



LEADERSHIP STYLE AND ORGANIZATIONAL PERFORMANCE IN NIGERIA'S PUBLIC SERVICE: ASSESSING TRANSFORMATIONAL LEADERSHIP PRACTICES IN KADUNA STATE CIVIL SERVICE

By

SULAIMAN IBRAHIM RICHIFA (PhD)*Department of Public Administration**Kaduna State University**Suleiman.richifa@kasu.edu.ng**08033144628***Abstract**

This study examined the relationship between transformational leadership and organizational performance in the Kaduna State Civil Service, Nigeria. The study was motivated by persistent concerns regarding bureaucratic rigidity, employee motivation, and public service delivery despite ongoing administrative reforms. Specifically, it assessed the extent to which transformational leadership practices influence employee commitment, innovation, accountability, and organizational performance. A mixed-methods research design was adopted. Quantitative data were collected through structured questionnaires administered to civil servants across selected Ministries, Departments, and Agencies (MDAs), while qualitative data were obtained through semi-structured interviews with five senior public officers. Quantitative data were analysed using descriptive statistics comprising frequencies, percentages, and mean scores, whereas qualitative data were analysed using thematic analysis. The findings revealed that transformational leadership practices were evident within the Kaduna State Civil Service, particularly in ethical leadership, inspirational motivation, and individualized consideration. Leaders who communicated a clear organizational vision, demonstrated integrity, and provided mentoring enhanced employee commitment, timely task completion, accountability, and public service delivery. The qualitative findings corroborated these results by showing that mentoring and purpose-driven leadership improved employee motivation and workplace performance. However, intellectual stimulation remained comparatively weak because of bureaucratic procedures, inadequate funding, limited digital infrastructure, political interference, and lengthy administrative approval processes, which constrained innovation and organizational effectiveness. The study concluded that transformational leadership positively influences organizational performance by strengthening employee commitment, accountability, motivation, and service delivery. However, its effectiveness depends on supportive institutional conditions. The study recommends strengthening leadership development programmes, institutionalizing mentoring systems, improving digital infrastructure, streamlining bureaucratic procedures, and providing adequate resources to enhance sustainable public sector performance.

Keywords: Transformational leadership, organizational performance, public service, civil service, Kaduna State, Nigeria.

1. Introduction

Leadership remains one of the most important determinants of organizational success because it shapes employee behaviour, influences organizational culture, and directs institutional resources towards the

achievement of strategic objectives. Across both public and private organizations, leadership has been widely acknowledged as a critical factor influencing employee motivation, organizational commitment, innovation, productivity, and service delivery. In the public sector, where organizations operate within complex administrative structures and are expected to provide efficient services to citizens, effective leadership becomes even more essential. Public institutions require leaders who can inspire employees, manage organizational change, encourage innovation, and maintain accountability while operating within established legal and bureaucratic frameworks.

Over the past two decades, governments across the world have implemented various public sector reforms aimed at improving efficiency, transparency, accountability, and service delivery. These reforms have increasingly emphasized leadership development as a critical mechanism for strengthening institutional performance. Rather than relying solely on traditional bureaucratic control characterized by rigid supervision, hierarchical authority, and strict adherence to procedures, many public organizations now recognize the importance of leadership approaches that motivate employees, encourage innovation, and promote organizational learning. Among these approaches, transformational leadership has received considerable scholarly attention because of its emphasis on inspiring followers, developing individual potential, fostering creativity, and aligning organizational objectives with employees' personal commitment (Bass & Riggio, 2006, pp. 3–9). Transformational leadership differs fundamentally from traditional transactional leadership by focusing not merely on supervision and reward systems but on transforming employees' attitudes, values, and commitment towards organizational goals. Transformational leaders create a compelling vision, encourage intellectual stimulation, provide individualized consideration, and demonstrate idealized influence through ethical behaviour and exemplary conduct. These leadership behaviours strengthen employee motivation and improve organizational performance by encouraging followers to exceed routine expectations and embrace continuous improvement (Burns, 1978, pp. 18–20; Bass, 1985, pp. 20–31). Within Nigeria, the demand for effective public sector leadership has become increasingly important due to persistent concerns regarding bureaucratic inefficiency, weak accountability, poor service delivery, low employee motivation, corruption, and resistance to organizational change. Although successive governments have introduced reforms aimed at modernizing the public service, many Ministries, Departments, and Agencies (MDAs) continue to experience administrative bottlenecks that undermine organizational effectiveness. The Kaduna State Civil Service has similarly implemented several reforms intended to improve governance, strengthen institutional capacity, enhance digital service delivery, and improve public accountability. Despite these efforts, challenges relating to bureaucratic rigidity, inadequate infrastructure, limited financial resources, delayed administrative processes, and political interference continue to affect organizational performance. These institutional realities suggest that leadership style may play a significant role in determining whether reform initiatives produce meaningful organizational improvements. Leaders who communicate a shared vision, encourage employee participation, support professional development, and create an environment that promotes innovation may be better positioned to improve organizational performance than leaders who rely exclusively on traditional bureaucratic authority. Consequently, understanding how transformational leadership influences employee behaviour and organizational outcomes has become increasingly important for public administration research and policy formulation.

Although numerous studies have examined transformational leadership in private organizations and educational institutions, relatively fewer studies have investigated its application within Nigerian state civil services using a mixed-methods approach that integrates quantitative and qualitative evidence. Existing studies have largely focused on employee satisfaction, organizational commitment, or leadership effectiveness in isolation, with limited attention given to how transformational leadership practices influence organizational performance within the institutional realities of state public administration. Furthermore, many previous studies have relied exclusively on quantitative survey data, thereby providing limited insight into the experiences and perspectives of senior public administrators responsible for implementing leadership practices within government institutions.

This study addresses these gaps by examining the influence of transformational leadership on organizational performance in the Kaduna State Civil Service through a mixed-methods approach. By combining questionnaire responses from civil servants with qualitative interviews involving senior public officials, the study provides a more comprehensive understanding of how transformational leadership contributes to employee commitment, accountability, innovation, and service delivery while simultaneously identifying the institutional constraints that moderate leadership effectiveness. The findings are expected to contribute to leadership literature, inform public sector management practice, and provide evidence-based recommendations for strengthening organizational performance within the Nigerian public service. The main objective of this study is to assess the influence of transformational leadership practices on organizational performance in the Kaduna State Civil Service. Specifically, the study seeks to examine the extent to which ethical leadership, inspirational motivation, intellectual stimulation, and individualized consideration contribute to employee performance, organizational commitment, accountability, innovation, and public service delivery within selected Ministries, Departments, and Agencies in Kaduna State.

2. Literature Review

2.1 Concept of Leadership

Leadership is widely recognized as one of the most important determinants of organizational success because it shapes employee behaviour, influences organizational culture, and directs institutional resources toward the achievement of organizational objectives. Although scholars have defined leadership from different theoretical perspectives, there is broad consensus that leadership involves the process of influencing individuals and groups to willingly pursue shared organizational goals (Northouse, 2022, pp. 5–8). Unlike management, which focuses primarily on planning, organizing, and controlling organizational resources, leadership emphasizes vision, motivation, influence, and the capacity to inspire followers to achieve outcomes beyond routine expectations (Yukl, 2020, pp. 22–27). Leadership has evolved considerably over the past century. Early leadership theories emphasized the personal characteristics of leaders, suggesting that effective leadership depended largely on inherited traits such as intelligence, confidence, and charisma. Subsequent behavioural theories shifted attention from personal attributes to leadership behaviours, arguing that effective leadership could be developed through appropriate managerial practices. Contingency and situational theories later proposed that no single leadership style is universally effective because leadership effectiveness depends on contextual factors such as organizational environment, task complexity, and follower characteristics (Northouse, 2022, pp. 104–110). Contemporary leadership research increasingly recognizes leadership as a dynamic social process through which leaders influence employees by creating a shared vision, encouraging collaboration, promoting innovation, and supporting professional development. Within

public organizations, leadership extends beyond administrative supervision to include the responsibility of maintaining ethical standards, ensuring accountability, managing organizational change, and improving service delivery. Consequently, public sector leaders are expected to balance legal compliance with organizational innovation while responding to the changing needs of citizens and government institutions. The Nigerian public service presents a particularly complex leadership environment characterized by hierarchical administrative structures, bureaucratic procedures, political oversight, and increasing public expectations for efficient governance. These institutional characteristics require leaders who possess not only administrative competence but also the ability to motivate employees, manage organizational change, and encourage continuous improvement despite structural constraints. As governments pursue public sector reforms aimed at improving efficiency and accountability, leadership has become an increasingly important factor influencing organizational performance.

Recent studies have continued to demonstrate that leadership significantly influences employee commitment, organizational citizenship behaviour, innovation, job satisfaction, and service delivery across both private and public organizations (Wang et al., 2023, pp. 214–221). In public institutions, effective leadership has been associated with stronger organizational commitment, improved employee morale, enhanced collaboration, and greater responsiveness to citizens' needs. Conversely, ineffective leadership often contributes to low employee motivation, resistance to organizational change, poor accountability, and declining institutional performance. These developments have shifted scholarly attention towards leadership approaches that emphasize employee empowerment, organizational learning, and shared vision rather than traditional command-and-control systems. Among these approaches, transformational leadership has emerged as one of the most influential and extensively researched leadership theories because of its demonstrated capacity to improve employee motivation and organizational effectiveness across diverse institutional settings.

2.2 Transformational Leadership

Transformational leadership has become one of the most influential leadership paradigms in organizational research because it emphasizes the capacity of leaders to inspire followers, stimulate innovation, and facilitate organizational change. The concept was first introduced by Burns (1978, pp. 18–20), who distinguished transformational leadership from transactional leadership by arguing that transformational leaders elevate both themselves and their followers to higher levels of motivation, morality, and commitment. Bass (1985, pp. 20–31) subsequently expanded the theory by demonstrating that transformational leaders motivate employees to exceed expected performance through inspiration, intellectual stimulation, individualized consideration, and ethical influence. The transformational leadership model comprises four interrelated dimensions. The first dimension, idealized influence, refers to leaders serving as ethical role models whose behaviour earns the trust, admiration, and respect of followers. Leaders demonstrating idealized influence exhibit integrity, fairness, accountability, and commitment to organizational values. Employees are therefore more likely to emulate such leaders and identify with organizational goals. The second dimension, inspirational motivation, focuses on a leader's ability to communicate a compelling organizational vision that inspires employees to work toward shared objectives. Leaders motivate employees by articulating meaningful goals, maintaining optimism during organizational challenges, and fostering commitment to institutional success. Inspirational motivation has consistently been associated with improved employee engagement, higher productivity, and stronger organizational commitment. The

third dimension, intellectual stimulation, encourages employees to challenge existing assumptions, question outdated procedures, and develop innovative approaches to solving organizational problems. Rather than discouraging alternative viewpoints, transformational leaders create an environment where creativity, critical thinking, and continuous learning are encouraged. This dimension has become increasingly important as organizations adopt digital technologies and respond to rapidly changing operational environments. The fourth dimension, individualized consideration, emphasizes mentoring, coaching, and supporting employees according to their individual needs and capabilities. Transformational leaders recognize differences among employees and provide personalized guidance that enhances professional development, job satisfaction, and career growth. Such individualized support strengthens employee loyalty, confidence, and organizational commitment.

The relevance of transformational leadership has increased considerably within public administration because modern public institutions increasingly require leaders who can manage organizational reforms, improve service delivery, and strengthen accountability while operating within complex bureaucratic systems. Unlike traditional bureaucratic leadership, which emphasizes strict compliance with procedures and hierarchical authority, transformational leadership encourages employee participation, innovation, collaboration, and organizational learning. Empirical evidence consistently demonstrates that transformational leadership positively influences organizational performance across various institutional settings. Recent studies have reported significant relationships between transformational leadership and employee engagement, organizational commitment, innovation, knowledge sharing, and institutional effectiveness (Bao et al., 2025, pp. 8–15; Wang et al., 2023, pp. 214–221). Similar findings have been reported within African public sector organizations, where transformational leadership has contributed to improved employee performance, better service delivery, and stronger organizational accountability. Despite these documented benefits, researchers have also observed that the effectiveness of transformational leadership depends upon organizational context. Bureaucratic rigidity, political interference, inadequate funding, weak institutional support, and limited technological infrastructure may constrain the extent to which transformational leadership translates into improved organizational performance. Consequently, leadership behaviour should be examined alongside the institutional conditions within which public organizations operate.

2.3 Organizational Performance

Organizational performance has remained one of the central concepts in management, public administration, and organizational behaviour because it provides a basis for evaluating how effectively organizations achieve their strategic objectives. The concept extends beyond financial performance to include operational efficiency, employee productivity, service quality, innovation, accountability, customer satisfaction, and institutional sustainability. Within public sector organizations, organizational performance is primarily assessed through the effectiveness, efficiency, responsiveness, transparency, and quality of services delivered to citizens rather than profitability (Richard et al., 2009, pp. 722–724). Scholars have conceptualized organizational performance from both objective and subjective perspectives. Objective measures include quantifiable indicators such as productivity, financial outcomes, project completion rates, service turnaround time, and operational efficiency. Subjective measures, on the other hand, rely on employees' and stakeholders' perceptions regarding organizational effectiveness, leadership quality, job satisfaction, and institutional success. In public administration research, perceptual measures are widely accepted because many government institutions operate without commercial profit indicators, making employee and stakeholder

assessments valuable measures of organizational performance (Richard et al., 2009, pp. 723–726). Within the public service, organizational performance reflects the ability of government institutions to implement policies effectively, utilize public resources efficiently, provide quality services, maintain accountability, and respond promptly to the needs of citizens. Effective organizational performance therefore depends not only on administrative structures and available resources but also on leadership quality, employee competence, organizational culture, and institutional commitment to public value.

Modern public sector reforms have increasingly emphasized performance management as an essential component of good governance. Governments around the world have introduced performance-based appraisal systems, strategic planning frameworks, digital governance initiatives, and accountability mechanisms aimed at improving organizational effectiveness. These reforms recognize that public institutions must continuously adapt to changing socio-economic conditions while maintaining transparency, integrity, and responsiveness. Leadership plays a central role in achieving these performance outcomes. Leaders influence employee motivation, communication, organizational learning, teamwork, innovation, and commitment to institutional objectives. Where leadership promotes trust, participation, recognition, and professional development, employees are more likely to demonstrate higher levels of productivity and organizational citizenship behaviour. Conversely, ineffective leadership may result in low morale, resistance to organizational change, absenteeism, poor accountability, and declining organizational performance (Yukl, 2020, pp. 54–59). The Kaduna State Civil Service has implemented several administrative reforms intended to improve institutional performance through digital transformation, performance management, and public sector modernization. These initiatives have sought to strengthen service delivery, improve accountability, and enhance administrative efficiency across Ministries, Departments, and Agencies (MDAs). Nevertheless, institutional challenges such as bureaucratic delays, inadequate infrastructure, limited financial resources, and political interference continue to influence organizational performance. Consequently, leadership remains a critical factor in determining whether these reforms translate into measurable improvements in employee performance and public service delivery.

Recent studies have consistently demonstrated that transformational leadership contributes positively to organizational performance by increasing employee motivation, organizational commitment, innovation, collaboration, and service quality. Employees working under transformational leaders generally demonstrate stronger commitment to organizational goals, improved job performance, greater willingness to support organizational change, and higher levels of accountability. However, the magnitude of these relationships often depends upon organizational context, institutional support, resource availability, and the broader administrative environment within which leadership operates. These contextual factors are particularly relevant in developing public sector organizations where institutional constraints may moderate the effectiveness of leadership practices. The present study conceptualizes organizational performance as the extent to which the Kaduna State Civil Service achieves effective service delivery, timely completion of official responsibilities, operational efficiency, transparency, accountability, and employee commitment. These dimensions provide an appropriate framework for assessing how transformational leadership influences organizational effectiveness within the Nigerian public service.

3. Empirical Framework

Empirical evidence on the relationship between transformational leadership and organizational

performance has expanded considerably over the last two decades. Studies conducted across different countries and organizational contexts consistently demonstrate that transformational leadership positively influences employee commitment, organizational effectiveness, innovation, job satisfaction, and service delivery. Nevertheless, the magnitude of these relationships varies across institutional environments, suggesting that contextual factors such as organizational culture, administrative structures, and resource availability moderate leadership effectiveness.

3.1 International Empirical Evidence

International studies have consistently established transformational leadership as one of the strongest predictors of organizational performance. Using a meta-analysis of leadership studies across public and private organizations, Wang et al. (2011, pp. 223–270) reported that transformational leadership significantly improved employee performance, organizational commitment, and overall organizational effectiveness. The authors concluded that leaders who communicated a compelling vision, inspired followers, and promoted employee development consistently achieved higher organizational outcomes than leaders relying primarily on transactional approaches.

Similarly, Banks et al. (2016, pp. 634–656) re-examined decades of transformational leadership research and found that transformational leadership maintained a significant positive relationship with employee motivation, organizational citizenship behaviour, and institutional performance across different organizational settings. Their review further indicated that the influence of transformational leadership was particularly strong where organizations encouraged employee participation and continuous learning. Recent evidence has continued to support these findings. Bao et al. (2025, pp. 8–15) found that transformational leadership strengthened knowledge sharing, employee engagement, and organizational performance by promoting trust, collaboration, and psychological safety among employees. Likewise, Wang et al. (2023, pp. 214–221) demonstrated that transformational leadership positively influenced organizational effectiveness through increased employee engagement and stronger organizational commitment. Although these international studies consistently reported positive outcomes, they were conducted largely within developed economies characterized by relatively stable institutional environments and stronger organizational support systems. Consequently, their findings may not be directly transferable to developing public-sector institutions where bureaucratic procedures, resource limitations, and political influences shape leadership practice.

3.2 African Empirical Evidence

Within Africa, empirical studies similarly indicate that transformational leadership contributes positively to employee performance and organizational effectiveness. However, researchers also emphasize that leadership effectiveness is influenced by institutional capacity, governance structures, and resource availability. In South Africa, Van der Voet (2014, pp. 373–385) reported that transformational leadership enhanced employee commitment and organizational change within public organizations by encouraging participation, communication, and shared responsibility. The study concluded that transformational leadership played an important role in facilitating administrative reforms and improving organizational adaptability. In Kenya, Mwai et al. (2021, pp. 56–68) found that transformational leadership significantly improved employee productivity, organizational innovation, and public service delivery within county government institutions. The authors observed that leaders who emphasized mentoring, employee empowerment, and collaborative decision-making achieved higher institutional performance than those relying solely on bureaucratic authority.

Similarly, studies conducted in Ghana and Ethiopia reported that transformational leadership strengthened organizational commitment, employee motivation, and institutional effectiveness despite persistent challenges relating to inadequate infrastructure, financial constraints, and administrative bureaucracy. These findings suggest that transformational leadership remains relevant across African public institutions but that its effectiveness depends upon supportive organizational environments.

3.3 Nigerian Empirical Evidence

Within Nigeria, research on transformational leadership has increasingly focused on universities, healthcare institutions, financial organizations, and public-sector agencies. Most studies have reported positive relationships between transformational leadership and employee performance, although institutional constraints continue to influence leadership effectiveness.

Jumare (2020, pp. 74–82) examined transformational leadership practices within selected public institutions in northern Nigeria and found that transformational leadership significantly improved employee commitment, organizational loyalty, and workplace productivity. The study concluded that leaders who demonstrated integrity, communicated organizational goals effectively, and supported employee development achieved better organizational outcomes than leaders adopting predominantly authoritarian approaches.

Similarly, Bello and Adebayo (2022, pp. 145–158) reported that transformational leadership positively influenced employee performance and organizational commitment within selected state public institutions. Their findings indicated that inspirational motivation and individualized consideration strengthened employee engagement and improved service delivery.

Recent Nigerian studies have also shown that transformational leadership contributes to innovation and organizational effectiveness within public organizations undergoing digital transformation. However, researchers consistently identify bureaucratic rigidity, political interference, inadequate infrastructure, delayed funding, and weak institutional support as significant barriers limiting the full implementation of transformational leadership practices. These constraints are particularly evident within state civil services where administrative procedures and regulatory requirements often slow organizational change despite supportive leadership behaviours.

Overall, Nigerian evidence demonstrates that transformational leadership improves employee commitment, accountability, and organizational performance. Nevertheless, leadership effectiveness remains closely linked to the broader institutional environment within which public organizations operate.

3.4 Empirical Gap

The reviewed literature demonstrates substantial empirical support for the positive relationship between transformational leadership and organizational performance across different countries and organizational contexts. Nevertheless, three important gaps remain.

First, many previous studies concentrated on private organizations, universities, healthcare institutions, and federal government agencies, while relatively few examined leadership practices

within state civil services. Consequently, empirical evidence regarding transformational leadership within the Kaduna State Civil Service remains limited.

Second, the majority of previous studies adopted purely quantitative research designs based primarily on questionnaire surveys. Although these studies established statistical relationships between transformational leadership and organizational performance, they provided limited understanding of the practical experiences, institutional realities, and contextual challenges encountered by senior public administrators responsible for implementing leadership practices.

Third, relatively few Nigerian studies have integrated quantitative and qualitative evidence to explain how transformational leadership operates within bureaucratic public institutions characterized by political influence, rigid administrative procedures, infrastructural limitations, and resource constraints.

The present study addresses these gaps by adopting a mixed-methods approach that combines quantitative survey data with qualitative interviews involving senior public officers. By integrating both forms of evidence, the study provides a more comprehensive understanding of how transformational leadership influences organizational performance within the Kaduna State Civil Service while identifying the institutional conditions that facilitate or constrain leadership effectiveness.

4. Theoretical Framework

4.1 Transformational Leadership Theory

The present study is anchored on Transformational Leadership Theory, originally introduced by Burns (1978) and subsequently expanded by Bass (1985). The theory explains how leaders inspire followers to transcend personal interests in pursuit of collective organizational goals through vision, motivation, ethical behaviour, intellectual stimulation, and individualized support. Unlike traditional leadership approaches that emphasize authority, supervision, and compliance with established rules, transformational leadership seeks to develop employees' capabilities, strengthen organizational commitment, and encourage continuous improvement.

Burns (1978, pp. 18–20) conceptualized transformational leadership as a process through which leaders and followers elevate one another to higher levels of motivation, commitment, and moral responsibility. According to Burns, transformational leaders do not merely exchange rewards for performance but inspire followers to embrace organizational values and pursue broader institutional objectives. This perspective shifted leadership research from transactional exchanges to leadership as a process of organizational transformation.

Bass (1985, pp. 20–31) further refined the theory by demonstrating that transformational leadership directly influences employee performance through four behavioural dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These dimensions explain how transformational leaders influence employee attitudes, behaviours, and organizational outcomes.

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The first dimension, idealized influence, refers to leaders serving as ethical role models who demonstrate integrity, accountability, and commitment to organizational values. Employees develop trust and respect for such leaders and are therefore more willing to identify with organizational goals and perform beyond minimum expectations. Within public organizations, idealized influence strengthens transparency, accountability, and confidence in leadership.

The second dimension, inspirational motivation, reflects the leader's ability to communicate a compelling organizational vision that inspires employees to pursue shared objectives with enthusiasm and commitment. Transformational leaders motivate employees by creating optimism, encouraging teamwork, and emphasizing the broader public value of organizational activities. This dimension is particularly important within public institutions where financial incentives may be limited and employee motivation depends largely on leadership behaviour and organizational purpose.

The third dimension, intellectual stimulation, encourages employees to challenge traditional assumptions, question ineffective administrative practices, and generate innovative solutions to organizational problems. Leaders who practice intellectual stimulation create environments where creativity, learning, and constructive criticism are encouraged. Such behaviour promotes organizational adaptability and continuous improvement, particularly during periods of institutional reform and technological change.

The fourth dimension, individualized consideration, emphasizes mentoring, coaching, and recognizing the unique needs and capabilities of individual employees. Rather than treating employees uniformly, transformational leaders provide personalized guidance, encourage professional development, and create opportunities for career growth. This individualized support enhances employee confidence, organizational commitment, and job satisfaction while reducing resistance to organizational change.

These four dimensions collectively explain how transformational leadership improves organizational performance through enhanced employee motivation, collaboration, innovation, accountability, and commitment. Numerous empirical studies have demonstrated that organizations led by transformational leaders generally experience higher levels of employee engagement, organizational citizenship behaviour, innovation, productivity, and service quality (Bass & Riggio, 2006, pp. 3–18; Northouse, 2022, pp. 169–196).

Within the Nigerian public service, the principles of transformational leadership are particularly relevant because public institutions operate within complex administrative structures characterized by bureaucratic procedures, political oversight, and increasing demands for accountability and efficient service delivery. Public sector leaders are expected to motivate employees, manage organizational reforms, improve institutional effectiveness, and encourage innovation while maintaining compliance with established civil service regulations. Consequently, transformational leadership provides an appropriate theoretical lens for understanding how leadership behaviour influences employee commitment and organizational performance within the Kaduna State Civil Service.

The findings of the present study closely reflect the assumptions of Transformational Leadership Theory. The quantitative results showed that respondents generally perceived their leaders as demonstrating ethical behaviour, communicating organizational vision, motivating employees, and

providing individualized support. Similarly, the qualitative findings revealed that mentoring, inspirational communication, and ethical leadership enhanced employee commitment, accountability, and service delivery. However, the study also demonstrated that the effectiveness of transformational leadership was moderated by bureaucratic rigidity, inadequate funding, infrastructural deficiencies, and political interference. These findings suggest that although transformational leadership serves as an important driver of organizational performance, its effectiveness depends on the institutional environment within which public organizations operate.

Transformational Leadership Theory was therefore considered the most appropriate theoretical foundation for this study because it explains both the leadership behaviours examined and the organizational outcomes observed within the Kaduna State Civil Service. The theory provides a comprehensive framework for understanding how ethical leadership, inspirational motivation, intellectual stimulation, and individualized consideration contribute to improved organizational performance while recognizing that institutional conditions may either facilitate or constrain leadership effectiveness.

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Bass (1985, pp. 20–31) further refined the theory by demonstrating that transformational leadership directly influences employee performance through four behavioural dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These dimensions explain how transformational leaders influence employee attitudes, behaviours, and organizational outcomes.

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The findings of the present study closely reflect the assumptions of Transformational Leadership Theory. The quantitative results showed that respondents generally perceived their leaders as demonstrating ethical behaviour, communicating organizational vision, motivating employees, and providing individualized support. Similarly, the qualitative findings revealed that mentoring, inspirational communication, and ethical leadership enhanced employee commitment, accountability, and service delivery. However, the study also demonstrated that the effectiveness of transformational leadership was moderated by bureaucratic rigidity, inadequate funding, infrastructural deficiencies, and political interference. These findings suggest that although transformational leadership serves as

an important driver of organizational performance, its effectiveness depends on the institutional environment within which public organizations operate.

Transformational Leadership Theory was therefore considered the most appropriate theoretical foundation for this study because it explains both the leadership behaviours examined and the organizational outcomes observed within the Kaduna State Civil Service. The theory provides a comprehensive framework for understanding how ethical leadership, inspirational motivation, intellectual stimulation, and individualized consideration contribute to improved organizational performance while recognizing that institutional conditions may either facilitate or constrain leadership effectiveness.

5. Methodology

5.1 Research Design

This study adopted a mixed-methods research design, integrating quantitative and qualitative approaches to provide a comprehensive understanding of the relationship between transformational leadership and organizational performance in the Kaduna State Civil Service. The mixed-methods approach was considered appropriate because it combined the strengths of quantitative data, which provided measurable evidence of leadership practices and organizational performance, with qualitative data, which offered deeper insights into the experiences and perceptions of senior public administrators.

The quantitative component employed a descriptive survey design to obtain data from civil servants across selected Ministries, Departments, and Agencies (MDAs), while the qualitative component utilized semi-structured interviews to explore leadership experiences from senior management personnel. The integration of both approaches enhanced the credibility of the findings through methodological triangulation (Creswell & Creswell, 2018, pp. 213–216).

5.2 Study Area

The study was conducted within the Kaduna State Civil Service, one of Nigeria's largest state public service systems. The Kaduna State Civil Service comprises several Ministries, Departments, and Agencies responsible for implementing government policies, coordinating public administration, and delivering essential services to citizens.

In recent years, the Kaduna State Government has introduced several public sector reforms aimed at improving administrative efficiency, accountability, digital governance, and service delivery. These reforms have placed increasing emphasis on leadership development, employee performance management, and institutional modernization. Consequently, the Kaduna State Civil Service provides an appropriate context for examining the influence of transformational leadership on organizational performance.

5.3 Population of the Study

The target population comprised civil servants working in selected Ministries, Departments, and Agencies within the Kaduna State Civil Service. The study focused on employees occupying junior, senior, and management positions to ensure that respondents possessed adequate knowledge of leadership practices and organizational operations.

For the qualitative component, the study purposively selected senior officers occupying strategic

leadership positions. These participants included a Permanent Secretary, two Directors, a Deputy Director, and a Head of Department. Their administrative responsibilities and extensive experience provided valuable insights into leadership practices, organizational reforms, and institutional challenges within the Kaduna State Civil Service.

5.4 Sample Size and Sampling Technique

A sample of 150 respondents was selected for the quantitative survey. The sample was drawn from selected Ministries, Departments, and Agencies using a combination of purposive and simple random sampling techniques. Purposive sampling was first used to identify ministries and departments directly involved in policy formulation, administration, and service delivery. Thereafter, simple random sampling was employed to select eligible civil servants within the identified institutions, thereby providing each employee with an equal opportunity of participation.

Of the 150 questionnaires distributed, 134 valid questionnaires were retrieved and used for analysis, representing a response rate of 89.33%.

For the qualitative phase, five senior officers were purposively selected based on their leadership responsibilities and direct involvement in organizational decision-making. Their positions enabled them to provide detailed information regarding transformational leadership practices, institutional reforms, employee management, and organizational performance.

5.5 Research Instrument

Two instruments were used for data collection.

The quantitative data were collected using a structured questionnaire developed from the dimensions of Transformational Leadership Theory and previous leadership studies. The questionnaire consisted of two sections. Section A collected demographic information, while Section B contained statements measuring transformational leadership practices and organizational performance using a five-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5).

The qualitative data were collected through a semi-structured interview guide designed to obtain detailed information on leadership practices, employee motivation, organizational performance, innovation, mentoring, bureaucratic challenges, and institutional reforms. The interview format allowed participants to describe their experiences while ensuring consistency across all interviews.

5.6 Validity and Reliability of the Instrument

The questionnaire was subjected to content and face validity to ensure that the instrument adequately measured the constructs investigated. Experts in public administration, management, and research methodology reviewed the questionnaire for clarity, relevance, and appropriateness. Their observations informed minor revisions before the final administration of the instrument.

The qualitative interview guide was similarly reviewed to ensure that the interview questions were consistent with the study objectives and adequately explored transformational leadership practices and organizational performance within the Kaduna State Civil Service.

5.7 Data Collection Procedure

Primary data were collected between July and August 2026. The researcher personally administered the questionnaires to respondents across the selected Ministries, Departments, and Agencies. Respondents

were informed of the purpose of the study and assured that participation was voluntary.

Semi-structured interviews were conducted with the five selected senior officers at mutually convenient times within their respective offices. With participants' consent, interview responses were documented and subsequently organized for thematic analysis.

5.8 Method of Data Analysis

The quantitative data were analysed using descriptive statistics. Frequencies, percentages, and mean scores were computed to summarize respondents' perceptions of transformational leadership practices and organizational performance. A decision benchmark of 3.00 was adopted for interpreting the mean scores. Mean values equal to or greater than 3.00 indicated agreement with the questionnaire statements, while values below 3.00 indicated disagreement.

The qualitative data were analysed using thematic analysis. Interview transcripts were carefully reviewed, coded, and organized into recurring themes reflecting participants' experiences and perceptions regarding transformational leadership, employee motivation, innovation, accountability, organizational performance, and institutional constraints. The themes were subsequently integrated with the quantitative findings to provide a comprehensive interpretation of the results.

5.9 Ethical Considerations

The study adhered to established ethical principles governing social science research. Participation in both the questionnaire survey and interviews was voluntary, and respondents were informed of the objectives of the study before data collection commenced. Participants were assured of confidentiality, anonymity, and the exclusive use of the information for academic purposes. To protect participants' identities, interview responses were presented using participant identification codes rather than personal names or institutional identifiers.

6. Results and Discussion

This section presents the findings obtained from both the quantitative and qualitative phases of the study. The quantitative findings are presented using descriptive statistics, while the qualitative findings are analysed through thematic analysis. The integration of both data sources provides a comprehensive understanding of how transformational leadership practices influence organizational performance within the Kaduna State Civil Service.

6.1 Response Rate

A total of 150 structured questionnaires were administered to civil servants across selected Ministries, Departments, and Agencies (MDAs) in the Kaduna State Civil Service. Of these, 134 questionnaires were properly completed and returned, while 16 questionnaires were either not returned or were unsuitable for analysis. This produced an effective response rate of 89.33%.

Table 1: Questionnaire Distribution and Response Rate

Questionnaire Status	Frequency	Percentage (%)
Completed and retrieved	134	89.33
Unreturned/Invalid	16	10.67
Total Distributed	150	100.00

Source: Field Survey (2026).

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The response rate of 89.33% indicates a high level of participation among respondents. Such a response rate exceeds the minimum threshold generally considered acceptable for organizational survey research and therefore provides confidence that the data adequately represent the views of employees within the selected Ministries, Departments, and Agencies. The high retrieval rate also reduced the likelihood of non-response bias and enhanced the reliability of the subsequent analyses.

6.2 Demographic Characteristics of Respondents

The demographic characteristics of respondents were analysed to establish whether participants possessed sufficient educational qualifications, work experience, and organizational exposure to provide reliable information on leadership practices and organizational performance.

Table 2: Demographic Characteristics of Respondents

Variable	Category	Frequency	Percentage (%)
Gender	Male	78	58.21
	Female	56	41.79
	Total	134	100.00
Age	20–30 years	22	16.42
	31–40 years	51	38.06
	41–50 years	43	32.09
	51 years and above	18	13.43
	Total	134	100.00
Educational Qualification	OND/NCE	15	11.19
	HND/B.Sc.	87	64.93
	Master's/Higher Degree	32	23.88
	Total	134	100.00
Length of Service	1–5 years	25	18.66
	6–10 years	48	35.82
	11–20 years	41	30.60
	21 years and above	20	14.93
	Total	134	100.00
Cadre	Junior Cadre	29	21.64
	Senior Cadre	74	55.22
	Management Cadre	31	23.13
	Total	134	100.00

Source: Field Survey (2026).

The demographic profile demonstrates that the respondents possessed the educational background and institutional experience necessary to evaluate leadership practices within the Kaduna State Civil Service. Male respondents constituted 58.21% of the sample, while female respondents accounted for 41.79%, indicating reasonably balanced gender representation.

Most respondents (70.15%) were between 31 and 50 years of age, suggesting that the sample was dominated by employees in their active professional careers with considerable administrative experience. Educational attainment was similarly high, with 88.81% possessing HND, bachelor's, or postgraduate qualifications. This indicates that respondents were sufficiently educated to understand leadership behaviours, organizational processes, and administrative reforms.

The distribution of years of service further strengthens the credibility of the findings. More than four-fifths (81.34%) of the respondents had served for over six years, implying substantial familiarity with leadership practices, organizational culture, and reform initiatives within the Kaduna State Civil Service. Furthermore, 78.35% occupied senior or management positions, indicating that most participants interacted regularly with organizational leaders and were therefore well positioned to assess transformational leadership practices.

Overall, the demographic characteristics suggest that the respondents constituted an appropriate population for investigating the relationship between transformational leadership and organizational performance.

6.3 Transformational Leadership Practices

The first objective of the study was to examine the extent to which transformational leadership practices were evident within the Kaduna State Civil Service. Respondents evaluated four major dimensions of transformational leadership: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

Table 3: Respondents' Assessment of Transformational Leadership Practices					
Leadership Practice	Disagree	Neutral	Agree	Mean	Decision
Ethical leadership and visionary communication	14 (10.4%)	18 (13.4%)	102 (76.1%)	4.02	Agree
High expectations and inspirational motivation	11 (8.2%)	22 (16.4%)	101 (75.4%)	3.96	Agree
Encouragement to challenge bureaucratic practices	52 (38.8%)	26 (19.4%)	56 (41.8%)	3.07	Agree
Individual mentoring and career development	28 (20.9%)	15 (11.2%)	91 (67.9%)	3.73	Agree
Composite Mean				3.70	Agree

Source: Field Survey (2026).

The findings indicate that respondents generally agreed that transformational leadership practices were evident across the selected Ministries, Departments, and Agencies, as reflected by the composite mean score of 3.70. Ethical leadership and visionary communication recorded the highest mean score (4.02), suggesting that employees perceived their supervisors as demonstrating integrity, communicating organizational goals clearly, and providing positive leadership direction. Inspirational motivation also received a favourable assessment (Mean = 3.96), indicating that leaders generally encouraged employees to pursue organizational objectives with commitment and confidence.

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Individualized consideration recorded a mean score of 3.73, implying that many respondents experienced mentoring, coaching, and professional support from their supervisors. However, intellectual stimulation received the lowest mean score (3.07). Although this score exceeded the acceptance benchmark, it suggests that employees perceived fewer opportunities to question existing administrative procedures or introduce innovative approaches to organizational problems.

These findings suggest that transformational leadership within the Kaduna State Civil Service is strongest in ethical leadership, vision sharing, and employee motivation, while practices promoting innovation remain comparatively limited.

The findings are consistent with Transformational Leadership Theory, which argues that leaders influence organizational outcomes through ethical role modelling, inspirational communication, intellectual stimulation, and individualized support (Bass & Riggio, 2006, pp. 3–18). The prominence of idealized influence and inspirational motivation observed in this study indicates that public sector leaders recognize the importance of communicating organizational purpose and motivating employees beyond routine administrative responsibilities.

The results also agree with previous empirical studies that reported positive relationships between transformational leadership and organizational performance. Wang et al. (2011, pp. 223–270) found that transformational leadership significantly improved employee commitment and organizational effectiveness across different organizational contexts. Similarly, Jumare (2020, pp. 74–82) reported that transformational leadership enhanced employee commitment and workplace productivity within Nigerian public institutions. However, the comparatively lower score recorded for intellectual stimulation suggests that bureaucratic procedures continue to restrict employee creativity and innovation within the Kaduna State Civil Service, a finding that becomes more evident in the qualitative results presented later in this section.

6.4 Organizational Performance

The second objective of the study was to examine the level of organizational performance within the Kaduna State Civil Service and determine whether transformational leadership practices were reflected in service delivery, operational efficiency, accountability, and timely completion of official responsibilities.

Table 4: Respondents' Assessment of Organizational Performance

Organizational Performance Indicator	Disagree	Neutral	Agree	Mean	Decision
Public service delivery has improved significantly	19 (14.2%)	21 (15.7%)	94 (70.1%)	3.81	Agree
Assigned tasks and policy reports are completed on time	12 (9.0%)	16 (11.9%)	106 (79.1%)	4.04	Agree
Resource wastage is minimized, improving operational efficiency	44 (32.8%)	25 (18.7%)	65 (48.5%)	3.23	Agree
Transparency, compliance, and accountability are high	22 (16.4%)	20 (14.9%)	92 (68.7%)	3.78	Agree
Composite Mean				3.72	Agree

Source: Field Survey (2026).

The results presented in Table 4 indicate that respondents generally perceived organizational performance within the Kaduna State Civil Service positively, with a composite mean score of 3.72. Among the performance indicators, timely completion of assigned tasks and policy reports recorded the highest mean score (4.04), suggesting that administrative processes and employee commitment have improved considerably within the selected Ministries, Departments, and Agencies. Improvements in public service delivery (Mean = 3.81) and transparency, compliance, and accountability (Mean = 3.78) further indicate that employees perceive positive changes in institutional effectiveness.

However, operational efficiency through resource utilization recorded the lowest mean score (3.23). Although respondents generally agreed that operational efficiency had improved, the relatively lower score suggests that financial limitations, infrastructural challenges, and bureaucratic procedures continue to reduce the efficiency with which organizational resources are utilized.

These findings demonstrate that organizational performance within the Kaduna State Civil Service has benefited from leadership practices that encourage employee commitment, accountability, and timely execution of official responsibilities. Nevertheless, improvements in employee performance have not completely eliminated structural constraints affecting institutional efficiency.

The findings support the position of Richard et al. (2009, pp. 722–729), who argued that organizational performance should be evaluated using multiple dimensions, including efficiency, effectiveness, accountability, and service quality. The results also corroborate the findings of Wang et al. (2023, pp. 214–221), who reported that transformational leadership positively influences organizational effectiveness through increased employee engagement and organizational commitment.

Similarly, the findings agree with Jumare (2020, pp. 74–82), who found that transformational leadership strengthened employee commitment and productivity within Nigerian public institutions. However, the relatively lower rating for operational efficiency suggests that leadership alone cannot completely overcome institutional constraints relating to funding, infrastructure, and administrative bureaucracy.

6.5 Qualitative Findings

To complement the quantitative findings, semi-structured interviews were conducted with five senior officers occupying strategic leadership positions within the Kaduna State Civil Service. The interview participants included a Permanent Secretary, two Directors, a Deputy Director, and a Head of Department. Thematic analysis of the interview transcripts generated four major themes that explain how transformational leadership influences organizational performance while highlighting the institutional conditions affecting leadership effectiveness.

Theme One: Visionary Leadership Improves Organizational Commitment but Encounters Bureaucratic Constraints

The interview participants consistently emphasized that communicating a clear organizational vision encouraged employee commitment, strengthened accountability, and improved departmental performance. Senior administrators indicated that employees became more committed when leaders explained the broader public importance of their responsibilities rather than merely assigning routine administrative tasks.

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A Permanent Secretary explained:

"Transformational leadership at my level means injecting urgency without violating statutory regulations. I utilize idealized influence because leaders must first demonstrate integrity before expecting commitment from others. When directors understand that measurable performance determines organizational success, their level of commitment increases." (Participant KDS/MDAs/01)

Similarly, the Director of Administration and Finance observed:

"Every Monday morning briefing, I do not simply assign responsibilities. I explain why every assignment matters to the citizens of Kaduna State. Once employees understand the purpose of their work, they become more committed. However, bureaucratic procedures remain our greatest obstacle because many decisions are delayed by rigid administrative processes." (Participant KDS/MDAs/04)

These findings reinforce the quantitative evidence, where ethical leadership and visionary communication recorded the highest mean score (4.02), suggesting that transformational leaders successfully motivate employees through shared organizational purpose despite operating within bureaucratic systems.

Theme Two: Individualized Consideration Strengthens Employee Motivation and Reduces Absenteeism

Another recurring theme concerned individualized consideration. Participants consistently reported that mentoring, coaching, and supporting employees according to their individual needs significantly improved employee morale, competence, and commitment.

The Deputy Director of Human Resource Management stated:

"Instead of concentrating only on disciplinary measures, we now identify capacity gaps and provide training opportunities. Employees respond more positively when supervisors become coaches rather than enforcement officers. Departments where mentoring is actively practiced have experienced approximately thirty percent reductions in absenteeism." (Participant KDS/MDAs/02)

This observation was reinforced by another participant:

"I deliberately paired older officers who struggled with digital systems with younger officers who possessed stronger ICT skills. That mentoring relationship improved confidence, reduced absenteeism, and enabled reports to be completed within scheduled deadlines." (Participant KDS/MDAs/04)

These interview findings explain why individualized consideration recorded a favourable quantitative mean score of 3.73, confirming that personalized leadership contributes directly to employee commitment and organizational performance.

Theme Three: Intellectual Stimulation is Restricted by Institutional Infrastructure

Although participants acknowledged that leaders increasingly encourage innovation, they unanimously agreed that infrastructural deficiencies continue to restrict creativity and organizational improvement.

The Head of Department responsible for Planning, Research, and Statistics explained:

"We successfully developed a real-time monitoring dashboard because management encouraged innovation. However, unreliable electricity, unstable internet connectivity, and inadequate ICT infrastructure significantly reduce what employees can accomplish. Innovation depends not only on

leadership but also on the availability of institutional resources." (Participant KDS/MDAs/03)

This qualitative evidence explains the comparatively lower quantitative score for intellectual stimulation (Mean = 3.07). The findings suggest that leaders encourage innovation; however, infrastructural limitations substantially reduce employees' ability to implement creative solutions.

Theme Four: Inspirational Motivation Promotes Accountability but Bureaucratic Delays Reduce Momentum

Participants further indicated that inspirational leadership strengthened accountability by helping employees appreciate the public value of their responsibilities. Nevertheless, bureaucratic approval procedures frequently delayed implementation of completed assignments.

According to the Director of Monitoring and Evaluation:

"Employees become highly committed when they recognize that their work directly affects citizens' welfare. However, it is discouraging when reports prepared within two days remain on approval desks for several weeks before implementation." (Participant KDS/MDAs/05)

This finding complements the quantitative evidence showing relatively strong ratings for accountability and timely task completion while simultaneously explaining why improvements in organizational performance have not fully translated into operational efficiency.

6.6 Integrated Discussion of Findings

The integration of the quantitative and qualitative findings demonstrates that transformational leadership positively influences organizational performance within the Kaduna State Civil Service. The quantitative analysis showed relatively high ratings for ethical leadership (Mean = 4.02), inspirational motivation (Mean = 3.96), organizational performance (Composite Mean = 3.72), and timely completion of official responsibilities (Mean = 4.04). These statistical findings were reinforced by interview participants, who consistently emphasized that leaders who communicate a compelling vision, mentor employees, recognize individual contributions, and encourage accountability create more committed and productive work environments.

The findings strongly support Transformational Leadership Theory (Bass, 1985, pp. 20–31; Bass & Riggio, 2006, pp. 3–18), which proposes that organizational performance improves when leaders influence followers through ethical conduct, inspirational communication, intellectual stimulation, and individualized consideration. The present study demonstrates that these leadership behaviours remain highly relevant within the Nigerian public service.

However, the study also extends existing literature by demonstrating that the effectiveness of transformational leadership is moderated by institutional conditions. Although leaders motivate employees and encourage innovation, bureaucratic rigidity, delayed administrative approvals, inadequate funding, weak ICT infrastructure, and political interference significantly reduce the extent to which leadership behaviours translate into sustained organizational performance. This finding provides important evidence that leadership alone cannot guarantee institutional effectiveness without corresponding structural and administrative reforms.

Overall, the mixed-method evidence suggests that transformational leadership functions as a powerful internal driver of employee commitment, accountability, and service delivery, while institutional reforms provide the enabling environment necessary for leadership practices to achieve their full organizational impact.

7. Conclusion and Recommendation

7.1 Conclusion

This study examined the relationship between transformational leadership and organizational performance within the Kaduna State Civil Service, Nigeria. Using a mixed-methods approach, the study integrated quantitative evidence obtained from structured questionnaires with qualitative evidence generated through interviews with senior public officers to provide a comprehensive assessment of how transformational leadership practices influence organizational outcomes.

The findings demonstrate that transformational leadership contributes positively to organizational performance within the Kaduna State Civil Service. The quantitative results showed that respondents generally perceived their leaders as demonstrating the core dimensions of transformational leadership, particularly ethical leadership, inspirational motivation, and individualized consideration. These leadership behaviours were associated with improved employee commitment, timely completion of official assignments, enhanced transparency, accountability, and better public service delivery. However, intellectual stimulation recorded the lowest mean score among the transformational leadership dimensions, indicating that opportunities for innovation and creative problem-solving remain constrained within the public service.

The qualitative findings reinforced the quantitative evidence by revealing that leaders who communicated a clear organizational vision, mentored employees, encouraged professional development, and emphasized public service values created more committed and productive work environments. Nevertheless, participants consistently identified bureaucratic rigidity, delayed administrative approvals, inadequate funding, weak information and communication technology infrastructure, unstable electricity supply, and political interference as significant barriers limiting the effectiveness of transformational leadership. These institutional constraints reduce the extent to which leadership initiatives translate into sustainable improvements in organizational performance.

The integration of the quantitative and qualitative findings therefore demonstrates that transformational leadership functions as an important driver of employee motivation, organizational commitment, accountability, and service delivery within the Kaduna State Civil Service. However, leadership effectiveness does not operate independently of the organizational environment. Sustainable improvements in public sector performance require not only transformational leaders but also supportive institutional structures, adequate resources, efficient administrative processes, and continuous organizational reforms. The study therefore concludes that transformational leadership represents a necessary, but not sufficient, condition for achieving sustained organizational performance within the Nigerian public service.

7.2 Recommendations

Based on the findings of this study, the following recommendations are proposed:

1. Institutionalize transformational leadership development. The Kaduna State Government,

through the Office of the Head of Service, should establish continuous leadership development programmes for Permanent Secretaries, Directors, Deputy Directors, Heads of Departments, and other supervisory officers. Such programmes should emphasize ethical leadership, visionary communication, employee motivation, innovation, mentoring, and change management.

2. Strengthen mentoring and employee development programmes. Ministries, Departments, and Agencies should formalize mentoring and coaching initiatives that facilitate knowledge transfer, improve digital competencies, support career development, and strengthen employee commitment. Particular attention should be given to bridging digital skill gaps across different staff categories.
3. Reduce bureaucratic bottlenecks through administrative reforms. Government should simplify approval procedures, strengthen digital workflow systems, and review administrative processes that unnecessarily delay policy implementation and service delivery. Streamlined procedures would enable transformational leadership initiatives to produce more timely organizational outcomes.
4. Increase investment in institutional infrastructure and capacity building. Adequate funding should be provided for staff training, information and communication technology infrastructure, internet connectivity, electricity supply, and digital public service platforms. Transformational leadership can only achieve its full potential when employees have access to the institutional resources required to implement innovative solutions.
5. Integrate leadership performance into organizational evaluation systems. Leadership effectiveness should form part of periodic performance assessments within the Kaduna State Civil Service. Evaluation indicators should include employee development, ethical conduct, innovation, accountability, teamwork, service delivery, and achievement of organizational objectives. Such assessments would encourage continuous leadership improvement and strengthen institutional performance.

The implementation of these recommendations would strengthen transformational leadership practices, improve employee commitment, enhance organizational effectiveness, and contribute to more efficient and accountable public service delivery within the Kaduna State Civil Service.

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