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The Impact of Transformational Leadership Style on Public Sector Culture and Ethos: A Case Study of Osun State House of Assembly, Osogbo, Nigeria

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Declaration

I declare that this research project has not already been accepted in substance for any degree and is not concurrently submitted in candidature for any degree. It is the result of my own independent research except where otherwise stated.

Signed

Dated

ABSTRACT

The goal of this research is to critically examine the impact of transformational leadership style on the public sector culture and ethos, using the Osun State House of Assembly as the case study. Data were collected through the Organizational Cultural Assessment Instrument and Multifactor Leadership Questionnaires administered to a randomly selected 50 participants.

The findings of the study showed the existence of recognizable variation of 0.39 (7.8%) and 0.51 (10.9%) for the OSHA culture and ethos of “hierarchy” and “clan” respectively. The study’s outcomes further showed the existence of significant variations of 0.65 (13%) and 1.93 (17.5%) for the OSHA culture and ethos of “market structure” and “adhocracy” respectively. The results showed that 18% of the respondents stated that the TLS had a very impact on the OSHA’s culture and ethos.

According to the findings, 23.3 percent and 53.3 percent of respondents believe that transformative leadership has a strong positive and low positive impact on the public sector's culture and ideology, respectively, while 10 percent and 13.3 percent believe transformative leadership has a low negative and high negative impact on the public sector's culture and ethos.

It is recommended that there must be a need for more attention to be focused on the integrity of leaders of the public sector. The acts of leaders in the public sector should be supported with integrity, and they should at all times live an exemplary lifestyle by being honest and transparent in their dealings. It is also recommended that to eliminate bureaucracy to the minimum level, leaders in the public sector must be ready to delegate duties as this would surely aid the effective delivery of services as expected.

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List of abbreviation

MLQ: Multifactor Leadership Questionnaire

NCE: National Certificate in Education

OCAI: Organisational Culture Assessment Instrument

OSHA: Osun State House of Assembly

OND: Ordinary National Diploma

SSCE: Senior Secondary Certificate Education

TLS: Transformational Leadership

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Chapter 1

Project introduction/background

1.0 Introduction

This is an introduction chapter that explains the research's foundation and why it's essential. This chapter will provide a basic examination of the research issue by discussing current trends, statistics, and data in order to demonstrate the leadership processes and styles used by Nigerian public sector executives. The justification behind the topic and its significance will also be explained in this chapter. Aside from that, there will be a sketch of how the complete study will be structured.

1.1 Background to the Study

For every organisation to be successful, they have to put in place a structure that would help in creating a positive organisational culture, strengthen their employees' motivation, clarify their mission, goals and organisational objectives. The structure is managed and controlled by a leader who is expected to be effective. In the public sector, as in any other organization, leadership is crucial to achieving maximum performance. Orazi, Turrini and Valotti (2013) argued that these sets of leaders should have specific characteristics that stand them out, such as; flexibility, determination, integrity, emotional maturity, sociability and self-confidence. However, leadership in the public sector has not been able to deliver to expectations.

Andersen et al. (2015) observe that leadership in the public sector are not expected to be as transformational as those in the private sector due to the tendency that they would rely more on the bureaucratic control mechanism. However, according to Orazi, Turrini and Valotti (2013), they should primarily act transformational, with a moderate amount of transactional interactions with their followers and a strong emphasis on maintaining integrity and ethics in job completion. Nevertheless, how they carry out the responsibilities and expectations will be as a result of the leadership style they have adopted to guide their conduct and how they mould their organizational culture.

In the study of Mau (2020), leadership in the public sector are analysed according to three contemporary notions; political leaders, administrative leaders and civic leaders. This is in tandem with the submissions of Lemay (2009) that leadership in the public sector should be explored in relation to the culture, structure, accountability mechanisms, constraints, opportunities and their missions. It is also pertinent to note that in the current modernization of the public sector functions, there are different actors, such as; agencies, partners, ministries and community organisations who can be influenced by and can influence the activities and decisions in the public sector.

In Nigeria, the public sector has experienced changes over the years, especially in its leadership offerings. The public dynamics are changing, and the more the change that occurs, the more challenging it becomes for leaders to meet the expectations. Both elected and employed officials in the public sector are under a lot of pressure, to enact changes and improve the performance of their ministries and workers.

1.2 Rationale for the Study

While working in the Nigerian public sector, the researcher experienced the display of the ineptitude and lackadaisical attitudes of the public sector leadership. These poor managerial attitudes are reflective of the conduct of the employees and the performance of the whole organisation. The study of Ijewereme and Dunmade (2014) also described that ineffective leadership and corruption and negatively impacted the progress and development of the whole country, both from politicians and administrative heads. It is also explicit in the study of Yagboyaju and Akinola (2019) that there has been a recurring and sustained argument that Nigeria has been underperforming due to the incompetence of their leadership to tackle the complexity of the Nigerian society.

The country is at the brim of collapse, as it has been tagged a failed state (Amaechi, 2017; Ibietan and Segun, 2013), if proactive decisions are not taken to mitigate the leadership problems facing the country. These factors instigated the desire of the researcher to examine the effect of transformational leadership and how it has been adopted in the Nigerian public sector. It is pivotal to note that the bad attitudes of the leaders were reflected in their handling of the

research questionnaire, as it takes days, even with little works on their table, before attending to it. Some even went to the extent of asking if there is any financial benefit attached to their filling of the questionnaires.

1.3 Aim and Objectives

1.3.1 Aim

The specific aim of the research is to make provision for the critical evaluation of the impact that transformational leadership style has on the culture and ethos of the public sector, using Osun State House of Assembly in Osogbo as a case study.

1.3.2 Objectives

The specific objectives of the research are:

- i. To critically investigate the extent of the impact of transformational leadership on the culture and ethos of the public sector
- ii. To investigate the culture and ethos of public sector leadership, with regard to politicians and administrative officers
- iii. To critically examine the perception of behaviours and perceived characteristics of leaders who work in the public sector
- iv. To analyse the extent to which the leaders of the public sector in Nigeria are familiar with the transformational leadership styles
- v. To make recommendations based on the findings of this research which is in relation to leadership and culture of the public sector.

1.4 Research Questions

- i. To what extent has transformational leadership influenced culture and ethos?
- ii. What are the benefits of transformational leadership in the public sector?
- iii. How does ethos and culture influence performance in the public sector?

1.5 Significance of the Study

Previous researches have primarily examined the power of leadership and its impact on governance, with little focus on the administrative aspect of leadership. Likewise, researchers have focused more on the executive arm of the government, with little focus on the legislative and judiciary arms. This research will, therefore, provide information on the leadership trend amongst administrative officials of the House of Assembly complex in Osun state, Nigeria.

The study would give a comprehensive analysis of the impact that the adoption of transformational leadership style has on the culture and ethos of the public sector in Nigeria. The data and conclusions offered will be valuable in the formulation of the government's blueprint, leadership training aids, and a philosophical framework for future research. It will also be useful for adoption in local and national authorities' procedures and plans for decreasing the negative effects of weak leadership in society.

Chapter 2

Critical literature review

2.0 Introduction

This chapter provides an examination and assessment of various literature that focuses on the impact of transformative leadership on the public sector's culture and ethos. The chapter will provide an overview of the literature on transformative styles of leadership, public sector culture, and ideology. The literature would apply to public sectors in Nigeria, Osun State House of Assembly in particular. Furthermore, several factors that contribute to the leadership styles in non-profit organisations would be explained.

The literature review will give a detailed evaluation of the impact that transformational leadership style has on the culture and ethos in the public sector. The literature will answer questions pertaining to how leaders in the public sector are familiar with transformational leadership and the characteristics of leaders in the public sector.

2.1 Transformational Leadership Style

According to Steinmann, Klug and Maier (2018) transformative leadership style is the fostering of followers' preconception of organisational goals to be pivotal, attainable and capable of improving their job performance, satisfaction and commitment level. Lai et al. (2020) hold the view that transformational leadership is the provision of comprehensive and collaborative goals for followers and convincing them that the goals and objectives are specific, measurable, attainable, realistic and timebound. Khan et al. (2020) also concluded that the relevancy of transformative leadership is related to the behaviours and performance of their followers.

A more popular definition was given by Bass (1985). Bass opines that transformational leadership is a leadership method in which a leader is focused on transforming, remodelling, encouraging, inspiring and developing their followers by setting attainable goals for them. This means that transformational leaders are more apprehensive about the performance of their followers and have the ability and competency to intrinsically motivate them. Transformational leadership is

focused on the maximisation of the level of technical productivity of work. This leads to the objectivity that there is a difference between transformational leaders and transactional leaders.

Aarons (2006) indicated that while transformational leadership inspires and motivates leaders, transactional leadership has its foundation on strict control, reinforcement and exchanges. Transformational leadership is also argued to be linked with charismatic and visionary leadership, transactional is premeditated on the use of force, punishment and reward to achieve the organizational objectives (Howell, 1997; Hollander, 1978). While transactional leadership produces anticipated results, transformational leadership produces a performance that exceeds expectations, according to Erkutlu (2008).

Studies such as Khan et al. (2020) and Lai et al. (2020) agree with the four components of transformational leadership propounded by Bass (1985). Idealized influence, charismatic leadership to boost confidence, mental stimulation, and individualized consideration are the components. Through the applicability of these components, Chun, Cho and Sosik (2016) and Zhu et al. (2013) have examined the effectiveness of transformative leadership and have discovered that it enhances and improves the workers' performative ability and boost their morale towards the work.

Idealised influence, according to Ngaithe et al. (2016), is best related to the context of knowledge creation in which followers realise their leaders' value, capabilities, power and ethical orientation and the leaders also act in patterns that lead them to be exemplars for their followers. Gomes (2014) argues that inspirational motivation is the alignment of individual and organisational objectives by promoting fellowship, enthusiasm and optimism by incorporating the followers in positive vision and communicating high expectations to the followers.

Antonakis and House (2002) state that mental stimulation is the leadership in which the status quo is challenged, using underlying assumptions to encourage followers and there is an openness to new ideologies and creative clarifications are proffered to challenges. Individualised consideration, on the other hand, is the process by which leaders provide emotional support and have a personalised relationship with each of their followers.

Ultimately, Lai et al. (2020) discovered in their study that transformative leadership can improve members' function performance and help in developing behaviours that can foster their work engagement. Transformational leadership is also the use of mental stimulation to charge members to query the status quo and improve productivity. This implies that they use their experiences and intelligence and master the problem-solving process while determining the best approach to improving the efficiency of their workers.

Several research in Nigeria, according to Abasilim (2014), have established a consistent association between transformative leaders and several performance measures. In Okafor's (2008) study, it was determined that there is a link between leadership style and organizational performance among a group of companies listed on the Nigerian Stock Exchange. The importance of transformational leadership as highlighted by Korejan and Shahbazi (2016) is for the enablement and improvement of organizational performance in a turbulent and unpredictable environment.

2.2 Leadership Style in the Public Sector in Nigeria

Transformational leadership style is expected to be unpopular and unimpactful in the public sector than private organisations because the public sector is expected to be more dependent on bureaucratic control techniques than the democratic approach (Bass and Riggio, 2006). However, Wright and Pandey (2010) discovered in their study that the transformative leadership style is as common and impactful in the public sector as it is in the private industries. This shows that government organisations show minimal levels of bureaucratic control techniques such as the routinisation and formalisation of procedures (Wright, 2004).

According to Orazi, Turrini, and Valotti (2013), the prevalent perception that administrative leadership does not exist is due to the executives' lack of control over political authority and regulatory procedures. However, the study of Van Wart (2003) raised issues that lead to the development of administrative management and leadership in the public sector. Van Wart (2003) defined public sector leadership on three bases. Firstly, it was argued that it is a process in which there is the provision of results expected by authorised processes in a systematic, legal and effective approach. Secondly, the leadership in the public sector supports and develops followers

who provide the organizational expectations and results. Thirdly, it allows for the alignment of the organisation with the environment.

This definition indicated that the role of public leaders consists of the ability to achieve organisational performance using different leadership approaches and effectively managing resources. However, they are characterised by higher government service stimulation, goal complexity and higher work satisfaction (Lindorff, 2009). This allows for the infusion of transformational leadership into the public sector.

In a study conducted by Uzonwanne (2017) for leaders of administrative ministries in Lagos, it was discovered that the prevalence of transformational leadership was 58.3% while it was 50% for transactional leadership. This means that there is a huge disparity in the two leadership styles as there are more transformational leaders in the government services. Also, in the study carried out by Jekelle (2021), it was discovered that transformative leadership has more effect on organisational effectiveness and employees' commitment in the selected public sector. The study indicated that transformational leadership contributed 58.6%, transactional leadership contributed 11.8% while laissez-faire leadership contributed 11.2%.

It was discovered in the study of Mohammed, Shittu and Lawal (2020) that the prevalence of transformative leadership in the Nigerian government service is because leadership is relationship-oriented in Nigeria. Leaders are focused on people as much as they are focused on tasks in government-owned organisations. However, it is important to note that public sector management in Nigeria is in a terrible state, immersed in a leadership calamity and moral-ethical deterioration (Felix, Ahmad and Arshad, 2016).

2.3 Organisational Culture and Performance

Gochhayat, Giri and Suar (2017) indicated that the expressiveness of culture has its foundation on fundamental beliefs, assumptions, values, attitudes and the organizational behaviour of members. The effectiveness of organisations is dependent on how strong their culture is as the culture is reflective of their vision, mission statements and the productivity and performance of the employees. This means that there can also be a weak culture (DelCampo, 2006). Organisational culture, therefore, refers to the ideologies and values that have been in existence

in an organisation for a while, and influence the attitudes and beliefs and have a direct impact on their work performance (Tsai, 2011).

Different scholars have categorised culture based on different principles and approaches. Ouchi (1980) categorised it into clans, markets and markets, Buono, Bowditch and Lewis (1985) classified it into material and ideational while Hofstede (1980) classified it based on values into individualistic or collectivist, masculine or feminine and based on power-sharing. It was, however, discovered in the study of Tsai (2011) that the leadership style and behaviour is one of the causative variables to the development of culture in an organisation.

Organisations work in a competitive environment and are faced with different challenges such as administrative issues, lack of proper planning, leadership issues, cultural issues and even monetary issues. To leverage these issues, the performance of the organisation would be used as an indicator to show whether an organisation has been successful so far or they have failed (Rehman, Mohamed and Ayoup, 2019). Henri (2004) defined organisational performance as an organisation's efficacy in achieving and accomplishing its targeted goals and objectives.

Organisational performance, according to Tomal and Jones (2015), is defined as an organization's actual results as compared to its expected output. Therefore, it is the benchmark against which the realisation of their goals and objectives are being measured. Almatrooshi, Singh and Farouk (2016) observed that different variables influence the rate at which an organisation performs. Leadership abilities, reasoning processes, interpersonal skills, corporate entrepreneurship effectiveness, and emotional intelligence skills are among the variables.

Studies have also linked organizational performance to leadership behaviour. According to Pradham and Pradham (2015), a leader's expertise is best judged by the organisation's performance. Likewise, effective and improved organisational performance means a competent leader is managing the organization.

2.4 Relationship Between Organisational Culture, Performance and Leadership Behaviour

Nielsen et al. (2008) argued that leadership behaviour and employee performance are dependent on the organizational context and culture. It is important to be reminded that organisational

culture includes practices, values and preconceptions about work. According to Tsai (2011), an organisation's basic principles begin with its leadership, which then evolves into a leadership style. Employee attitudes and behaviour will be influenced by this style of leadership.

Kargas and Varoutas (2015) hold the view that leadership and organisational culture are two of the most essential components that help organisations in gaining sustainable advantage and competing successfully. According to Porras and Hoffer (1986), the impact of culture on administration is fueled by the fact that cultural norms, traditions, and rules shape a distinct leadership style. Likewise, the impact of leadership on the performance of an organisation is mediated by the culture practised in such an organisation (Ogbonna and Harris, 2000). In the early stage of the organisation, leaders shape the culture through their values, beliefs and attitudes while the culture would shape the leadership characteristics when the organisation has developed.

Kandula (2006) argued that the key to good management and performance in an organisation is having a strong culture. The effect of organisational culture on performance management is premised on the assumption that positive and strong culture can improve the performance of an average individual in an organisation while an inconsequential and weak culture can make unstimulated an outstanding employee and make such person underperform (Ehtesham, Muhammad and Muhammad, 2011). This invariably also means that strong culture can have a positive effect on the success of the organisation and the shared values within the organisation can help in sustaining high-performance culture.

It was observed by Yildiz (2014) that since all organisations exist and function within a specific culture, the leaders have to understand their cultural settings as this would serve as a pedestal for improving the performance of such organisations. In the study of Denison (1990), four features of organisational culture, namely mission, adaptability, consistency and participation were related to the variables of performance. The study discovered that culture influences profitability, innovation, quality and job satisfaction. All these variables are attributes of good performance in an organisation.

The link between organisational performance and leadership behaviour is premised on the assumption that an effective leader's function is to help in identifying goals and help in developing appropriate strategies to help in the realisation of such goals and provide motivation for the employees (Ibrahim and Daniel, 2019). This means that it is the responsibility of leaders to manage the performance of both the organisation and their employees.

2.5 Leadership and Ethos: Considerations in the Public Sector

Ethical leadership has been viewed from different perspectives. Brown, Trevino and Harrison (2005) defined it as the appropriateness of comportment through individual action and communal connectedness, and the enhancement of such behaviours through various means such as communication, decision making and reinforcement. Caza, Barker and Cameron (2004) hold the view that these principles show what is good or bad, accurate or inaccurate by alluding to the universal standard of ethics. Therefore, Ndalamba (2018) defined leadership ethos as moral judgements relating to the attributes in which leadership is consolidated and practised within impactful interrelatedness.

Credibility, morality and values are the domain of ethos and they are done through expertise, trustworthiness and respect. Appreciation, humility, fairness, benevolence, mercy and compassion, rationality and impartiality, and integrity and tenacity were emphasised as components of ethical leadership in Hegarty and Moccia's (2018) study. Ethical leaders are argued to always incorporate the process of morality into their decision-making process by contemplating the moral consequences of their actions and decisions and endeavour to epitomize their decision-making strategies (Zhang, Zhou and Mao, 2018). Ethical leaders would be able to appeal emotionally to their followers and evoke them to be effective in the discharge of their responsibilities.

Haq (2011) states that ethics is a vital element in the public administration since the actions of the public administration service has a direct effect on the life of the citizens. In the government services, ethos consists of a range of principles and values. These principles and values, according to United Nations (1999) include transparency, accountability, impartiality, fairness,

responsiveness, integrity, sensitivity, selflessness and compassion. They should be able to apply enhanced ethics to their technical, conceptual, interpersonal, emotional and social skills.

Public sector leaders are expected to conform to standards and be tolerant of people's shortcomings. To be able to conform to the ethical responsibilities, the public leaders have been charged with the duty of developing the codes of conduct, policies and statutory frameworks that guide the ethical considerations (Opara, 2014). Opara further indicated that the post-independence public sector of Nigeria has been characterised by nepotism and political corruption which impede professional ethics and accountability in the administrative affairs of the country.

The leadership ethical behaviour of the public sector in Nigeria has been viewed from two perspectives, namely task-oriented leadership and people-oriented leadership (Opara, 2014; Imhonopi and Ugochukwu, 2013; Enwereonye et al., 2015). The awareness of public ethical consideration is influenced by the presupposition that ethical public administrators enhance socioeconomic growth and that immoral practices hinder development.

2.6 Competing Value Framework as it relates to the Public Sector

The competing value framework, according to Yu and Wu (2009), is one of the most prominent and widely used models in the study of organizational culture and leadership behavior. According to Hooijberg, Hunt, and Dodge (1997), the framework is "distinct and preferred since it is built on leadership theories that incorporate the execution of many tasks." The concept sees evaluating organizational effectiveness as a value-based endeavor.

Melo, Silva and Parreira (2014) indicated that the leadership model is based on four approaches and divided into four roles. The four approaches are rational goal, human relations, internal processes and open systems. In the study of Gulosino, Franceschini and Hardman (2016), it was argued that the framework creates a grid of four quadrants which is the explanation of the values that compete in an organisation. To be able to process the model, Cameron et al. (2006) opine that the four quadrants should be seen as a set of identical requirements for benchmarking the efficiency of the organisation.

The model is also widely used in public administration to assess the organisational culture in operation in such a workplace. Botti and Vesce (2018) hold the view that the framework is also used to investigate leadership styles and effectiveness, organisational development, quality of life and human resource development. Cameron and Quinn (2011), however, labelled the quadrants to include clan, hierarchy, adhocracy and market in the public sector. The clan is embodied by the flexibility that incorporates culture with a strong commitment to people development and their performance. While adhocracy promotes entrepreneurship and innovation, the market culture produces a competitive organisation that is focused on the achievement of goals and results.

2.7 Knowledge Gap

Although several studies have been carried out to assess the impact of leadership on the public sector, studies have been more focused on the executive arm with few studies on the legislative. Likewise, significant consideration has been given to the idea that performance is the responsibility of the leaders, however, little evidence has been provided on the role of transformational leaders on the performance of workers working with legislatures. There is lack of experimental data and evidence on the effect of transformational leadership on workers in a legislative complex. This study, therefore, aims to provide evidence on how transformational leaders influence the performance of workers in the public sector.

Chapter 3

Research methodology

3.0 Introduction

This chapter discusses the research philosophy as well as the study design that was used. In addition, this chapter includes an overview of the research procedures, methods, and approaches used throughout the study. This is a crucial chapter that explains the tactics utilized in data collection and presentation. The data gathering instrument, data analysis process, and ethical considerations for data collection will all be covered.

3.1 Research Method

It is observable in the study of Scholtz, Klerk and Beer (2020) that the research method can either be quantitative or qualitative, depending on research questions and the research paradigm. Long (2014) describes the quantitative approach as the process in which researchers employ measurement, experiment and statistical analysis to answer their research question while the qualitative method allows for observations and content analysis. This study will take the quantitative approach.

This study will, therefore, focus on fresh data collection in accordance to the problem based on a specific population, without prejudice of emotional attachments.

3.2 Research Design

The research design comprises of the stratagem for the data collection, quantification and analysis while also ensuring that the researcher integrates different components of the research logically and coherently. Akhtar (2016) refers to it as the structure and arrangement of the study that specifies the methods and procedures for data handling and analysis.

There are different research designs, including case study, descriptive, explanatory, experimental and exploratory. However, the descriptive research design will be applied to this research. Descriptive research design, according to Siedlecki (2020), studies the characteristics of a population, identify problems that exist within them without manipulating any of the variables, rather only describe the variables. Akhtar (2016) opines that it is also known as statistical

research. This approach was adopted because it would help in providing a simplified understanding of the connectedness that exist between variables and participants.

3.3 Population

The study is focused on the officials of the legislative houses in Nigeria. There are legislative houses at the federal, state and local levels in Nigeria. The National Assembly which is the federal consists of the Senate and House of Representatives, the state has the State House of Assembly while the local setting has the Council.

However, there are 35 State Houses of Assembly in Nigeria, each in every state, except the Federal Capital Territory, Abuja. The researcher selected the House of Assembly state in Osun state.

3.4 Sampling Design

The study utilised the simple random sampling approach to get an accurate representation of leadership in the complex since there are different directorates in the complex. Some of the departments and units are administrative and research unit, parliamentary education unit, scrutiny unit, legal advisory unit, bound volume unit, establishment unit, library unit information unit, protocol, security, procurement unit, funds unit among others. participants will be selected randomly to reflect leadership at different levels.

There are over 500 workers in the House of Assembly, 51 questionnaires will be administered to the employees, which means 10% of the total population will be used as the target population.

3.5 Data Collection

This process entails the approach used for data collection. As explained earlier that this study adopts the quantitative research approach, data will be collected from primary sources with the use of questionnaires. Primary data is information that has been obtained directly by the researcher and has not been archived or distributed by another researcher. The questionnaire is a type of research tool that consists of a series of questions and is intended for statistical analysis. The questionnaires were administered by the drop and a method was picked to allow the

participants to fill it without pressure. After dropping the questionnaires, the participants were given one week to fill them.

3.6 Pilot Study

The questionnaires were pre-tested on ten participants from a local council using selective selection to improve the study's reliability and validity. This helped in detecting vague and deficient questions and provided the opportunity to make appropriate changes and pre-analyse the data to ensure that the data analysis method is accurate and appropriate.

3.6.1 Reliability of the Questionnaire

This is the degree to which an instrument would give the same results if the measurement were to be taken again under the same circumstances. It ensures the consistency of the data collected. Cronbach's Alpha was used to measure the data's reliability based on item correlations using coefficients ranging from 0 to 1. All variables were guaranteed to have a value greater than 0.7.

3.6.2 Validity of the Instrument

This is to ensure that the instrument attains its purported objectives and the appropriateness of the measures. The validity of the study tools was assessed using construct validity. Reliability and validity testing were used to maintain data quality.

3.7 Data Analysis

The data will be analyzed using SPSS, which allows researchers to construct descriptive statistics (such as percentages and frequencies) and test for significant differences (May, 2010; Vaus, 2002). SPSS will be used to analyze the quantitative data acquired from the structured questionnaires in this study, as well as the organisational culture themes from the Organisational Cultural Assessment Instrument (OCAI) and Multifactor Leadership Questionnaire. These questions will be used in tandem to improve the validity of the analysis. As a result, the analysis has three main steps. The following are the details:

The initial stage is to prepare the data for analysis. The 50 completed questionnaires will be segregated from the void questionnaires for data analysis. For scoring the OCAI and Multifactor Leadership Questions, the data from the selected surveys will be gathered in an Excel worksheet.

The next step is to analyse the data from the first stage, which was divided into two types: organizational culture profiles and SPSS analysis. To begin, the average scores from the first phase will be used to develop an organizational culture profile in the stages that follow, as outlined by Cameron and Quinn (2011):

- 1) As a first step, the 'Now' column was employed. The average ratings for each option (A, B, C, and D) will be plotted on an organisational culture profile with four different cultural dimensions in each quadrant: clan, adhocracy, hierarchical, and market cultures. Each quadrant's points will be joined to make a four-sided figure in the shape of a kite. This profile will help to paint a picture of the company's culture.
- 2) Each quadrant's points will be joined to make a four-sided figure in the shape of a kite. This profile will help to paint a picture of the company's culture.
- 3) The 'Preferred' column will be plotted in the same form, with the points comparing preferred and present cultures using a dotted line.

To quantify the score and create the graph of the organisational culture identities, Excel will be utilized. Second, the data will be evaluated utilizing SPSS, with descriptive and inferential statistics while also using independent-sample analyses where possible.

Third step: This step will be to analyze the Multi-factor Leadership question aspect of the questionnaire, which was differentiated from the previous stages. This section's quantitative data will be evaluated utilizing SPSS, with a focus on producing dependent and independent variables.

3.8 Ethical Issues

Yip, Han, and Sng (2016) believe that ethical issue is an important component of modern research. Considerations of ethical issues help in protecting the rights of the participants and guides the researcher to relate and deal with them without violating any of those rights.

3.8.1 Approval for Ethics Application Form

Before this research was carried out in the field, the Cardiff Met. Ethics Committee gave its approval. This is to check that the research concept, technique, and instruments were reviewed in compliance with the university's ethical review protocol.

3.8.2 Consent, Confidentiality and Anonymity

Firstly, the rationale and purpose of the research were explained to the participants. Their response was, therefore, not taken in a manipulative way. It is also made aware to them that they can withdraw their consent if they see a reason to do so. Likewise, the issue of confidentiality and anonymity was resolved between the researcher and the participants. The identities of participants were protected as they were not requested to write their names, address nor work identification numbers. The questionnaires were coded using numbers and variables to protect the data provided by the participants.

3.9 Limitations to the Study

There are over 500 workers in the House of Assembly, using 10% of the total population means that the data might not be as comprehensive as possible. Likewise, the study is limited to leadership in the legislative arms and not a general reflection of the public sector.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION OF RESULTS

4.1 Introduction

This chapter explains the outcomes of the data analysis performed in the study. Descriptive analyses were carried out, and this was in line with the aim and specific objectives of the study. The outcomes of the analysed data were sequentially presented, starting with the presentation of the background characteristics of the sampled respondents. This was followed by the results of the critical evaluation of the extent to which transformational leadership has impacted the culture and ethos of staff and politicians who work with the Osun State House of Assembly in Nigeria.

4.2 Descriptive Analysis Results of the Background Characteristics of the Respondents

As presented below in Table 4.1, approximately (98%) all the copies of the questionnaire administered were returned. As further shown below, the percentage (100%) of the copies of the returned questionnaire was the exact sample size (n=50) of the study.

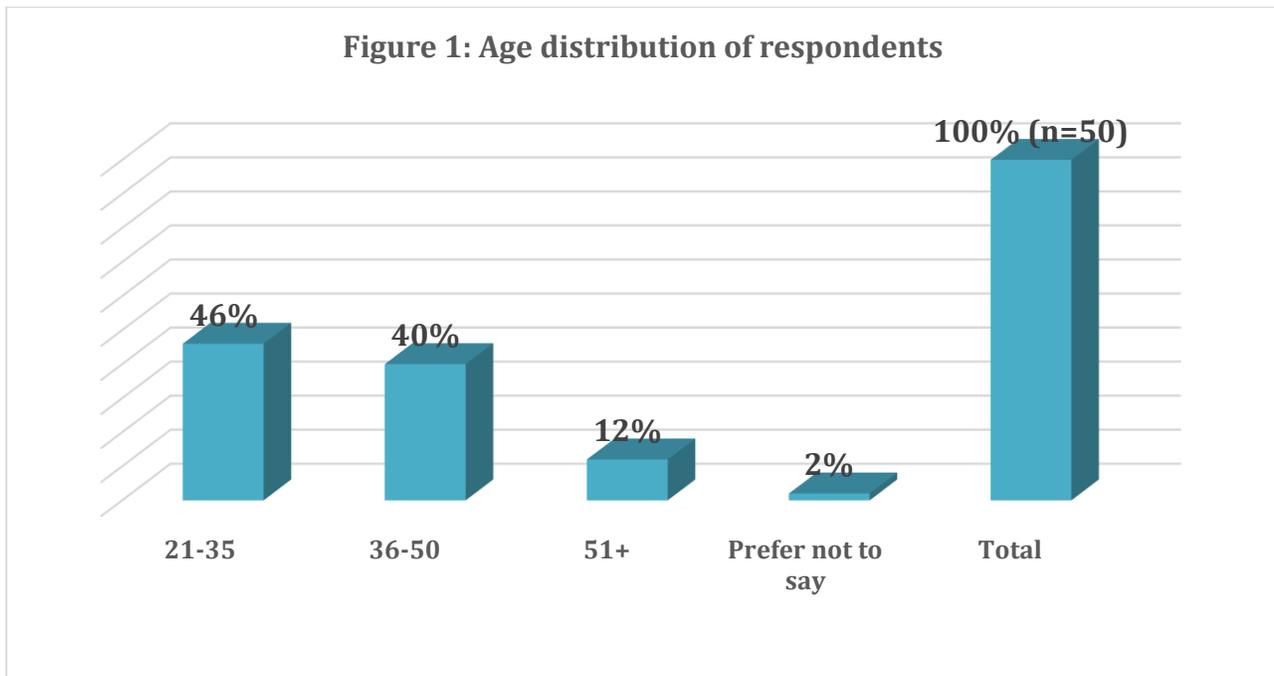
Table 4.1: Summary of the quantity of administered and retrieved copies of the questionnaire

| | n | % |
|---------------------------------------------------------|----------|----------|
| Quantity of copies of the administered questionnaire | 51 | 100.0 |
| Quantity of retrieved copies of questionnaire retrieved | 50 | 98.0 |
| Approved Study sample size | 50 | 100 |

Source: Author's field survey data, 2021

4.2.1 Frequency distribution of respondents by Age

Age of respondent was classified into 4 categories; 1 = 21-35 years; 2 = 36-50 years; 3 = 51 years and older and 4 = those that preferred not to say. As shown in Fig. 1 below, 46% (n=23) of the respondents were in the age bracket of 21 to 35 years, 40% (n=20) fell within age bracket of 36 to 51 years, 12% (n = 6) were at least 51 years old, while 2% (n=1) preferred not to state their age.

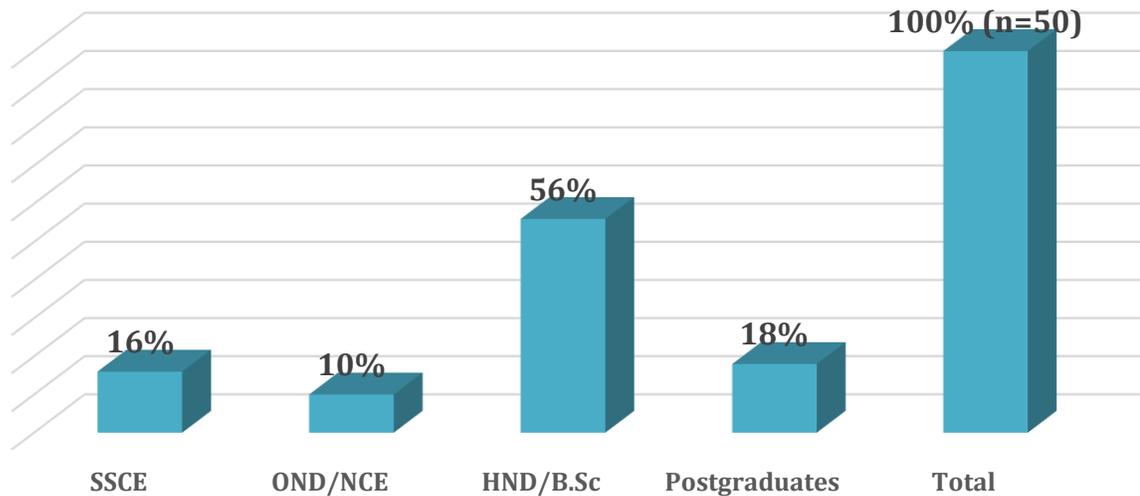


Source: Author's field survey data, 2021.

4.2.2 Frequency distribution of respondents by Educational Qualifications

Respondents were classified into 4 categories by their level of highest educational attainment; 1 = SSCE holders, 2 = OND/NCE holders, 3 = HND/B.Sc. degree holders and 4 = Postgraduate degree (Master/MPhil/PhD) or diploma holders. As shown in Fig. 2 below, more than half 56% (n=28) of the respondents were Bachelor's degree or Higher National Diploma certificate holders, 18% (n=9) had earned at least a Postgraduate diploma certificate, 16% (n=8) were holders of Senior Secondary Certificate holders while 1 in every 10 respondents (n=5) had either earned the National Certificate in Education or the Ordinary National Diploma certificate.

Figure 2: Distribution of respondents by Educational qualification

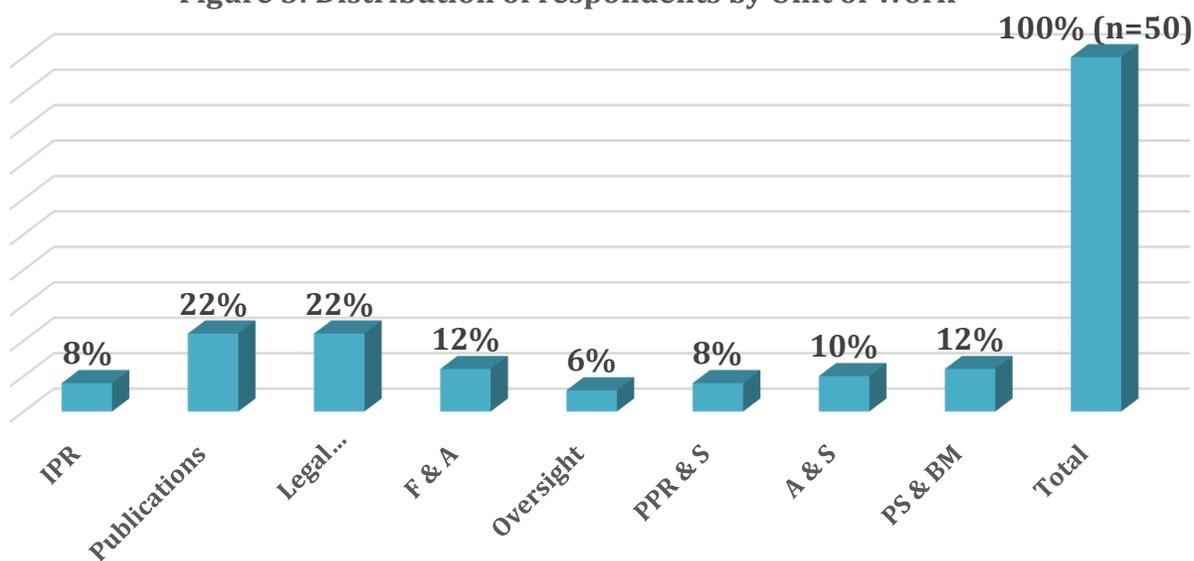


Source: Author's field survey data, 2021. Note: OND=Ordinary National Diploma; NCE= National Certificate in Education; SSCE=Senior Secondary Certificate Examination.

4.2.3 Frequency distribution of respondents by Department/Unit at Workplace

Respondents were classified into 8 categories by their department or unit at workplace; 1 = Information and Public Relations (IPR), 2 = Publications, 3 = Legal services, 4 = Finance and Account (F & A), 5 = Oversight, 6 = Project/Planning/Research and Statistics (PPR & S), 7 = Administration and Supply (A & S) and 8 = Procurement Services and Budget Monitoring (PS & BM). As indicated in Fig. 3 below, 8% (n=4) of the respondents worked in the IPR unit, 22% worked in the Publications (n=11) and Legal service (n=11) unit respectively, while 12% (n=6) worked in the F & A unit. The results further showed that 6% (n=3) worked in the Oversight unit, 8% (n=4) worked in the PPR & S unit, 10% (n=5) worked in the A & S unit and 12% (n=6) of the respondents worked in the PS & BM unit.

Figure 3: Distribution of respondents by Unit of Work

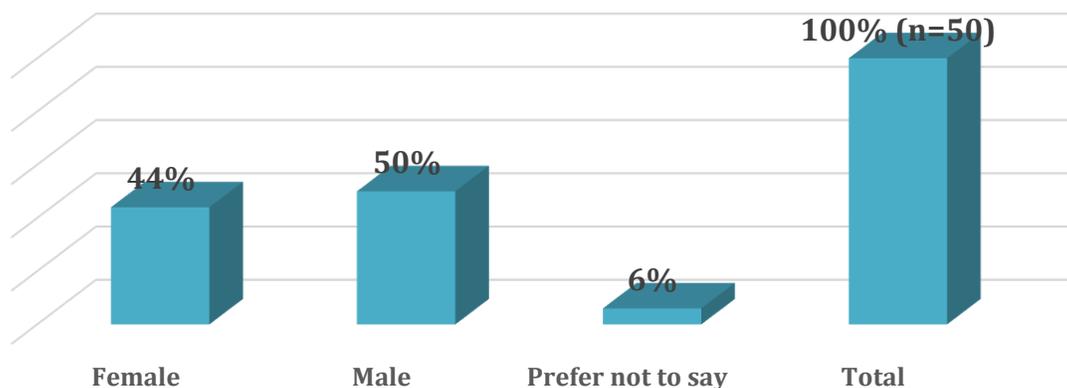


Source: Author's field survey data, 2021. Note: IPR=Information & Public Relations; F & A= F & Account; PPR & S= Project/Planning/Research & Statistics; A & S=Administration & Supply; IS & BM= Procurement Services & Budget Monitoring

4.2.4 Frequency distribution of respondents by Gender

Respondents were classified into 3 categories by their gender identity; 1 = female, 2 = male and 3 = preferred not to reveal gender status. As shown in Fig. 4 below, half of the respondents 50% (n=25) were male and 44% (n=22) were female respondents. Furthermore, the results showed that 6% (n=3) of the respondents did not disclose their gender identity

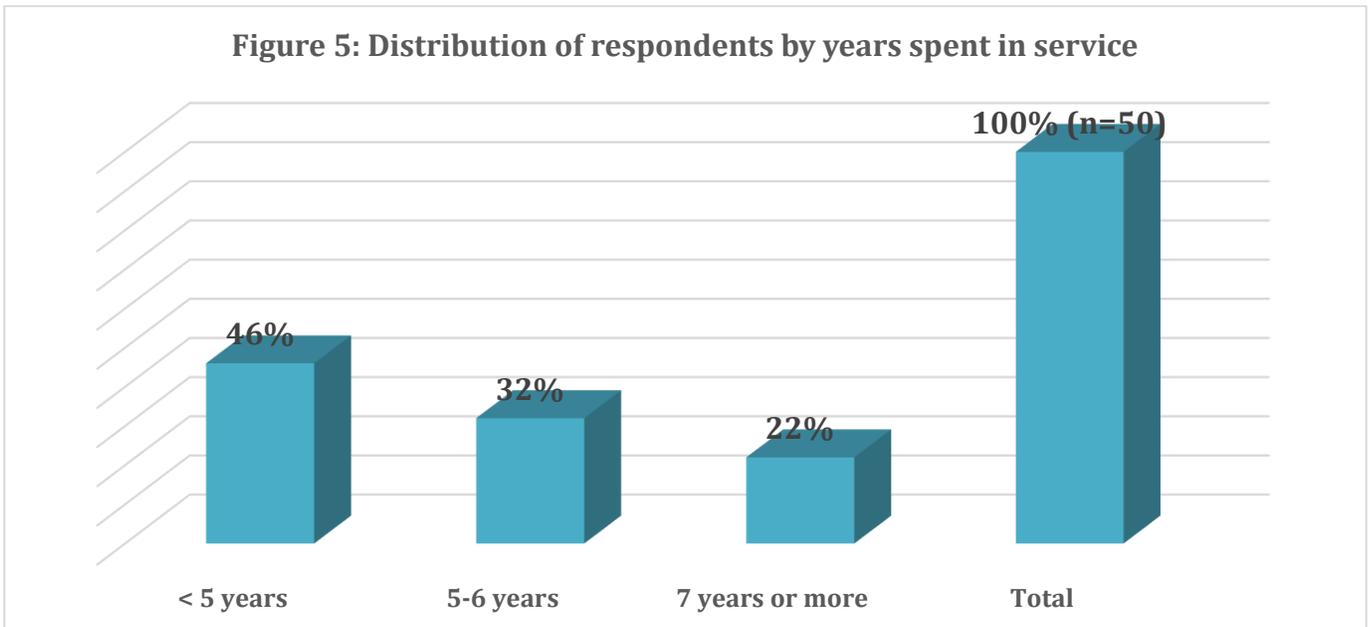
Figure 4: Gender distribution of respondents



Source: Author's field survey data, 2021.

4.2.5 Frequency distribution of respondents by years spent in service

Respondents were classified into 3 levels by their years of experience as public office holders; 1 = less than 5 years in service, 2 = 5 to 6 years in service, 3 = 7 or more years in service. As presented in Fig. 5 below, about one-third, 32% (n=16) of the respondents had been working as a public servant for 5 to 6 years, 46% (n=23) had spent less than 5 years on the job, while approximately 1 in 5 respondents, 22% (n=11) had been working as a public servant in the past 7 years or more.

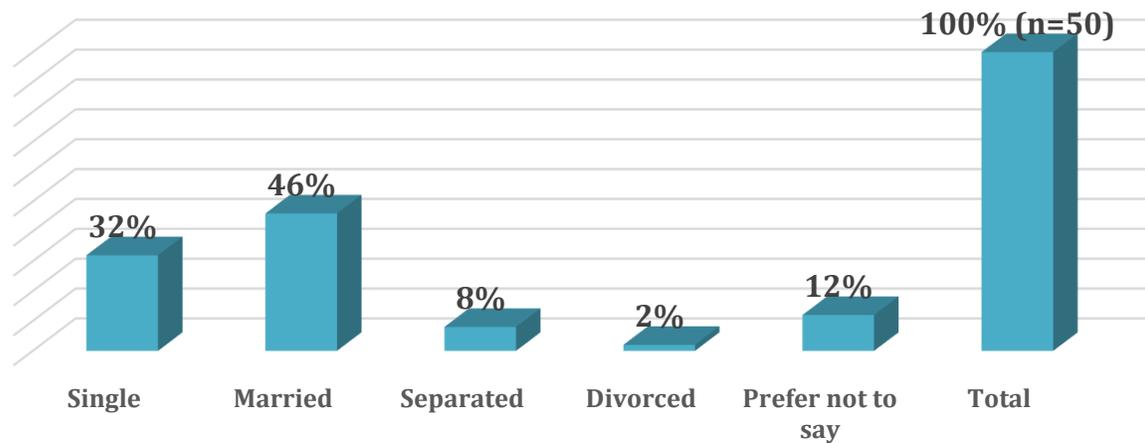


Source: Author's field survey data, 2021.

4.2.6 Frequency distribution of respondents by marital status

Respondents were classified into 5 categories based on their marital status; 1 = single, 2 = married, 3 = separated, 4 = divorced and 5 = preferred not say. The distribution of respondents by their marital status as indicated in Fig. 6 below showed that about one-third, 32% (n=16) were not married, 46% (n=23) were married, 8% (n=4) were not living with their partners, 2% (n=1) were divorced, while 12% (n=6) of the respondents did not disclose their marital identity.

Figure 6: Marital status distribution of respondents

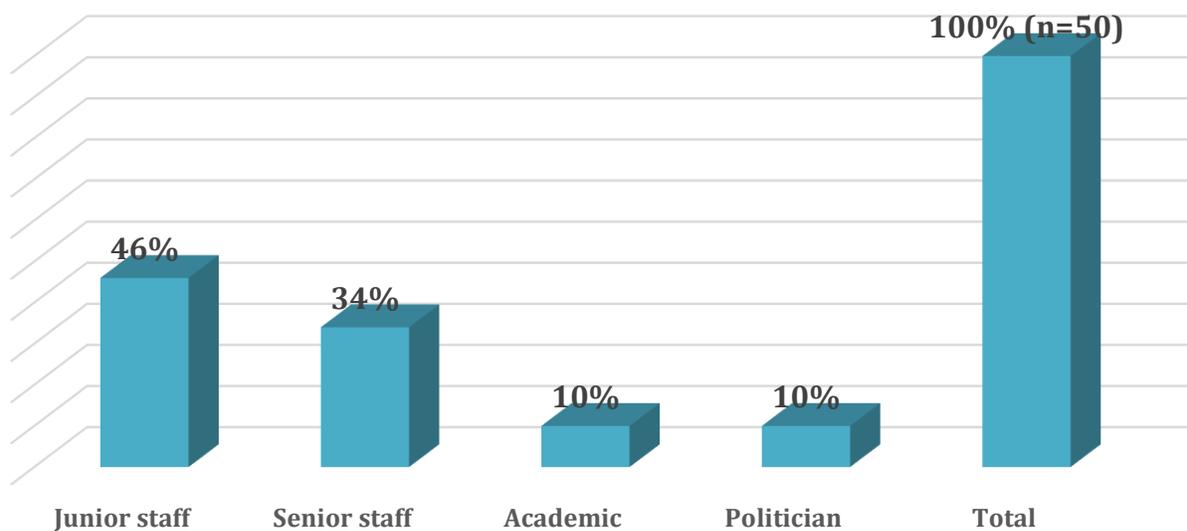


Source: Author's field survey data, 2021.

4.2.7 Frequency distribution of respondents by staff status

Respondents were classified into 4 cadres according to their staff status; 1 = junior cadre, 2 = senior cadre, 3 = academic and 4 = politician. The results as presented in Fig. 7 below showed that one-third, 34% (n=17) of the respondents were in the senior cadre, 46% (n=23) were in the junior cadre, 10% (n=5) were the academic staff. The results also showed that 10% (n=5) of the respondents were politicians.

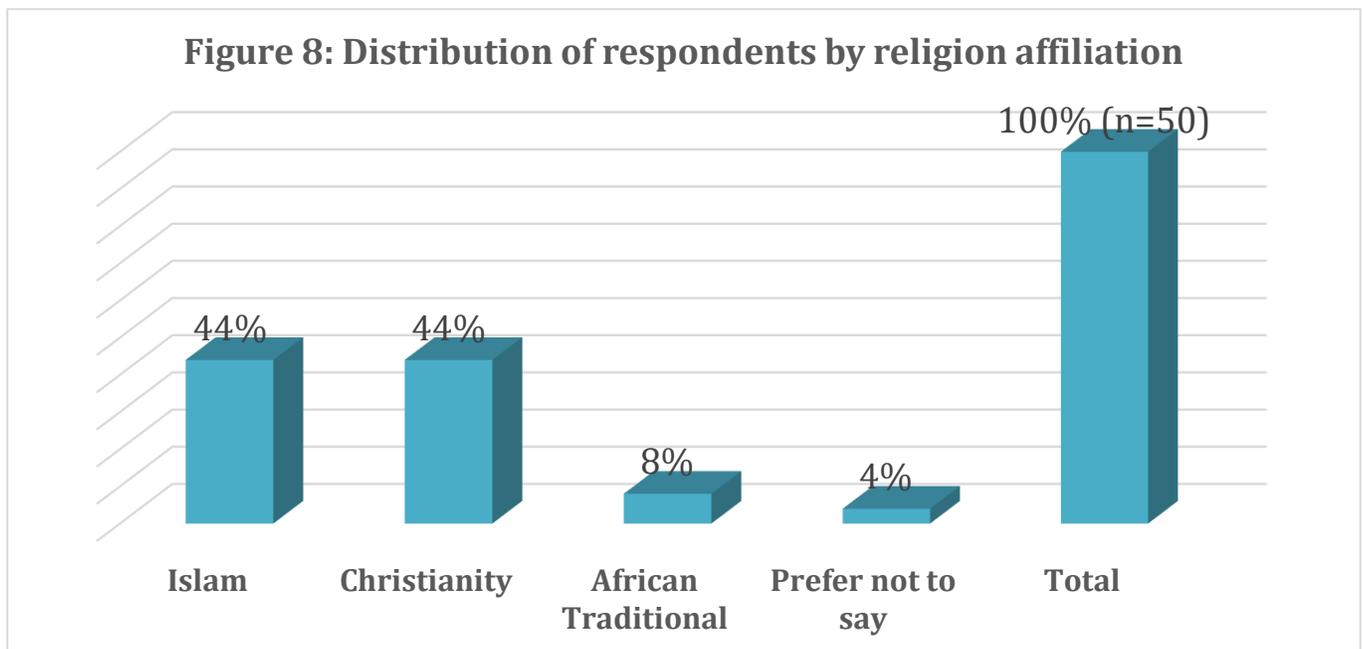
Figure 7: Distribution of respondents by staff status



Source: Author's field survey data, 2021.

4.2.8 Frequency distribution of respondents by religious affiliation

Respondents were grouped into 4 denominations according to their type of religion affiliation; 1 = Islam, 2 = Christianity, 3 = African Traditional and 4 = prefer not to say. The distribution of the respondents by religious affiliations as presented in Fig. 8 below showed that 44% (n=22) of the respondents were Christians and 8% (n=4) practised the African Traditional religion. Similarly, the results indicated that 44% (n=22) practised the Islamic religion, while 4% (n=2) of the respondents did not reveal their religious affiliations.



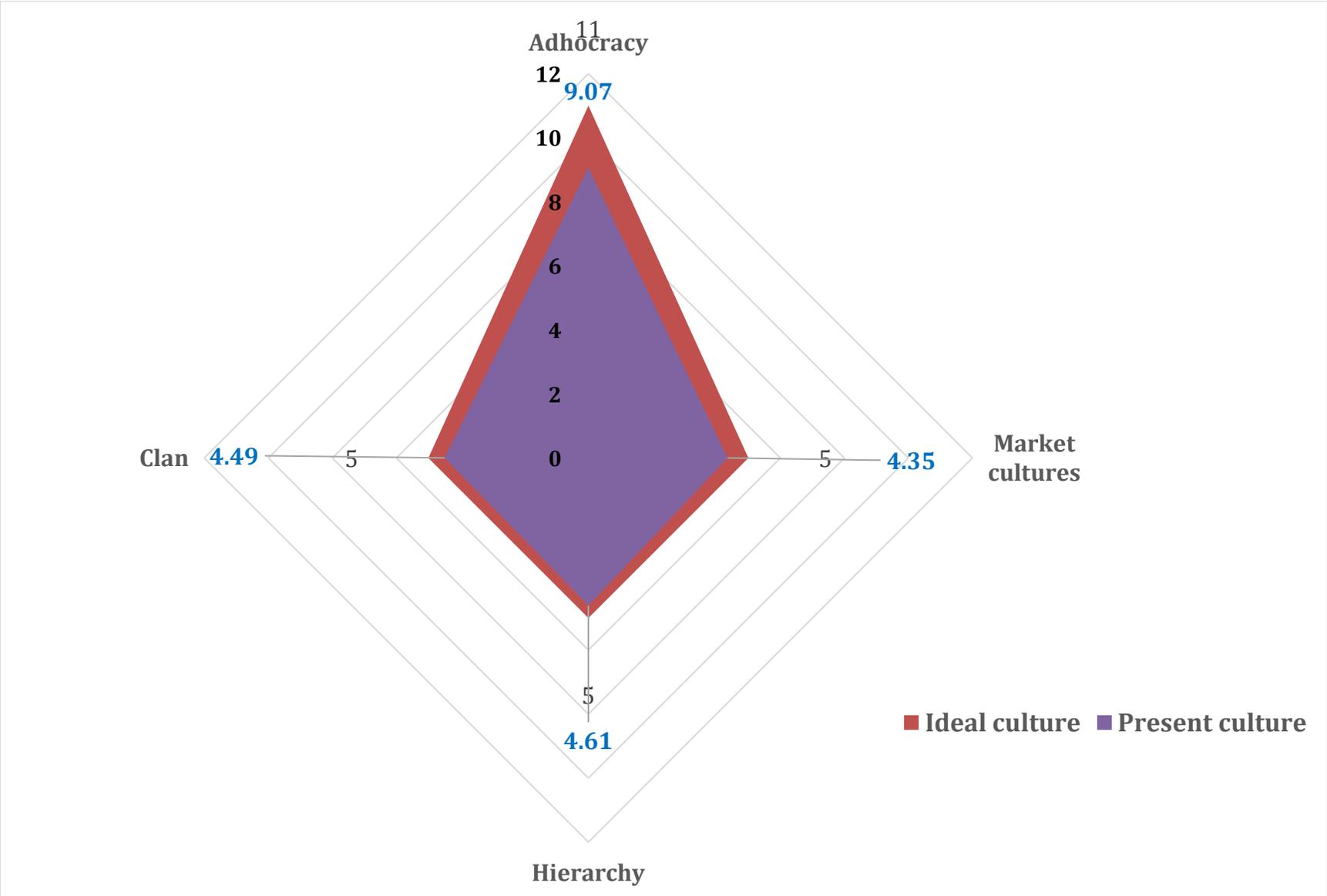
Source: Author's field survey data, 2021

4.3 Results of the Validity Analysis of Organizational Cultural Assessment Instrument (OCAI) and the Multifactor Leadership Questionnaire (MLQ)

The results of the validity analysis of the OCAI and MLQ are presented in Fig. 9 below. The graphical description of the outcome of the analysis indicated the present, as well as the ideal culture profile of the organization. The present profile for the organization was calculated by the summation of total score totals for the 4 culture forms that the OCAI and MLQ were structured into. The final organizational present scores for each of these culture types were obtained by the generation of the weighted average score for each of them separately. Hence, these four (4) culture types are Hierarchy, Adhocracy, Clan and Market structure. For the ideal scores for each of the identified culture types - Hierarchy, Adhocracy, Clan and Market structure, the highest obtainable scores as contained in the OCAI and MLQ were adopted.

As shown in Fig. 9 below, the ideal organizational score for Hierarchy (H) was 5.0, whereas the calculated present score was 4.61. This disparity implies that there was a recognizable variation of about 0.39 (7.8%) between the present and ideal organizational hierarchy culture in the studied public sector. Also, the results showed that the ideal organizational score for Clan (C) was 5.0, while the calculated present score was 4.49. This disparity suggests that there was a recognizable variation of about 0.51 (10.9%) between the ideal and present organizational clan culture in the studied public sector. More so, the results showed that the ideal organizational score for Market structure (M) was 5.0, while the derived present score was 4.35. This disparity indicates that there was a significant variation of 0.65 (13%) between the ideal and present organizational market structure culture in the studied public sector. The results further showed that the ideal organizational score for Adhocracy (A) was 11.0, while the derived present score was 9.07. This disparity suggests that there was a significant variation of about 1.93 (17.5%) between the ideal and present organizational adhocracy culture in the studied public sector.

Figure 9: Organizational Scores for Present and Ideal Culture Profile



Source: Author's field survey data, 2021

4.4 Impact of Transformational Leadership (TLS) on the Culture and Ethos of Osun State House of Assembly (Objective 1)

Table 4.2 presents the results of the distribution of the respondents by the extent of the impact of Transformational Leadership Style (TLS) on the culture and ethos of workers at the Osun State House of Assembly, Osogbo. 54% (n=27) of the respondents agreed with the style of leadership that was characterized by teamwork, participation and consensus. Similarly, 70% (n=34) of the respondents agreed with a style of leadership that supported innovation, workers' freedom and risk-taking at the workplace. One-third - 34% (n=17) of the respondents strongly agreed on a leadership style that supported job security, conformed to workplace principles and promoted relationship steadiness. Equally, 60% (n=30) of the respondents were in strong agreement with a style of leadership that encouraged innovation and development and 44% (n=22) agreed with a style of leadership that upheld formal rules and policies at the workplace.

Likewise, 58% (n=29) of the respondents strongly agreed with a style of leadership that emphasized organizational achievements and competitive actions among its members of staff. About half – 48% (n=24) of the respondents strongly agreed with a style of leadership that placed its attention on the acquisition of new resources and the creation of new challenges. The results further showed that more than one-third – 38% (n=19) of the respondents strongly agreed with a style of leadership that defined success by human resources.

As indicated in Table 4.2, while 18% (n=9) and about three-quarters – 74% (n=37) of the respondents admitted that TLS had a very high and high impact on the culture and ethos of workers of Osun State House of Assembly respectively, 8% (n=4) of the respondents had a contrary assessment of impact.

Table 4.2: Respondents' distribution by the impact of TLS on culture and ethos

| Variables | (n=50) | % | X±SD |
|-------------------------------------------------------------------------------------------------------------|----------------|----------|-------------|
| Style of leadership is characterized by teamwork, participation and consensus | | | |
| Strongly agree | 23 | 46.0 | 4.46±0.50 |
| Agree | 27 | 54.0 | |
| Style of leadership is characterized by innovation, freedom and individual risk-taking | | | |
| Strongly agree | 13 | 26.0 | 4.2±0.57 |
| Agree | 35 | 70.0 | |
| Undecided | 1 | 2.0 | |
| Disagree | 1 | 2.0 | |
| Style of leadership is characterized by the security of a job, conformity and relationship stability | | | |
| Strongly agree | 17 | 34.0 | 4.26±0.63 |
| Agree | 30 | 60.0 | |
| Undecided | 2 | 4.0 | |
| Disagree | 1 | 2.0 | |
| Innovation and development is the glue that holds the public sector | | | |
| Strongly agree | 3 | 6.0 | 4.28±0.57 |
| Agree | 30 | 60.0 | |
| Undecided | 3 | 6.0 | |
| Formal rules and policies are glues that hold the public sector | | | |
| Strongly agree | 24 | 48.0 | 4.36±0.78 |
| Agree | 22 | 44.0 | |
| Undecided | 3 | 6.0 | |
| Strongly disagree | 1 | 2.0 | |
| Emphasis is concentrated on achievements and competitive actions | | | |
| Strongly agree | 29 | 58.0 | 4.5±0.74 |
| Agree | 19 | 38.0 | |
| Undecided | 1 | 2.0 | |
| Strongly disagree | 1 | 2.0 | |
| Emphasis is concentrated on the acquisition of new resources and the creation of new challenges | | | |
| Strongly agree | 24 | 48.0 | 4.2±0.64 |
| Agree | 24 | 48.0 | |
| Undecided | 1 | 2.0 | |
| Strongly disagree | 1 | 2.0 | |
| Human resource development defines success | | | |
| Strongly agree | 19 | 38.0 | 4.28±0.67 |
| Agree | 27 | 54.0 | |
| Undecided | 3 | 6.0 | |

Disagree

1

2.0

The extent to which TLS has impacted the Culture and Ethos of the Osun State House of Assembly

| | (n=50) | % |
|-----------------|--------|------|
| Very high | 9 | 18.0 |
| High impact | 37 | 74.0 |
| Low impact | 2 | 4.0 |
| Very low impact | 2 | 4.0 |

Source: Author's field survey data, 2021. Note: minimum score = 1 and maximum score = 5; $X \pm SD$ = mean score standard deviation; n = frequency of respondents

4.5 Culture and Ethos of Public sector Leadership, with reference to both Politicians and the staff of the Osun State House of Assembly (Objective 2)

Table 4.3 presents the results of the distribution of the respondents by culture and ethos of the public sector, with reference to both staff and politicians. As shown below, 76.2% (n=16) and about two-thirds – 64.7% (n=11) of the junior and senior staff of the Osun State House of Assembly (OSHA) supported the organizational culture of “hierarchy”, while 20% (n=1) of the politician did not support it. 80% (n=4) of the politicians supported the public culture and ethos of “clan”, while 38.1% (n=8) and 47.1% (n=8) of the junior and senior staff of OSHA neither supported nor against it. The results also showed that 28.6% (n=2) of the academic staff had an indifferent opinion regards the public culture and ethos of “clan.” While 28.6% (n=2) of the academic staff of OSHA highly supported the public sector culture and ethos of “adhocracy”, 41.2% (n=7) of the senior staff somewhat supported it. The results further showed that 60% (n=3) of the politicians supported the public sector culture and ethos of “adhocracy.” Contrarily, 4.8% (n=1) of the junior staff was not in support of it. 100% (n=21), 82.4% (n=14) and 85.7% (n=6) of the junior, senior and academic staff of OSHA supported the public sector culture and ethos respectively. Similarly to the view of the junior staff, all the politicians – 100% (n=5) supported the public sector culture and ethos of the OSHA.

As shown in Table 4.3, the Transformational Leadership Style (TLS) was highly desired by 71.4% (n=5) and 60% (n=3) of the academic staff and politicians of the OSHA respectively. Also, the

results showed that the TLS was somewhat desired by 47.6% (n=10) of the junior staff, while 11.8% (n=2) of the senior staff of the OSHA had no desire for the TLS.

Table 4.3: Respondents' distribution by culture and ethos of the public sector, with reference to staff status

| STAFF STATUS | | | | | | | | | |
|-------------------------|---------------------|----------|---------------------|----------|-----------------|----------|-------------------|----------|--|
| Variables | Junior staff | | Senior staff | | Academic | | Politician | | |
| | (n=21) | % | (n=17) | % | (n=7) | % | (n=5) | % | |
| Hierarchy | | | | | | | | | |
| Supported | 16 | 76.2 | 11 | 64.7 | 7 | 100.0 | 4 | 80.0 | |
| Indifferent | 5 | 23.8 | 5 | 29.4 | 0 | 0.0 | 0 | 0/0 | |
| Not supported | 0 | 0.0 | 1 | 5.9 | 0 | 100.0 | 1 | 20.0 | |
| Clan | | | | | | | | | |
| Supported | 12 | 57.1 | 8 | 47.1 | 5 | 71.4 | 4 | 80.0 | |
| Indifferent | 8 | 38.1 | 8 | 47.1 | 2 | 28.6 | 1 | 20.0 | |
| Not supported | 1 | 4.8 | 1 | 5.9 | 0 | 0.0 | 0 | 0.0 | |
| Market structure | | | | | | | | | |
| Supported | 21 | 100.0 | 14 | 82.4 | 6 | 85.7 | 5 | 100.0 | |
| Indifferent | 0 | 0.0 | 2 | 11.8 | 1 | 14.3 | 0 | 0.0 | |
| Not supported | 0 | 0.0 | 1 | 5.9 | 0 | 0.0 | 0 | 0.0 | |
| Adhocracy | | | | | | | | | |
| Highly supported | 1 | 4.8 | 3 | 17.7 | 2 | 28.6 | 1 | 20.0 | |

| | | | | | | | | |
|-------------------------------------------|---------------------|----------|---------------------|----------|-----------------|----------|-------------------|----------|
| Supported | 15 | 71.4 | 7 | 41.2 | 5 | 71.4 | 3 | 60.0 |
| Somewhat supported | 4 | 19.1 | 7 | 41.2 | 0 | 0.0 | 1 | 20.0 |
| Not supported | 1 | 4.8 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Variables | Junior staff | | Senior staff | | Academic | | Politician | |
| Culture and Ethos of Public sector | (n=21) | % | (n=17) | % | (n=7) | % | (n=5) | % |
| TLS is highly desired | 10 | 47.6 | 4 | 23.5 | 5 | 71.4 | 3 | 60.0 |
| TLS is somewhat desired | 10 | 47.6 | 11 | 64.7 | 2 | 28.6 | 2 | 40.0 |
| TLS is not desired | 1 | 4.8 | 2 | 11.8 | 0 | 0.0 | 0 | 0.0 |

Source: Author's field survey data, 2021. Note: n = frequency of respondents; TLS = Transformational Leadership Style.

4.6 Perceived Characteristics and Perception of Behaviours of Public Sector Leaders (Objective 3)

Table 4.4 presents the results of the distribution of the respondents by the perceived characteristics and perception of behaviours of public sector leaders. Two-thirds – 66% (n=33) of the respondents strongly agreed that perceived characteristics such as innovation and cooperation through effective teamwork and communication could be influenced by a style of leadership. 64% (n=32) of the respondents strongly agreed that workers in the public sector could get conformed to the culture and ethos of the organization through leadership. Similarly, 64% (n=32) of the respondents strongly agreed that the institutionalization of an investigative panel on unethical behaviours through leadership could influence the public sector culture and ethos.

More so, the results showed that half of the respondents – 50% (n=25) strongly agreed that leaders could influence the culture and ethos of the public sector by creating a transparent and accountable atmosphere in the organization. 58% (n=29) of the respondents strongly agreed that the culture and ethos of the public sector would be positively impacted where the leaders adhere to objectivities and fairness in decision making. Also, more than half – 54% (n=27) of the respondents strongly agreed that the culture and ethos of the public sector would be influenced

positively were the leaders in the organization encouraged fairness, trust and fulfilled promises made to workers.

As shown in Table 4.4, while 52% (n=26) and 42% (n=21) of the respondents had an affirmative perception that the perceived characteristics of leaders in the public sectors could eliminate biases towards the culture and ethos of the public sector completely or relatively, 6% (n=3) of the respondents were of the view that this could only lead to an adverse and a somewhat level of bias in the culture and ethos of the organization.

Table 4.4: Respondents' distribution by perceived characteristics and behaviours of Public sector Leaders

| Variable | (n=5) | % | X±SD |
|------------------------------------------------------------------------------------------------------------------------------------------|-------|------|-----------|
| Innovation and cooperation through effective teamwork and communication can be influenced by leadership | | | |
| Strongly agree | 33 | 66.0 | 4.58±0.67 |
| Agree | 14 | 28 | |
| Undecided | 2 | 4.0 | |
| Disagree | 1 | 2.0 | |
| The public sector can be educated on the culture and ethos of the organization through leadership | | | |
| Strongly agree | 32 | 64 | 4.62±0.53 |
| Agree | 17 | 34.0 | |
| Undecided | 1 | 2.0 | |
| Institutionalization of an investigative panel on unethical behaviour can influence the public sector culture and ethos | | | |
| Strongly agree | 32 | 64.0 | 4.62±0.53 |
| Agree | 17 | 34.0 | |
| Undecided | 1 | 2.0 | |
| Leaders' Adherence to objectivities and fairness in decision making can influence the culture and ethos of the public sector | | | |
| Strongly agree | 29 | 58.0 | 4.54±0.58 |
| Agree | 19 | 38.0 | |
| Undecided | 2 | 4.0 | |
| Leaders can influence the culture and ethos of the public sector through the creation of a transparent and accountable atmosphere | | | |

| | | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------|----|------|-----------|
| Strongly agree | 25 | 50.0 | 4.44±0.64 |
| Agree | 23 | 46.0 | |
| Undecided | 1 | 2.0 | |
| Disagree | 1 | 2.0 | |
| Leaders can influence the culture and ethos of the public sector through the encouragement of fairness, trust and fulfilment of promises | | | |
| Strongly agree | 27 | 54.0 | 4.5±0.61 |
| Agree | 22 | 44.0 | |
| Undecided | 1 | 2.0 | |

Perception and perceived characteristics of Leaders who work in the Public sector (Osun State House of Assembly)

| | (n=50) | % |
|-------------------------------------|--------|------|
| Affirmative and completely unbiased | 26 | 52.0 |
| Affirmative and relatively unbiased | 21 | 42.0 |
| Adverse and relatively biased | 3 | 6.0 |

Source: Author's field survey data, 2021. Note: minimum score = 1 and maximum score = 5; X±SD = mean score standard deviation; n = frequency of respondents

4.7 Familiarity of Leaders of the Public sector in Nigeria with the Transformational Leadership style (Objective 4)

Table 4.5 presents the results of the distribution of the respondents by the familiarity of leaders of the public sector in Nigeria with the Transformational Leadership Style (TLS). 58% (n=29) of the respondents ranked public sector leaders' attention on irregularities rather than positivity 11th (highest rank). The provision of support and creation of development opportunities by leaders of the public sector was ranked 11th (highest rank) and 1st (lowest rank) by 58% (n=29) and 2% (n=1) of the respondents respectively. Acts, supported with integrity was ranked 11th (highest rank) and 2nd (lowest rank) by 46.0% (n=23) and 8% (n=4) of the respondents respectively. Leaders' readiness to empower public sector workers was ranked 11th (highest rank) and 2nd (lowest rank) by 42% (n=21) and 6.0% (n=3) of the respondents respectively. The readiness of leaders to delegate responsibilities to subordinates for effective service delivery was ranked 11th (highest rank) and 1st (lowest rank) by 46% (n=23) and 2.0% (n=1) of the respondents respectively. Quality and effective communication by leaders to their subordinates was ranked

11th (highest rank) and 2nd (lowest rank) by 48% (n=24) and 10.0% (n=5) of the respondents respectively.

The results further showed that leaders' willingness to listen was ranked 11th (highest rank) and 2nd (lowest rank) by 48% (n=24) and 10.0% (n=5) of the respondents respectively. Encouragement of risk-taking and innovative ideas by leaders was ranked 11th (highest rank) and 1st (lowest rank) by 18% (n=36) and 4.0% (n=2) of the respondents respectively. Exhibition of honesty and transparency by leaders was ranked 11th (highest rank) and 1st (lowest rank) by 52% (n=26) and 4.0% (n=2) of the respondents respectively. Empathy, compassion, understanding and commitment by leaders was ranked 11th (highest rank) and 2nd (lowest rank) by 64% (n=32) and 6.0% (n=3) of the respondents respectively. Clear vision and future plan for organization was ranked 11th (highest rank) and 2nd (lowest rank) by 74.0% (n=37) and 4.0% (n=2) of the respondents respectively.

Table 4.5: Respondents' distribution by the ranking of culture and ethos of the public sector

| Variables | | | |
|------------------------------------------------------------------------|---------------|----------|-------------|
| The focus of attention on irregularities rather than positivity | (n=50) | % | X±SD |
| 2 | 1 | 2.0 | 9.02±2.99 |
| 3 | 1 | 2.0 | |
| 4 | 8 | 16.0 | |
| 5 | 1 | 2.0 | |
| 6 | 2 | 4.0 | |
| 9 | 2 | 4.0 | |
| 10 | 6 | 12.0 | |
| 11 | 29 | 58.0 | |
| Provision of support and development opportunities | (n=50) | % | X±SD |
| 1 | 1 | 2.0 | 8.84±3.16 |
| 3 | 4 | 8.0 | |
| 4 | 5 | 10.0 | |
| 5 | 1 | 2.0 | |
| 6 | 2 | 4.0 | |
| 7 | 1 | 2.0 | |
| 9 | 4 | 8.0 | |
| 10 | 3 | 6.0 | |
| 11 | 29 | 58.0 | |
| Acts should be supported with integrity | (n=50) | % | X±SD |

| | | | |
|------------------------------------------------------------------------------|---------------|----------|---------------|
| 2 | 4 | 8.0 | 8.26±3.3 6 |
| 3 | 2 | 4.0 | |
| 4 | 7 | 14.0 | |
| 5 | 1 | 2.0 | |
| 6 | 2 | 4.0 | |
| 8 | 4 | 8.0 | |
| 9 | 1 | 2.0 | |
| 10 | 6 | 12.0 | |
| 11 | 23 | 46.0 | |
| Readiness to empower staff | (n=50) | % | X±SD |
| 2 | 3 | 6.0 | 7.74±3.4 3 |
| 3 | 5 | 10.0 | |
| 4 | 7 | 14.0 | |
| 5 | 2 | 4.0 | |
| 6 | 3 | 6.0 | |
| 7 | 2 | 4.0 | |
| 8 | 1 | 2.0 | |
| 9 | 3 | 6.0 | |
| 10 | 3 | 6.0 | |
| 11 | 21 | 42.0 | |
| Readiness to delegate responsibilities for effective service delivery | (n=50) | % | X±SD |
| 1 | 1 | 2.0 | 8.04±3.3 9 |
| 2 | 2 | 4.0 | |
| 3 | 3 | 6.0 | |
| 4 | 7 | 14.0 | |
| 5 | 4 | 8.0 | |
| 7 | 1 | 2.0 | |
| 8 | 4 | 8.0 | |
| 9 | 2 | 4.0 | |
| 10 | 3 | 6.0 | |
| 11 | 23 | 46.0 | |
| Quality and effective communication by the leaders to the subordinate | (n=50) | % | X±SD |
| 2 | 5 | 10.0 | 7.98±3.4 8 |
| 3 | 4 | 8.0 | |
| 4 | 4 | 8.0 | |
| 6 | 6 | 12.0 | |
| 7 | 1 | 2.0 | |
| 8 | 2 | 4.0 | |
| 9 | 2 | 4.0 | |

| | | |
|----|----|------|
| 10 | 2 | 4.0 |
| 11 | 24 | 48.0 |

Source: Author's field survey data, 2021. Note: minimum score = 1 and maximum score = 11; X±SD = mean score standard deviation; n = frequency of respondents

| Cont., of Table 4.5: Respondents' distribution by the ranking of culture and ethos... | | | |
|----------------------------------------------------------------------------------------------|---------------|----------|-------------|
| Variables | | | |
| Leader's willingness to listen | (n=50) | % | X±SD |
| 2 | 5 | 10.0 | 7.88±3.51 |
| 3 | 5 | 10.0 | |
| 4 | 4 | 8.0 | |
| 5 | 1 | 2.0 | |
| 6 | 1 | 2.0 | |
| 7 | 4 | 8.0 | |
| 8 | 5 | 10.0 | |
| 10 | 1 | 2.0 | |
| 11 | 24 | 48.0 | |
| Encouragement of risk-taking and innovative ideas | (n=50) | % | X±SD |
| 1 | 2 | 4.0 | 7.4±3.7 |
| 2 | 6 | 12.0 | |
| 3 | 5 | 10.0 | |
| 4 | 3 | 6.0 | |
| 5 | 1 | 2.0 | |
| 6 | 3 | 6.0 | |
| 7 | 1 | 2.0 | |
| 8 | 3 | 6.0 | |
| 9 | 3 | 6.0 | |
| 10 | 5 | 10.0 | |
| 11 | 18 | 36.0 | |
| Adherence to honesty and transparency | (n=50) | % | X±SD |
| 1 | 2 | 4.0 | 8.24±3.58 |
| 2 | 3 | 6.0 | |
| 3 | 4 | 8.0 | |
| 4 | 4 | 8.0 | |
| 5 | 1 | 2.0 | |
| 6 | 1 | 2.0 | |
| 7 | 2 | 4.0 | |
| 9 | 5 | 10.0 | |
| 10 | 2 | 4.0 | |
| 11 | 26 | 52.0 | |
| Empathy, compassion, understanding and commitment | (n=50) | % | X±SD |
| 2 | 3 | 6.0 | 9.24±3.04 |
| 3 | 3 | 6.0 | |
| 4 | 2 | 4.0 | |

| | | | |
|-----------------------------------------------------------------|---------------|----------|-------------|
| 6 | 1 | 2.0 | |
| 7 | 2 | 4.0 | |
| 8 | 1 | 2.0 | |
| 9 | 1 | 2.0 | |
| 10 | 5 | 10.0 | |
| 11 | 32 | 64.0 | |
| Having a clear vision for the future of the organization | (n=50) | % | X±SD |
| 2 | 2 | 4.0 | 9.66±2.81 |
| 3 | 3 | 6.0 | |
| 4 | 2 | 4.0 | |
| 8 | 2 | 4.0 | |
| 9 | 1 | 2.0 | |
| 10 | 3 | 6.0 | |
| 11 | 37 | 74.0 | |

The extent of Familiarities of Public sector Leaders with TLS

| | (n=50) | % |
|-----------|---------------|----------|
| Very high | 7 | 14.0 |
| High | 30 | 60.0 |
| Low | 12 | 24.0 |
| Very low | 1 | 2.0 |

Source: Author's field survey data, 2021. Note: minimum score = 1 and maximum score = 11; X±SD = mean score standard deviation; n = frequency of respondents; TLS = Transformational Leadership Style

CHAPTER 5

DISCUSSION OF FINDINGS, RECOMMENDATIONS AND CONCLUSION

5.1 Introduction

The broad aim of the research is to critically evaluate the extent to which transformational leadership style has impacted the culture and ethos of the public sector, using OSHA, Osogbo as a case study. The specific aims of the research are to critically evaluate the extent to which transformational leadership has impacted the culture and ethos of OSHA, investigate the culture and ethos of leadership at the public sector, with reference to both politicians and staff of OSHA, critically examine the perceived characteristics and perception of behaviours of leaders who work in the public sector, critically analyse the extent to which the leaders of the public sector in Nigeria are familiar with the transformational leadership styles and make recommendations, that are in line with the key findings of this research and in relation to leadership and culture of the public sector.

5.2 Summary of Key Findings

The outcomes of the socio-demographic characteristics (background data) of the study indicated that 46% of the respondents were in the age bracket of 21-35 years and 12% were at least 51 years of age (see Fig. 1). About one-fifth (18%) of the respondents had acquired postgraduate education (see Fig. 2), while half (50%) of the respondents were males, although 6% preferred not to disclose their gender identity (see Fig. 4). The study's outcomes showed that at least one-fifth (22%) had been working in the public sector for the past 7 years or more, while 46% of the respondents were married (see Fig. 5 and 6). The study's outcomes further showed that the proportion of the respondents that practised Islam (44%) and Christianity (44%) was the same (see Fig. 8).

The outcomes of the validity analysis of the OCAI and MLQ explained the ideal and present profile for the organizational profile of staff and politicians at the OSHA. The OSHA culture and ethos profile scores were captured by calculating the present profile scores for Hierarchy, Adhocracy, Clan and Market structure, in relation to the specified ideal profile scores, and these scores were fixed at 5.0, 11.0, 5.0 and 5.0 for Hierarchy, Adhocracy, Clan and Market structure respectively.

The outcomes of the study showed the existence of recognizable variation of 0.39 (7.8%) and 0.51 (10.9%) for the OSHA culture and ethos of “hierarchy” and “clan” respectively. The study’s outcomes further showed the existence of significant variations of 0.65 (13%) and 1.93 (17.5%) for the OSHA culture and ethos of “market structure” and “adhocracy” respectively (see Fig. 9).

The outcomes of the study by the extent to which the TLS has impacted the culture and ethos of the OSHA showed that 18% of the respondents stated that the TLS had a very impact on the OSHA’s culture and ethos. Similarly, about three-quarters (74%) of the respondents claimed that TLS had a high impact on the public sector culture and ethos. Contrarily, 4% of the respondents stated that TLS had generated a very low impact on the organizational culture and ethos of OSHA. Likewise, 4% of the respondents claimed that TLS had a low impact on the organizational culture and ethos of OSHA (see Table 4.2)

The outcomes of the study of the impact of TLS on the culture and ethos, with reference to both politicians and staff (senior, junior and academic) of OSHA showed that TLS was highly desired by more than 70% of the academic staff, about 48% of the junior staff and 60% of the interviewed politicians. The study’s outcomes also showed that TLS was not desired by 11.8% and 4.8% of the senior and junior staff, while none of the academic staff (0.0%) and politicians (0.0%) at the OSHA desired the TLC respectively. It is evident from the findings that about 48% and 65% of the junior and senior staff somewhat desired the TLS, while nearly 29% and 40% of the academic staff and politicians somewhat desired the TLS respectively (see Table 4.3).

In addition, the outcomes of the study by the perceived characteristics and perception of the behaviour of the public sector leaders at the OSHA was somewhat in agreement with the impact of TLS on the culture and ethos of the public sector. It is evident from the emanating facts from the study that at least half (50%) of the respondents expressed their affirmation that the perception and perceived characteristics of leaders of OSHA were completely unbiased in relation to the public sector culture and ethos, while 6% of the respondents were of the opinion that these leaders perceived characteristics and perception were not only adverse but also biased as long as organizational culture and ethos of OSAH were concerned (see Table 4.4).

More so, the outcomes of the study by the extent to which the respondents were familiarized with the culture and ethos of the public sector showed that the level of familiarization was low among 24% of the respondents. However, a 14% and a 60% very high and a high level of familiarization with the TLS was observed among politicians and staff of OSHA respectively (see Table 4.5).

5.3 Linking Key Findings to Contemporary Studies

The evidence arising from this study are not in isolation from what previous authors had contributed to the literature. Therefore, evidence from this study would be explained in relation to what contemporary studies have stated in the context of transformative leadership style and organisational culture and ethos.

In relation to the results of the validity of the OCLA and MLQ instrument, disparities were observed between the present profile and ideal profile for the organisational scores of OSHA. While recognizable disparities were observed in the organisational culture and ethos of hierarchy and clan, the extent of variations for the organisational culture of adhocracy and market structure was relatively higher. Rather than embracing the TLS, the public sector was being managed in relation to the upheld beliefs or principles of its leaders. These findings support Gochhayat et al., (2017) who observed that the expressiveness of culture had its foundation on fundamental beliefs, assumptions, values, attitudes and the organisational behaviour of members. Similarly, these findings somewhat validate Almatrooshi et al., (2016) who identified variables such as leadership competencies, mental functioning, psychosocial competencies, business model effectiveness and emotional intelligence competencies as the determinants of organisational culture and performance.

With reference to the impact of TLS on the culture and ethos of the OSHA, a considerable proportion of the respondents admitted that TLS surely had a high impact on the culture and ethos of the public sector. Nonetheless, a few of the respondents were of the view that the TLS had a low impact on the culture and ethos of the public sector. For instance, about 12% and 5% of the senior and junior staff of OSHA did not desire the TLS, while 40% of the interviewed politicians had a somewhat desire for it. In support of these findings was Andersen et al. (2015)

who stated that leaders in the public sector were not expected to be as transformational as those in the private sector due to the tendency that they would rely more on the bureaucratic control mechanism. Also, these findings were in tandem with the submissions of Lemay (2009) that leadership in the public sector were best explained in relation to the culture, structure, accountability mechanisms, constraints, opportunities and missions of the people in the helms of affairs. Similarly, the findings were a clear validation of Man (2020) who analysed the leadership in the public sector based on three contemporary notions - political leaders, administrative leaders and civic leaders.

Another key finding identified in this study was the perceived characteristics and perception of the behaviour of the public sector leaders. While evidence from this study indicated that more than half of the respondents claimed that perceived characteristics and perception of behaviours of leaders in the public sector was completely unbiased in relation to the organizational culture and ethos, a relatively lower proportion of the respondents still opposed these claims. These respondents considered the perceived characteristics and perception of behaviours of leaders in the public sector to be adverse and biased. In tandem with these findings were Ibrahim and Daniel (2019) who observed that the link between organizational performance and leadership behaviour was premised on the assumption that an effective leader's function was to help in identifying goals and assist in developing appropriate strategies to help in the realisation of such goals and that would provide motivation for the employees. Also, in tandem with evidence from this study was Gochhayat et al., (2017) who maintained that leaders could influence performance through sharing of insights, knowledge and responsibilities.

It was also observed that the level of familiarization of the respondents with the culture and ethos of the public sector was low. Specifically, about one-quarter of the staff and politicians working with the OSHA had low knowledge of what the culture and ethos of the public sector ethos entail. Consequently, this would influence their manner and approach in service delivery that is assigned to them as their duties or responsibilities. These findings partially support Pradham and Pradham (2015) and Zhang et al., (2018). Pradham and Pradham (2015) argued that the competency of a leader was best measured by the performance of the organization; while Zhang et al., (2018) observed that ethical leaders were argued to always incorporate the process

of ethicality into their decision-making process by considering the moral consequences of their actions and decisions and endeavour to epitomize their decision-making strategies.

5.4 Limitation and Strength of Study

5.4.1 Strength

The fact that quantitative data was utilised in this study makes it possible for the study to be replicated in similar or related settings or study areas. Also, the research design supports the collection of a relatively larger sample size, which the quantitative probability sampling technique permits. Therefore, the outcomes of this study are a good representation of the possible responses of the whole population. The above-stated strengths of the research design and data form are supported by Siedlecki (2020) and Patel et al., (2019). Another strength of this study is the fact the research was conducted within a short time, therefore making the findings timely and giving the present organizational culture of OSHA, with reference to the extent to which TLS is being practised. However, the timely completion of the study remains one of the advantages of quantitative research over qualitative studies (Siedlecki, 2020; Patel et al., 2019; Long, 2014).

5.4.2 Limitation

Since culture is generally acceptable to be dynamic, and open to infiltration by external exigencies that come with its assimilation of related ethos. Therefore, the adoption of a combination of both the quantitative and qualitative research approach would have afforded the researcher with the opportunity to gain insight into some of the possible underlying cultural factors that are influencing the perceived characteristics and the perception of behaviours of public sector leaders, with reference to the impact of the TLS on the organizational culture and ethos of the public sector. Accordingly, the introduction of qualitative study would have addressed the shortcomings of quantitative research (Patel et al., 2019; Akhtar, 2016; Long, 2014).

5.5 Recommendations

Organizational culture profiles such as adhocracy, clan, hierarchy and market structure have been established to influence the growth and development of the public sector, and of course that of any organization or institution in general. Evidence from this study has also shown that the TLS

have an impact on the organizational culture and ethos of the OSHA, Nigeria. In relation to the evidence from this study, the following policy recommendations are considered important to the effective management, growth and development of the public sector.

Foremost, there must be a need for more attention to be focused on the integrity of leaders of the public sector. Thus, the acts of leaders in the public sector should be supported with integrity, and they should at all times live an exemplary lifestyle by being honest and transparent in their dealings. Secondly, to eliminate bureaucracy to the minimum level, leaders in the public sector must be ready to delegate duties. This would surely aid the effective delivery of services as expected. Thirdly, there is also the need for leaders of the public sector to adopt an effective channel through which information would be communicated to their subordinates without jeopardizing the quality of disseminated information. Equally, leaders of the public sector must be prepared to empower the staff of the public sector, and should as well encourage the culture of risk-taking and the recognition of innovative ideas amongst workers in the sector.

5.6 Conclusion

The research was conducted among fifty staff and politicians of the OSHA, Nigeria. Out of the sampled population, twenty-three were junior staff, seventeen were senior staff, five were academic staff and five were politicians respectively. The distribution of the sampled population by gender was relatively equal. The validation of the OCAI and MLQ showed the variables used in the achievement of the specific objectives of the study were consistently reliable and valid. To a large extent, the TLS has a large impact on the culture and ethos of OSHA, with a relatively insignificant proportion of the sampled population not desiring the TLS in the studied public sector. On the perceived characteristics and perception of leaders to organizational culture and ethos, the proportion of respondents with negative or biased views were comparatively low. In conclusion, the TLS was well known to the member of staff and politicians of the OSHA.

In relation to the competitive value framework, the extent to which leaders in the public sector are familiar with the culture and ethos of the organization was a reflection of their willingness to accept the TLS. Therefore, the disparities observed in the present and ideal profile scores for the organizational culture and ethos of the public sector could be argued from the fact that the

perceived characteristics and perception of behaviours of leaders in the public sector are not in isolation of the workplace culture and ethos of the organization. In tandem to Mel et al., (2014) the organizational culture and ethos of leaders of the OSHA are best explained in relation to their set goals, human relations, internal processes and open system. Therefore, the competitive value framework best describes the different ways in which the TLS has impacted the organizational culture and ethos of the OSHA.

The aim of the study has been achieved as the study has been able to evaluate the impact that transformational leadership style has on the culture and ethos of the public sector with the use of OCAI and MLQ. The objective of the study was also realised as the perceived characteristics and perception of the behaviour of the public sector leaders at the OSHA was somewhat in agreement with the impact of TLS on the culture and ethos of the public sector.

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Appendices

Completed Questionnaire (1)


007

APPLICATION FOR ETHICS APPROVAL

OSUN STATE HOUSE OF ASSEMBLY, OSOGBO

QUESTIONNAIRE

My name is Joseph Chukwuma Nwokoroku and I am a student on the International Business Management programme at Cardiff Metropolitan University.

I am undertaking a survey to explore the Impact of Transformational Leadership on Public Sector Culture and Ethics with a focus on the Osun State House of Assembly, Osogbo, Osun State, Nigeria.

I am hoping that you would be prepared to participate in my study and to complete this questionnaire and return to the person who gave it to you. You have been chosen because it is believed that using your organisation as a case study will provide the expected outcome of the research.

If you return the survey it will be taken as voluntary informed consent.

If you require any further information about this survey, please contact Joseph Chukwuma Nwokoroku at Cardiff Metropolitan University.

Email: jo2182152@cardiff.ac.uk

SECTION A: PERSONAL DATA

- Gender: (a) Male (b) Female (c) Prefer not to say to each of these
- Age: (a) 18 - 20 (b) 21 - 25 (c) 26 - 30 (d) 31 - 35 (e) 36 - 40 (f) 41 - 45 (g) 46 - 50 (h) 51 - 55 (i) 56 and above
- Marital Status: (a) Married (b) Single (c) Separated (d) Divorced (e) Widowed (f) Widower
- Religion: (a) Christianity (b) Islam (c) African Traditional (d) Others (state) _____
- Educational Background: (a) None (b) Primary (c) NECO/WASSCE (d) OND/NCE (e) HND/B.Sc (f) PGD/Masters/Ph.D (g) Others (state) _____
- Department/Unit: Finance and Accounts
- Staff Status: (a) Junior Staff (b) Senior Staff (c) Academic (d) Politician
- Years spent in Service (Experience): (a) less than 1 year (b) 1 yr (c) 2 yrs (d) 3 yrs (e) 4 yrs (f) 5 yrs (g) 6 yrs (h) over 7 years

Application for ethics approval v8 September 2019



APPLICATION FOR ETHICS APPROVAL

SECTION B: TO WHAT EXTENT DO YOU AGREE/ DISAGREE THAT THE FOLLOWING CHARACTERISTICS OF TRANSFORMATIONAL LEADERSHIP STYLE CAN INFLUENCE PUBLIC SECTOR ORGANISATION'S CULTURE AND ETHOS

In answering this section, please tick the box on the right hand side of the table below that corresponds to your answer.

| S/N | | S/A Strongly Agree | A Agree | Undecided | D Disagree | S/D Strongly Disagree |
|-----|-----------------------------------------------------------------------------------------|-------------------------------------|-------------------------------------|--------------------------|--------------------------|--------------------------|
| 1. | By encouraging innovation and cooperation through effective teamwork and communication. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. | By organising programs to educate public service on the ethos of public sector. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. | By setting up a panel to investigate unethical behaviour affecting the public sector. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. | Through objectivity and fairness in decision making. | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. | By creating an atmosphere for transparency and accountability in public sector. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. | By encouraging fairness, trustworthiness and honouring promise. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Please, fill this if you wish to add further comment

7. How can leadership impact the culture and code of conduct of the public sector?

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Application for ethics approval v8 September 2019

APPLICATION FOR ETHICS APPROVAL

SECTION C: TO WHAT EXTENT HAS THE CULTURE AND ETHOS OF PUBLIC SECTORS BEEN SHAPED BY TRANSFORMATIONAL LEADERSHIP STYLE

In answering this section, please you are expected to tick the right hand side of the table below that corresponds to your answer.

| S/N | | S/A Strongly Agree | A Agree | Undecided | D Disagree | S/D Strongly Disagree |
|-----|---------------------------------------------------------------------------------------------|--------------------|---------|-----------|------------|-----------------------|
| 1. | Leadership style is characterized by team work, consensus and participation | | ✓ | | | |
| 2. | Leadership style is characterized by individual risk taking, innovation and freedom | | ✓ | | | |
| 3. | Leadership style is characterized by job security, conformity and stability in relationship | | ✓ | | | |
| 4. | The glue that holds the public sector is innovation and development | ✓ | | | | |
| 5. | The glue that holds the public sector is formal rules and policies | | ✓ | | | |
| 6. | Emphasis is placed on competitive actions and achievement | ✓ | | | | |
| 7. | Emphasis is placed on acquiring new resources and creating new challenges | ✓ | | | | |
| 8. | Success is defined on the basis of human resource development | | ✓ | | | |

Please, fill this if you wish to add further comment

9. - Are there other leadership factors which shape and influence public sector culture and ethos.

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APPLICATION FOR ETHICS APPROVAL

SECTION D: SCORE/RANK THE FOLLOWING LEADERSHIP CHARACTERISTICS IN ORDER OF THEIR IMPORTANCE TO EFFECTIVE LEADERSHIP IN PUBLIC SECTOR ORGANISATIONS

In answering this section, please, rank from 1-11 by using the right hand side of the table below to indicate the number that corresponds to your answer. 1 (not important), 2 (slightly important), 3 (important), 4 (fairly important) ...11 (highly important)

| S/N | | Rank |
|-----|-------------------------------------------------------------------------------|------|
| 1. | Focus attention on irregularity rather than blame culture focus on positivity | 10 |
| 2. | Provide support and development opportunities | 9 |
| 3. | Act with integrity | 8 |
| 4. | Willingness to empower staff | 9 |
| 5. | Willingness to delegate duties for effective service delivery | 10 |
| 6. | Quality and effective communication by the leader to the subordinate | 11 |
| 7. | Willingness to listen | 4 |
| 8. | Encourage risk taking and innovation | 6 |
| 9. | Honesty and transparency | 5 |
| 10. | Empathy, understanding, compassion, and commitment | 10 |
| 11. | Clear vision for the future of organization. | 11 |

Please, fill this if you wish to add further comment

12. please, detail other characteristics not listed above you which consider are required for effective leadership in public sector organisations?

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Completed Questionnaire (2)



Cardiff Metropolitan University | Prifysgol Metropolitan Caerdydd

031

APPLICATION FOR ETHICS APPROVAL

OSUN STATE HOUSE OF ASSEMBLY, OSOGBO

QUESTIONNAIRE

My name is Joseph Chukwuma Nwzoroku and I am a student on the International Business Management programme at Cardiff Metropolitan University.

I am undertaking a survey to explore the Impact of Transformational Leadership on Public Sector Culture and Ethos with a focus on the Osun State House of Assembly, Osogbo, Osun State, Nigeria

I am hoping that you would be prepared to participate in my study and to complete this questionnaire and return to the person who gave it to you. You have been chosen because it is believed that using your organisation as a case study will provide the expected outcome of the research.

If you return the survey it will be taken as voluntary informed consent.

If you require any further information about this survey, please contact Joseph Chukwuma Nwzoroku at Cardiff Metropolitan University.

Email: st20189152@outlook.cardiffmet.ac.uk

SECTION A: PERSONAL DATA

- 1. Gender: (a) Male [checked] (b) Female { } (c) Prefer not to say to each of these
2. Age: (a) 18 - 20 { } (b) 21 - 25 [checked] (c) 26 -30 { }
(d) 31 -35 { } (e) 36 - 40 { } (f) 41 - 45 { }
(g) 46 - 50 { } (h) 51 - 55 { } (i) 56 and above { }
3. Marital Status: (a) Married { } (b) Single [checked] (c) Separated { }
(d) Divorced { } (e) Widowed { } (f) Widower { }
4. Religion: (a) Christianity { } (b) Islam [checked] (c) African Traditional { } (d) Others (state)
5. Educational Background: (a) None { } (b) Primary { } (c) NECO/WASSCE { } (d) OND/NCE { } (e) HND/B.Sc { }
[checked] (f) PGD/Masters/Ph.D { }
(g) Others (State)
6. Department/Unit Finance & Accounts
7. Staff Status: (a) Junior Staff [checked] (b) Senior Staff { } (c) Academic { } (d) Politician { }
8. Years spent in Service (Experience): (a) less than 1 year (b) 1 yr { } (c) 2 yrs { } (d) 3 yrs { } (e) 4 yrs { } (f) 5 yrs { } (g) 6 yrs { } (h) over 7 years



APPLICATION FOR ETHICS APPROVAL

SECTION B: TO WHAT EXTENT DO YOU AGREE/ DISAGREE THAT THE FOLLOWING CHARACTERISTICS OF TRANSFORMATIONAL LEADERSHIP STYLE CAN INFLUENCE PUBLIC SECTOR ORGANISATION'S CULTURE AND ETHOS

In answering this section, please tick the box on the right hand side of the table below that corresponds to your answer.

| S/N | | S/A Strongly Agree | A Agree | Undecided | D Disagree | S/D Strongly Disagree |
|-----|--------------------------------------------------------------------------------------|--------------------|---------|-----------|------------|-----------------------|
| 1. | By encouraging innovation and cooperation | ✓ | | | | |
| | Through effective teamwork and communication. | ✓ | | | | |
| 2. | By organising programs to educate public service on the ethos of public sector | | ✓ | | | |
| 3. | By setting up a panel to investigate unethical behaviour affecting the public sector | ✓ | | | | |
| 4. | Through objectivity and fairness in decision making | ✓ | | | | |
| 5. | By creating an atmosphere for transparency and accountability in public sector. | | ✓ | | | |
| 6. | By encouraging fairness, trustworthiness and honouring promise. | | ✓ | | | |

Please, fill this if you wish to add further comment

7. How can leadership impact the culture and code of conduct of the public sector?
 Through the commitment and encouragement of culture in every area of specialisation.



APPLICATION FOR ETHICS APPROVAL

SECTION C: TO WHAT EXTENT HAS THE CULTURE AND ETHOS OF PUBLIC SECTORS BEEN SHAPED BY TRANSFORMATIONAL LEADERSHIP STYLE

In answering this section, please you are expected to tick the right hand side of the table below that corresponds to your answer.

| S/N | | S/A Strongly Agree | A Agree | Undecided | D Disagree | S/D Strongly Disagree |
|-----|---------------------------------------------------------------------------------------------|--------------------|---------|-----------|------------|-----------------------|
| 1. | Leadership style is characterized by team work, consensus and participation | ✓ | | | | |
| 2. | Leadership style is characterized by individual risk taking, innovation and freedom | | ✓ | | | |
| 3. | Leadership style is characterized by job security, conformity and stability in relationship | ✓ | | | | |
| 4. | The glue that holds the public sector is innovation and development | ✓ | | | | |
| 5. | The glue that holds the public sector is formal rules and policies | | ✓ | | | |
| 6. | Emphasis is placed on competitive actions and achievement | ✓ | | | | |
| 7. | Emphasis is placed on acquiring new resources and creating new challenges | | ✓ | | | |
| 8. | Success is defined on the basis of human resource development | ✓ | | | | |

Please, fill this if you wish to add further comment

9. - Are there other leadership factors which shape and influence public sector culture and ethos.

Professionalism and competence of leader in any area or office of the governments or public establishment.



APPLICATION FOR ETHICS APPROVAL

SECTION D: SCORE/RANK THE FOLLOWING LEADERSHIP CHARACTERISTICS IN ORDER OF THEIR IMPORTANCE TO EFFECTIVE LEADERSHIP IN PUBLIC SECTOR ORGANISATIONS

In answering this section, please, rank from 1-11 by using the right hand side of the table below to indicate the number that corresponds to your answer. 1 (not important), 2 (slightly important), 3 (important), 4 (fairly important) ...11 (highly important)

| S/N | | Rank |
|-----|-------------------------------------------------------------------------------|------|
| 1. | Focus attention on irregularity rather than blame culture focus on positivity | 2 |
| 2. | Provide support and development opportunities | 1 |
| 3. | Act with integrity | 3 |
| 4. | Willingness to empower staff | 4 |
| 5. | Willingness to delegate duties for effective service delivery | 5 |
| 6. | Quality and effective communication by the leader to the subordinate | 6 |
| 7. | Willingness to listen | 7 |
| 8. | Encourage risk taking and innovation | 8 |
| 9. | Honesty and transparency | 9 |
| 10. | Empathy, understanding, compassion, and commitment | 10 |
| 11. | Clear vision for the future of organization. | 11 |

Please, fill this if you wish to add further comment

12. please, detail other characteristics not listed above you which consider are required for effective leadership in public sector organisations?

Accuracy, honesty, patriotism, hardworking.

Completed Questionnaire (3)



Cardiff Metropolitan University | Prifysgol Metropolitan Caerdydd

041

APPLICATION FOR ETHICS APPROVAL

OSUN STATE HOUSE OF ASSEMBY, OSOGBO

QUESTIONNAIRE

My name is Joseph Chukwuma Nwokoroku and I am a student on the International Business Management programme at Cardiff Metropolitan University.

I am undertaking a survey to explore the Impact of Transformational Leadership on Public Sector Culture and Ethos with a focus on the Osun State House of Assembly, Osogbo, Osun State, Nigeria

I am hoping that you would be prepared to participate in my study and to complete this questionnaire and return to the person who gave it to you. You have been chosen because it is believed that using your organisation as a case study will provide the expected outcome of the research.

If you return the survey it will be taken as voluntary informed consent.

If you require any further information about this survey, please contact Joseph Chukwuma Nwokoroku at Cardiff Metropolitan University.

Email: st20189152@outlook.cardiffmet.ac.uk

SECTION A: PERSONAL DATA

1. Gender: (a) Male (b) Female { } (c) Prefer not to say to each of these
2. Age: (a) 18 – 20 { } (b) 21 – 25 { } (c) 26 -30 { }
(d) 31 -35 { } (e) 36 – 40 { } (f) 41 – 45 { }
(g) 46 – 50 { } (h) 51 – 55 (i) 56 and above { }
3. Marital Status: (a) Married { } (b) Single { } (c) Separated { }
(d) Divorced { } (e) Widowed { } (f) Widower { }
4. Religion: (a) Christianity { } (b) Islam (c) African Traditional { } (d) Others (state)
5. Educational Background: (a) None { } (b) Primary { } (c) NECO/WASSCE { } (d) OND/NCE { } (e) HND/B.Sc { } (f) PGD/Masters/Ph.D { }
(g) Others (State)
6. Department/Unit *Project planning, research and statistics*
7. Staff Status: (a) Junior Staff { } (b) Senior Staff (c) Academic { } (d) Politician { }
8. Years spent in Service (Experience): (a) less than 1 year (b) 1 yr { } (c) 2 yrs { } (d) 3 yrs { } (e) 4 yrs { } (f) 5 yrs { } (g) 6 yrs (h) over 7 years



APPLICATION FOR ETHICS APPROVAL

SECTION B: TO WHAT EXTENT DO YOU AGREE/ DISAGREE THAT THE FOLLOWING CHARACTERISTICS OF TRANSFORMATIONAL LEADERSHIP STYLE CAN INFLUENCE PUBLIC SECTOR ORGANISATION'S CULTURE AND ETHOS

In answering this section, please tick the box on the right hand side of the table below that corresponds to your answer.

| S/N | | S/A Strongly Agree | A Agree | Undecided | D Disagree | S/D Strongly Disagree |
|-----|--------------------------------------------------------------------------------------|--------------------|---------|-----------|------------|-----------------------|
| 1. | By encouraging innovation and cooperation | | | ✓ | | |
| | Through effective teamwork and communication. | | | | | |
| 2. | By organising programs to educate public service on the ethos of public sector | | ✓ | | | |
| 3. | By setting up a panel to investigate unethical behaviour affecting the public sector | | ✓ | | | |
| 4. | Through objectivity and fairness in decision making | | ✓ | | | |
| 5. | By creating an atmosphere for transparency and accountability in public sector. | | ✓ | | | |
| 6. | By encouraging fairness, trustworthiness and honouring promise. | ✓ | | | | |

Please, fill this if you wish to add further comment

7. How can leadership impact the culture and code of conduct of the public sector?

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APPLICATION FOR ETHICS APPROVAL

SECTION C: TO WHAT EXTENT HAS THE CULTURE AND ETHOS OF PUBLIC SECTORS BEEN SHAPED BY TRANSFORMATIONAL LEADERSHIP STYLE

In answering this section, please you are expected to tick the right hand side of the table below that corresponds to your answer.

| S/N | | S/A Strongly Agree | A Agree | Undecided | D Disagree | S/D Strongly Disagree |
|-----|---------------------------------------------------------------------------------------------|--------------------|---------|-----------|------------|-----------------------|
| 1. | Leadership style is characterized by team work, consensus and participation | | ✓ | | | |
| 2. | Leadership style is characterized by individual risk taking, innovation and freedom | | ✓ | | | |
| 3. | Leadership style is characterized by job security, conformity and stability in relationship | | ✓ | | | |
| 4. | The glue that holds the public sector is innovation and development | ✓ | | | | |
| 5. | The glue that holds the public sector is formal rules and policies | ✓ | | | | |
| 6. | Emphasis is placed on competitive actions and achievement | ✓ | | | | |
| 7. | Emphasis is placed on acquiring new resources and creating new challenges | ✓ | | | | |
| 8. | Success is defined on the basis of human resource development | ✓ | | | | |

Please, fill this if you wish to add further comment

9. - Are there other leadership factors which shape and influence public sector culture and ethos.



APPLICATION FOR ETHICS APPROVAL

SECTION D: SCORE/RANK THE FOLLOWING LEADERSHIP CHARACTERISTICS IN ORDER OF THEIR IMPORTANCE TO EFFECTIVE LEADERSHIP IN PUBLIC SECTOR ORGANISATIONS

In answering this section, please, rank from 1-11 by using the right hand side of the table below to indicate the number that corresponds to your answer. 1 (not important), 2 (slightly important), 3 (important), 4 (fairly important) ...11 (highly important)

| S/N | | Rank |
|-----|-------------------------------------------------------------------------------|------|
| 1. | Focus attention on irregularity rather than blame culture focus on positivity | 11 |
| 2. | Provide support and development opportunities | 11 |
| 3. | Act with integrity | 11 |
| 4. | Willingness to empower staff | 2 |
| 5. | Willingness to delegate duties for effective service delivery | 11 |
| 6. | Quality and effective communication by the leader to the subordinate | 11 |
| 7. | Willingness to listen | 4 |
| 8. | Encourage risk taking and innovation | 3 |
| 9. | Honesty and transparency | 2 |
| 10. | Empathy, understanding, compassion, and commitment | 11 |
| 11. | Clear vision for the future of organization. | 11 |

Please, fill this if you wish to add further comment

12. please, detail other characteristics not listed above you which consider are required for effective leadership in public sector organisations?

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