Cantonment), Anambra state, Nigeria.

Reference

AkintayoD.I. (2010). Transactional leadership and Organizational Commitment Among Industrial Workers inNigeria. *Journal of Social Sciences*. 2(1), 1-8.

Arnold, H. J., & Feldman, D. C. (1982). A multivariate analysis of the determinants of job turnover. *Journal of Applied Psychology, 67(3), 350-360.*

Avolio, B.J., Zhu, W., Koh, W., & Bhatia, P. (2004). Transformational leadership and organizational commitment: Mediating role of psychological empowerment and moderating role of structural distance. *Journal of Organizational Behavior, 25(8)*, 951-968

Bennis W. (2007). The challenge of leadership in the modern world: introduction to special issues. *American Psychology,* 62(1), 2-5.

Bennis, W., & Nanus, B. (2007). *Leaders: Strategies for taking charge*. New York, NY: HarperCollins.

Best, J. (1994). Social Progress and SocialProblems: Toward a sociology of gloom. *The Sociological Quarterly, 42(1),* 1-12

Caught, K. & Shadur. (2000). The measurement artifact in the organizational commitment questionnaire. *Psychological Reports, 87,* 777-788.

Cheng, Y. & Stockdale, M. S. 2003. The validity ofthe three-component model of organizational commitment in a Chinese context. *Journal of Vocational Behavior, 62(3)*, 465-489.

Cohen, A.(2003). *Multiple commitments in the workplace: An integrative approach*. Mahwah,NJ: LawrenceErlbaum.

Hackman R. P, Wageman R (2007). Asking the right questions about leadership discussion and conclusion. *American Psychol*., 61(1), 1-41.

Hackman, J.R., and R. Wageman (2005). When and how team leaders matter. *Research in Organizational Behavior 26*, 37–74.

King, A. S. (1997). The crescendo effect in career motivation. *Career Development International*, *2*(6), 293–301.

Lo, M., Ramayah, T., & Min, H. (2009), Leadership styles and organizational commitment: A test on Malaysia manufacturing industry. *African Journal of Marketing Management,* 1, 133-139.

Luthans, F. (2002). The need for and meaning of positive organizational behavior. *Journal of Organizational Behavior*, *23*(6), 695–706.

Marturano, A. And Gosling, J. (2008)*Leadership*.TheKey Concepts, New York: Routledge.

McLarnon, M. J. W. & Rothstein, M. G. (2013). Development and initial validation of the Workplace Resilience Inventory. *Journal of Personnel Psychology, 12(2)*, 63-73.

Meyer, J. & Allen, N. (1997). Commitment in the workplace: Theory, research, and application. Thousand Oaks, CA: Sage Publications

Miller, J. (2003). Critical incident stress debriefing and socialwork: Expanding the frame. *Journal of Social Service Research, 30(2),* 7-25.

Morrow, P.C. (1983). Concept redundancy in organizational research: The case of work commitment. Academy of Management Review,8 (3), 486-500

Morrow, P.C. (1993). *The theory and measurement of work commitment.* Greenwich,CT: Jai Press Inc.

Ngodo O.E (2008). Procedural justice and trust: The link in the transformational leadership-organizational outcomes relationship. *International Journal of Leadership Studies*, 4(1), 82-100.

Paul, H., Bamel, U.K., & Garg, P (2016).Employee resilience and OCB: Mediating effects of organizational commitment.*Journal for Decision Makers 41(4)* 308–324

Reichers, A. E. (1985). A review and reconceptualization of organizational commitment. Academy of Management Review, 10, 465-476.

Schaufeli, W. B., Salanova, M., Gonzalez-Roma, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness Studies*, *3*(1), 71–92.

Ugwu, F.O. &Amazue, L. O. (2014)Psychological Ownership, Hope, Resilience and Employee Work Engagement among Teachers in Selected Mission Schools.*European Journal of Business and Management6(10), 98-106.*

Villanueva, (2003) "Framing Leadership & Commitment: An Analysis of Perceived Leadership Frames and The Relationship of Organizational Commitment", *ProQuest Information and Learning Company, UMI 3080965*

Wagnild G., & Young, H. (2009). *The resilience scale user's guide for the US English version of the resilience scale and the 14-item resilience scale (RS-14).* Worden, MT: The Resilience Center.

Wagnild, G., & Young, H. (1990). Resilience among older women. *Journal of Nursing Scholarship*, *22*(4), 252–255.

Rahmawati, S.R (2013) Employee Resiliencies and Job Satisfaction.Journal of Educational, Health and Community Psychology, 2(1), 30-37.

Linnenluecke, M. (2015). Resilience in business and management research: A review of influential publications and a research agenda. *International Journal of Management Reviews, 1-17.*

Bass, B. M., & Avolio, B. J. (1993). *Transformational leadership: A response to critiques.* In M. M. Chemers & R. Ayman (Eds.),Leadershiptheory and research: Perspectives and directions. SanDiego, CA: Academic Press.

Bass, B. M., & Avolio, B. J. (1994).*Improving organizational effective-ness through transformational leadership.*Thousand Oaks, CA: Sage.

Avolio, B. J. (1999). *Full leadership development*. Thousand Oaks, CA: Sage

Avolio, B. J. & Bass, B. M. (2004). *Multifactor Leadership Questionnaire*. Manual and sampler set. (3rd ed.) Redwood City, CA: Mind Garden.

Allen, N. & Meyer, J. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. Journal of Occupational Psychology, 63, 1-18.

Biographical Note
Leonard Nnaemeka EZEH is a Senior Lecturer in the Department of Psychology, Faculty of Social Sciences, Nnamdi Azikiwe University, Awka, NIGERIA Email: leomikel@yahoo.com

 Kehinde OLAWALE is a Lecturer in the Department of Psychology, Faculty of Social Sciences, Nnamdi Azikiwe University, Awka, Nigeria. Email: okenny074@gmail.com.