

Transformational Leadership and Organizational Performance in the Public Sector

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Article History	Abstract
Original Research Article	<p><i>With a focus on how leadership practices affect effectiveness, efficiency, and service delivery outcomes, this study investigates the connection between transformational leadership and organisational performance in the public sector. The success of public sector organisations is frequently hampered by bureaucratic inefficiency, low employee engagement, corruption, and reluctance to change. As a tactical method for enhancing institutional efficacy, transformational leadership which is distinguished by idealised influence, inspiring motivation, intellectual stimulation, and individualised consideration is examined. According to the study, transformational leadership greatly increases employee motivation by fostering a feeling of purpose and coordinating personal aspirations with corporate aims. Additionally, it fosters creativity and innovation by motivating staff members to question established procedures and come up with fresh approaches to organisational issues. Additionally, by encouraging flexibility and giving staff members the authority to make decisions within their responsibilities, transformational leadership lowers bureaucratic inefficiencies. Together, these benefits help public institutions provide better services and implement policies more effectively. Despite its advantages, the study points out a number of obstacles that restrict transformational leadership's efficacy in the public sector, such as inflexible bureaucratic systems, political meddling, corruption, insufficient leadership training, and opposition to change. These limitations prevent transformational leadership potential from being fully realised. The study comes to the conclusion that improving organisational performance requires fostering innovation, strengthening leadership skills, advancing institutional reforms, and improving accountability systems. When backed by favourable institutional circumstances, transformational leadership continues to be a vital instrument for attaining efficient governance and better public service delivery.</i></p> <p>Keywords: transformational leadership, organizational performance, public sector, public service delivery, employee motivation.</p>
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Introduction

Transformational leadership is one of the most important leadership paradigms in public administration because it emphasises vision, motivation, morality, and organisational change. As organisations were formed to serve citizens and offer vital services, leadership is crucial in determining how well policies are implemented and resources are managed in the public sector. The commercial sector often measures performance by profits, but the public sector measures service delivery, accountability, openness, equity, and responsiveness to public needs. Leadership effectiveness

affects public happiness and governance quality (Dubey et al., 2023).

Public sector organisations in many developing nations, like Nigeria and others, struggle with bureaucracy, corruption, low employee motivation, poor service performance, and reform resistance. These issues often cause public mistrust of government entities and poor institutional effectiveness. Transformational leadership may solve these structural and human resource difficulties in this context by shifting leadership from administrative

control to visionary guiding and employee empowerment (Gistituati, 2025).

Modern leadership theory defines transformational leadership as intellectual stimulation, idealised influence, inspiring motivation, and personalised consideration (Khan et al., 2025). This leader should set an example, convey a compelling vision, inspire creativity, and support staff growth. In public sector enterprises, such leadership can boost staff dedication, culture, and performance.

Organisational performance in the public sector goes beyond financial efficiency. It includes policy execution, administrative efficiency, public resource accountability, citizen response, and service delivery efficacy. Another performance metric is how well public institutions meet their legislative goals while providing services with equity, justice, and transparency (Cepiku & Mastrodascio, 2021). Therefore, in order to improve organisational performance in the public sector, effective leadership practices that can promote institutional and behavioural change are just as important as structural improvements.

The relationship between transformational leadership and organisational efficiency has garnered academic attention. Transformational leadership boosts employee enthusiasm, commitment, satisfaction, and productivity. By developing a sense of purpose and a common vision, transformational leaders can help reenergise the workforce in the public sector, where motivation is frequently hampered by inflexible hierarchies and limited incentives. Thus, service delivery and organisational performance improve.

Despite its importance, many public sector companies do not use transformational leadership. Resistance to organisational change, political involvement, entrenched bureaucratic systems, and a lack of leadership training contribute to this imbalance. These limitations limit organisational performance benefits and make revolutionary approaches harder for leaders to adopt. Many public institutions are still inefficient because of this.

Due to globalisation and technological innovation, governance has become more complicated, requiring public sector executives to be more agile and creative. Citizens' aspirations for faster, more transparent, and more effective services are straining public institutions. Transformational leadership addresses these evolving needs through innovation and development.

The main focus of this study is transformative leadership and public sector organisational success. It seeks to understand how transformative leadership affects service delivery, institutional performance, and employee behaviour. The study also seeks to improve leadership effectiveness and identify barriers to transformative leadership in public companies.

Its potential to expand theory and practice makes this work important. It adds to leadership and public administration expertise by revealing how transformative leadership works in public organisations. In practice, it offers public administrators and politicians evidence-based leadership tips to boost organisational performance. This study is expected to be crucial to public sector reform efforts due to the growing demand for effective governance and accountability.

Transformational leadership greatly impacts public sector effectiveness. Transformational leaders motivate employees, foster creativity and foster accountability to boost organisational performance (Chitiga, 2018). The institutional setting and leaders' openness to change define this leadership style's effectiveness.

Conceptual Clarifications

Transformational leadership is a leadership style that focuses on inspiring and motivating followers to exceed expected performance levels while fostering personal and professional growth. It is rooted in the idea that leaders should not only manage tasks and maintain order but should also transform the attitudes, beliefs, and capabilities of their followers (Bligh et al., 2018). In the public sector context, transformational leadership is particularly relevant because it emphasizes vision, innovation, and commitment to public service values.

Transformational leadership goes beyond transactional exchanges such as rewards for performance or punishment for failure. Instead, it seeks to create a deep sense of purpose among employees, encouraging them to align their personal goals with organizational objectives. Leaders who adopt this approach are often seen as change agents who challenge existing systems and promote continuous improvement in service delivery.

Dimensions of Transformational Leadership

Transformational leadership is commonly explained through four main dimensions, each of which contributes differently to organizational performance.

(a) Idealized Influence

Idealized influence refers to the ability of leaders to act as role models for their followers. Such leaders demonstrate high ethical standards, integrity, and a strong sense of responsibility. In public sector organizations, idealized influence is critical because employees often look to leaders for guidance on ethical behavior and professional conduct. When leaders demonstrate accountability and fairness, they build trust within the organization, which enhances cooperation and commitment (Kadir, 2025).

Additionally, idealized influence helps to strengthen organizational culture by establishing shared values.

Employees are more likely to emulate leaders who consistently demonstrate honesty and dedication to public service. This creates a positive working environment that supports long-term organizational effectiveness.

(b) Inspirational Motivation

Inspirational motivation involves the ability of leaders to articulate a clear and compelling vision of the future. Leaders who exhibit this quality communicate high expectations and inspire employees to achieve collective goals. In the public sector, where motivation may sometimes be low due to bureaucratic constraints, inspirational motivation plays a key role in energizing staff (Serhan et al., 2018).

Through effective communication and encouragement, transformational leaders help employees understand the importance of their work in improving society. This sense of purpose enhances commitment and reduces workplace apathy. As employees become more motivated, productivity and service delivery improve significantly.

(c) Intellectual Stimulation

Intellectual stimulation refers to the extent to which leaders encourage creativity, innovation, and critical thinking among employees. Transformational leaders challenge existing assumptions and encourage staff to explore new ways of solving problems. This is particularly important in the public sector, where traditional bureaucratic procedures may hinder innovation.

By promoting intellectual stimulation, leaders create an environment where employees feel safe to express ideas and suggest improvements. This leads to more effective problem-solving, improved efficiency, and better adaptation to changing societal needs. It also helps organizations respond more effectively to complex governance challenges.

(d) Individualized Consideration

Individualized consideration involves paying attention to the individual needs, strengths, and development of employees. Leaders who practice this dimension act as mentors and coaches, supporting staff in their personal and professional growth. In public sector organizations, where employees often have diverse backgrounds and skill levels, individualized consideration is essential for capacity building.

This approach improves employee satisfaction and loyalty because workers feel valued and supported. It also enhances skill development, which contributes to overall organizational performance. When employees receive proper guidance and training, they are better equipped to perform their duties effectively.

Organizational Performance

Organizational performance refers to the extent to which an organization achieves its goals and objectives effectively and efficiently. In the public sector, performance is not measured solely by profit but by the quality of services delivered to citizens, the efficiency of resource utilization, and the level of accountability in operations.

Public sector performance is often evaluated based on several indicators, including service delivery quality, responsiveness to public needs, transparency in governance, policy implementation effectiveness, and administrative efficiency. High-performing public organizations are those that consistently meet these criteria while maintaining fairness and equity (Arshad et al., 2020).

Indicators of Organizational Performance in the Public Sector

Organizational performance in the public sector can be assessed using the following key indicators:

(a) Efficiency

Efficiency refers to the ability of public institutions to achieve desired outcomes with minimal waste of resources. It involves proper allocation and utilization of financial, human, and material resources.

(b) Effectiveness

Effectiveness measures the extent to which an organization achieves its stated objectives. In public administration, this includes successful policy implementation and achievement of development goals.

(c) Accountability

Accountability involves the responsibility of public officials to justify their actions and decisions. It ensures transparency in the use of public resources and reduces corruption.

(d) Service Delivery

Service delivery focuses on how well public institutions meet the needs of citizens. This includes timeliness, accessibility, and quality of services provided.

(e) Responsiveness

Responsiveness refers to the ability of public organizations to react promptly to citizens' needs and emerging societal challenges.

Transformational leadership is known for inspiring, motivating, and elevating followers to perform above expectations (Ismail, 2018). It involves influencing employees' mindsets, attitudes, and aspirations to make them more dedicated to organisational goals, not only managing mundane duties or using rewards and

punishments to control behaviour. This type of leadership is important in the public sector since government organisations are service-oriented and rely on human interactions, motivation, and ethics to fulfil their missions.

Transformational leadership emphasises leaders' influence by example, vision, and support. Idealised influence—the extent to which leaders are role models for subordinates—is a key aspect of this leadership style. Leaders that are honest, fair, and consistent are trusted and respected by employees (Dey et al., 2025). In public institutions, where accountability and ethics are crucial, such leadership strengthens organisational culture and encourages staff to act professionally and responsibly.

Inspirational motivation, which shows the leader's capacity to communicate a compelling, meaningful vision for the organization, is closely related. Bureaucratic institutions can dampen public sector workers' creativity. However, leaders who can give their staff a purpose and link their work to society goals encourage and engage them (Izzo et al., 2018). In contexts where intrinsic motivation is crucial for productivity, this shared purpose boosts commitment and performance.

Integrating intellectual stimulation into transformative leadership encourages people to think creatively, question assumptions, and find new answers. Traditional protocols and strong hierarchies can inhibit innovation in many public sector organisations. Transformational leaders attack this status quo by encouraging free thinking and fresh ideas that defy convention. Employees feel intellectually empowered to contribute meaningfully to organisational improvement, improving problem-solving and service delivery.

Final dimension, individualised consideration, is the leader's attention to each employee's personal and professional demands. This includes mentorship, coaching, and personalised support. Capacity building requires personalised attention in public sector organisations with various educational backgrounds and career goals. Employees are more satisfied and loyal when they feel valued and supported (Irahor & Okolie, 2019). It improves performance and reduces personnel turnover over time.

Public sector organisational performance is how well government agencies meet their aims efficiently, effectively, and according to public expectations. Public sector performance is measured by service delivery, accountability, responsiveness, and resource use, unlike private sector organisations that prioritise profit. It measures institutions' ability to turn policies into actual results that benefit citizens and meet needs.

Public organisations' capacity to achieve goals without wasting time, money, or resources is called efficiency.

Effective organisations optimise administrative processes and maximise output with existing resources (Basiru et al., 2023). Effectiveness, however, measures whether the organization is meeting its goals. Public institutions can be efficient yet ineffectual if they don't match policy aims or societal expectations.

Public sector effectiveness also depends on accountability, which holds officials accountable for their actions and decisions. Governance and public fund utilisation must be transparent and justified. Strong accountability procedures diminish corruption and promote public trust in government. Service delivery, which measures quality, accessibility, and timeliness, is another performance indicator (Baredes, 2022). Service delivery is a clear result of good leadership and management. Response also affects public sector organisational performance. It means government agencies can rapidly and effectively address citizen concerns. Public organisations must be adaptable to new demands in a quickly changing social and economic context. High responsiveness makes citizens view government institutions as effective and trustworthy (Novikova & Liebert, 2021).

Transformational leadership and organisational performance are linked in public administration. Transformational leadership motivates, intellectualises, and ethically improves employee behaviour and institutional culture, whereas organisational performance measures service delivery and governance quality.

Leadership and organisational behaviour theories explain how leaders affect personnel and institutional outcomes, which underpins the relationship between transformative leadership and public sector organisational performance. Transformational leadership theory is the most important because it describes how leaders can inspire change, motivate, and perform better through vision, influence, and support (Ismail, 2018).

Transformational leadership theory, created by James MacGregor Burns and expanded by Bernard Bass, emphasises leaders' ability to elevate followers' values, motivations, and performance. Transformational leaders emphasise internal motivation and long-term commitment over transactional exchanges like incentives and penalties. It discusses how leadership may propel personnel beyond ordinary compliance to higher levels of dedication to public service delivery and organisational goals, making it relevant to public sector organisations.

This theory claims that meaning, purpose, and recognition inspire employees as well as external benefits (Emmanuel & Nwuzor, 2021). Transformational leaders attract intrinsic motivators by building a shared vision and linking

individual ambitions with organisational aims. Bureaucratic constraints, limited incentives, and political intervention can lower morale in public organisations, making this crucial. Transformational leadership improves individual and organisational performance by closing motivational gaps.

Path-goal theory, which is similar to transformational leadership theory, proposes that a leader's effectiveness depends on their capacity to clear the path to goal achievement and remove obstacles to staff performance. Leaders clarify and guide complex public sector processes. When leaders are supportive and directive, people understand their roles and attain organisational goals more efficiently (Cai, 2023).

Contingency theory holds that no leadership style works in all situations. Instead, organisational structure, employee traits, and environmental variables affect leadership (Abdulfatai, 2021). This indicates that transformational leadership may work better in public sector settings that require change, innovation, and morale than in highly regulated or crisis-driven environments. This idea explains why public institution leadership effectiveness differs.

These theories are valuable, but transformational leadership theory is the most effective at describing organisational performance since it ties leadership behaviour to employee motivation, creativity, and performance. It details how leaders can affect employees' thoughts, feelings, and actions at work. This psychological and behavioural shift is essential in public sector organisations as staff dedication and ethics drive service performance (Abdulkareem et al., 2025).

In public administration, transformational leadership theory proposes that leaders with vision, integrity, and support create high-performing organisations. Such workplaces motivate employees to go above and beyond to improve service performance. This improves policy implementation, efficiency, and public satisfaction with government services.

Transformational Leadership and Public Sector Effectiveness

Transformational leadership is usually considered one of the most effective leadership approaches for public sector organisations. Public institutions must provide healthcare, education, security, infrastructure, and administrative governance. However, how leaders motivate staff, manage resources, and form organisational culture affects how efficiently and effectively these services are given (Jerab & Mabrouk, 2023).

Employee motivation and commitment are key to transformative leadership's public sector performance.

Workers in many government agencies face regular procedures, minimal incentives, and bureaucratic delays. These situations lower morale and production. Transformational leaders inspire people to perceive their work as meaningful and connected to society (Chitiga, 2018). When employees realise their work helps national development and citizens, they work harder and exceed expectations. Motivation boosts organisational production and service excellence.

Public sector innovation and creativity are also boosted by transformational leadership. Traditional public administration systems are frequently inflexible, making it difficult for organisations to meet changing social requirements. Transformational leaders challenge these restrictions by fostering critical thinking and new problem-solving methods. Leaders encourage innovation to improve procedures, service delivery, and resource use by welcoming new ideas. This innovative culture helps public institutions adapt to changing demands and technology.

Transformational leadership also improves public sector efficiency by reducing bureaucracy. Bureaucracy, while required for structure and control, can hinder decision-making and delay service delivery. Transformational leaders empower people, promote flexibility, and reduce administrative bottlenecks to simplify procedures (Yangailo, 2025). They help employees grasp organisational priorities and make faster, more informed decisions through clear communication and helpful supervision. This boosts public institution responsiveness and efficiency.

Transformational leadership boosts public policy execution and efficiency. The public sector often struggles with policy implementation due to personnel opposition, lack of coordination, and poor policy understanding. Transformational leaders ensure that people are aware of policy goals and emotionally and intellectually dedicated to accomplishing them. Leaders streamline implementation and improve policy outcomes by linking individual efforts with organisational goals (Armstrong, 2025). This congruence is essential for implementing government initiatives that benefit citizens.

In addition, transformative leadership improves service delivery, a key indication of public sector effectiveness. Citizens judge government institutions by service quality, quickness, and accessibility. Motivation, innovation, and guidance from transformational leaders help staff perform services efficiently and with citizen satisfaction (Morales, 2022). This increases public trust in government and legitimises public administration systems.

The public sector benefits from transformative leadership's ethical behaviour. Public institutions can suffer from

corruption and unethical behaviour, lowering performance and public trust. Idealised transformational leaders create high ethical standards and model behaviour for their staff. Leaders who are honest and accountable build a culture where ethics is the norm (Lapatoura, 2025). This prevents corruption and properly uses public resources for development.

Transformational leadership increases public sector effectiveness by motivating employees, stimulating innovation, eliminating bureaucratic inefficiencies, increasing policy execution, improving service delivery, and promoting ethics. Together, these benefits improve institutional performance and governance.

Challenges Facing Transformational Leadership in the Public Sector

Transformational leadership is widely recognised as an effective way to improve organisational performance, but structural, institutional, and human difficulties limit its use in the public sector. These obstacles limit leaders' ability to fully apply transformative approaches and minimise the benefits of such leadership to public administration.

One of the biggest issues is bureaucratic rigidity. Traditional public sector organisations have tight regulations, hierarchical authority, and formal procedures to maintain accountability and consistency (Kankpang & Nkiri, 2019). These frameworks are necessary for governance, but they often hinder leaders' ability to modify or adapt. Transformational leadership thrives in innovative, adaptable surroundings, whereas rigid bureaucracies reject change. Thus, leaders who encourage creativity or adopt innovative methods may confront institutional resistance that hinders or weakens their efforts.

Political intervention is linked to bureaucratic rigidity. Political actors often influence or constrain leadership decisions in public institutions, prioritising political goals over organisational success (MacIntyre, 2018). This influence can limit leaders' autonomy, making long-term transformational strategies impossible. When leadership decisions are regularly changed or influenced by politics, vision and direction become inconsistent, hurting organisational effectiveness.

Public sector transformative leadership is also hindered by corruption and accountability. In corrupt societies, ethical and transparent leaders may be opposed or weakened by entrenched interests. Corruption hurts public faith in institutions and organisational culture by encouraging dishonesty and inefficiency (Agu et al., 2024). Transformational leadership relies on morality and role modelling, thus when ethical standards are not respected, its effectiveness is weakened. Public sector employees' change resistance is another issue.

Transformational leadership typically demands employees to think, work, and engage differently. Employees used to established practices may oppose these changes because to uncertainty, distrust, or familiarity with routines. This resistance can impede transformational programs and diminish their influence on organisational performance. It may also cause leader-staff friction, disrupting organisational dynamics.

Lack of leadership development and training also hinders transformational leadership in public institutions. Public sector leaders are often recruited based on seniority or politics rather than leadership skills or modern management training (Biggs et al., 2024). Such executives may struggle to motivate and guide staff without enough transformational leadership training. Due to leadership capacity gaps, organisations cannot fully benefit from transformational techniques.

Resource limits can complicate matters. In underdeveloped countries, public sector organisations frequently have inadequate financial and material resources. Leaders struggle to undertake development programs, staff training, and innovation-driven initiatives due to this lack. Leaders with vision and conviction can transform, but insufficient resources can delay execution and diminish reform sustainability.

In addition, poor institutional culture might hinder transformational leadership. Transformational leaders struggle to establish new values and behaviours in organisations that normalise low performance, lack of responsibility, and bad work ethics. Public sector organisations generally lack time, consistency, and assistance to change culture (Maleka, 2023). Transformational leadership can improve public sector performance, but bureaucratic structures, political interference, corruption, resistance to change, inadequate leadership training, resource constraints, and weak organisational culture often limit its effectiveness. Transformational leadership in public administration must address these issues to maximise its benefits.

Strategies for Enhancing Organizational Performance through Transformational Leadership

Enhancing organisational performance in the public sector via transformational leadership necessitates intentional and systematic interventions that target both leadership capability and institutional circumstances. Given that public organisations function within intricate bureaucratic and political contexts, improving performance involves not only altering leadership styles but also fortifying the mechanisms that underpin effective leadership practices. A synthesis of leadership development, institutional reforms,

accountability frameworks, and innovation-driven tactics is thus needed.

A crucial strategy is ongoing leadership training and capacity enhancement. Numerous issues in public sector leadership arise from insufficient preparation for leadership positions, especially when selections are determined by seniority or political factors rather than professional qualifications. Structured training programs emphasising transformational leadership characteristics can assist public managers in cultivating abilities in vision formulation, emotional intelligence, communication, motivation, and ethical decision-making (Prayudi et al., 2025). Properly qualified leaders are more adept at inspiring personnel, managing change, and enhancing organisational performance.

Institutional restructuring is a vital technique for improving the efficacy of transformative leadership. Public sector organisations frequently function inside inflexible administrative frameworks that constrain adaptability and creativity. Modifying these institutions to permit greater autonomy, decentralisation, and participatory decision-making can foster a climate conducive to transformative leadership. Empowering employees and mid-level managers to participate in decision-making processes fosters ownership, boosts morale, and strengthens overall organisational efficiency (Modise, 2023).

Enhancing accountability systems is crucial for augmenting performance. Transformational leadership is founded on ethical behaviour and integrity, although these principles require robust institutional frameworks for support. Performance monitoring, transparent reporting systems, audits, and anti-corruption measures facilitate accountability among leaders and staff for their actions. Consistent enforcement of accountability diminishes corruption, optimises resource utilisation, and bolsters public trust in governmental institutions (Modise & Modise, 2023).

Alongside accountability, fostering a culture of innovation is essential for enhancing organisational success. Public sector organisations must transcend conventional administrative practices and use innovative strategies for problem-solving. Leaders may foster innovation by incentivising novel ideas, endorsing experimentation, and establishing secure settings where people can articulate their thoughts without fear of retribution. When innovation is integrated into organisational culture, institutions can more effectively address evolving societal demands and technological progress (Li et al., 2018).

Another crucial technique is the implementation of digital governance and the integration of technology. Contemporary public administration increasingly depends

on technology to enhance efficiency, transparency, and service provision. Transformational leaders who adopt digital tools can markedly improve organisational performance by optimising procedures, minimising delays, and enhancing communication both internally and externally. Digital platforms diminish opportunities for corruption and enhance access to governmental services.

Employee empowerment is crucial for enhancing the results of transformative leadership. When employees are afforded liberty, trust, and opportunity for professional development, they exhibit increased commitment and productivity. Empowered employees are more inclined to take initiative, autonomously resolve issues, and significantly contribute to organisational objectives (Rachmad, 2022). This not only augments efficiency but also elevates job satisfaction and diminishes turnover rates.

The promotion of ethical leadership continues to be a fundamental strategy. Transformational leadership is ineffective in circumstances that condone unethical activity. Consequently, public sector organisations must foster integrity via codes of conduct, ethical training, and exemplary behaviour by senior leaders. When ethical ideals are ingrained in the organisational culture, they bolster credibility, enhance public trust, and elevate overall performance (Kim & Lee, 2024).

In summary, improving organisational performance via transformational leadership necessitates a synthesis of leadership development, institutional reforms, accountability mechanisms, innovation facilitation, digital transformation, employee empowerment, and the reinforcement of ethical leadership. Collectively, these techniques foster an atmosphere conducive to the full realisation of transformational leadership in effective public sector governance.

Conclusion

Transformational leadership has been shown to be a powerful determinant of organizational performance in the public sector. Across various dimensions of leadership practice, it is evident that leaders who inspire, motivate, and intellectually stimulate employees contribute significantly to improved service delivery, enhanced efficiency, and stronger institutional commitment. In environments where public institutions often struggle with bureaucratic delays, low morale, and limited innovation, transformational leadership provides a framework for reshaping organizational culture and redirecting employee effort toward collective goals.

The study further demonstrates that organizational performance in the public sector is not only a function of structural efficiency but also of human and leadership factors. When leaders adopt transformational behaviours

such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, employees are more likely to exhibit higher levels of commitment, creativity, and accountability. These outcomes collectively strengthen public service delivery and improve citizens' trust in government institutions.

However, the effectiveness of transformational leadership is influenced by contextual challenges such as bureaucratic rigidity, political interference, corruption, and inadequate leadership development. Despite these constraints, the adoption of strategic reforms and supportive systems can significantly enhance the impact of transformational leadership on organizational performance.

Recommendations

1. Government and public institutions should implement continuous leadership training programs focused on transformational leadership competencies to equip managers with modern leadership skills.
2. Public sector organizations should undertake institutional reforms aimed at reducing bureaucratic bottlenecks and promoting decentralization to enhance flexibility and innovation.
3. Strong accountability and anti-corruption mechanisms should be established and strictly enforced to ensure transparency and ethical conduct in public service.
4. Leaders in public institutions should actively promote a culture of innovation by encouraging employee participation, creativity, and problem-solving initiatives.
5. Digital transformation should be prioritized in public sector administration to improve efficiency, transparency, and the speed of service delivery.

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