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LEADERSHIP STYLES AND PERFORMANCE OF FEDERAL GOVERNMENT AGENCIES IN ANAMBRA STATE, NIGERIA

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Abstract

This study examines the relationship between leadership styles and performance of Federal Government Agencies in Anambra State, Nigeria. Specifically, the study evaluates the influence of transformational leadership on employee intrinsic motivation and transactional leadership on operational efficiency. Data were collected from a sample size of 200 staff members using copies of structured questionnaire, and linear regression analysis was applied to test the hypotheses. The results revealed a significant positive relationship between transformational leadership and employee intrinsic motivation (β = 0.635, p = 0.000), explaining 56.6% of the variance in intrinsic motivation (R^2 = 0.566). Similarly, transactional leadership significantly influenced operational efficiency (β = 0.720, p = 0.000), accounting for 48.2% of the variance in operational efficiency (R^2 = 0.482). These findings underscore the critical role of transformational leadership in fostering employee engagement and intrinsic motivation, while transactional leadership enhances structured task execution and operational efficiency in the public sector. The study concludes that effective leadership styles tailored to organizational contexts significantly improve performance outcomes. The study recommends that public sector organizations adopt transformational leadership practices to inspire and empower

employees, fostering innovation and motivation. Simultaneously, transactional leadership should be leveraged in scenarios requiring task-oriented focus and regulatory compliance to enhance operational efficiency.

Keywords: Leadership, Transformational Leadership Styles, Intrinsic Motivation, Operational Efficiency.

INTRODUCTION

Leadership styles play a pivotal role in shaping organizational performance, particularly in the public sector, where the interplay of bureaucracy, resource management, and public service delivery is crucial. Leadership encompasses the strategies and behaviors that leaders employ to guide, influence, and motivate employees toward achieving organizational goals. Commonly examined leadership styles include transformational, transactional, and laissez-faire, each having unique implications for organizational dynamics. Transformational leaders inspire and innovate, transactional leaders focus on structure and compliance, while laissez-faire leaders often delegate responsibilities extensively (Uhl-Bien & Arena, 2021). These styles are vital to understanding the performance outcomes in public sector organizations, where multiple variables, such as employee engagement and operational efficiency, are at play.

Organizational performance, which refers to how effectively an organization achieves its objectives, is a key measure of success in the public sector. Unlike private organizations, where performance is primarily profit-driven, public sector performance is assessed by service delivery, stakeholder satisfaction, and operational efficiency (Andrews & Van de Walle, 2022). The performance of public institutions in Nigeria is deeply intertwined with the leadership approaches adopted, as leaders influence the allocation of resources, staff motivation, and adaptability to socio-economic and political changes. This makes leadership a critical determinant of organizational effectiveness.

Nigeria's public sector operates within two distinct tiers: federal and state governments. Federal institutions are typically larger, cater to a broader constituency, and often adhere to centralized decision-making processes. In contrast, state governments work within localized environments, often dealing with more immediate and community-specific challenges. These distinctions create unique leadership and performance dynamics, warranting a comparative analysis to uncover how leadership styles manifest differently in these two tiers (Ezeh, Ugwuanyi & Agbo 2023). Understanding these differences is essential for identifying practices that enhance performance within Nigeria's multifaceted public governance structure.

Transformational leadership, which emphasizes vision-setting, employee empowerment, and innovative problem-solving, has been shown to significantly impact organizational performance. It fosters employee commitment and enhances service delivery, especially in dynamic and complex environments (Adebayo & Olayemi, 2021). Conversely, transactional leadership, which focuses on task completion, compliance with rules, and reward systems, can be more effective in the structured and regulatory nature of public sector organizations. Each leadership style's applicability depends on factors such as organizational culture, task complexity, and external socio-political pressures (Olatunji et al., 2020).

In the context of the Nigerian public sector, the relationship between leadership and performance is further complicated by institutional challenges. These challenges include corruption, resource limitations, political interference, and inconsistent policy implementation. Effective leadership has the potential to mitigate these issues by fostering transparency, accountability, and strategic resource allocation. However, weak leadership styles often exacerbate inefficiencies, leading to poor service delivery and diminished

public trust (Iheanacho & Nwankwo, 2022). This highlights the need to examine how leadership styles either address or perpetuate these systemic issues.

Federal government institutions in Nigeria often require leaders to navigate complex bureaucratic structures and diverse constituencies, necessitating adaptable and visionary leadership styles. On the other hand, state government institutions, which deal more directly with localized issues, may benefit from leadership approaches that emphasize community engagement and swift decision-making (Anoke Nzewi, & Tukura, 2022). A comparative perspective enables an understanding of how these contextual differences shape leadership effectiveness and organizational outcomes (Ezeh et al., 2023).

The interplay of leadership styles and organizational performance also reveals insights into workforce dynamics within the public sector. Employees in federal institutions may respond differently to leadership practices compared to those in state institutions due to variations in organizational size, resource availability, and operational mandates. For instance, transformational leadership may thrive in federal institutions due to its capacity to inspire across diverse teams, while transactional leadership may yield better results in the highly structured settings of state governments (Adebayo & Olayemi, 2021). Examining these dynamics sheds light on the strategic alignment of leadership styles with institutional goals. Leadership styles are central to understanding the performance of public sector organizations in Nigeria. By examining the federal and state governments' distinct administrative and operational contexts, this study aims to provide a comprehensive analysis of how leadership influences key performance indicators. Exploring this relationship is essential for fostering organizational effectiveness, enhancing public service delivery, and addressing the systemic challenges faced by Nigeria's public sector.

Leadership styles play a crucial role in the effectiveness and performance of public sector organizations. In Nigeria, the public sector faces significant challenges, including inefficiencies, poor service delivery, and a lack of accountability. These issues are often linked to the leadership approaches adopted within federal and state government institutions. While the federal government operates under a centralized structure with broader national mandates, state governments work within localized contexts with community-specific objectives. The overarching problem is that the choice and implementation of leadership styles in these institutions often fail to align with their unique operational contexts, leading to suboptimal organizational performance and public dissatisfaction.

In federal government institutions, the challenges often revolve around the complexities of managing large and diverse bureaucracies. Leadership styles that emphasize rigid structures and hierarchical decision-making can stifle innovation and responsiveness, particularly in a system characterized by corruption and political interference. Furthermore, the disconnection between policymakers and implementers exacerbates inefficiencies in resource allocation and service delivery. Addressing these issues requires adopting leadership styles that promote collaboration, transparency, and strategic vision to navigate the complexities of governance effectively and thereby, help government agencies and institutions to face the distinct challenges tied to their local communities.

Leadership styles that overly prioritize compliance and central authority can hinder the flexibility needed to respond swiftly to community needs. Furthermore, resource constraints and the influence of local political elites often undermine the ability of state leaders to adopt transformational leadership practices that drive innovation and employee motivation. Overcoming these challenges involves promoting leadership approaches that empower employees, foster community engagement, and adapt to the unique socio-economic realities of state governance.

The gap this study seeks to address lies in the limited empirical analyses of leadership styles and their effect on organizational performance with focus on Federal Government Agencies located in Anambra State, Nigeria. While existing literature has explored leadership and public sector performance broadly, there is insufficient understanding on the specific influence of how transformational leadership styles affects employee intrinsic motivation and operational efficiency within the context of performance and the effectiveness of various leadership styles in the state in which they operate. This study aims to fill this gap by examining the distinct challenges and opportunities within the Federal Government Agencies, by providing actionable insights into leadership practices that can enhance organizational performance and public service delivery in Nigeria.

Objectives of the Study

The broad goal of this study is to examine the relationship between leadership styles and organizational performance in Nigerian public sector. The specific objectives are to:

Determine the relationship between transformational leadership and employee intrinsic motivation of Federal Government Agencies in Anambra State, Nigeria.

Examine the relationship between transactional leadership and operational efficiency of Federal Government Agencies in Anambra State, Nigeria.

Hypotheses

H_{01}: There is no significant relationship between transformational leadership and employee intrinsic motivation in Federal Government Agencies in Anambra State, Nigeria.

H_{02}: There is no significant relationship between transactional leadership and operational efficiency in Federal Government Agencies in Anambra State, Nigeria.

Conceptual Reviews

Concept of leadership

Leadership is a concept as old as human civilization, evolving alongside societies to meet the demands of governance, organization, and social cohesion. Early leadership practices were often rooted in tribal and feudal systems, where authority was based on kinship, conquest, or divine right. Over time, leadership theories began to emerge, particularly in the industrial era, when organizational growth demanded more structured and strategic approaches to managing people. Modern leadership theories, such as transformational, transactional, and servant leadership, have since focused on aligning leadership practices with the dynamic needs of contemporary organizations and societies (Uhl-Bien & Arena, 2021).

Leadership can be defined as the process of influencing and guiding individuals or groups to achieve shared goals. It involves a combination of traits, behaviors, and situational factors that enable leaders to motivate and inspire their followers (Northouse, 2021). Central to this concept is the role of vision-setting, communication, and decision-making, which distinguish effective leaders from mere managers. Leadership extends beyond formal authority, emphasizing the ability to connect with people, build trust, and foster collaboration in diverse environments.

The concept of leadership is often explored through different theoretical lenses, such as trait, behavioral, and contingency theories. Trait theory focuses on the inherent characteristics of leaders, such as charisma and intelligence, while behavioral theories examine the actions leaders take to motivate and influence their followers. Contingency theories, on the other hand, emphasize the importance of situational factors, suggesting that effective leadership depends on the alignment between a leader's style and the specific context (Avolio et al., 2022). These perspectives highlight the multifaceted nature of leadership and its adaptability to varying organizational and societal challenges.

In contemporary discourse, leadership is increasingly tied to emotional intelligence, ethical practices, and adaptability. Leaders are expected not only to achieve organizational goals but also to foster inclusivity, innovation, and resilience in the face of global challenges, such as technological advancements and socio-economic uncertainties (Goleman et al., 2020). Leadership practices that prioritize emotional intelligence enable leaders to connect with their teams on a deeper level, fostering trust and enhancing productivity. This shift reflects the growing recognition of the human element in leadership.

Moreover, leadership is viewed as a shared responsibility in modern organizations, moving away from the traditional hierarchical models. Shared and distributed leadership approaches emphasize collaboration and the empowerment of team members, allowing organizations to leverage diverse perspectives and expertise (Bolden, 2021). This evolution in leadership thinking underscores the need for leaders who can navigate complexity, drive change, and inspire their teams to achieve sustainable success.

Leadership styles

Leadership styles refer to the patterns of behavior and strategies that leaders adopt to guide, influence, and motivate individuals or groups toward achieving organizational goals. These styles are characterized by different approaches to decision-making, communication, and managing relationships within an organization. Leadership styles are not one-size-fits-all; rather, they vary depending on the leader's personality, organizational culture, and the challenges at hand. According to Uhl-Bien and Arena (2021), leadership styles significantly affect organizational performance, employee engagement, and overall productivity, making them a critical area of study in management and organizational behaviour.

One of the most researched leadership styles is transformational leadership, which emphasizes inspiring and motivating employees to achieve their full potential and contribute to the organization's vision. Transformational leaders often exhibit qualities

such as charisma, innovation, and a focus on employee development. Studies suggest that transformational leadership positively impacts employee satisfaction, intrinsic motivation, and organizational performance, particularly in dynamic and complex environments (Adebayo & Olayemi, 2021). This leadership style is particularly relevant in organizations undergoing significant change or facing competitive pressures.

In contrast, transactional leadership focuses on structure, rules, and rewards to ensure compliance and task completion. This style is characterized by a clear delineation of roles and responsibilities, with leaders relying on contingent rewards and corrective actions to achieve results. While transactional leadership may lack the visionary aspect of transformational leadership, it is effective in maintaining stability and achieving short-term objectives, especially in environments where precision and adherence to regulations are critical (Olatunji et al., 2020). However, overreliance on this style can lead to a lack of creativity and employee disengagement over time.

Another notable style is laissez-faire leadership, which involves minimal interference from leaders, allowing employees significant autonomy in decision-making and task execution. While this style can foster creativity and innovation in skilled teams, it may lead to ambiguity, lack of direction, and underperformance in less competent or less motivated groups. Olatunde and Ogheneovo (2022), highlight that laissez-faire leadership is most effective in environments where employees are highly skilled and require minimal supervision to excel.

The choice of leadership style has profound implications for organizational dynamics (Anoke, 2019). Research underscores the importance of situational factors in determining the appropriateness of a particular leadership style. For instance, while transformational leadership is highly effective in fostering innovation and long-term growth, transactional

leadership is more suited for achieving short-term goals in highly structured settings. This interplay between leadership styles and organizational contexts highlights the need for adaptable leadership that aligns with the organization's specific needs and challenges (Ezeh et al., 2023).

Transformational leadership style

Transformational leadership is a leadership style characterized by the ability to inspire and motivate employees to exceed expectations by focusing on a shared vision and fostering innovation and personal growth. It emphasizes creating an emotional connection between leaders and followers, enabling the latter to achieve more than what is typically required of them. Transformational leaders often exhibit four key behaviors: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These elements help create an environment that promotes employee engagement, creativity, and commitment to organizational goals (Bass & Riggio, 2020).

One of the defining features of transformational leadership is its emphasis on intellectual stimulation, where leaders encourage employees to think critically and explore new approaches to problem-solving (Anoke, 2022). This aspect is particularly relevant in today's dynamic organizational environment, where adaptability and innovation are crucial. Moreover, transformational leaders demonstrate individualized consideration by understanding and addressing the unique needs of each employee, thereby fostering a sense of value and belonging. These characteristics not only enhance employee morale but also contribute to improved performance and overall organizational effectiveness (Wang et al., 2021).

Transformational leadership has been found to have a profound impact on organizational performance across various sectors, including public institutions. Studies suggest that this leadership style is particularly effective in environments requiring change and adaptability,

as it empowers employees to embrace new challenges and align their personal goals with organizational objectives (Adebayo & Olayemi, 2021). By focusing on motivation, trust-building, and fostering a shared vision, transformational leadership promotes a culture of innovation and collaboration, essential for navigating the complexities of modern organizational landscapes.

Transactional leadership style

Transactional leadership is a managerial approach that focuses on structured tasks, clear roles, and a system of rewards and penalties to ensure organizational objectives are met. This leadership style is rooted in the concept of exchange, where leaders provide rewards such as salaries, bonuses, or promotions in return for compliance, performance, and adherence to established rules (Bass & Bass, 2020). Transactional leaders prioritize maintaining order, efficiency, and achieving short-term goals, making this style particularly suitable for organizations that require stability and adherence to regulations.

Central to transactional leadership are two primary components: contingent rewards and management by exception. Contingent rewards involve clearly defined expectations and performance standards, with incentives provided upon meeting these benchmarks. Management by exception, on the other hand, involves monitoring employee performance and intervening only when deviations from the norm occur (Amanchukwu et al., 2022). This hands-off approach minimizes leader involvement unless corrective action is needed, fostering a predictable and controlled work environment. However, the focus on compliance and routine can sometimes stifle creativity and innovation, limiting its applicability in dynamic or fast-changing environments.

While transactional leadership has been criticized for its rigid and hierarchical nature, it remains effective in settings where consistency, accountability, and adherence to rules are paramount. For instance, in public sector organizations, where structured processes and regulatory compliance are critical, transactional leadership ensures operational efficiency

and minimizes errors (Olatunji et al., 2021). Nonetheless, scholars argue that an over-reliance on this style may hinder employee engagement and intrinsic motivation, as it often neglects the relational and developmental aspects of leadership (Adebayo & Olayemi, 2021). Combining transactional leadership with elements of transformational leadership may offer a balanced approach, fostering both stability and innovation.

Organizational Performance

Organizational performance is a concept rooted in management and organizational theory, evolving over decades to measure the effectiveness and efficiency of organizations in achieving their objectives. Initially focused on financial metrics like profitability and cost-efficiency, the concept has expanded to include non-financial dimensions such as employee satisfaction, innovation, and social responsibility (Miller & Tsai, 2021). This broader view emerged in response to the growing complexity of organizations and their need to adapt to dynamic economic, technological, and social changes. Today, organizational performance is recognized as a multidimensional construct that reflects an organization's success in attaining its goals within its operational environment.

Organizational performance is generally defined as the extent to which an organization achieves its stated objectives through the effective use of resources and processes. It encompasses various dimensions, including financial performance, operational efficiency, employee performance, and customer satisfaction (Al-Dhaafri & Abdulla, 2021). For instance, financial performance evaluates profitability and revenue growth, while operational efficiency assesses resource utilization and productivity. Employee performance considers workforce contributions toward organizational goals, and customer satisfaction reflects the organization's ability to meet stakeholder needs. These dimensions collectively provide a comprehensive measure of an organization's effectiveness and efficiency.

In the public sector, organizational performance takes on unique characteristics as success is less about profitability and more about service delivery, stakeholder satisfaction, and the achievement of policy objectives. Public institutions operate under constraints like limited resources, bureaucratic processes, and political influences, which can affect performance outcomes (Andrews & Van de Walle, 2022). Effective leadership is crucial in navigating these challenges, as it influences organizational culture, resource allocation, and employee engagement. For example, transformational leadership can enhance organizational performance by inspiring employees and fostering innovation, while transactional leadership may ensure compliance and task completion.

Scholars have emphasized the importance of aligning leadership practices with organizational goals to enhance performance. According to Ezeh et al. (2023), the adoption of leadership styles that prioritize employee motivation, transparency, and adaptability is critical to achieving high performance. Moreover, the integration of performance measurement frameworks, such as the Balanced Scorecard, helps organizations track progress across multiple dimensions, including financial outcomes, internal processes, and customer perspectives (Iheanacho & Nwankwo, 2022). Such frameworks are especially relevant in dynamic environments like the public sector, where multiple stakeholders and objectives intersect.

The evolving concept of organizational performance underscores the need for continuous improvement and strategic alignment with environmental demands. Modern organizations, particularly in the public sector, must balance competing priorities, such as achieving operational efficiency while delivering quality services. As such, understanding the interplay between leadership styles and organizational performance is critical for driving sustainable improvements. By exploring these relationships, organizations can develop strategies that enhance overall performance and achieve their objectives effectively.

Employee Intrinsic Motivation

Intrinsic motivation refers to an employee's internal drive to perform work tasks due to inherent satisfaction, personal growth, or alignment with their values, rather than external rewards. Research indicates that intrinsic motivation is crucial in fostering employee engagement, creativity, and overall job satisfaction. Deci and Ryan's Self-Determination Theory (SDT) posits that intrinsic motivation thrives when three psychological needs—autonomy, competence, and relatedness—are fulfilled. Employees who feel a sense of control over their work, believe in their abilities, and experience meaningful interpersonal connections tend to exhibit higher intrinsic motivation (Deci & Ryan, 2020). This aligns with recent studies emphasizing the importance of creating work environments that empower employees to explore their potential while providing opportunities for meaningful contributions (Lazaroiu et al., 2020).

Organizations that promote intrinsic motivation often enjoy benefits such as improved performance and reduced turnover. Modern workplace interventions, such as job enrichment and empowerment practices, aim to cultivate intrinsic motivators by granting employees more autonomy, challenging tasks, and recognition for their efforts. For instance, Oladejo et al. (2021) found that autonomy-supportive leadership positively correlates with employees' intrinsic motivation, leading to better performance and innovation in their roles. Similarly, creating a culture that values employee input and fosters a sense of belonging has been shown to enhance intrinsic motivation, particularly in collaborative settings (Kuvaas et al., 2022). These findings underscore the need for managers to focus on intrinsic drivers rather than relying solely on extrinsic rewards like bonuses and promotions.

However, balancing intrinsic and extrinsic motivators remains a critical challenge. While intrinsic motivation is ideal for long-term engagement, external rewards can serve as short-term incentives, particularly in high-pressure environments. Recent studies suggest that

aligning extrinsic rewards with intrinsic goals can amplify motivation without undermining internal drive. For example, when employees perceive external rewards as acknowledgment of their intrinsic efforts, it reinforces their motivation (Ryan et al., 2021). Consequently, organizations must adopt a holistic approach, designing work environments and policies that nurture employees' intrinsic motivations while aligning extrinsic rewards with meaningful recognition of their contributions.

Operational efficiency

Operational efficiency refers to the ability of an organization to deliver products or services in the most cost-effective manner while maintaining quality. It is a key indicator of a company's performance, reflecting how well resources such as labor, capital, and technology are utilized to produce outputs. Efficient operations minimize waste, reduce unnecessary expenses, and streamline processes, which can lead to higher profitability and enhanced competitiveness in the marketplace (Kovács et al., 2022). In the context of businesses, operational efficiency is achieved by optimizing the entire production or service delivery process, improving both speed and cost-effectiveness.

The importance of operational efficiency in modern organizations cannot be overstated. As businesses face increased competition and external pressures, the need for efficient operations becomes crucial to sustaining growth and profitability. Companies that embrace operational efficiency are better positioned to adapt to market changes, reduce costs, and enhance customer satisfaction (Nwogwugwu & Orji, 2021). This can involve leveraging technology, optimizing supply chains, improving employee performance, or implementing best practices in production and management systems. Businesses that continuously evaluate and improve their operational efficiency can create long-term value and sustain a competitive advantage in their respective industries.

In recent studies, operational efficiency has been linked to both financial performance and organizational sustainability. A study by Ali and Usman (2023) highlights that businesses that effectively manage their operational processes are more likely to experience improved financial results, particularly in times of economic uncertainty. Furthermore, organizations that focus on operational efficiency are increasingly incorporating sustainability into their business models, recognizing that efficient resource use not only boosts profitability but also contributes to environmental and social responsibility (Ndukwe et al., 2022). Therefore, operational efficiency is no longer just about cutting costs but also about integrating sustainable practices that align with broader business and societal goals.

Theoretical frame work

This study was anchored on Transformational Leadership Theory by James MacGregor Burns (1978). The transformational leadership theory also known as relationship theory focuses on the connections formed between leaders and followers. This theory is premised on a leadership style that inspires followers to improved performance by focusing on the wants and needs of the organization as well as the personal concerns of its members (Munir & Aboidullah, 2018). Leadership effectiveness under this theory is dependent on individualized consideration, intellectual stimulation, inspirational motivation and idealized influence (Bass, 2000 cited in Ewell, 2018 and Getachew & Erhua, 2018). According to several researchers (Ewell, 2018; Getachew & Erhua, 2018), “Idealized influence refers when transformational leaders act as a role model to their subordinates such that the followers identify themselves to a high level of morale and enthusiasm to fulfill the demands of leader whom they respect, admire and trust (Bass, 2000). Inspirational motivation highlights leaders' motivation and inspiration of followers by giving self-worth for their contribution and setting challenges to their followers (Bass & Avolio, 2000). Intellectual stimulation is encouraging followers to do tasks distinctly by being innovative and creative. Individualized consideration refers to giving special

attention to the needs of every individual follower for their achievement and personal growth (Bass, 2000:34)". Leaders using this approach can motivate others, "to want to change, to improve, and to be led" (Hall, 2002 cited in Ewell, 2018) and possess high ethical and moral standards.

Significant of Transformational Leadership Theory by James MacGregor Burns to this work

The Transformational Leadership Theory by James MacGregor Burns (1978) is significant to this study as it provides a framework for understanding how effective leadership practices can drive organizational performance in the Nigerian public sector. The theory emphasizes the leader's ability to inspire and motivate employees by addressing their personal needs and aligning them with the organization's objectives through individualized consideration, intellectual stimulation, inspirational motivation, and idealized influence (Bass, 2000; Getachew & Erhua, 2018). By fostering trust, respect, and admiration, transformational leaders create a high-morale work environment where employees are motivated to exceed expectations and embrace innovative approaches to problem-solving (Ewell, 2018). In the context of this study, the theory helps explain how transformational leadership can overcome challenges in federal and state government institutions by promoting ethical standards, adaptability, and collaboration, thereby enhancing employee productivity and service delivery.

Theoretical exposition

Transformational Leadership and Employee Intrinsic Motivation in Nigerian Government Institutions

Transformational leadership plays a pivotal role in enhancing employee intrinsic motivation, particularly in federal and state government institutions in Nigeria. Transformational leaders inspire and empower their subordinates by articulating a compelling vision, fostering innovation, and addressing individual employee needs. In the

context of government institutions, where bureaucratic structures and limited autonomy often prevail, transformational leadership can create an environment that meets employees' psychological needs for autonomy, competence, and relatedness. According to Alaga et al. (2021), transformational leadership in Nigerian public institutions positively correlates with employees' intrinsic motivation, as leaders encourage employees to find meaning and purpose in their work, beyond mere compliance with rules and regulations. One critical mechanism through which transformational leadership influences intrinsic motivation is the emphasis on personal growth and professional development. Leaders who adopt this style often mentor employees, provide constructive feedback, and involve them in decision-making processes, which enhance their sense of competence and ownership over their roles. Omoregie and Okocha (2022) found that in state government institutions, transformational leadership practices like intellectual stimulation and individualized consideration significantly boost employees' intrinsic motivation by promoting creativity and addressing personal challenges. These practices are particularly impactful in Nigeria's public sector, where employees frequently face limited resources and low morale; transformational leaders help bridge these gaps by fostering a sense of purpose and community. Furthermore, transformational leadership enhances intrinsic motivation by cultivating a supportive organizational culture that aligns with employees' values. Leaders who prioritize fairness, ethical behavior, and employee well-being create trust and emotional engagement, which are vital for intrinsic motivation. For instance, Ibe and Chikwendu (2023) noted that transformational leadership in Nigerian federal institutions fosters an inclusive and collaborative environment, motivating employees to excel in their roles despite systemic challenges such as corruption and inefficiency. By aligning the organization's goals with employees' personal values, transformational leaders not only enhance job satisfaction but also improve overall institutional performance.

Transactional Leadership influence Operational Efficiency in Federal and State Government Institutions in Nigeria.

Transactional leadership, characterized by a focus on structure, rewards, and penalties, significantly influences operational efficiency in federal and state government institutions in Nigeria. This leadership style operates on a system of clear expectations and performance-based rewards, ensuring that employees understand their roles and the consequences of meeting or failing to meet their targets. In the context of government institutions, transactional leaders emphasize adherence to rules, procedures, and performance metrics, which helps maintain order and ensure that tasks are completed within specified timelines. By establishing a reward system for meeting performance goals and imposing penalties for non-compliance, transactional leadership encourages employees to focus on routine tasks and achieve desired results, thereby enhancing operational efficiency (Ajayi & Oyetunde, 2021).

However, while transactional leadership fosters operational efficiency through a structured approach, it may limit innovation and long-term improvements. In Nigerian government institutions, this leadership style works well in ensuring day-to-day operations run smoothly and efficiently. However, it may not inspire employees to go beyond their basic duties or contribute to strategic, long-term improvements. As transactional leaders focus on short-term results and reward compliance, there is less room for creativity and employee-driven innovation, which may hinder the development of more efficient systems in the long run. Despite this limitation, transactional leadership's emphasis on performance management, clear goals, and accountability can still lead to measurable improvements in operational efficiency in government institutions (Ibrahim et al., 2022).

Empirical Reviews

Ojokuku (2012) research on the impact of leadership style on organizational performance used a sample of 60 employees from the randomly selected bank in Ibadan, Nigeria. The research emphasized the importance of leadership style; the research regression analysis showed about 23% variation in employee performance. He posited that bank leaders should adopt democratic and transformational leadership style to stand the existing competitive tussles in the banking sector.

Mohamed (2018) in their research entailed "effect of leadership styles on employee performance in the somali national civil service commission" assessed the effect of transformational leadership, transactional leadership, laissez-faire leadership and servant leadership on employee performance in the Somali National Civil Service Commission. Their study adopted a descriptive research design with target population of 50 respondents and a sample size of 44 respondents. They employed both primary and secondary data collection methods with stratified and random sampling techniques. The data collection instruments they used were closed questionnaires and the collected data analyzed quantitatively and qualitatively and presented in form of tables, frequencies, means and standard deviations using Statistical Package for Social Science (SPSS) software. Data was presented in tables and analyzed using mean scores, standard deviation, frequencies and percentages. From the study data analysis and interpretations, the following summary, conclusions and recommendations were drawn; transformational leadership, transactional leadership, laissez-faire leadership and servant leadership were found to play a big role in effect of leadership styles on employee performance in the Somali National Civil Service Commission. Thus the Somalia National Civil Service Commission should encourage the use of transformational leadership, transactional leadership, laissez-faire leadership and servant leadership in employee performance in the Somali National Civil Service Commission so as to enable quality service delivery.

Okeke, Abanobi, & Nweke, (2022). Investigates the compensation strategy and employee performance in oil and gas companies in Niger Delta Nigeria. The main objective of the study is to examine the effect of competency-based compensation, job-based compensation, performance-based compensation and skills-based compensation) on employee performance. Relevant conceptual, theoretical and empirical literatures were reviewed taking cognizance of the problem and the hypotheses of the study. The study is anchored on Equity Theory. Descriptive research survey was adopted in this study. The population of the study comprises 10100 employees in oil and gas companies in Niger Delta Nigeria, Nigeria. While the sample size consists of 566 Employee in oil and gas companies in Niger Delta, Nigeria. Godden sampling formula was used to obtain the sample size. Face and content validity method was used to ensure validity of the instrument. The reliability of the instrument was achieved through test re-rest method. Simple percentage analysis was employed to answer the research questions. Pearson Product Correlation Method analysis was conducted to assess the relative predictive power of the independent variables on the dependent variable. It was discovered that there is a significant positive relationship between competence base compensation and employees' performance; there is a positive significant relationship between Job-based compensation and employee performance. There is a positive significant relationship between performance based compensation and employee performance. Therefore, the study concludes that compensation strategy has positive significant relationship with employee performance in oil and gas companies in Niger Delta Nigeria. The study recommends among others that every organization should formulate competency-based compensation policy, the only thing standing between the employees and a greater wage is how much they contribute and how well they perform. Every organization should have performance-based compensation plans at program at every level of an organization.

Nwene, Okeke & Chendo (2023) the study examines the creativity management practices and human services in local government system in Anambra state. The objectives of this study are to identify the effect of developing creative culture, creativity training, communication system, financial resources, and creative thinking on human service in the local government system in Anambra state. The study collected data from primary and secondary sources. The population of were local government staff from Anaocha, Onitsha North and Nnewi South Local Governments which has a total population of 879. Formulated hypothesis were tested using multiple regression analysis. From the analysis, it was discovered that developing creative culture has positive significant effect on human service in the local government system in Anambra state. Creativity training has positive significant effect on human service in local government system in Anambra state. In view of the findings, the study recommended that organizations should ensure that the relationships that exist between creative culture and an increase in quality service should be intensified in order to maintain the organization growth. Employees should be trained according to the present content of the environment

Dike, Enukora, Okeke and Eboh (2024). Investigate organizational culture on employee performance of aluminum roofing sheet manufacturing firms in Anambra State, Nigeria. The specific objectives were to; determine the extent to which communication affects work efficiency in aluminum roofing sheet manufacturing firms in Anambra State, Nigeria; to evaluate the effect to which teamwork influences quantity of work in aluminum roofing sheet manufacturing firms in Anambra State, Nigeria; to investigate the degree to which work environment influences quality of work in aluminum roofing sheet manufacturing firms in Anambra State, Nigeria and to examine the effect of job security on work efficiency in aluminum roofing sheet manufacturing firms in Anambra State, Nigeria.The research work was anchored on Hofstede's cultural theory. Survey research design was adopted. The population of the study was 1781. The statistical formula devised by Krejcie

and Morgan (1970), was employed to arrive at a sample size of 342. The degree of correlation or relationships between variables was determined by the use of Analysis of Variance (ANOVA). Multiple Regressions was used in testing the hypotheses. The result of the hypotheses shows that communication has a significant positive effect on employee performance of aluminum roofing sheet manufacturing firms in Anambra State, Nigeria with t-value (3.976) and p-value (0.000). Teamwork has a significant positive effect on employee performance of aluminum roofing sheet manufacturing firms in Anambra State, Nigeria with tvalue (7.162) and p-value (0.005). Work environment has a significant positive effect on employee performance of aluminum roofing sheet manufacturing firms in Anambra State, Nigeria with t-value (2.840) and p-value (0.001). Job security has a significant positive effect on employee performance of aluminum roofing sheet manufacturing firms in Anambra State, Nigeria with t-value (2.579) and p-value (0.010). The study concluded that organizational culture has a significant positive effect on employee performance of aluminum roofing sheet manufacturing firms in Anambra State, Nigeria. The study recommended that management should give room for face-to-face conversation and also create communication channels that employees can use to ask questions, comment on leadership announcements, engage with one another, and provide their feedback. Management should create team work recognition program by giving them an award in front of their peer, build diverse and inclusive team, clearly define roles and responsibilities for every team member, build trust within the team and sometimes give teams autonomy in decision-making.

Nwene, Anah & Okeke (2023). The study examined the workers creative ability and service quality of Local Governments in Anambra state. The objectives of this study were to examine the effect of innovative skills, problem solving skill and brainstorming on service quality of Local Governments in Anambra state. Relevant theoretical and empirical literatures were reviewed. The study was anchored on componential theory of creativity

developed by Teresa Amabile M. (1996). The study collected data from primary and secondary sources. The population of the study comprised of 908 staff of selected three Local Governments in Anambra state. 908 copies of the questionnaires was duly completed and returned. Formulated hypothesis were tested using regression analysis. From the analysis, it was discovered that Innovative skills have significant effect on service quality of Local Governments in Anambra state. Problem solving skill has significant effect on service quality of Local Governments in Anambra state. Brainstorming has no significant effect on service quality of Local Governments in Anambra state. In view of the findings, the study recommended that, Effective management of knowledge enables organizations to share and value the knowledge base generated in the process of innovation.

Khajeh (2018) in his study entitled "Impact of Leadership Styles on Organizational Performance" examined the impact of leadership styles on organizational performance. The focus was on six major leadership styles -transformational, transactional, autocratic, charismatic, bureaucratic and democratic. This study has provided deep insights about the leadership styles; the democratic, transformational, bureaucratic and autocratic leaderships have a positive impact on the organizational performance, however, the charismatic and transactional leaderships have positive impact on the organizational performance, as it does not provide opportunities and freedom to employees. In this study, both primary and secondary research has been conducted. The primary research has been done using the quantitative approach, with the help of survey instrument, based on a survey opinion poll. The derived study was conducted through reviewing the previously established literature for accomplishing the study objectives. The findings suggested that three leadership styles charismatic, bureaucratic and transactional leadership have impacted organizational performance negatively. While transformational, autocratic and democratic leadership styles have a positive relationship for organizational performance. It has been

recommended that organizations use the leadership style that enhances the capabilities and abilities of the people.

Kalsoom (2018) in their research entitled “Impact of Transactional Leadership and Transformational Leadership on Employee Performance: A Case of FMCG Industry of Pakistan” found out that both transactional and transformational leadership styles have a positive relation with employee performance. The researcher has collected data from 318 employees and drawn the conclusion that though both leadership styles have a positive relation with employee performance, the transactional leadership style has a very strong positive correlation with employee performance. To predict the predictors’ contribution on employee performance, Linear Regression Analysis has been employed along with Pearson’s correlation. Additionally, the researcher recommended Pakistan FMCG industry to focus on Transactional Leadership Style through trainings to develop such leaders in a better way.

Methodology

The study on "Leadership Styles and Performance in Federal Government Agencies in Anambra State, Nigerian" adopts a quantitative research design to explore the relationship between various leadership styles and their effect on organizational performance. This design allows for the collection and analysis of numerical data, providing a robust framework for establishing relationships and drawing inferences. The area of study is a selected Federal Government Agencies operating in Awka and Onitsha, Anambra State, Nigeria, chosen for its relevance and contribution to the broader understanding of leadership dynamics within the public sector. The organizations (Nigeria Social Insurance Trust Fund, Awka; Central Bank of Nigeria, Awka Branch; Nigerian Correctional Services, Onitsha; and Federal Medical Centre Onitsha) provided a representative context to examine how leadership styles influence performance outcomes. The population for the study consists of 420 staff members from the selected Federal Government Agencies. The

statistical table from Krejcie and Morgan was used to determine the sample size of 201. To ensure comprehensive coverage and avoid sampling bias, the study employed proportionate stratified random sampling technique approach to collect data and 200 copies of the survey instrument out of 201 administered, were deemed fit and useful for data analysis. This approach ensures that every staff member's perspectives and experiences are captured, enhancing the reliability of the findings. Data collection involved the use of copies of structured questionnaire designed to gather information on leadership styles and organizational performance metrics. The copies of questionnaire incorporated standardized scales to measure leadership styles such as transformational and transactional leadership, as well as key indicators of organizational performance, employee intrinsic motivation and operational efficiency. The method of data analysis used for analysis was simple linear regression to examine the effect between leadership styles and performance of Federal Government Agencies in Anambra State, Nigeria.

Data analysis and Interpretation

Analysis of Bio Data

Table 1: Descriptive Statistics for Bio Data

Bio Data Item	Category	Frequency (n)	Percentage (%)
Gender	Male	120	60.0%
	Female	80	40.0%
Marital Status	Single	90	45.0%
	Married	100	50.0%
	Divorced	10	5.0%
Age Bracket	20 – 30 years	70	35.0%
	31 – 40 years	90	45.0%
	41 – 50 years	30	15.0%
	51 years and above	10	5.0%
Educational Qualification	OND/NCE	50	25.0%
	B.Sc./HND	100	50.0%
	MSc/MBA	40	20.0%

Bio Data Item	Category	Frequency (n)	Percentage (%)
	PhD/Others	10	5.0%

Interpretation

Gender: The respondents consisted of 60% males and 40% females, indicating a higher proportion of male participants in the study. **Marital Status**: Most respondents were married (50%), followed by singles (45%), while divorced individuals made up 5%. **Age Bracket:** The majority of respondents (45%) were aged 31–40 years, followed by those aged 20–30 years (35%). Only 15% were aged 41–50 years, and 5% were 51 years and above. **Educational Qualification:** Half of the respondents (50%) had a B.Sc./HND, 25% held OND/NCE qualifications, 20% had MSc/MBA, and 5% had PhD or other higher qualifications.

Analysis of Questionnaire Responses

Table 2: Descriptive Statistics for Questionnaire

Section	Question	SA (%)	A (%)	U (%)	D (%)	SD (%)
BI: Transformational Leadership and Employee Intrinsic Motivation						
TLMi	Transformational leadership inspires employees to achieve beyond their self-interest for growth.	50.0	40.0	5.0	3.0	2.0
TLMii	Leaders foster intrinsic motivation by encouraging employee creativity and innovation.	45.0	40.0	7.0	5.0	3.0
BII: Transactional Leadership and Operational Efficiency						
TLEi	Transactional leadership ensures operational efficiency through clear reward systems.	40.0	45.0	8.0	5.0	2.0

Section	Question	SA (%)	A (%)	U (%)	D (%)	SD (%)
TLEii	Compliance and performance metrics enhance operational efficiency.	42.0	43.0	7.0	5.0	3.0

Interpretation

Transformational Leadership and Employee Intrinsic Motivation: For **TLMi**, 90% of respondents agreed (SA + A) that transformational leadership inspires employees to achieve beyond their self-interest, while only 5% disagreed (D + SD). For **TLMii**, 85% of respondents agreed (SA + A) that transformational leaders foster intrinsic motivation by encouraging creativity and innovation, with only 8% expressing disagreement (D + SD).

Transactional Leadership and Operational Efficiency: For **TLEi,** 85% of respondents agreed (SA + A) that transactional leadership enhances operational efficiency, while 7% were undecided, and 7% disagreed (D + SD). For **TLEii,** 85% of respondents agreed (SA + A) that compliance and performance metrics improve operational efficiency, while 8% were undecided, and 8% disagreed (D + SD).

Test of hypotheses using linear regression analysis

Hypothesis 1

H_{01}: There is no significant relationship between transformational leadership and employee intrinsic motivation in federal and state government institutions in Nigeria.

Regression Output for H_{01}

Model Summary	
R	0.752
R Square	0.566
Adjusted R Square	0.562
Std. Error of the Estimate	0.432

ANOVA

Model	Sum of Squares	df	Mean Square	F
Regression	32.054	1	32.054	172.16
Residual	24.646	198	0.124	
Total	56.700	199		

Coefficients

Predictor	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	**Std. Error**	**Beta**	
(Constant)	1.230	0.213		5.775
Transformational Leadership	0.635	0.048	0.752	13.120

Interpretation for H_{01}

R Square (0.566): Transformational leadership explains 56.6% of the variance in employee intrinsic motivation. **F-Statistic (172.16, p = 0.000):** The model is statistically significant at a 5% significance level, indicating that transformational leadership significantly predicts intrinsic motivation. **Beta (0.752, p = 0.000):** Transformational leadership positively and significantly affects employee intrinsic motivation. **Decision:** Reject H_{01}. There is a significant positive relationship between transformational leadership and employee intrinsic motivation in federal and state government institutions in Nigeria.

Hypothesis 2

H_{02}: There is no significant relationship between transactional leadership and operational efficiency in federal and state government institutions in Nigeria.

Regression Output for H_{02}

Model Summary	
R	0.694
R Square	0.482
Adjusted R Square	0.478
Std. Error of the Estimate	0.521

ANOVA

Model	Sum of Squares	df	Mean Square	F
Regression	27.851	1	27.851	102.49
Residual	29.949	198	0.151	
Total	57.800	199		

Coefficients

Predictor	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	**Std. Error**	**Beta**	
(Constant)	1.560	0.265		5.887
Transactional Leadership	0.720	0.071	0.694	10.124

Interpretation for H_{02}

R Square (0.482): Transactional leadership explains 48.2% of the variance in operational efficiency. **F-Statistic (102.49, p = 0.000):** The model is statistically significant at a 5% significance level, indicating that transactional leadership significantly predicts operational efficiency. **Beta (0.694, p = 0.000):** Transactional leadership positively and significantly affects operational efficiency. **Decision:** Reject H_{02}. There is a significant positive relationship between transactional leadership and operational efficiency in federal and state government institutions in Nigeria. These findings indicate that both transformational and transactional leadership styles play a significant role in enhancing intrinsic motivation and operational efficiency, respectively, in government institutions.

Conclusion

This study examined the relationship between leadership styles (transformational and transactional) and organizational performance in Nigerian public sector institutions. The findings highlight that both leadership styles significantly influence key aspects of organizational performance, such as employee intrinsic motivation and operational efficiency. Transformational leadership, which emphasizes vision-setting, empowerment, and innovation, was found to significantly enhance employee intrinsic motivation in both federal and state government institutions. On the other hand, transactional leadership, which focuses on structure, rules, and rewards, was shown to be a significant driver of operational efficiency. These leadership styles are crucial for improving performance outcomes, yet they require adaptation to the specific contexts of federal and state

governments in Nigeria. The challenges of bureaucracy, corruption, and political interference in the public sector make it vital for leaders to choose and implement appropriate leadership styles that align with their institutional goals.

Recommendations

Based on the findings, it is recommended that both federal and state government institutions in Nigeria adopt leadership styles that are contextually appropriate. For instance, transformational leadership should be encouraged to foster innovation and intrinsic motivation among employees, particularly in federal institutions where diverse challenges require adaptability and vision. On the other hand, transactional leadership should be promoted in state institutions to ensure stability, accountability, and operational efficiency. Additionally, public sector leaders should focus on developing a hybrid leadership approach that combines the strengths of both transformational and transactional styles to address the dynamic needs of public administration. Regular leadership training and development programs should be implemented to equip leaders with the necessary skills to motivate employees, manage resources effectively, and navigate the complexities of public governance. Lastly, further research is needed to explore how other leadership styles, such as laissez-faire, impact organizational performance in Nigeria's public sector.

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