

Leadership Behaviour and Leadership Commitment in Kwara State Civil Service

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Abstract: *This study examined how leadership behaviour and leadership commitment affect overall performance of civil servants in Kwara State. To achieve this, 245 structured questionnaires were distributed to source primary data from civil servants working in 3 distinct Ministries including Ministry of works and housing, Ministry of health and Ministry of finance. 199 responses were returned and the data were analysed using Ordered Logistic Regression. Findings revealed that transformational leadership, transactional leadership, affective commitment, normative commitment, and continuation commitment have significant positive impact on public sector performance in Kwara State. Therefore, the study recommended that Kwara State government should implement leadership development programs that focus on nurturing both transformational and transactional leadership skills among employees in the civil service.*

Keywords: *Leadership Behaviour, Leadership Commitment, Public Sector Performance, Kwara State.*

1.0 Introduction.

Certain leadership style influences employees' commitment and loyalty. Thus, leadership theorists advocate for an ethical or transformational and transactional leadership style in an organization to enhance commitment and performance. Raveendran and Gamage (2019) said that when employees have transformational leaders, they feel a strong sense of duty to their organization. This type of leadership makes people want to be skilled and committed. A transformative leader cares about each person, inspires them, and encourages them to be dedicated to their work. This helps employees focus better on their tasks. In the end, it helps the organization perform better (Garuma & Kant, 2023; Asefa, Debela & Kant, 2023; Hoai, Hung & Nguyen, 2022).

Instead of using predetermined problem-solving methods, commitments demand that leaders and employees devise solutions to problems as they come up (Donkor, Potočnik & Chaudhry, 2021). Park et al. (2020) outlined several advantages of a transformational leadership approach for leaders: increased employee empowerment and commitment, enhanced employee learning and

commitment, achievement, improved employee behaviour and performance, and quality relationships in the workplace. Manzoor, Wei, Nurunnabi, Subhan, Shah and Fallatah (2019) opined that employees who have a strong sense of purpose and are aligned with the company's goals are more likely to perform their jobs with higher motivation. Also, Ojukwu, Okeke and Odii (2021) provided evidence of how the application of transformational leadership methods has led to enhancements in service delivery, accountability, and efficiency within government institutions. On the other hand, Cho, Shin, Billing, and Bhagat (2019) claimed that transactional leadership uses management by exception (active) and contingent reward as a way of exchange to get desired results from workers. Using incentives to motivate or elicit the required performance from staff members is known as contingent reward. Transactional leadership emphasises teamwork and uses rewards as motivation since it operates on the premise that a leader cannot solve problems on their own (Raeesi & Samsudin, 2024; Donkor & Zhou, 2020).

The civil service as a concept connotes a permanent body of officials responsible for the execution of programs and policies of government who are staff of various ministries or departments under the executive arm of government (Ossai, 2011). Moreover, the civil service is not an abstract phenomenon and the leadership commitment give an in-depth view into the understanding of the nature of an organization (Dick, 2011). Thus, there is a linkage between leadership commitment and an organizational output in terms of effective and efficient performance (Nifadkar & Dongre, 2014). However, in recent times their productivity and general operational activities has nose-dived, with detrimental impacts on service delivery and loss of trust and credibility before the citizenry (Felix, Halim & Arshad, 2016). The Federal Republic of Nigeria is blessed with valuable human and material resources which include abundant crude oil and gas reserves and these contribute positively to the public sector and economy at large. Especially, civil service remains the largest employer of labour, therefore, its administration and overall development deserves greater significance and impetus.

Performance and productivity are taken to be synonymous and can be used interchangeably, although productivity is more pronounced in the private sector while performance is associated with the public sector. Moreover, economically the ratio of what is produced or required to be produced is often regarded as productivity and these are variable used to measure its effectiveness and efficiency over a given period. These includes but not limited to new technological inventions as machines and other sundry equipment as expressed in managerial and technical competence and efficiency. Unlike the engineer, the production manager is concerned with effectiveness and efficiency and the application of inputs required to produce an output (Nifadkar & Dongre 2014). Thus, the achievement of organizational aims and objectives are performance ideas and also regarded as productivity idea.

Therefore, both productivity and performance connote same meaning as a meaningful measure output of services and goods related to the input of man, materials, money and machines (Nugent & Seligman, 2015). An organizations' competitive edge is enhanced with massive productivity, which equally attracts higher income and wages both to the workers and the organization. This gives birth to a multifactor productivity or performance which is the result of an effective and efficient combination of all factors of production. Moreover, an improvement in performance requires utilizing more efficiently all the inputs for greater outputs. The bottom line is not working

harder only but working smartly to achieve the desired objective. Additionally, literature evidenced a significant positive relationship between leadership commitment and public sector performance. All these and more shape organizational culture (Jensen, Potočnik & Chaudhry, 2020).

The main objective of this study is to assess the effect of leadership commitments and demographic characteristics on performance of public sector. Performance evaluation implies specific factors such as the quality of work, volume of tasks completed, work methodology, and timeliness, which are intricately tied to educational attainment, familiarity with the job and the geographic proximity of workplace and home. The conclusion drawn is that leadership behaviour and leadership commitment have significant implications for public sector performance, thus warranting evaluation in this paper.

2.0 Literature Review

There are a plethora number of literature on the effect of leadership commitment and demographic characteristics on organizational performance and effectiveness (Felix, Halim & Arshad, 2016). On the other hand, leadership commitment is a multidimensional concept which takes different forms and targets different spheres of an organization (Meyer, et al., 2012). This study concentrated on leadership commitment to an organization relying heavily on its three-component model which was developed to take care of the short comings of earlier conceptualization of commitment (Meyer, et al., 2002). Thus, there seems to be an agreement that commitment binds an employee and leadership to the organization. Literature has shown that effective leadership breeds commitment while leadership commitment has given birth to many findings in the literature.

One characteristic that distinguishes passionate and inspiring leadership is the capacity to clearly state future objectives, missions, and aspirations (Kirkbride 2006). Inspirational leaders exhibit dedication and a progressive mindset. They have the moral fibre and tenacity to motivate their staff members well above and beyond the call of duty, opening their eyes to fresh ideas and inspiring them to follow their dreams (Dubinsky et al., 1995). Felix, Halim, and Arshad (2016) suggested that transformational leaders foster intellectual growth and cultivate an environment conducive to innovation, progress, and the use of intelligence, especially in ethical dilemmas. Individualized consideration involves closely attending to the specific needs and situations of subordinates. Avolio and Bass (2002) argue that transformational leaders recognize and appreciate the distinctive qualities and potential of each subordinate, adapting their approaches accordingly to align with individual goals.

Setting an agenda or goals and compensating subordinates when those goals are reached is known as contingent reward. The bottom line is the conviction that objectives will be fulfilled in accordance with reward expectations. Transactional leaders that successfully oversee their subordinates' work to ensure that their followers' actions on the job comply with the established conditions and specifications exhibit management by exception (Avolio & Bass, 2007). Laissez-faire leadership offers either minimal or complete disengagement from a leadership role, whereas the focus of investigation remains primarily on transformational and transactional leadership styles.

On the other hand, leadership or employee commitment is multidimensional in nature and takes varieties of form in terms of mission and objectives. Following its dimensionality, three components are more pronounced. These conceptualizations were based on the assumption that commitment makes an individual to be well disposed to an organizational programs and policies, thus reducing migration trends. Emotional

connection, sense of obligation, and the practical implications of leaving the organization represent the three facets, which can be categorized into affective commitment (AC), normative commitment (NC), and continuance commitment (CC). Individuals with AC tend to remain, those with NC feel a similar pull, and those with CC perceive it as advantageous to remain. Consequently, commitment is viewed as an outcome of ethical and effective leadership, as evidenced by both transactional and transformational leadership styles, along with various facets of commitment.

Furthermore, age naturally relates to leadership and employee commitment based on experience and attitudinal feeling. Literature evidenced that organizational commitment is equally related to age which means that age has significant statistical linkage or a positive effect on organizational commitment and performance (Leonard, 2010; Hindle, 2010; Nugent and Seligman, 2015). Thus, older or elderly employees are not usually willing or eager to change their organization; conservatism becomes their watch-word, thereby becoming more committed than the new entrants or employees. On the other hand, performance is multidimensional in nature, both as an objective or agenda setting and as parameter measures of goal and lastly provides avenue for progress assessment. All these measures keep employee on their toes with regards to management expectations on their performance and organizational commitment (Leonard, 2010). Measuring performance has been an uphill task but Poutsma (2010) posited that result based tasks can easily be evaluated through productivity which is the same with performance. Thus, the public sector which is the focus of this study can be measure using non-financial indicators such as job satisfaction, quality of service delivery or distribution of the dividends of democracy and organizational commitment.

2.1 Organizational Commitment Theory

This study is anchored on the Organizational Commitment Theory by Meyer and Allen in the late 1980s. Organizational Commitment Theory is one of the most influential theories in the field of organizational behaviour. The theory revolves around the concept that individuals develop a psychological attachment to their organization, which influences their attitudes and behaviours. Meyer and Allen identified three distinct components of organizational commitment:

- i. **Affective Commitment (AC):** Affective commitment refers to an individual's emotional attachment to, identification with, and involvement in the organization. Employees with high levels of affective commitment have a strong desire to remain part of the organization because they genuinely enjoy their work and feel a sense of belonging. They are likely to exhibit higher levels of job satisfaction, engagement, and loyalty. This component is akin to an emotional bond between the individual and the organization.
- ii. **Normative Commitment (NC):** Normative commitment reflects a sense of obligation or duty to remain with the organization. It arises from social norms, values, and beliefs regarding the moral obligation to stay loyal to the organization. Employees with high normative commitment may feel indebted to the organization for past investments, such as training or opportunities provided. They stay with the organization because they believe it is the right thing to do, regardless of personal satisfaction or alternative opportunities.
- iii. **Continuance Commitment (CC):** Continuance commitment is based on the perceived costs associated with leaving the organization. It involves the individual's awareness of the sacrifices they would have to make if they were to leave, such as loss of benefits, seniority, or financial stability. Employees with high continuance commitment may stay with the organization out of necessity rather than genuine desire, as leaving would entail significant personal or financial consequences.

Meyer and Allen's theory suggests that these three components of commitment interact to shape an individual's overall commitment to the organization. Furthermore, they proposed that individuals with higher levels of all three components are likely to demonstrate stronger organizational commitment overall. The theory has been widely applied in organizational research

and practice to understand employee attitudes, behaviours, and retention. It highlights the importance of fostering emotional attachment, perceived obligations, and perceived costs within the organizational context. By understanding and managing these components, organizations can cultivate a committed workforce that contributes positively to organizational success and resilience.

2.2 Empirical Review

Raeesi and Samsudin (2024) examined the relationship between employee commitment and leadership styles and how communication affects it, with a particular emphasis on the Dubai Immigration Department (DID). The study finds that employee commitment at DID is positively impacted by both transformational and transactional leadership using smart-PLS. Furthermore, there is a noteworthy association between these leadership philosophies and efficacious communication. Additionally, it was found that the relationship between employee commitment and the two leadership philosophies is favourably mediated by communication.

Asefa, Debela and Kant (2023) used Structural equation modeling (SEM) and confirmatory factor analysis (CFA) to explore how employee commitment played a mediating role in the relationship between transformational leadership and public sector employee's commitment of 338 elevated public sector employees in Ethiopia. Findings revealed that employee commitment of the leader partially mediates the effect of transformational leadership on organization performance in public sector.

Brown and Clark (2023) conducted a detailed qualitative investigation to shed light on the underlying mechanisms by which transformational leadership impacts organizational performance within public sector agencies. Using in-depth interviews with managers and employees, the study's outcomes yielded valuable insights into the particular leadership behaviours and organizational procedures that enhance performance within the public sector setting.

In order to investigate the impact of a leadership development programme designed to cultivate transformational leadership qualities on a public sector agency, Chen and Wang (2022) carried out an extensive longitudinal case study. The program's effects on a range of organisational performance indicators over an extended period of time were thoroughly investigated by means of a combination of surveys, interviews, and archival data analysis. Significant improvements in employee motivation, creativity, and service quality were seen when the leadership development programme was put into place. These results demonstrate how well-targeted interventions can strengthen leadership capacities and provide observable improvements in organisational performance in the public sector.

Jackson, Smith and Davis (2021) conducted a thorough meta-analysis to summarize findings from numerous empirical studies examining the influence of transformational leadership on organizational performance across public sector agencies globally. The meta-analysis provided compelling evidence supporting a strong positive correlation between transformational leadership and various performance indicators, such as employee satisfaction, organizational commitment, and service quality.

Donkor (2021) investigated the correlation between organizational commitment and employee performance in public sector organizations, particularly in relation to different leadership styles. The study involved 330 participants selected from ten Ghanaian public sector organizations. Through a Partial Least Squares Structural Equation Modelling (PLS-SEM) analysis, it was discovered that organizational commitment partially moderated the relationship between employee performance and both transformational and transactional leadership styles.

3.0 Methodology

A simple Ordered Logistic Regression (OLR) model is specified for this study and specified as follows:

$$\text{KWSPSP} = f(\text{TFL}, \text{TCF}, \text{AC}, \text{NC}, \text{CC}) \quad (1)$$

Where; KWSPSP represents Kwara State Public Sector Performance measured by quality of service delivery; TFL represents transformational leadership; TCL represents transactional leadership; AC represents affective commitment; NC represents normative commitment; and CC represents continuation commitment. Also, to explore how these variables and its dimensions affect public sector performance Kwara state, the functional model is specified as follows:

The Ordered Logistic regression model for this study is specified as follows:

$$P_r(y = z | X) = \left(\frac{F(w_1 - X \alpha_1)}{F(w_z - X \alpha_z) - F(w_{z-1} - X \alpha_{z-1})} \right) 1 - F(w_{z-1} - X \alpha_{z-1})$$

Given that $z = 1$,

$1 < z \leq Z - 1$,

$z = Z$

Where F is the logistic Cumulative Density Function (CDF);

α is a vector of logit coefficients that varies freely across logit equation;

X is a vector of independent variables;

ω is a cut-off point;

z is the logit

This study used a survey research design to assess the impact of leadership commitment and demographic characteristics on public sector performance in Kwara State Civil Service. The data for this study were gathered mainly through the use of structured questionnaires. These questionnaires were given to all staff members across three ministries: the Ministry of Finance, Ministry of Health, and Ministry of Works and Housing. A total of 245 questionnaires were handed out. Of these, 199 were completed and returned successfully, providing the information needed for the study.

The respondents to the study's structured questionnaire include Permanent Secretary, Senior executive officer, Supervisory grade and non-supervisory grade. The instrument has two sections. Part A of the instrument gathered personal information, while Part B classified questions 1–5 as Strongly Agree, Agree, Undecided, Disagree, and Strongly Disagree.

Table1

Distribution of Respondents

Constructs	Items	Frequency	Percentage (%)
Ministries	Ministry of works and housing	63	31.66
	Ministry of health	59	29.65
	Ministry of finance	77	38.69
Gender	Male	111	55.78
	Female	88	44.22
Religion	Muslim	104	52.26
	Christian	77	38.69
	Others	18	9.05
Age Group	20-29 years	52	26.13
	30-39 years	71	35.68
	40-49 years	49	24.62
	50 and above	27	13.57
Work Experience	1-5 years	47	23.62
	6-10 years	74	37.19
	11-15 years	52	26.13
	16 and above	26	13.07
Position & Responsibility	Permanent Secretary	21	10.55
	Senior executive officer	48	24.12
	Supervisory grade	54	27.14
	Non supervisory grade	76	38.19
Highest Qualification	Doctoral degree	19	9.55
	Masters degree	46	23.12
	Bachelor's degree	63	31.66
	Diploma level	42	21.11
	High School	29	14.57
Total		199	100%

Source: Authors Computation (2024)

4.0 Data Analysis and Discussion of Findings

4.1 Reliability of Variables

The reliability of the variables was evaluated using the internal consistency reliability criterion based on the recommended thresholds provided by Avkiran and Ringle (2018) to ensure the robustness of the measurement model. Internal consistency reliability refers to the degree of

consistency among items or indicators that measure the same variable. One commonly employed method for evaluating internal consistency reliability is Cronbach's Alpha. These method help determine the extent to which the items within a scale or construct are reliable and provide consistent results.

The threshold values for the parameter are generally considered to be between 0.6 and 0.9. Higher values indicate higher reliability of the measurement model. Reliability values ranging from 0.7 and 0.9 are considered good and satisfactory, while 0.6 and 0.7 are deemed acceptable (Hair *et al.*, 2022). However, values above 0.9, especially above 0.95, may indicate redundancy among the items, which can potentially reduce the reliability of the variable. The reliability test demonstrated that the requirements for Cronbach's Alpha were satisfied. As shown in Table 3, the values of Cronbach's Alpha fell between 0.722 and 0.902 indicating good to excellent internal consistency reliability of the variables under examination.

Table 2

Internal Consistency Reliability

	Cronbach's Alpha	rho_A
Transformational leadership	0.722	0.722
Transactional leadership	0.735	0.761
Affective commitment	0.902	0.921
normative commitment	0.830	0.844
Continuation commitment	0.883	0.891

Source: Author's computation (2024)

4.2 Normality Test

A normality test is a statistical technique employed to ascertain if a dataset or sample adheres to a population that follows a standard, bell-shaped distribution, commonly known as the Gaussian distribution. This distribution is recognized for its symmetric, single-peaked curve, where the mean, median, and mode align.

Table 3

Normality Test Result

H₀: Data are drawn from a normally distributed population

Shapiro-Wilk Statistic	Df	Sig.
0.898	68	0.0676

Shapiro-Wilk statistics and the estimated models' probability values revealed 0.889 and 0.0667 respectively, were used to verify the normality of the data distribution. Given that the P-value is greater than 0.05 and there is insufficient evidence to reject the null hypothesis that the error term of the estimated model is normally distributed, the data is thus normally distributed.

4.3 Ordered Logistic Regression (OLR)

Ordered Logistic Regression (OLR) was used as estimating technique for this study due to the nature of the data. OLR is well-suited for analyzing primary data. OLR is robust to violation of normality assumption in primary data, where the distribution of variables may be non-normal or skewed. Thus, it provides efficient and consistent parameter estimates, enabling reliable inference even with relatively small sample sizes, thereby enhancing the statistical power of the analysis.

Table 4

Ordered Logistic Regression Estimates

Variables	Coefficients	Odds ratio	P>Z	Marginal effects (dy/dx)
Transformational leadership	0.0344	0.9666	0.0073	1.7007
Transactional leadership	0.0781	1.1001	0.0037	1.4862
Affective commitment	0.2003	2.4134	0.0009	0.1841
Normative commitment	0.1459	1.9411	0.0101	0.3379
Continuation commitment	0.2248	2.6467	0.0000	
P-LR Chi-Square	0.0000			
Pseudo R-Square	0.7707			

Source: Author's computation (2023)

4.4 Result of Test of Hypotheses

The findings revealed a significant influence of leadership commitments and demographic characteristics on performance of public sector in Kwara State. A summary of the study's findings is provided in Table 4.7.

Table 5
Summary of Findings

Hypothesis	Description	Remark
H ₀₁	Transformational leadership does not significantly affect public sector performance in Kwara State	Reject
H ₀₂	Transactional leadership does not significantly affect public sector performance in Kwara State	Reject
H ₀₃	Affective commitment does not significantly affect public sector performance in Kwara State	Reject
H ₀₄	Normative commitment does not significantly affect public sector performance in Kwara State	Reject
	Continuation commitment does not significantly affect public sector performance in Kwara State	Reject

Source: Author's Computation (2023)

4.5 Coefficient of Determination (R^2)

It is recommended to assess the coefficient of determination (R^2) to evaluate the goodness of fit of a research model. This helps in understanding the degree to which the variations in explanatory variables explain the variation in the dependent variable. In line with this recommendation, this study conducted an evaluation of the R^2 to determine the level of explanation of public sector performance by leadership commitments and demographic characteristics.

Table 6

Coefficient of Determination (R^2)

	R^2	Adjusted R^2
Operational Performance	0.7707	0.7632

Source: Author's computation (2024)

Based on the findings presented in Table 6, the independent variables examined accounted for approximately 77.07% of the variation observed in public sector performance. This indicates that 23.93% of the variation is attributed to other factors or variables outside the scope of this study. It is worth noting that the classification of R^2 values varies in the literature, with 75% considered substantial, 50% considered moderate, and 25% considered weak (Noviaristanti, 2023).

4.6 Discussion of Results

Table 4 presented the results of the OLR. The results revealed that transformational leadership has a significant positive effect on public sector performance, implying that leaders who exhibit transformational characteristics such as inspiring vision, empowering followers, and fostering innovation have a notable influence on the performance of the public sector. These improvements might include enhanced efficiency, effectiveness, innovation, service quality, employee satisfaction, and stakeholder trust. This finding buttress the fact that transformational leaders inspire and motivate their teams by articulating a compelling vision, challenging the status quo, fostering creativity and innovation, and nurturing the growth and development of their subordinates.

Also, the result showed that transactional leadership has a significant positive effect on public sector performance, implying that leaders who employ transactional leadership behaviour such as setting clear goals, providing rewards for performance, and intervening when necessary have a notable impact on the performance of the public sector. Thus, leadership styles emphasizing clear expectations and accountability can contribute positively to organizational outcomes. Also, transactional leadership contributes to improving various aspects of public sector performance. This may include factors such as efficiency, adherence to policies and procedures, meeting targets and deadlines, and overall organizational effectiveness. However, transactional leadership may have more immediate effects on public sector performance by focusing on task-oriented behaviours and tangible rewards, compared to transformational leadership.

Likewise, the results showed that affective commitment has a significant positive effect on public sector performance, suggesting that when employees feel a strong emotional connection to their work and organization, they are more likely to be engaged and committed to achieving organizational goals. This emotional investment often translates into behaviours that go above and beyond job requirements, such as helping coworkers, volunteering for additional tasks, and advocating for the organization. These discretionary behaviours contribute positively to organizational effectiveness and performance by fostering a supportive and collaborative work environment.

Similarly, the results showed that normative commitment has a significant positive effect on public sector performance, indicating that when employees feel a strong sense of moral or ethical obligation to stay with the organization, they are more likely to demonstrate behaviours that contribute to organizational success. This sense of duty inspires employees to behave in manners that align with the organization's objectives and principles. This, in turn, enhances organizational effectiveness and performance by reducing disruptions and ensuring consistency in operations.

Finally, the findings indicate that continuation commitment positively influences public sector performance. This suggests that when employees feel a strong attachment to the organization, driven by factors like financial investments, limited alternative job opportunities, or concerns about losing benefits, they are more inclined to remain with the organization, leading to greater retention rates and stability within the workforce, which can positively impact performance by reducing turnover-related disruptions and preserving institutional knowledge.

As a result, employees who remain with the organization over the long term reduce recruitment, hiring, and training costs associated with turnover. Additionally, continuity in the workforce minimizes productivity losses that occur during transitions, ultimately contributing to improved efficiency and cost-effectiveness in the public sector.

5.0 Conclusion and Recommendations

Based on these findings, the study concluded that leadership commitment and demographic characteristics positively and significantly affect public sector performance. Therefore, the study recommended that Kwara State government should implement leadership development programs that focus on nurturing both transformational and transactional leadership skills among supervisors in the civil service. Also, Kwara State government should design initiatives to enhance affective

commitment by fostering a positive work environment, promoting open communication, and recognizing employee contributions.

Disclosure of Conflict of interest

Authors declare that there are no conflicts of interest regarding the publication of this paper.

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