

The impact of perceived leadership styles on organizational performance in the public sector: Case study – National Social Security and Insurance Trust (NASSIT)

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Abstract

Leadership plays an important role in shaping organizational performance, particularly within public sector institutions, where leadership styles significantly influence operational efficiency, employee satisfaction, and overall organizational performance. The purpose of the study is to examine the effect of different leadership styles on the performance of NASSIT. Specifically, it investigates how transformational and transactional leadership styles influence employee motivation, organizational culture, and overall service delivery within the public sector.

The study used a mixed-methods approach, combining a survey of NASSIT employees to assess leadership styles and performance, with in-depth interviews of key managers to explore leadership dynamics. The data was analyzed using IBM SPSS statistics to identify reliability, correlations, and regression analysis as well as thematic analysis of interview responses.

The study found that transformational leadership had a significant positive influence on employee motivation, job satisfaction, and overall organizational performance, while transactional leadership, although having a moderate impact, primarily focused on short-term performance outcomes and lacked the capacity to drive long-term improvements.

The findings indicate that transformational leadership is the most effective style for enhancing performance in the public sector, particularly within organizations like NASSIT. It also highlights the need for public sector leaders to be proactive in adopting leadership styles that align with organizational goals to ensure sustained success. This research contributes to the existing literature on public sector leadership and provides practical recommendations for improving leadership effectiveness at NASSIT, with potential implications for similar institutions in other regions.

Keywords: Leadership Style; Organization Performance; Transformational; Transactional; Sierra Leone

1. Introduction

Leadership is a key driver in guiding the direction, performance, and long-term success of any organization, especially in the public sector. As these institutions face growing complexity and rising expectations, strong and effective leadership becomes even more important. It helps maintain accountability, align goals with broader strategies, and ensures that essential public services are delivered efficiently. This study takes a closer look at how different leadership styles are perceived within public organizations and explores how these perceptions shape the overall performance and outcomes of the institution.

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Numerous studies have examined various leadership styles. Leadership comes in many forms, each with its own unique traits and effects on organizations. One widely recognized style is transformational leadership, where leaders inspire and energize their teams to go beyond expectations by promoting a culture of innovation and continuous growth. This approach has been linked to higher levels of employee satisfaction and stronger organizational commitment (Bass & Riggio, 2006). In contrast, transactional leadership takes a more structured route, relying on clear roles, rules, and reward systems to ensure performance. While this can be effective for maintaining daily operations, some argue it doesn't do much to drive long-term innovation (Lowe, Kroeck, & Sivasubramaniam, 1996). Then there's laissez-faire leadership, which involves minimal direct supervision. Although it may work in highly autonomous environments, it can often create confusion and reduce productivity due to a lack of guidance and support (Eagly, Johannesen-Schmidt, & Van Engen, 2003).

Despite the growing interest in public sector reforms and leadership effectiveness, there remains a significant gap in literature concerning how leadership styles are perceived and how they tangibly affect performance in institutions like the National Social Security and Insurance Trust (NASSIT). This study aims to bridge that gap by offering insights into a particular organizational context within Sierra Leone.

The primary objective of this research is to examine the impact of perceived leadership styles on organizational performance at NASSIT. Specifically, it seeks to identify dominant leadership styles between transformational and transactional leadership styles within the institution and evaluate how these styles influence employee productivity, organizational efficiency, and service delivery.

This study provides value by contributing to the limited body of knowledge on leadership in the public sector in Sierra Leone. It also offers practical implications for policymakers and administrators aiming to enhance leadership effectiveness and institutional performance. The paper is structured as follows: following this introduction, the literature review presents relevant theories and prior studies. The methodology section outlines the research design and data collection methods. This is followed by the presentation and analysis of findings, and finally, the paper concludes with recommendations and areas for future research.

2. Literature Review

2.1. The Concept of Leadership

Leadership is often seen as the ability to influence and guide a group of people toward achieving shared goals (Northouse, 2021). At its core, it's more than just giving directions; it involves inspiring, supporting, and working alongside others to reach a common purpose. While leadership was once mostly associated with formal authority or managerial positions, modern views have shifted. Today, leadership is increasingly understood as a relational and ethical process, one that values collaboration, transformation, and emotional intelligence (Bolden, 2020).

In public sector organizations, leadership takes on an even broader role. It's not just about improving performance; it's also about building trust, promoting transparency, and responding effectively to the needs of the public. As governments and public institutions face growing complexity and change, leaders must adapt. This means becoming more inclusive, more collaborative, and more open to innovation in how they guide their teams and serve their communities (Van Wart, 2021).

2.1.1. Transformational Leadership Style

Transformational leadership is all about inspiring people to go beyond their personal interests for the greater good of the organization or a shared goal. Leaders who use this style focus on creating a compelling vision, encouraging innovation, and forming meaningful connections with their team. They're often seen as change-makers able to influence the values, attitudes, and ambitions of their followers in powerful ways (Northouse, 2021).

Bass and Riggio (2006) break transformational leadership down into four main elements: idealized influence (being a role model), inspirational motivation (sharing an inspiring vision), intellectual stimulation (challenging people to think creatively), and individualized consideration (offering personal support and mentorship). Together, these traits help leaders build trust, spark motivation, and foster a strong sense of purpose among their teams.

Recent research shows that this style of leadership has a positive effect on how engaged employees feel, how satisfied they are with their work, and how well the organization performs especially in fast-changing or demanding environments (Nguyen et al., 2020; Charoensap-Kelly et al., 2021). In public sector settings, where leaders often face

red tape and low morale, transformational leadership can be a game-changer. It helps boost accountability, improve service delivery, and build a culture where people feel valued and driven (Al Khajeh, 2018; Van Wart, 2021).

This leadership approach is especially important in developing countries, where organizations are undergoing major reforms. Visionary leaders are needed to unify diverse groups, push through challenges, and lead lasting change (Tafvelin, Nielsen, & Törnroos, 2019). By building trust, empowering individuals, and sparking new ideas, transformational leaders can drive both personal growth and institutional success.

- *Hypothesis 1: There is a significant positive relationship between transformational leadership style and organizational performance in public sector institutions.*

2.1.2. Transactional Leadership Style

Transactional leadership is a style that focuses on structure, clear responsibilities, and a system of rewards and consequences. Leaders who adopt this approach aim to achieve specific, short-term goals by clearly outlining expectations and closely monitoring performance (Northouse, 2021). At its core, this style operates like a give-and-take system when employees meet targets, they're rewarded; when they fall short, corrective measures may follow.

These leaders typically emphasize efficiency, consistency, and order. They tend to maintain the status quo and rely on formal authority to ensure tasks are completed properly. As Podsakoff et al. (2016) explain, transactional leadership is especially effective in settings where rules and routines are essential like in organizations that need structure and predictability.

Recent research supports this, showing that transactional leadership can boost performance in tightly controlled or highly regulated environments, such as the public sector (Ismail et al., 2021). In these settings, it helps reinforce accountability, align employee actions with policies, and maintain operational consistency (Obiwuru et al., 2019).

That said, critics point out that when used in isolation, this leadership style can reduce employee engagement and limit adaptability especially in fast-changing or innovation-driven environments (Liphadzi, Aigbavboa, & Thwala, 2017). To get the best results, experts often suggest blending transactional leadership with more transformational approaches to inspire and motivate teams while keeping operations running smoothly.

- *Hypothesis 2: There is a positive relationship between transactional leadership style and organizational performance in public sector institutions.*

2.2. Leadership in Sierra Leone Public Institutions

Leadership in Sierra Leone's public institutions plays a vital role in how services are delivered, reforms are implemented, and trust in government is built. Like many developing nations, Sierra Leone faces challenges such as inefficient bureaucracies, limited resources, political influence, and gaps in leadership capacity (Bangura, 2016). These ongoing issues highlight just how important effective leadership is when it comes to improving performance, ensuring accountability, and turning policy into real-world results.

Since the end of the civil conflict, the country has made meaningful strides to reform its public sector. Leadership has become a key focus in these efforts. As Sesay (2017) points out, leaders in public service must move beyond rigid, top-down approaches and instead adopt more transformational and inclusive styles that encourage openness, teamwork, and innovation. Yet many public institutions still struggle with centralized decision-making and a lack of strategic direction (Fofanah, 2020).

More recent research shows that effective leadership in Sierra Leone's public sector goes together with ethical behavior, community involvement, and being genuinely responsive to the needs of citizens (Jalloh & Rhodes, 2022). In organizations like NASSIT, the quality of leadership directly influences not only how efficiently the institution operates, but also how much the public trusts the services it provides.

There have been various efforts to build leadership capacity, supported by national reform agendas and international partners. These initiatives aim to professionalize public service, improve accountability, and encourage merit-based hiring. Still, for these changes to stick, there needs to be a cultural shift from leadership that relies on authority to one that focuses on service and public value (Kamara, 2021).

In the end, leadership in Sierra Leone's public sector is evolving. With the right vision and commitment, it has the power to overcome long-standing obstacles, strengthen institutions, and deliver the kind of progress that citizens expect and deserve.

2.3. Organizational Performance

Organizational performance is about how well an organization meets its goals and fulfills its mission. It goes beyond just financial outcomes to include how efficient operations run, how productive employees are, how innovative the organization is, and how satisfied customers or stakeholders feel (Richard et al., 2009; Agyei et al., 2022). In public sector organizations, performance isn't judged by profit margins but by how effectively they deliver services, maintain transparency, and remain accountable to the public (Van Dooren, Bouckaert, & Halligan, 2015).

Today, researchers and practitioners agree that organizational performance is shaped by both internal and external factors. These include leadership, workplace culture, employee engagement, use of technology, and organizational systems (Nisar, Prabhakar, & Boonstra, 2018). Among these, leadership plays a particularly vital role. Strong leaders help set clear goals, allocate resources wisely, and guide the organization toward better results (Osabiya, 2015). When leadership is effective, it promotes innovation, sharper decision-making, and stronger alignment between strategy and execution.

In many developing countries, public institutions face extra challenges limited budgets, complex bureaucracies, and political pressures. These hurdles make strong leadership and effective performance management even more essential (Wang & Sun, 2020). Research shows that when leaders are seen as capable, honest, and responsive, organizations tend to perform better (Alshura & Alraja, 2022).

For organizations like the National Social Security and Insurance Trust (NASSIT), performance involves much more than meeting internal targets. It's about managing public funds responsibly, delivering benefits on time, ensuring clients are satisfied, and holding employees accountable. To improve in these areas, NASSIT and similar institutions need visionary leadership, data-informed strategies, and a strong commitment to serving the public interest.

2.4. The Mediating Role of Organizational Culture

Organizational culture is made up of the shared values, beliefs, and everyday practices that influence how people behave and think within the workplace. It plays a big role in shaping how employees work together, make decisions, and adapt to change. More importantly, culture often acts as a bridge between leadership and performance. It helps explain how leadership styles play out in practice and affect outcomes (Alkahtani et al., 2020).

Leaders have a strong influence on culture through the way they communicate, make decisions, and model their behaviors. For example, transformational leaders tend to build cultures that value innovation, trust, and teamwork, which naturally boosts employee morale and productivity (Shahzad, Luqman, & Khan, 2017). On the other hand, transactional leaders may foster a culture of discipline and consistency, which can be beneficial in structured, rule-based environments but might not encourage creativity.

Research supports the idea that organizational culture plays a mediating role in how leadership affects performance. It acts like the internal channel through which leadership influences employee behavior, attitudes, and ultimately, results (Hanaysha, 2016; Ali, 2021). This becomes especially important in public sector settings, where culture can either help or hinder the success of reforms and service delivery, depending on whether it promotes values like accountability and transparency (Khurohani, 2020).

In countries like Sierra Leone, where public institutions such as NASSIT face unique political and economic challenges, cultivating a healthy and purposeful organizational culture is crucial. It helps turn leadership strategies into real, visible improvements aligning employees with the mission of the organization and the expectations of the public they serve.

- *Hypothesis 3: Organizational culture significantly mediates the relationship between leadership styles (transformational and transactional) and organizational performance in public sector institutions.*

2.5. Organizational Culture in Sierra Leone

In Sierra Leone, the public sector is often characterized by hierarchical structures and bureaucratic processes, which can stifle innovation and responsiveness (Kandeh, 2018). Leadership styles prevalent in this environment tend to be more transactional, focusing on compliance and adherence to rules rather than fostering a culture of empowerment and

motivation. This transactional approach can lead to a lack of engagement among employees, as they may feel undervalued and disconnected from the organizational goals (Haque, & Ali, 2020).

Moreover, the influence of cultural norms and values plays a crucial role in shaping organizational culture. In Sierra Leone, collectivism and community-oriented values are prominent, which can sometimes conflict with individual performance metrics (Sankoh, 2019). Leaders who adopt a transformational style, which emphasizes collaboration and shared vision, may find greater success in motivating employees and enhancing performance. However, the prevalence of traditional leadership styles can hinder the adoption of more progressive approaches that align with the needs of a modern public sector.

The public sector in Sierra Leone also faces challenges related to corruption and lack of accountability, which further complicate the organizational culture. Employees may be demotivated by perceptions of unfairness and lack of transparency in leadership practices (Kandeh, 2018). This environment can lead to a culture of cynicism, where employees are less likely to engage fully with their work or strive for high performance.

To improve employee performance, it is essential for public organizations in Sierra Leone to cultivate a more positive organizational culture that embraces transformational leadership. This involves training leaders to adopt more inclusive and motivational styles, fostering open communication, and promoting a sense of shared purpose among employees. By addressing the cultural and structural barriers that currently exist, public organizations can enhance employee engagement and performance, ultimately leading to better service delivery and governance outcomes.

2.6. Conceptual Framework

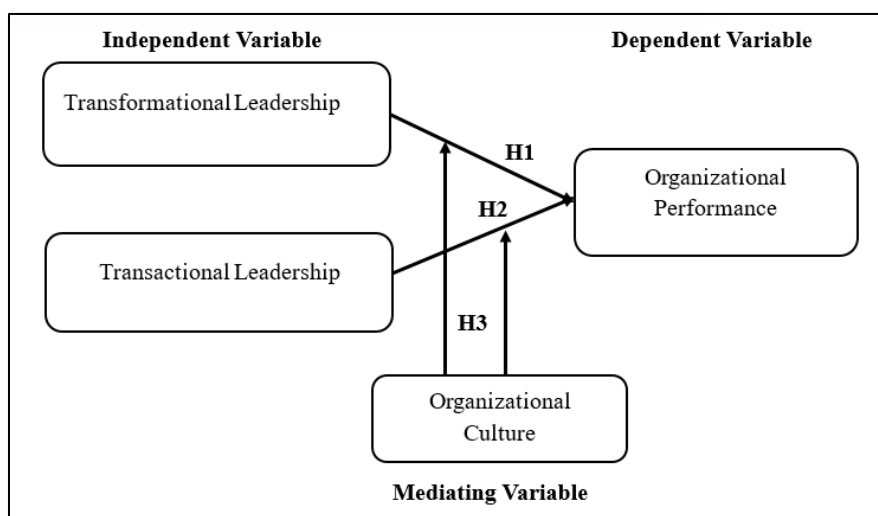


Figure 1 Conceptual frameworks showing the effect of perceived leadership styles on organizational performance of NASSIT

3. Material and Methods

3.1. Research Design

This study used a mixed-method approach, combining both quantitative and qualitative research. While the quantitative side focused on numerical data from surveys, the qualitative aspect gathered insights through interviews and focus groups. By integrating both methods, the research provided a deeper and more well-rounded understanding of the topic. Using a convergent triangulation design, data from both approaches were collected and analyzed simultaneously, allowing the results to support and strengthen each other. This combination proved effective, especially in highlighting the positive impact of transformational leadership (U. Sarwar et al., 2023).

3.2. Population and Sample Size of Study

Saunders (2011) defines the population in a study as the entire set of cases from which researchers select their sample. This study examines a sample of 215 individuals, comprising both managerial and subordinate staff. The target population comprises the headquarters of NASSIT, where leadership and decision-making authority are centralized, as

opposed to the regional offices. This study involved a selection of 142 participants from the population. This sample is utilized to collect data and derive conclusions regarding the overall population, facilitating analysis that upholds statistical validity and guarantees research feasibility. The selected sample size of 142 adequately balances the necessity for ample data to produce dependable insights with the constraints of time and resources.

3.3. Data Source and Method of Data Collection

Primary data served as the main source of information for this study. A detailed questionnaire was used to gather data aligned with the research objectives. In addition, the author conducted structured interviews with NASSIT staff to gain deeper insight into how employees perceive leadership styles and their impact on organizational performance. These interviews provided valuable qualitative data on staff experiences, attitudes, and perceptions, helping them to better understand the connection between leadership and performance within the organization.

3.4. Reliability and Validity

Reliability refers to the consistency and accuracy of data collection methods (Creswell & Creswell, 2018). To enhance reliability, the researcher used standardized questionnaires aligned with the study objectives. Interview questions were developed based on existing literature and were pilot tested to ensure clarity and consistency. Data from different sources were compared to confirm reliability.

Table 1 Scale Reliability Analysis

Variables	Cronbach's alpha	Number of items
Organizational Performance	0.936	6
Leadership Styles	0.729	10
Organizational Culture	0.920	6

Source: Field data (2024)

Validity ensures that the research accurately measures what it intends to (Mohajan, 2017). The researcher used well-structured questions and appropriate tools to collect relevant data. A pilot test was conducted to refine the interview guide. Collected data was carefully reviewed for accuracy and errors were corrected without altering participants' original responses, ensuring the integrity of the findings.

Table 2 Results of Pilot Testing of the Instrument

Variables	Dimensions	Items	Reliability
Organizational Performance	Performance	6	0.964
Leadership Styles	Transformational	5	0.793
	Transactional	5	0.552
Organizational Culture	Culture	6	0.832
Average			0.785

Source: Field data (2024)

3.5. Data Analysis

Data was collected through open- and closed-ended questionnaires and interviews with NASSIT staff and analyzed using both primary and secondary sources. Findings were presented using tables, charts, percentages, and graphs to assess the impact of leadership styles on organizational performance. Descriptive statistics, such as means and percentages, were used to summarize the data, with analysis carried out using IBM SPSS Statistics. The study revealed key relationships between leadership approaches and performance, leading to practical recommendations aimed at improving leadership effectiveness and overall organizational outcomes at NASSIT.

Correlation analysis was employed to examine the strength and direction of relationships between leadership effectiveness, communication efficiency, innovation culture, and organizational performance metrics. Regression

analysis applied to determine the extent to which the independent variables (leadership styles) predicted the dependent variable (organizational performance).

3.6. Ethical Considerations

This study followed strict ethical standards to protect participants and ensure data integrity. Informed consent was obtained, ensuring participants understood the study's purpose, their voluntary involvement, and right to withdraw at any time. Anonymity and confidentiality were maintained, with data securely stored and used solely for research. Participants were treated respectfully, with no harm caused, and cultural and organizational guidelines were followed. Finally, findings were reported honestly, with no manipulation or misrepresentation.

4. Results

4.1. Correlation Analysis

Table 4.1 below presents a correlation analysis that identifies significant relationships among organizational performance, leadership styles, and culture. The results demonstrate a moderate positive correlation ($r = 0.427$, $p < 0.01$) between leadership styles and organizational performance. This indicates that enhancements in leadership styles are correlated with improvements in organizational performance. The p-value of less than 0.001 indicates that the relationship is statistically significant, suggesting that the observed association is improbable to have arisen by chance.

The correlation between culture and organizational performance is significant ($r = 0.609$, $p < 0.01$), suggesting that a robust organizational culture is closely linked to enhanced performance. This finding indicates that organizational culture significantly influences outcomes, possibly exerting a more substantial effect than leadership styles alone. Statistical significance reinforces the strength of this relationship.

Table 3 Correlation Results

Variables		Organizational Performance	Leadership Styles	Culture
Organizational Performance	Correlation Coefficient	1		
	Sig. (2-tailed)	<0.001		
	N	142		
Leadership Styles	Correlation Coefficient	0.427	1	
	Sig. (2-tailed)	<0.001	<0.001	
	N	142	142	
Culture	Correlation Coefficient	0.609	0.434	1
	Sig. (2-tailed)	<0.001	<0.001	<0.001
	N	142	142	142

Source: SPSS output (2025)

A moderate positive correlation ($r = 0.434$, $p < 0.01$) exists between culture and leadership styles, indicating that leadership approaches influence the development of organizational culture. An effective leadership style correlates with a robust organizational culture, which subsequently impacts organizational performance.

The results indicate that both leadership styles and culture significantly influence organizational performance, with culture exhibiting a more pronounced relationship with performance. This indicates that cultivating a positive organizational culture may serve as a more significant determinant in enhancing performance outcomes. Leadership styles are a significant factor, as they influence the formation and preservation of the cultural environment within an organization. The findings highlight the interrelation of these variables and indicate that organizations aiming to improve performance should prioritize both leadership development and the cultivation of a robust organizational culture.

4.2. Direct Effect of Leadership Styles on Organizational Performance

The table below shows separately how Transformational and Transactional Leadership contribute to organizational performance. The predicted baseline performance when leadership styles are missing is indicated by the constant ($B = 0.817$, $p = 0.48$). Transformational Leadership ($B = 0.762$, $p = 0.001$) shows a notable positive influence; each one-unit increase in Transformational Leadership correlates to a 0.762-unit improvement in Organizational Performance. With a normalized beta of 0.657, there is a clear influence. Transactional leadership ($B = 0.050$, $p = 0.630$) has little effect on performance meaning-wise. The main element controlling organizational performance is transformational leadership.

Table 4 Analysis of Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.817	0.410		1.992	0.048
	Transformational	0.762	0.076	0.657	10.048	<0.001
	Transactional	0.050	0.103	0.032	0.482	0.630
Dependent Variable: Organizational Performance						

Source: SPSS output (2025)

Transformational and transactional leadership together account for 44.3% of the variance in log-organizational performance, according to the regression model. With $F = 55.191$ and $p = 0.001$ the ANOVA findings show a statistically significant model. Whereas Transactional Leadership does not exhibit significance ($p = 0.630$), the coefficients analysis shows that Transformational Leadership ($p < 0.001$) has a significant effect on performance. This implies that reaching organizational success depends critically on transformational leadership.

4.3. The Mediating Role of Organizational Culture

The mediating function of organizational culture in the interaction between leadership styles, more especially, transformational and transactional leadership and log-organizational performance is investigated in this part. Mediating issues arise when leadership styles affect organizational culture, so affecting organizational performance. Mediation suggests that organizational culture is necessary to effectively communicate how leadership affects performance. Using multiple linear regression, this study contrasts the direct impacts of Leadership Styles on Performance both before and after Organizational Culture is included. Variations in regression coefficients and associated significance levels let one evaluate the value of mediation.

Table 5 Analysis of Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.619	0.379		1.634	0.105
	Transformational	0.362	0.104	0.312	3.476	<0.001
	Transactional	-0.099	0.099	-0.062	-.995	0.321
	Culture	0.566	0.110	0.484	5.171	<0.001
Dependent Variable: Organizational Performance						

Source: SPSS output (2025)

The coefficients table above evaluate the individual effects of Transformational Leadership, Transactional Leadership, and Organizational Culture on Log-Organizational Performance. The constant ($B = 0.619$, $p = 0.105$) is not significant, indicating no meaningful baseline performance without the predictors. Transformational Leadership ($B = 0.362$, $p < 0.001$, Beta = 0.312) significantly enhances performance, confirming its strong impact. Transactional Leadership ($B = -0.099$, $p = 0.321$) is not significant, indicating no meaningful contribution. Organizational Culture ($B = 0.566$, $p < 0.001$, Beta = 0.484) has the strongest effect, suggesting that Organizational Culture is a key mediator in improving performance through leadership.

5. Conclusion

The study demonstrates that Transformational Leadership significantly influences performance in public institutions, especially when underpinned by a robust organizational culture. Although transactional leadership did not emerge as a significant predictor, it may retain relevance in structured environments characterized by clear performance metrics. The mediating effect of organizational culture highlights the significance of cultivating a workplace environment that is congruent with leadership strategies. Public institutions should prioritize the development of transformational leadership skills and the enhancement of organizational culture to attain sustainable performance improvements.

The results above confirm the significant impact of leadership styles on organizational performance. The results indicate that Transformational Leadership significantly enhances performance, whereas Transactional Leadership demonstrates an insignificant impact. The mediation analysis demonstrated that Organizational Culture significantly mediates the relationship between leadership and performance, underscoring its essential role in public sector management.

The research demonstrated that Transformational Leadership has a positive and significant effect on Organizational Performance ($B = 0.362, p < 0.001$). Leaders who inspire, motivate, and engage employees cultivate a work environment conducive to enhanced performance, innovation, and commitment. The findings corroborate Bass's (1985) Transformational Leadership Theory, which asserts that transformational leaders develop an organizational vision that aligns with employee values, leading to enhanced organizational success.

In contrast, Transactional Leadership exhibited no significant effect ($B = -0.099, p = 0.321$). This suggests that a leadership approach focused mainly on rewards and punishments does not inherently lead to sustained organizational success in public sector entities such as NASSIT. The bureaucratic characteristics of numerous public organizations suggest that inflexible reward-based systems may inadequately improve employee engagement or motivation, resulting in a minimal effect on performance.

The study established that Organizational Culture has a significant effect on Organizational Performance ($B = 0.566, p < 0.001$). This finding is consistent with Schein's (2010) Organizational Culture Theory, which posits that shared values, norms, and beliefs influence employee behaviors and organizational outcomes. An affirmative organizational culture cultivates belonging, enhances collaboration, and increases productivity.

The mediation analysis demonstrated that Organizational Culture partially mediates the relationship between Leadership Styles and Organizational Performance. Leadership styles alone are insufficient for driving performance; they are most effective when underpinned by a robust organizational culture. Transformational leaders foster cultures that encourage collaboration, accountability, and ongoing learning, thereby improving performance. The findings support the notion that leadership effectiveness is enhanced when it aligns with a supportive culture, especially in public sector institutions where employee motivation and organizational stability are essential for success.

Compliance with ethical standards

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The author declares that there is no conflict of interest regarding the publication of this paper.

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