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TRANSFORMATIONAL LEADERSHIP AND PERFORMANCE OF PUBLIC SECTOR ORGANIZATION IN CROSS RIVER STATE

BY
Idorenyin Udo Etuk[1] & Nneoyi, Nnana Arikpo[2]
Etuki89@gmail.com[1] nneoyi1@gmail.com[2]
Department of Business Management
Faculty of Administration & Management Sciences
University of Calabar – Calabar
&
Catherine Matthew Joseph[3]
catherinemathew314@gmail.com[3]
Department of Marketing
Faculty of Administration & Management Sciences
University of Calabar – Calabar

Abstract
This study examines the impact of transformational leadership and the performance of public sector organizations in Cross River State with particular focus on the Ministry of Works. In an era marked by increasing demand for accountability, efficiency, and service delivery, leadership has emerged as a critical determinant of organizational success in the public sector. Transformational leadership, characterized by vision, inspiration, and individualized consideration, is increasingly recognized as a catalyst for organizational effectiveness. Recognizing persistent challenges such as bureaucratic inefficiency, low employee motivation, and suboptimal service delivery, the study investigates how dimensions of transformational leadership, namely inspirational motivation, and individualized consideration influence organizational performance. Drawing on existing theoretical and empirical literature, this paper analyzes the relationship between transformational leadership practices and key performance outcomes including employee commitment, innovation, organizational culture, service delivery, and ultimately performance outcomes in public institutions. Findings reveal a strong, positive, and significant association between transformational leadership and improved organizational performance. Providing support for employees' personal development enhances morale and commitment. Although contextual constraints such as bureaucracy and political interference may moderate its impact. The paper concludes that adopting transformational leadership is essential for overcoming bureaucratic bottlenecks and fostering a dynamic, high performing work environment. It therefore recommends the implementation of personalized coaching and mentorship programmes and consistent communication of a clear infrastructural vision to promote proactive, value-driven performance in the Ministry of Works.

Keywords: *Transformational leadership, individualized consideration, Inspirational Motivation, public sector performance.*

INTRODUCTION

Leadership plays a central role in determining how effectively organizations achieve their objectives, particularly in the public sector where bureaucratic structures, rigid procedures, and limited resources often weaken performance. In public service institutions, the quality of leadership significantly shapes employee motivation, commitment, and the overall capacity of an organization to deliver essential services to citizens. As governments confront increasing demands for efficiency, transparency, and accountability, attention has shifted from traditional bureaucratic or autocratic leadership approaches toward more participatory and dynamic leadership models. Among these, transformational leadership has emerged as a critical style capable of stimulating organizational growth, improving employee performance, and enhancing service delivery (Northouse, 2022).

Transformational leadership, first conceptualized by Burns (1978) and later expanded by Bass (1985), has gained prominence as an effective leadership approach capable of addressing complex organizational challenges. Unlike transactional leadership, which focuses on exchanges and rewards, transformational leadership seeks to inspire and elevate followers to achieve higher levels of performance and commitment. It is particularly relevant in public sector organizations because it emphasizes vision, inspiration, creativity, and individualized support for employees. Rather

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than relying solely on authority or forma rules, transformational leaders motivate workers to exceed personal interests for the collective mission of the organization. This approach fosters a sense of purpose, encourages innovation, and strengthens commitment among employees, all of which are essential for improving institutional effectiveness (Andah, 2022; Amwoma *et al.*, 2022; Kelvin & Faruk, 2024)). In developing countries such as Nigeria, where public sector institutions frequently face challenges of inefficiency, poor service delivery, and low employee morale, transformational leadership offers a practical framework for revitalizing organizational performance.

Public sector organizations in Nigeria, including state ministries, often struggle with inadequate infrastructure, limited funding, political interference, and weak managerial capacity. These conditions negatively affect productivity and the quality of public services. The Ministry of Works, which is responsible for planning, construction, and maintenance of public infrastructure, plays a crucial role in socioeconomic development. Effective performance in this ministry directly impacts road networks, public buildings, and other infrastructural projects that support economic activities and improve citizens' quality of life. Therefore, leadership within such an institution is fundamental to ensuring project execution, accountability, and efficient utilization of public resources (Sharda *et al.*, 2025).

Transformational leaders in the public sector are described as visionary and supportive facilitators who inspire employees to embrace organizational goals and perform beyond expectations. They create an environment that promotes enthusiasm, professional growth, and shared responsibility for outcomes. This leadership approach is especially valuable in ministries where routine administrative practices and hierarchical control structures may limit creativity and responsiveness. By encouraging employees to think critically, take initiative, and develop problem-solving skills, transformational leadership contributes to improved organizational effectiveness and better public service delivery (Andah, 2022; Amwoma *et al.*, 2022; Kelvin & Faruk, 2024)

The case of the Cross River State Ministry of Works offers an opportunity to assess how transformational leadership practices influence employee behaviour, project implementation, and organizational effectiveness. This paper investigates the impact of transformational leadership on the performance of public sector organizations. It synthesizes theoretical frameworks and empirical findings to provide a comprehensive understanding of how leadership behaviors influence organizational outcomes.

Statement of the Problem

Despite the potential benefits of progressive leadership for public sector organizations, the Ministry of Works in Calabar continues to experience a lack of personalized guidance and support for employees. Leaders rarely provide mentorship or recognize individual strengths, leaving staff without clear direction or encouragement. This neglect has contributed to low morale, high turnover, and a workforce that feels undervalued and disconnected from organizational goals, undermining overall performance. Furthermore, the Ministry struggles with a deficiency in motivating employees toward a shared vision. Leaders fail to communicate compelling objectives or inspire commitment, resulting in apathy and minimal engagement in achieving strategic initiatives. Without a sense of purpose or enthusiasm from top management, employees exhibit reduced initiative, and the organization experiences stagnation in achieving key infrastructure targets.

In addition, the organizational environment discourages critical thinking and creative problem-solving, limiting opportunities for innovation in public works projects. Conventional methods dominate operations, while employees' suggestions and ideas are largely ignored, resulting in inefficiency and delays. More so, Rigid rules and procedures limit flexibility while employees accustomed to traditional systems may resist transformation and these factors can moderate the effectiveness of transformational leadership. This resistance to intellectual growth hampers the Ministry's ability to adapt to emerging challenges and deliver quality services to the public, ultimately affecting project completion rates and service standards.

Objectives of the Study

The main objective of this study is to examine the relationship between transformational leadership styles and the performance of the Cross River State Ministry of Works. The main objectives are:

1. To examine the impact of individualized consideration on performance in the Ministry of Works, Cross River State.
2. To investigate the influence of inspirational motivation on organizational performance and goal achievement.

Concept of Transformational Leadership

Transformational leadership is defined as a leadership style that motivates followers to transcend their self-interest for the sake of the organization (Bass, 1985).

Transformational leadership has been recognized as a critical factor in enhancing the performance of public sector organizations in Nigeria, including those in Cross River State, by fostering employee commitment, innovation, and effective service delivery (Nasamu *et al.*, 2025). Unlike transactional leadership, which relies primarily on rewards and punishments, transformational leadership inspires employees to go beyond the minimum expectations and engage

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proactively with organizational goals (Kelvin & Faruk, 2024). In public sector ministries, where bureaucratic procedures and resource constraints often hinder efficiency, leaders who employ transformational behaviors can significantly improve staff motivation, engagement, and overall organizational outcomes by emphasizing vision, ethical conduct, and inspiration (Nasamu *et al.*,2025;Sharda *et al.*, 2025). Int. J. Intellect. Discourse.

Research indicates a strong positive relationship between transformational leadership and organizational effectiveness in Nigerian public institutions. Leaders who demonstrate inspirational motivation, intellectual stimulation, and individualized consideration create an environment that encourages employees to pursue higher performance levels while embracing innovation and creative problem-solving (Kelvin & Faruk, 2024; Sharda *et al.*, 2025). Inspirational motivation enables leaders to articulate a clear and compelling vision, aligning employees with organizational objectives and fostering a sense of shared purpose (Kelvin & Faruk, 2024). By communicating high expectations and a forward-looking vision, leaders inspire staff to take ownership of their roles, contribute meaningfully to projects, and strive for excellence in service delivery.

Intellectual stimulation, another key dimension of transformational leadership, encourages employees to challenge conventional practices, think critically, and develop innovative solutions to operational challenges. Within the context of public works, this approach is essential for addressing complex issues related to project planning, execution, and maintenance (Sharda *et al.*, 2025). By promoting creativity and strategic thinking, transformational leaders empower employees to identify better methods, enhance efficiency, and optimize the utilization of resources. Individualized consideration further strengthens organizational performance by ensuring that leaders attend to the unique needs, strengths, and development goals of their employees. Through mentoring, coaching, and personalized support, leaders cultivate a motivated and skilled workforce capable of achieving organizational objectives (Kelvin & Faruk, 2024; Sharda *et al.*, 2025).

In Cross River State, empirical studies suggest that transformational leadership practices, particularly inspirational motivation and intellectual stimulation, are significant predictors of goal achievement in public sector organizations (Nasamu *et al.*, 2025; Kelvin & Faruk, 2024). These practices are highly effective in enhancing employee morale, commitment, and productivity, which in turn improves the overall efficiency of ministries. For the Ministry of Works, adopting transformational leadership behaviors can create an environment conducive to innovation in infrastructure projects, improved service delivery, and better management of public resources. Employees are more likely to contribute ideas, participate actively in decision-making, and demonstrate initiative when they are inspired, challenged intellectually, and supported individually.

The adoption of transformational leadership in public sector ministries not only fosters enhanced employee performance but also promotes organizational resilience and adaptability. By emphasizing vision, creativity, and personal development, transformational leaders help institutions navigate challenges, implement reforms, and deliver public services more effectively. In the context of infrastructure development in Cross River State, this leadership approach ensures that projects are executed efficiently, resources are used optimally, and public expectations are met. Ultimately, transformational leadership in the Ministry of Works facilitates a culture of excellence, innovation, and accountability, contributing to sustainable organizational performance and the achievement of strategic objectives in the public sector.

Individualized Consideration and Performance in Public Sector Organizations

Transformational leadership emphasizes the importance of addressing employees as individuals with unique needs, aspirations, and capabilities. Among its key dimensions, individualized consideration stands out for its role in fostering a supportive organizational culture that enhances employee performance, particularly in public sector organizations. Unlike traditional leadership approaches, which often prioritize rigid rules and hierarchical control, individualized consideration focuses on mentoring, coaching, and providing tailored guidance to employees. By recognizing the distinct strengths and developmental needs of staff, leaders can cultivate motivation, engagement, and loyalty, ultimately contributing to improved organizational outcomes (Northouse,2022; Kelvin & Faruk,2024; Nasamu *et al.*,2025).

In the context of Cross River State, the Ministry of Works faces challenges commonly found in public sector institutions, including bureaucratic rigidity, limited resources, and the need for enhanced service delivery. Implementing individualized consideration within this setting allows leaders to engage with employees on a personal level, fostering an environment where staff feel valued, supported, and encouraged to perform beyond baseline expectations. By understanding each employee's unique abilities, aspirations, and developmental requirements, transformational

leaders can design personalized strategies that nurture growth, address skill gaps, and motivate staff to contribute actively to organizational objectives (Sharda *et al.*, 2025).

Leaders who practice individualized consideration often act as mentors or coaches, providing guidance tailored to the professional development of each subordinate. This personalized attention includes recognizing individual accomplishments, identifying opportunities for skill enhancement, offering constructive feedback, and supporting career progression. Such practices not only build trust and morale but also create a culture of continuous learning and

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improvement, where employees feel empowered to innovate and take initiative. In public sector organizations, where employee motivation is often challenged by rigid hierarchies and transactional work practices, individualized consideration serves as a vital tool to enhance commitment and job satisfaction (Amwoma *et al.*, 2022).

The impact of individualized consideration on performance is both direct and measurable. Employees who receive personal support and attention from leaders tend to demonstrate higher levels of engagement, productivity, and organizational citizenship behavior. This effect is particularly important in the Ministry of Works, where effective project management, timely execution of infrastructural initiatives, and responsive service delivery are critical to state development. By adopting individualized consideration, leaders can encourage staff to take ownership of their responsibilities, apply creative problem-solving approaches, and maintain consistent performance even in the face of systemic challenges (Kelvin & Faruk, 2024).

Moreover, individualized consideration complements other transformational leadership dimensions, such as inspirational motivation and intellectual stimulation, in driving overall performance. While inspirational motivation encourages staff to align with the organization's vision and goals, and intellectual stimulation promotes innovative thinking, individualized consideration ensures that the support provided to employees is personalized and responsive to their specific circumstances. Together, these practices create a balanced leadership approach that fosters both organizational efficiency and employee satisfaction. For example, in the Ministry of Works, employees guided through individualized coaching and development programs are more likely to engage proactively with projects, adopt innovative approaches, and sustain high levels of productivity despite bureaucratic or resource-related constraints (Sharda *et al.*, 2025).

Furthermore, individualized consideration plays a crucial role in transforming the work culture within public sector organizations. By moving away from purely transactional or hierarchical methods, leaders can create a supportive environment that emphasizes personal growth and professional fulfillment. This approach not only enhances immediate performance but also builds a pipeline of capable, motivated employees who. can assume future leadership roles. In state ministries like the Ministry of Works, such a culture can lead to improved infrastructure delivery, better public service outcomes, and stronger institutional credibility (Nasamu *et al.*, 2025).

Additionally, individualized consideration is a transformative leadership strategy that directly contributes to enhanced employee performance in public sector organizations. By providing mentorship personalized guidance, and attention to individual developmental needs, leaders foster motivation, engagement, and commitment among staff. In the Cross River State Ministry of Works, the application of individualized consideration can significantly improve organizational effectiveness, encourage innovative problem-solving, and cultivate a dedicated workforce committed to delivering quality public services. As such, individualized consideration represents a critical mechanism through which transformational leadership can address the unique challenges of public sector institutions while driving sustainable performance improvements (Kelvin & Faruk, 2024; Sharda *et al.*,2025;Amwoma *et al.*, 2022; Nasamu *et al.*, 2025).

Inspirational Motivation and Performance in Public Sector Organizations

Transformational leadership, particularly through inspirational motivation, plays a pivotal role in enhancing the performance of public sector organizations in Cross River State, including the Ministry of Works. By articulating a compelling vision and setting high expectations, leaders who employ this style inspire employees to transcend individual interests and commit fully to organizational goals. Inspirational motivation encourages public sector employees to embrace the broader mission of their institution, fostering a culture of engagement, dedication, and ethical conduct. Through continuous encouragement and personalized support, transformational leaders cultivate a workforce that is both motivated and innovative, qualities that are essential for addressing the complex challenges inherent in public service, such as infrastructure development, resource allocation, and project execution (Northouse, 2022; Kelvin & Faruk, 2024; Nasamu *et al.*, 2025; Sharda *et al.*, 2025).

Evidence suggests that transformational leadership practices, including inspirational motivation and intellectual stimulation, are significant predictors of goal achievement in public institutions in Cross River State. Leaders who communicate a clear, compelling vision help employees understand the purpose behind their work, aligning individual efforts with organizational objectives. This alignment not only increases commitment but also improves productivity, efficiency, and overall organizational effectiveness. By fostering an environment where employees feel valued and challenged, inspirational leaders encourage creative problem-solving and innovation, enabling public agencies to overcome bureaucratic constraints and navigate complex governance issues effectively (Kelvin & Faruk, 2024; Nasamu *et al.*, 2025; Sharda *et al.*, 2025).

In practice, transformational leadership through inspirational motivation involves more than simply directing tasks; it requires leaders to inspire and elevate their workforce. Effective leaders in the Cross River State public sector articulate clear and aspirational visions, encourage employees to think critically and innovatively, and provide individualized attention that recognizes the unique strengths and developmental needs of each staff member. By doing so, leaders foster a sense of ownership and responsibility among employees, motivating them to go beyond minimal requirements and contribute meaningfully to organizational success. This approach contrasts with transactional leadership, which primarily rewards compliance and task completion. Transformational leadership, on the other hand,

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reshapes employee engagement, promotes discretionary effort, and enhances overall performance outcomes (Kelvin & Faruk, 2024;Nasamu *et al.*, 2025; Northouse,2022).

The application of inspirational motivation in public service has tangible implications for organizational performance. In the Ministry of Works, leaders who inspire innovation and encourage creative thinking are better positioned to address infrastructural challenges, optimize project implementation, and improve service delivery to the public. By linking employees' work to a shared purpose and demonstrating confidence in their abilities, transformational leaders cultivate high morale and a proactive workforce. This not only improves employee satisfaction but also strengthens organizational resilience, enabling public institutions to adapt to changing demands, improve accountability, and achieve long-term objectives. As noted in studies of Nigerian public organizations, transformational leadership practices such as inspirational motivation significantly influence project outcomes, employee performance, and institutional effectiveness (Kelvin & Faruk, 2024; Nasamu *et al.*, 2025; Andah, 2022).

In summary, transformational leadership through inspirational motivation is a critical driver of enhanced performance in Cross River State's public sector. By fostering a compelling vision, promoting creativity and innovation, and providing individualized support, leaders can inspire employees to exceed expectations, align their efforts with organizational goals, and contribute to the effective delivery of public services. In the context of the Ministry of Works, such leadership practices are essential for addressing complex infrastructural challenges, improving efficiency, and sustaining long-term organizational growth. Ultimately, adopting this leadership style enables public sector organizations to move beyond transactional management, creating a motivated, innovative, and results-oriented workforce capable of meeting the modern demands of governance and public service (Northouse, 2022; Amwoma *et al.*, 2022).

Public Sector Performance

Public sector performance is a complex and multidimensional construct that extends beyond traditional measures of efficiency and output. Public sector performance refers to the extent to which government institutions achieve their objectives effectively, efficiently, and equitably while maintaining accountability and responsiveness to citizens. It encompasses both process outcomes (how services are delivered) and substantive outcomes (the actual impact of those services on society).Unlike private sector organizations, which primarily focus on profitability and shareholder value, public sector institutions are mandated to create public value, ensure equity, and deliver high-quality services to citizens (Boyne, 2002; Moore, 1995).

According to Andrews, Boyne, and Walker (2011), public sector performance should be understood through a broader lens that includes:

- Service effectiveness
- Administrative efficiency
- Equity in service distribution
- Responsiveness to public needs

To fully understand performance in public organizations, it is essential to examine its core dimensions:

Efficiency: Efficiency refers to the optimal use of resources—financial, human, and material to produce desired outputs. Public sector organizations are often criticized for inefficiency due to bureaucratic procedures and resource mismanagement. Improving efficiency involves reducing waste, streamlining processes, and enhancing productivity.

Effectiveness: Effectiveness measures the extent to which organizational goals and policy objectives are achieved. For example, a public health agency’s effectiveness may be evaluated based on improvements in population health outcomes rather than merely the number of services delivered.

Service Quality: Service quality is a critical indicator of public sector performance. It includes reliability, accessibility, timeliness, and user satisfaction.

Accountability and Transparency: Public organizations are accountable to citizens, government authorities, and oversight institutions. Transparency in decision-making and operations ensures that public resources are used responsibly and ethically.

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Equity and Inclusiveness: Unlike private organizations, public institutions must ensure that services are distributed fairly across different segments of society, including marginalized and vulnerable groups.

Responsiveness: Responsiveness refers to the ability of public organizations to adapt to changing citizen needs, policy demands, and environmental conditions. It reflects agility and citizen-centered governance.

TRANSFORMATIONAL LEADERSHIP AND PUBLIC SECTOR PERFORMANCE

Transformational leadership is widely recognized as a key driver of high organizational performance. By inspiring employees to exceed expectations, fostering creativity, and aligning individual growth with organizational goals, transformational leaders create a shared vision that motivates and energizes teams. This leadership style not only enhances motivation and job satisfaction but also equips employees to adapt effectively to change, resulting in sustainable and long-term improvements in performance (Northouse, 2022; Kelvin & Faruk,2024). Empirical studies consistently demonstrate a positive relationship between transformational leadership and organizational performance. For instance:

- Wright and Pandey (2010) found that transformational leadership improves public service motivation.
- Trottier et al. (2008) reported increased employee performance under transformational leaders.
- Avolio et al. (2009) highlighted improved organizational outcomes through leadership development.

The impact of transformational leadership on public sector performance is most evident through its core dimensions. Inspirational motivation enables leaders to communicate a compelling and clear vision, energizing employees to work beyond standard expectations and embrace the organization's objectives as their own (Nasamu *et al.*, 2025).

Individualized consideration focuses on mentoring and supporting employees' professional growth, addressing their unique needs, and fostering a sense of value and engagement within the organization (Amwoma *et al.*, 2022; Kelvin & Faruk, 2024).

The effects of transformational leadership on public sector performance are multifaceted. First, it improves productivity by fostering pride, loyalty, and a sense of ownership among employees. Second, it enhances innovation as employees are encouraged to take calculated risks and propose new ideas, driving organizational creativity. Third, it contributes to job satisfaction through individualized support and opportunities for professional development, which are strongly linked to improved performance outcomes. Finally, transformational leadership strengthens adaptability, enabling organizations to respond quickly to internal and external changes, thus improving operational efficiency (Kelvin & Faruk, 2024; Nasamu *et al.*, 2025; Northouse, 2022).

When compared to other leadership styles, transformational leadership distinguishes itself by emphasizing long-term development and intrinsic motivation rather than transactional exchanges. Unlike transactional leadership, which rewards compliance and focuses on short-term objectives, transformational leadership seeks to change employees' values and attitudes, fostering enduring commitment and engagement. While the most effective leaders often integrate elements of both approaches-using transformational strategies to inspire change and transactional methods to manage routine operations-the transformational approach is particularly suited to driving sustained performance improvements in dynamic and complex environments (Northouse, 2022; Sharda *et al.*, 2025).

In summary, transformational leadership plays a critical role in enhancing public sector organizational performance by motivating employees, stimulating innovation, and nurturing their professional development. By creating a shared vision and supporting adaptive, creative, and committed teams, transformational leaders help organizations achieve high levels of productivity, efficiency, and long-term success (Kelvin & Faruk,2024; Nasamu *et al.*, 2025; Northouse, 2022; Sharda *et al.*,2025).

Importance of Translational Leadership in Public Sector Organizations

Transformational leadership is particularly important in public sector organizations due to the unique structural and operational challenges they face. Unlike private organizations, public institutions operate within bureaucratic frameworks, political oversight, and limited resource environments, making effective leadership essential for achieving performance outcomes.

One of the primary benefits of transformational leadership is its ability to enhance employee commitment and morale**.** By inspiring a shared vision and fostering a sense of purpose, transformational leaders increase employees' intrinsic motivation, which is crucial in environments where financial incentives are often constrained (Wright & Pandey, 2010).

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Secondly, transformational leadership contributes to improved service delivery. Public sector organizations are evaluated based on their ability to meet citizen needs. Leaders who encourage innovation and continuous improvement enable institutions to deliver more efficient, responsive, and citizen-centered services (Moore, 2005).

Another key importance lies in its role in driving organizational change and reform. Public sector institutions often resist change due to entrenched bureaucratic systems. Transformational leaders challenge the status quo and facilitate modernization by promoting adaptability and strategic thinking (Bass & Riggio, 2006).

Furthermore, transformational leadership enhances accountability and ethical governance**.** Leaders who demonstrate idealized influence serve as ethical role models, thereby fostering transparency and integrity within public institutions.

Additionally, transformational leadership promotes innovation and problem-solving capacity**.** By encouraging intellectual stimulation, leaders empower employees to develop creative solutions to complex administrative challenges, which is essential in today's dynamic governance environment.

Finally, transformational leadership strengthens organizational resilience by equipping institutions to respond effectively to crises, policy changes, and environmental uncertainties.

Challenges of Implementing Transformational Leadership in the Public Sector

According to Boyne 2002, Despite its numerous advantages, the application of transformational leadership in public sector organizations is often constrained by several structural, institutional, and cultural factors.

bureaucratic rigidity: Public sector organizations are typically characterized by rigid hierarchies, standardized procedures, and strict rules. These bureaucratic structures limit flexibility and reduce leaders' ability to implement innovative ideas. Transformational leadership thrives in adaptive environments, making rigid systems a significant barrier (Boyne, 2002).

Political Interference and Instability: Public organizations operate within politically influenced environments where leadership decisions may be shaped by political agendas rather than organizational goals. Frequent changes in government can disrupt leadership continuity and undermine long-term transformational initiatives.

Resistance to Change: Employees in public institutions often exhibit resistance to change due to job security, fear of the unknown, and entrenched organizational cultures. Transformational initiatives may be perceived as threats rather than opportunities, thereby limiting their effectiveness.

Resource Constraints: Limited financial, technological, and human resources pose significant challenges. Even when leaders promote innovation, lack of funding and infrastructure can hinder implementation.

Weak Performance Management Systems: In many public sector organizations, performance evaluation systems are not strongly linked to outcomes. This reduces accountability and weakens the impact of transformational leadership on measurable performance.

Leadership Skill Gaps: Not all leaders possess transformational leadership competencies. Many public sector managers rise through seniority rather than leadership capability, resulting in a mismatch between position and leadership effectiveness.

Organizational Culture and Legacy Systems: Deeply embedded traditional practices and resistance to modernization can undermine transformational efforts. Legacy systems, both technological and procedural, slow down reform initiatives.

Corruption and Ethical Challenges: In some contexts, corruption undermines leadership credibility and weakens trust between leaders and employees. Transformational leadership depends heavily on trust and integrity, making unethical environments a major constraint (Boyne, 2002).

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FINDINGS

Key findings include:

- Providing support for employees' personal development and career growth enhances morale and fosters stronger commitment, positively impacting performance in the Ministry of Works.
- Communicating a clear and compelling vision motivates employees, leading to increased engagement and improved performance outcomes.

CONCLUSION

Transformational leadership, through inspirational motivation, intellectual stimulation, and individualized consideration, positively influences organizational performance in Nigerian public institutions. By fostering a supportive and engaging work environment, it enhances employee commitment, drives goal achievement, and improves the quality of service delivery. Its effectiveness is further strengthened when leaders align transformational behaviors with a clear understanding of the organizational context, ensuring that vision is paired with practical, action-oriented strategies.

RECOMMENDATIONS

Based on research findings, the following recommendations are made to improve performance within the Ministry of Works, Cross River State:

- Management should implement personalized coaching and mentorship programs, particularly for junior engineers and technical staff, focusing on their individual career development needs and invest in leadership training and development providing such support enhances morale and fosters stronger commitment, which positively impacts performance in the Ministry of Works.
- Leaders should consistently communicate a clear and compelling vision for public infrastructure in Cross River State Ministry of works, thereby, linking daily tasks to the broader development goals of State; this approach motivates employees, increases engagement and encourage participatory decision-making and drives improved organizational performance and goal achievement.

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