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The Impact of Managers' Sportsmanship Behavior on Employee Commitment in the Hospitality Sector of Port Harcourt, Nigeria

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Abstract: This study examines the relationship between managers' sportsmanship behaviour and employee commitment in the hospitality sector in Port Harcourt, Nigeria. Employee commitment was assessed in terms of affective commitment and normative commitment. This research utilized a quasi-experimental and cross-sectional survey designs. The target population is 159 sample elements drawn from the four major hotels and restaurants in Port Harcourt, Nigeria. However, the accessible population was 124 respondents. The sample size (S) was determined based on the guidelines of census study technique which allow for the entire population (124) to be adopted as the sample. The study relied on primary source and secondary data sources. Data was analyzed using Sperman's Rank Order Correlation Coefficient with the aid of SPSS. The findings of the study showed that workers' levels of affective and normative commitment were positively correlated with sportsmanship behaviour shown by their managers. It was recommended that; Managers should exhibit sportsmanship behaviour, which involves behaving ethically and respectfully towards their employees. This will create a positive work environment that fosters affective commitment among employees. Managers should strive to create a positive work environment that fosters teamwork, collaboration, and positivity. A positive work environment can lead to increased normative commitment among employees.

Keywords: Managers' Sportsmanship Behaviour, Employee Commitment, Affective Commitment and Normative Commitment.

INTRODUCTION

Sportsmanship is the code of behaviour that is required of those who take part in competitive sports or other activities. The idea of sportsmanship has recently been used to describe company management procedures. Sportsmanship is especially important in the hospitality sector because it fosters cooperation, decency, and fairness, all of which are crucial for providing excellent customer service. According to research, managers who act in a sportsmanship behaviour are more likely to have loyal employees. These managers foster an atmosphere at work that promotes professional growth and job happiness. Giving employees opportunity for growth and development, treating them fairly, respecting their perspectives, and recognizing and appreciating their

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contributions to the company are all examples of sportsmanship behaviour (Allen & Meyer, 1990; Delobbe & Vandenberghe, 2000). The hospitality industry in Nigeria is one of the fastestgrowing in the nation, and it is anticipated to develop much more in the years to come. Despite this expansion, the sector still confronts formidable obstacles, such as high employee churn rates. Given the COVID-19 pandemic's severe effects on the hotel industry, these difficulties are more pressing. Given these difficulties, it is crucial to look at the connection between managers' sportsmanship behaviour and employee commitment in the Nigerian hotel industry.

Allen and Meyer (1990), Beck and Wilson (2000), Genty et al. (2017) noted that the success of every business, (particularly those in the hospitality industry), depends heavily on employee commitment. The following are some advantages of employee commitment: (i). Productivity rises when people are devoted to their jobs because they are more inclined to exert additional effort and work hard. They have the drive to accomplish their objectives and make a positive difference in the company. (ii). Increased customer loyalty and satisfaction may result from committed personnel who are more likely to provide top-notch customer service. They recognize the value of offering high-quality service and are prepared to go above and beyond to make sure that clients are satisfied. (iii). Employees who are dedicated to their employment are less likely to quit the company. This lowers employee turnover and the related expenses of finding and training new hires. (iv). Committed employees are more likely to get along with co-employees and support a supportive team environment. This may enhance teamwork, communication, and performance as a whole. (v). The bottom line may be directly impacted by employee commitment. A company's income and profitability may rise when its employees are effective, provide great service, and committed. Although, scholars have argued that it is mostly tied to the level of sportsmanship within the management cadre. It is crucial for managers to have good sportsmanship since it may assist the company in a number of ways. The advantages of a manager's sportsmanship include the following: (i). Enhanced morale: A boss who practices good sportsmanship fosters a supportive workplace where employee members feel appreciated and valued. Increased morale and work satisfaction might result from this. (ii). Increased loyalty: Employees are more likely to be loyal to a boss who behaves sportsman-likely. When people believe their management is concerned about them and their well-being, employees are more inclined to remain with a company. (iii). Better teamwork: A manager who is sportsmanship is more likely to promote cooperation and teamwork among employee members. This may result in better decision-making, enhanced communication, and higher output. (iv). Better communication: A manager who plays by the rules is more likely to be personable and receptive to employee suggestions. This may result in improved communication and comprehension of one another's viewpoints between employee members and their management. (v). An improved reputation: A manager's standing with employee, clients, and other stakeholders is likely to increase if they act with sportsmanship, because it enhances the company's image.

There is a dearth of research on this subject in Nigeria, despite the significance of managers' sportsmanship behaviour in fostering employee engagement. The majority of study on employee commitment in the Nigerian hotel industry has concentrated on elements like work satisfaction, corporate culture, and leadership style; however, the influence of sportsmanship behaviour on employee commitment has received less attention (Bentein et al., 2002; Lee et al, 2000; Vandenberghe et al. 2004). The cultural differences between Nigeria and Western nations may be one cause for this gap in the literature. Most studies on good sportsmanship and employee commitment have taken place in Western nations, where cultural norms and beliefs diverge from those in Nigeria.

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Therefore, extrapolating Western research's conclusions to the Nigerian setting may be difficult. Another factor may be that Nigerian managers are not aware of the value of good sportsmanship in encouraging employee commitment. Many managers in Nigeria may not be aware of the moral standards that govern behaviour in sports or how their actions affect employee commitment (Ekrot et al., 2016; Kartika & Pienata, 2020; Vandenberghe et al., 2001).

2. Literature Review

2.1 Theoretical Underpinning

One of the most popular theories of employee commitment is the psychological contract theory. It implies that a set of commitments and expectations between the employee and the company form the foundation of employee commitment. Organizational psychologists use the Psychological Contract Theory to explain the implicit and unstated commitments and expectations between an employer and employee. According to the idea, people develop attitudes and actions toward the organization based on their beliefs and expectations about the benefits they would obtain in return for their labour. Chris Argyris initially proposed the idea of the psychological contract in 1960, but Denise Rousseau subsequently expanded and popularized it in the 1980s. The psychological contract is stressed as being subjective in Rousseau's version of the notion, which implies that it might change greatly across various people and organizations (Hallier & James, 1997; Morrison & Robinson, 1997; McLean Parks et al., 1998). According to this theory, workers are more likely to be committed when a firm keeps its commitments to them, including those about job security and career progress. Employees, in accordance with this notion, have a set of expectations about their working relationship with the company. These expectations might be stated explicitly or implicitly and can relate to things like job stability, possibilities for professional growth, compensation and benefits, working conditions, and job duties. When the company meets these expectations, employee members are more likely to feel a feeling of responsibility and to be devoted to the company. The psychological contract's fulfilment is a two-way process, according to the psychological contract theory. Employees have duties to the company, including upholding performance standards, adhering to rules and regulations, and helping the company succeed. Employees are more likely to be dedicated to the company when they complete their commitments (McLean Parks et al., 1998; Morrison & Robinson, 1997).

Employees may have a feeling of betrayal and may become less devoted to the company when the psychological contract is broken. When an organization breaks one of its promises, such failing to provide job stability or possibilities for professional progress, it may result in psychological contract violations. Breaches may also happen when an employee doesn't fulfil their duties to the company, including not fulfilling performance requirements or disobeying rules and regulations. Organizations may benefit from the Psychological Contract Theory in a practical way. It implies that businesses have to attempt to keep their commitments to employee members while also being open and explicit about them. This might include delivering employment stability, opportunity for professional growth, and fair compensation and benefits. Additionally, organizations should let workers know what is expected of them and what they are responsible for, and they should provide them chances to live up to those expectations. The Psychological Contract Theory also advises enterprises to manage the psychological contract in a proactive manner. This might include keeping in constant contact with workers, giving performance reviews, and giving them the chance to express their problems and provide feedback (Robinson et al., 1994; McLean Parks et al., 1998).

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2.2 Conceptual Review

2.2.1 Managers' Sportsmanship Behaviour

Meyer and Allen (1991), and Meyer and Allen (1997) noted that the ability to act with good sportsmanship is a necessary quality for those in management positions inside a company. It refers to the capacity of managers to exhibit fairness, respect, and ethical behaviour toward their colleagues and subordinate, in a manner that is analogous to how athletes behave toward their rivals. Because of the increasingly cutthroat nature of modern business, managers are expected to set a good example for their employees by acting in a sportsmanship behaviour and leading by example. The following are some of the reasons why the sportsmanship behaviour of managers is so important: (i). Boosting employee morale: A manager who acts in a sportsmanship behaviour contributes to the creation of a pleasant working environment in which workers feel appreciated and valued in their roles. Because workers are more likely to be driven to work hard for someone who treats them properly, this may assist to enhance morale and increase productivity. workers are more likely to be inspired to work hard for someone who treats them fairly. (ii). Improve collaboration: Managers who model good sportsmanship are more likely to be able to encourage collaboration among the members of their team. Managers create an atmosphere in which employees are able to work more successfully together, speak more freely with one another, and cooperate on projects more efficiently when they treat all employees with respect and fairness. (iii). Establishing and maintaining trust is one of the most important factors in the operation of any successful company. When managers behave in a sportsmanship behaviour with their workers and colleagues, they earn the confidence of those employees and colleagues. Because it helps to develop solid connections, increases communication, and promotes a great work culture, this trust is crucial for the success of any corporate organization. (iv). Inspire Sportsmanship behaviour: Managers who exhibit sportsmanship behaviour are more likely to inspire ethical behaviour among their team members. Managers may foster a culture of accountability in their organizations by setting an example of ethical behaviour and accepting responsibility for the consequences of their own actions. This will inspire workers to do the same. (v). Increase the Strength of the Relationships with Your consumers: Managers that demonstrate good sportsmanship are more likely to be successful in developing solid relationships with their consumers. Managers have the ability to increase customer loyalty and cultivate a great image for their company by providing courteous service and treating customers with respect and fairness.

2.2.2 Employee Commitment

When we talk about employee commitment, we're talking about how attached and devoted an employee is to their employer. It is the degree to which an employee identifies with the objectives and core principles of their company, as well as their readiness to put up additional effort to achieve those objectives. A key element in every company organization's success is employee commitment (Meyer & Allen, 1991). Organizational psychologists John Meyer and Natalie Allen originally put out the idea of employee commitment in 1991. Three elements— affective commitment, continuation commitment, and normative commitment—make up their concept of employee commitment. The term "affective commitment" describes a worker's sentimental connection to their company. It refers to how much a worker feels a feeling of loyalty and connection to their company. High levels of affective commitment among employees are associated with greater motivation, engagement, and willingness to go above and beyond in their jobs. An employee's sense of the expenses involved with quitting their company

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is referred to as their "continuance commitment." Due to perceived consequences of leaving, such as loss of benefits, seniority, or job security, employees with high levels of continuity commitment are more inclined to remain with their company. The term "normative commitment" describes a worker's feeling of duty to their company. It refers to how strongly an employee believes they should stay with their company out of a feeling of loyalty or obligation. Since then, organizational psychology research has largely embraced and improved upon Meyer and Allen's concept of employee commitment. It has been used to investigate the aspects of employee commitment and how it affects organizational outcomes including productivity, and turnover (Meyer & Allen, 1991).

Meyer and Allen (1991) noted that a key element in every company organization's success is employee commitment. It speaks to an employee's degree of commitment to and devotion to their employer as well as their readiness to go above and beyond in their job duties. Employee commitment is essential inside a corporate organization for the following reasons: (i). Increased Productivity: Employees are more likely to be motivated and interested in their job when they are dedicated to their company. Higher productivity and better results for the company are the results of this enhanced participation. (ii). Reduced Turnover: Workers are less likely to quit their jobs when they are devoted to their company. This lowers turnover rates, which may be expensive for businesses in terms of hiring and training expenses. (iii). Enhanced Productivity: Devoted workers are more inclined to take pleasure in their job and pursue perfection. As a consequence, the work is of higher quality, and the company experiences better results. (iv). Increased Customer Satisfaction: Devoted employee members are more likely to provide first-rate customer service. Increased client satisfaction and loyalty result from this, which is essential for any corporate organization's success. (v). Positive Work Culture: Employees are more willing to collaborate and assist one another when they are devoted to their company. This results in a productive workplace environment that encourages collaboration, communication, and a feeling of purpose.

2.2.2.1 Affective Commitment

Organizational psychologists John Meyer and Natalie Allen's 1991 model of employee commitment included three aspects, with affective commitment being one of them. The term "affective commitment" describes a worker's sentimental connection to their company. It refers to how much a worker feels a feeling of loyalty and connection to their company. High levels of affective commitment among employees are associated with greater motivation, engagement, and willingness to go above and beyond in their jobs. They are happy to be a member of their organization and have a strong feeling of affinity with it. Additionally, they could have a feeling of affective involvement in the accomplishment of their company and a desire to support its objectives and core values. Because it may result in a number of favorable consequences for both people and businesses, affective commitment is crucial. Employees who exhibit high levels of affective commitment may have improved mental health, higher levels of job satisfaction, and a stronger feeling of purpose in their work. High levels of affective commitment within a company may result in improved productivity, better output, and lower turnover (Meyer et al., 1993).

Affective commitment may result from a variety of circumstances. The culture of the company is one of the most crucial. Affective commitment is more likely to be fostered by companies with a strong, supportive culture that appreciates and supports its people. Job happiness, perceived organizational support, and interpersonal ties with colleagues and managers are other elements that impact effect commitment. There are numerous actions that

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organizations may take to encourage workers' affective commitment. The creation of a supportive, encouraging, and happy work atmosphere is among the most crucial. This might include offering chances for professional growth, thanking employee members for their efforts and contributions, and encouraging worklife harmony (Meyer et al., 2006).

2.2.2.2 Normative Commitment

John Meyer and Natalie Allen, organizational psychologists, established a model of employee commitment in 1991 that includes normative commitment as one of three components. The term "normative commitment" describes the affective attachment that person has to their workplace. How much an employee feels obligated to stay with their current employer out of loyalty or responsibility. Employees with high levels of normative commitment feel a duty to stay with the company even if they would like to quit, and they do so despite their personal preferences. Many things might contribute to an employee feeling obligated to remain with their current employer, including a notion that doing so would violate societal standards, a belief that the firm has invested in their training and development, or a commitment to the organization's purpose and values. Normative commitment has several advantages for businesses and their employee. Employees that demonstrate high levels of normative commitment often have more job satisfaction, career stability, and a stronger sense of personal identity in their work. Employers benefit from less turnover, higher stability, and employee commitment and commitment when normative commitment is strong. Commitment to norms may be influenced by a number of different circumstances. Culture inside a company is a crucial factor. Normative commitment is more likely to flourish in workplaces where the purpose and values of the organization are clear and are communicated to workers in a consistent manner. A feeling of fairness and justice inside the business, as well as the quality of relationships between workers and managers, may also contribute to normative commitment. Normative commitment among workers may be encouraged in a number of ways by employers. The organization's vision and values must be communicated clearly and consistently to all personnel, and they must be given many opportunities to be put into practice. A pleasant work atmosphere that appreciates and supports people is also important, as is offering chances for training and development, acknowledging and thanking employees for their achievements, and so on (Meyer & Herscovitch, 2001; Meyer et al., 2006).

2.3 Managers' sportsmanship Behaviour and Employee Commitment

Management's display of sportsmanship correlates strongly with the loyalty of their employee. Behaving with integrity and fair play is what is meant by "sportsmanship" in a competitive setting. Managers' sportsmanship in the workplace may be characterized as their moral and equitable treatment of workers. Managers that show sportsmanship behaviour create an atmosphere where employees feel valued and appreciated. Employees who see their managers as ethical and fair are more invested in the success of the business, more committed to their jobs, and more inclined to go above and beyond the call of duty. Managers that play fair with their employee create an atmosphere where everyone feels valued and appreciated. However, bosses who don't play nice might foster an unfavorable climate that saps employees' enthusiasm for their job. Demotivated and disengaged workers who believe their managers are unjust or dishonest are less inclined to go the extra mile for the company. Managers that lack sportsmanship tend to foster an atmosphere of distrust and disdain, making workers feel unappreciated and unsupported. Managers who show good sportsmanship are more likely to inspire loyalty from their employee on both an affective and a normative level. Employees who have a strong affective connection to

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their workplace are said to have a high level of affective commitment, while those who feel a strong sense of responsibility to their workplace are said to have a high level of normative commitment. Managers that act sportsmanship inspire loyalty from their teams by creating a pleasant atmosphere. Employees' normative commitment is strengthened because of the feelings of duty and loyalty they inspire (Meyer et al., 2002).

2.3.1 Managers' sportsmanship Behaviour and Affective Commitment

There is a robust and considerable connection between managers' sportsmanship behaviour and employees' affective attachment to the company. An employee's affective commitment may be defined as the extent to which they feel a feeling of devotion to, and even an identity with, their workplace. Managers' displays of sportsmanship may have a significant impact on the level of affective involvement they elicit from their employee. Managers that act sportsmanship inspire loyalty from their teams by creating a pleasant atmosphere. When workers see their managers as honest and fair, they are more likely to have a sense of belonging at work and to put in extra effort. This is because workers are more likely to feel that their efforts are valued when their managers demonstrate sportsmanship behaviour. Managers' lack of sportsmanship behaviour, on the other hand, might produce an unfavorable affective atmosphere that has a chilling effect on workers' affective commitment. Workers who see their managers as unfair or immoral are less likely to invest affectively in the success of the business they work for and are more likely to feel underappreciated, unsupported, and disrespected in the workplace. This is because workers get the impression that their efforts are not appreciated when their managers don't act like sportsmen. Managers who model sportsmanship behaviour may also have a salutary effect on workers' affective commitment by fostering an atmosphere that encourages hard effort and rewards success. Employees that are invested in their job and happy with their work environment are more dedicated to the success of their company (Allen & Meyer, 1990).

2.3.2 Managers' sportsmanship Behaviour and Normative Commitment

Managers' sportsmanship actions are strongly linked to employees' adherence to the company's norms. Employees that have a normative commitment to their organization are invested in its mission and values and are motivated to stay with the company. Managers' displays of sportsmanship may have a significant impact on the normative commitment of their employee. Managers who show sportsmanship behaviour create an atmosphere where workers feel comfortable expressing their normative devotion to the company. Workers are more likely to feel a feeling of duty and devotion to their employer if they believe their managers act ethically and fairly. This is because workers are more likely to feel appreciated for their efforts and committed to the company's success when their bosses act in a sportsmanship behaviour. When managers fail to model sportsmanship behaviour, however, they risk creating a hostile workplace that saps workers' normative commitment to the organization. Managers that are seen as unjust or unethical will have a negative impact on employee morale and loyalty. This is because workers who work under bosses who lack sportsmanship develop a sense that their efforts are not appreciated and that the company's beliefs and aims are at odds with their own. In addition, managers who model sportsmanship behaviour may have a salutary effect on workers' normative commitment by fostering an atmosphere that encourages teamwork and productivity. Employees who are engaged in their work and happy with their working conditions are more likely to feel a feeling of responsibility and loyalty to their employer (Meyer et al., 2002).

2.3.3 Research Hypotheses

HO1 There is no significant relationship between Managers' Sportsmanship Behaviour and Affective Commitment in the hospitality industry in Port Harcourt, Nigeria.

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HO2 There is no significant relationship between Managers' Sportsmanship Behaviour and Normative Commitment in the hospitality industry in Port Harcourt, Nigeria.

2.4 Empirical Review

Ekrot et al. (2016) examine the notion of employee voice behaviour, often known as voice behaviour. Voice behaviour is defined as the voluntary transmission of ideas, recommendations, concerns, or views about matters pertaining to work with the goal of enhancing the operation of an organization or a unit. The purpose of this research is to behaviour an investigation into a moderated model that investigates the manner in which certain contextual elements interact with individual-level variables to predict the voice behaviour of project managers. The study claims that voice behaviour is a vital feature contributing to organizational success, particularly in today's dynamic business climate where businesses prefer to adopt projects as the primary organizational structure to deal with the rising need for flexibility and innovation. In this setting, VB is especially important because it allows organizations to respond more effectively to the growing need for flexibility and innovation. The practical consequences of this article include that firms focused on projects may incentivize project managers to demonstrate voice behaviour by providing them with organizational measures such as idea encouragement, career views, qualification chances, and peer cooperation. These are only some of the organizational measures that might be used. If a project manager has a high degree of organization-based self-esteem (OBSE) and affective organizational commitment (AOC), then these measures will be more successful for them. According to the findings of the research, companies should create interventions to improve VB among project managers taking into account both the personality and situational elements discussed here. When companies do this, they may enhance their decision-making, their innovation, and the success of their projects.

Gürbüz (2006) explore the link between organizational citizenship behaviour (OCB) and affective attachment among workers in the textile, automotive, and food industries. OCB stands for organizational citizenship behaviour. The portion of the article titled "Literature Review" addresses the notions of OCB and affective attachment, in addition to the prior research studies that have investigated the link between these two constructs in an effort to better understand the relationship between the two. The authors also emphasize the significance of doing research on organizational citizenship behaviour (OCB) and affective connection in the workplace, since both of these factors are linked to employee performance and pleasure in their jobs. In general, the literature review offers a synopsis that is exhaustive of the pertinent research studies and theoretical frameworks that are associated with the subject matter of the study. The findings of the study reveal that there is a positive and substantial association between organizational citizenship behaviour (OCB) and affective attachment among workers in the textile, automotive, and food industries. This finding is supported by the fact that the relationship was found to exist. However, the research did not discover any evidence of a substantial connection between the politeness and conscientiousness aspects of OCB and affective attachment. According to the findings of the research as a whole, encouraging OCB among workers might lead to improved affective connection as well as higher levels of job satisfaction.

Genty et al. (2017) investigates the connection between spirituality in the workplace, normative organizational commitment, and the organizational citizenship behaviour of academics working in Nigerian institutions. According to the findings of the research, the association between workplace spirituality and organizational citizenship behaviour is partly mediated by individuals' levels of normative organizational commitment. This

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study presents a literature review of past research on organizational citizenship behaviour, normative organizational commitment, and workplace spirituality. The writers explore the theoretical basis of these categories and analyze empirical research that have studied their linkages in a variety of organizational situations. In addition, the authors provide an overview of the investigations that were behaviour. The literature study emphasizes the significance of spirituality in the workplace in promoting normative commitment and organizational civic behaviour among workers. According to the findings of the research, spirituality in the workplace has a good link with normative organizational commitment, which in turn has a positive association with the behaviours associated with corporate citizenship. In addition, the association between workplace spirituality and organizational citizenship behaviour is partly mediated by normative organizational commitment. According to the findings of the research, academic institutions should acknowledge spirituality in the workplace in order to encourage higher levels of normative commitment and organizational civic behaviour among faculty members.

Kartika and Pienata (2020) looked at the function that normative organizational commitment plays as a mediator in the connection that exists between workplace spirituality and the behaviours associated with organizational citizenship among academics at a few different Nigerian universities. We went with a plan for our study that didn't include any experiments and made use of quantitative and correlational approaches. 350 questionnaires were handed out to the academic employees at two public institutions in Nigeria using the convenience sample method. The distribution of the questionnaires was done so in an equal proportion. After searching for and retrieving 331 questionnaires, the researchers determined that 328 of them might be used for the study's analysis. SPSS version 20 and IBM SPSS AMOS version 22 were used in order to behaviour the inferential statistical analysis that was necessary to validate the three hypotheses that were developed. The findings of the research showed that there is a statistically significant and positive association between spirituality in the workplace and normative organizational commitment. This conclusion was reached as a direct result of the findings of the study. It was revealed that there is a robust and favorable association between normative organizational commitment and the behaviour of organizational citizenship. In conclusion, it was shown that normative organizational commitment had some degree of a mediating impact on the link between workplace spirituality and organizational citizenship behaviour. This research concluded that university management should acknowledge workplace spirituality in order to obtain normative commitment and to encourage greater organizational civic behaviour among academics.

3. Methodology

This research utilized a quasi-experimental and cross-sectional survey designs. The target population is 159 sample elements drawn from the four major hotels and restaurants in Port Harcourt, Nigeria. However, the accessible population was 124 respondents. The sample size (S) was determined based on the guidelines of census study technique which allow for the entire population (124) to be adopted as the sample. The nature of data in research is observational, experimental, situational, and derived data, while the source to be used is primary and secondary sources. The primary source includes information from the research questionnaire distributed, and the secondary source include various publications which include periodicals, journals article, textbooks, bulletins and the internet. Data was analyzed using Sperman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences (SPSS).

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4. Text of Hypotheses

Table 1: Managers' Sportsmanship Behaviour and Affective Commitment (Test for Hypothesis 1)

			Managers' Sportsmanship Behaviour	Affective Commitment
Spearman's rho	Managers' Sportsmanship Behaviour	Correlation Coefficient	1.000	.824**
		Sig. (2-tailed)	.	.000
		N	95	95
	Affective Commitment	Correlation Coefficient	.824 **	1.000
		Sig. (2-tailed)	.000	.
		N	95	95
**. Correlation is significant at the 0.05 level (2-tailed).				

SPSS output, Version 20 – Field Survey, 2023

H01: There is no significant relationship between Managers' Sportsmanship Behaviour and Affective Commitment of the hospitality industry in Port Harcourt, Nigeria. – data (table 1) reveals that there is a significant relationship between Managers' Sportsmanship Behaviour and Affective Commitment (where $\rho = .824$ and $p = 0.000$) and based on the decision rule of $p < 0.05$ for null rejection; we reject the null hypothesis and restate that there is a significant relationship between Managers' Sportsmanship Behaviour and Affective Commitment.

Table 2: Managers' Sportsmanship Behaviour and Normative Commitment (Test for Hypothesis 2)

			Managers' Sportsmanship Behaviour	Normative Commitment
Spearman's rho	Managers' Sportsmanship Behaviour	Correlation Coefficient	1.000	.920**
		Sig. (2-tailed)	.	.000
		N	95	95
	Normative Commitment	Correlation Coefficient	.920 **	1.000
		Sig. (2-tailed)	.000	.
		N	95	95
**. Correlation is significant at the 0.05 level (2-tailed).				

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SPSS output, Version 20 – Field Survey, 2023.

H02: There is no significant relationship between Managers’ Sportsmanship Behaviour and Normative Commitment of the hospitality industry in Port Harcourt, Nigeria. – data (table 2) reveals that there is a significant relationship between Managers’ Sportsmanship Behaviour and Normative Commitment (where $\rho = .920$ and $p = 0.000$) and based on the decision rule of $p < 0.05$ for null rejection; we reject the null hypothesis and restate that there is a significant relationship between Managers’ Sportsmanship Behaviour and Normative Commitment.

Table 3 Summary of the Result and Decision Making

S/N	Hypotheses	Outcome	Extent Relationship	of Decision
HO1	There is no significant relationship between Managers’ Sportsmanship Behaviour and Affective Commitment in the hospitality industry in Port Harcourt, Nigeria.	($\rho = .824$ $p = 0.000$)	Strong Positive Relationship	Reject Null Hypothesis
HO2	There is no significant relationship between Managers’ Sportsmanship Behaviour and Normative Commitment in the hospitality industry in Port Harcourt, Nigeria.	($\rho = .920$ $p = 0.000$)	Strong Positive Relationship	Reject Null Hypothesis

SPSS output, Version 20 – Field Survey, 2023.

4.1 Discussions on Findings

The findings of the research showed that workers' levels of affective and normative commitment were positively correlated with sportsmanship behaviour shown by their managers. These findings are in line with those of Gürbüz (2006), and Genty et al. (2017).

Gürbüz (2006) submitted that managers that demonstrate sportsmanship behaviour would have greater levels of affective commitment among their subordinates. This is because of the positive example that these managers provide for their employees. When managers set a good example by acting ethically and treating their workers with respect, a great work environment is created. This atmosphere encourages employees to be loyal and committed to their jobs, which leads to a more pleasant and effective work environment.

Genty et al. (2017) revealed that workers will have a greater sense of commitment to stay with the firm if they see their bosses engaging in ethical behaviour and polite behaviour. This is owing to the fact that individuals may have the perception that their bosses exhibit good behaviour, which encourages them to believe that the company is worthy of their commitment and effort. Thus, the objective of all managers should be to cultivate a constructive and ethical atmosphere at work, regardless of the effect this would have on their commitment to the norm.

5. Conclusions

A pleasant working atmosphere that encourages employee commitment may be created by exhibiting sportsmanship behaviour, which entails behaving in an ethical and polite manner, while managers engage in sportsmanship behaviour, such as adhering to ethical rules, treating people with respect, and demonstrating integrity while making decisions, they earn the trust and loyalty of their employees. This trust and loyalty, on the other hand, may lead to increased levels of affective commitment, which can be defined as an affective connection

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to an organization or their work. A favorable correlation between sportsmanship behaviour and normative commitment was identified in the research, in addition to a connection between affective and normative commitment. A feeling of responsibility or duty to an organization or one's work may be referred to as normative commitment. When managers behave in an ethical manner, workers may have a greater sense of commitment to stay with the firm owing to the good behaviour that is displayed by their managers. This is because employees often model their behaviour after the actions of their superiors. The discovery that there is a favorable correlation between the sportsmanship behaviour of managers and the commitment of their employees has significant repercussions for the firms in question. It implies that managers need to make ethical leadership practices a priority because they may have a beneficial influence on employee commitment and because such behaviours are ethically sound. It is possible for managers to create a healthy working environment that encourages employee commitment and commitment by modeling ethical behaviour themselves and behaving themselves in a respectful manner toward their employee members.

5.1 Recommendations

Based on the study's findings, the following suggestions are made for managers in the hotel industry in Port Harcourt, Nigeria:

- i. Managers should exhibit sportsmanship behaviour, which involves behaving ethically and respectfully towards their employees. This will create a positive work environment that fosters affective commitment among employees.
- ii. Managers should strive to create a positive work environment that fosters teamwork, collaboration, and positivity. A positive work environment can lead to increased normative commitment among employees.

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