TRANSFORMATIONAL LEADERSHIP STYLE AND COMMITMENT OF PUBLIC SERVANTS; AN EXAMINATION OF SELECTED FEDERAL MINISTRIES IN NIGERIA

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ABSTRACT

The transformational leadership style has recently gathered considerable attention in the literature due to its potential implications on employee behavior, commitment, and performance in general. Research shows that this type of leadership can lead to improvements in the work climate and knowledge sharing. Based on a sample of 348 public sector employees in Nigeria, this paper investigated the influence of transformational leadership style on employee commitment. The data were collected through questionnaires, and Partial Least Square equation modeling SEM PLS was used to analyze the data collected. PLS-SEM analysis discovered empirical evidence of a significant positive relationship between the latent variables (IM and CO), (IS and CO). On the other hand, the statistical results show that II and IC were not significant*; implications and recommendations were discussed.*

Keywords; Organizational commitment, transformational leadership style.

INTRODUCTION

In today's global era, both public and private organizations required an effective leadership style to manage their affairs to achieve the desired objectives (Deveshwar & Aneja, 2014). Various leadership styles existed in the literature where the leader is the essential element of the entire story; these theories mainly focus on the leader's qualities, behaviors, and specific situation. Later, Leader and follower theory came into being, where followers play a significant role in leadership practice. This theory shapes the leadership style to another path. Transformational leadership and transactional leadership styles are the two specific styles widely used for the last couple of decades in many research programs in different parts of the world   (Deveshwar & Aneja, 2014).

Transformational leadership as a concept can be dated back to James Macgregor Burns's works, who published a book titled Leadership in 1978. Burns (1978) conceptualized leadership styles involving transformational and transactional features. According to him, Transactional leadership refers to those who lead through social exchange and focus on achieving goals and promise to reward followers for good performance and punished those who perform below expectation. On the other hand, transformational leaders encourage and stimulate followers to accomplish extraordinary performance by raising their motivation, morality, and followers. Transformational leaders create consciousness and acceptance among followers of organizational

goals and objectives by widening and raising followers' interests and aligning these interests with organizational goals and objectives More so; transformational leadership is said to be beneficial in developing leaders and improving followers' self-efficacy, self-esteem, trust and loyalty (Fei Yi Gao & Shanshan, 2011).

Meanwhile, Sadeghi and Pihie (2013) believe that transformational leaders serve as agents of change and try to initiate it. They enhance organizational efficiency and increase productivity. Furthermore, a transformational leader can successfully lead an organization toward efficiency, satisfies followers, and inspires them to put more energy into its success. These leaders can also motivate followers to put the organizational dream and goals before their interest by making them more committed to achieving corporate objectives.

Employees' commitment to the organization is a vital issue that needs private and public organizations' attention, particularly in today's competitive era. The responsibility of employees can be an essential tool for improving the performance of the organizations. Studies conducted on commitment have revealed that workers with higher organizational commitment act as agents of improved performance in organizations (Baba & Ghazali, 2017). Allen and Meyer (1991) argued the various kinds of commitment are exhibited independently by different employees at different levels in the organization. In the same vein, porter (1974) belief that employee commitment is the degree to which workers agree that the organizational goals and values tally with their interest and there is hope when he remains in the organization. Committed workers always exhibit positive plans to serve their organization and have no ambition to leave the organization—the goals influence workers' commitment. Workers are committed to their work environment goals and objectives mainly because it helps facilitate their purposes.

Against this background, it is pertinent for an organization to examine the relationships between these two constructs. Moreover, the term "commitment" has been conceptualized, measured, and investigated variously and extensively, but central is to examine the relationships between these two variables (transformational leadership style and organizational commitment). The present study, therefore, seeks to find out the relationships between the transformational leadership style and the organizational commitment in the Nigeria public sector.

Statement of the Problem

Many problems characterize the public sector in Nigeria. United Nations Department of Economic and Social Affairs (2005) identified lack of effective leadership strategy, lack of commitment on the side of employees, politicization, and corruption as some of the challenges affecting public administration in Nigeria. These elements can lead to poor performance. The delivery of essential social services is one of the major tasks that the public sector has to carry. In Nigeria today, to ensure effective service delivery, service providers are committed to their jobs. And this also requires an effective leadership style (Transformational leadership style). This is because Transformational leaders try to develop the followers' full potential (Bass & Avolio, 1994) by influencing and engaging them. Followers feel more transformed and developed, and

organizational commitment is achieved by internal motivation as employees find a corporate environment beneficial for their development.

Developing research in transformational leadership style and public servants' commitment is valuable in the current Nigeria situation for several reasons. As the OECD often emphasizes, the fundamental purpose of the public service is the government and not management, which means having regard for multiple objectives beyond 'the bottom line.' Furthermore, the desire 'to serve others' has been an essential factor in motivating talented, ambitious people to join and remain in public service. Undoubtedly, these are the type of employee the Nigerian public service desperately needs to confront multiple challenges.

In practical terms, administrators/managers need to implement consistent policies, support, and public service motivation. Yet the available evidence suggests that against a background of recession, 'pay and numbers' currently dominates the human resource management plan in Nigeria. Furthermore, particular concerns arise concerning the recruitment and promotion moratorium in place in the public service. Recruits have contributed beyond their skills and qualifications - they inject 'new blood' into organizations and challenge the status quo. Promotion opportunities also matter because, notwithstanding the contribution of public service, Motivation, Extrinsic Motivation still matters much, and employees who perform to a very high level have to see that advancement is a realistic expectation.

Literature available has also posited a lack of commitment among workers in the Nigerian public service (Okurame, 2009). This, according to Ajibade and Ayinla (2014), is a result of the absence of continuous professional development (CPD) policy by the authorities concern (civil service commission). For instance, those who support this statement maintained that, in a condition where there is no definite and deliberate policy put in place to train, develop and as well satisfy workers desires, indeed, the issue of workers commitment within the public service may be a complicated concept to be accomplished (Ajibade & Ayinla, 2014; Faloye, 2014; Yasar, Emhan & Ebere, 2014)

Furthermore, despite increased attention on the study of public service, scholars have focused almost entirely on developed countries. There is little research on leadership strategy, particularly in the public service in Nigeria. More so, previous studies of the influence of transformational leadership on public servants' commitment and performance in the context of a developing country such as Nigeria is limited. Therefore, there is an urgent need to investigate transformational leadership's influence on Nigeria's commitment and performance to provide relevant information necessary for policy formulation (Ugwu, Onyishi & Rodríguez-Sánchez, 2014; Imhangbe, Okecha & Obozuwa, 2018). Thus, this study seeks to establish transformational leadership's influence on Nigeria's selected public sector organization's commitment and performance.

Although past studies demonstrated the effects of leadership styles on various organizational outcomes in multiple sectors, for example, transformational leadership and organizational commitment (Chan, & Mak, 2014; Muhammad, & Puah, 2018), researchers think that affective commitment (Demirtas, & Akdogan, 2015) normative commitment (Mathieu, &

Zajac, 1990; Muhammad & Puah, 2018) and continuance commitment (Chan & Mak, 2014) are positively related to job involvement, job satisfaction and occupational commitment (Meyer et al., 2002). Likewise, other studies have also revealed that a significant connection exists between transformational leadership (Demirtas & Akdogan, 2015), core-self-evaluation (Chan & Mak, 2014), and organizational commitment (Demirtas & Akdogan, 2015). However, most of these studies concentrated on private sector organizations, so less attention has been given to linking transformational leadership with organizational commitment in the public sector. Thus, the present research focuses on the effects of transformational leadership style on the responsibility of employees in the Nigeria public sector.

The significant contribution of this study is its replication, which is aimed to add strength to the limited empirical researches conducted on transformational leadership style and commitment of public servants as emphasized by the study of Hair, Wolfinbarger, and Ortinau (2008) that, research that cannot be replicated is not science, and cannot be trusted either as part of the profession's accumulated body of knowledge or as a basis for policy." Nigeria is selected as Nigeria's public sector suffers from several challenges: leadership problems, weak technical and managerial skills, politicization; corruption; lack of job satisfaction, and inefficient bureaucracy. This study also contributes to expanding the literature on transformational leadership style, commitment, and performance.

Objectives of the Study

This research investigates how transformational leadership style can help enhance workers' commitment, particularly public servants in Nigeria. Others include
- To examine the effects of transformational leadership style on public servant commitment.
- To examine the effects of transformational leadership style on the general performance of public servant and
- To suggest ways for improvement in public sector commitment.

LITERATURE REVIEW

Transformational leadership style

This refers to a style of leadership that causes a change in followers and social systems. It produces a positive and valuable change in the followers, which, in the end, develops followers into leaders. Transformational leadership improves the morale, motivation, and performance of followers through a diversity of mechanisms. Such as connecting the follower's sense of identity and self to the mission and the collective identity of the organization; being a role model for followers that inspires them; challenging followers to take greater ownership for their work, and understanding the strengths and weaknesses of followers, so the leader can align followers with tasks that optimize their performance (Bass, & Avolio, 1994; Burns, 1978; Fei Yi Gao & Shanshan, 2011; Grooms & Reid-Martinez, 2011; Johnson, 2006).

The dawn of the transformational leadership era began when James Macgregor Burns published the book Leadership in 1978. In Burn's work, a significant justification was made in describing the transformational leadership theory. Transformational leadership is more (Johnson, 2006) concerned with end-values, such as liberty, justice, equality, and performance (Luu, 2014). Furthermore, Burns "characterized transformational leadership as being based on non-economic sources of influence, motivates others to move beyond their self-interest and commit themselves to organizational performance"(Bass & Avolio, 1994; Burns, 1978; Deinert, Homan, Boer, Voelpel & Gutermann, 2015; Nguyen, Mia, Winata & Chong, 2017; Northouse, 2015).

This kind of leadership style is one technique that looks at a leader's capability to determine the management's ability to initiate a collaborated effort among the team members (Samaitan, 2014). The appropriate leadership behavior is crucial to improving awareness creation (Dong, Bartol, Zhang, & Li, 2017). Therefore, the employees' behavior paths are mostly shaped by how leaders give organizational members support and provide a clear direction regarding guidelines. It further explains that the transformational leadership style plays a unique role in valuing individual or group achievements; they are the organization's most prominent personality and serve as role models. By ennobling achievements together, leaders let people feel that they are part of the group. When leaders encourage their employee's through recognition and celebration, they inspire them to perform better.

The prior studies of the management offer transformational leadership behavior model in the face of the organization and academic challenges that leaders are encountering. This is because the transformational leadership style is regarded as a model for influential leaders that involve team members towards organizational success, which depends on people's the relationship and strenuous (Boehm, Dwertmann, Bruch & Shamir, 2015).

Dimensions of Transformational Leadership

Though the basic definition of transformational leadership provided in the previous section helps understand the process and how transformational leadership varies from other leadership styles, what is clear about this leadership style is that it possesses some mechanisms that motivate the follower. Transformational leadership comprises four dimensions, including idealized influence, inspirational motivation, intellectual Stimulation, and Individualized Consideration (Tharnpas & Boon-itt, 2015). Each of these features contributes to the transformational process through which positive and effective leadership is accomplished (Caillier, 2014). According to (Ghaleb (2016), every one of the Four I's functions and roles shows that specific follower development elements are cultured to create an all-inclusive foundation for leadership practices.

Idealized influence – has to do with leaders' ability to instigate followers to accomplish a specific goal and objectives with extra personal effort. It provides a role model for high moral behavior, infuses pride, increases trust and respect. Transformational leadership has already spread to all sectors of western societies, including governmental organizations. For example, the Finnish

Defense Forces apply a widely Deep Lead© Model or theory based on transformational leadership theory to solve leadership training and development problems ( ).

Inspirational motivation – encompasses the development of confidence that followers can accomplish a goal (Verissimo & Lacerda, 2015). They further argued that followers are required to have a strong sense of determination if they are to be inspired to act. The resolution provides the strength that can move a group forward. The visionary elements of leadership are supported by communication skills that make the vision understandable, precise, influential, and attractive. This can help followers be ready to put more effort into their tasks, be encouraged and optimistic about the future, and believe in their abilities.

Intellectual Stimulation – arises when leaders develop the ability of followers to overcome problems through innovation and creativity. In other words, Intellectual Stimulation is the degree to which the leader solicits follower's ideas to solve some of the challenges facing the organization. These types of Leaders stimulate and inspire innovation and creativity in their followers. They cultivate and develop followers who think self-sufficiently. Leaders with such a style regard learning as a value, and unanticipated situations are seen as learning opportunities. This type of leader forcing the followers to ask questions, think intensely about things, and bring out better ways to perform their tasks.

Individualized Consideration – necessitates leaders to support and recognize each follower's efforts to goal attainment (Verissimo & Lacerda, 2015). It also means the degree to which the leader attends to each follower's needs, acts as a mentor or coach to the follower, and listens to its concerns and needs. The leader gives empathy and support, keeps communication open, and places challenges before the followers. This also involves the need for respect and rejoices in the individual contribution that each follower can make to the team. The followers have aspirations and a will for self-development and have an inherent stimulus for their tasks. Each of these components works in the mixture to enable the employee's motivation on a deeper level indicating a high level of inspiration (Tharnpas & Boon-itt, 2015).

Organizational Commitment

Employees' commitment is another crucial element or pillar that can lead to greater organization productivity (Jailapdeen, 2015). Organizational commitment as a concept was first recommended by Becker (1960) when he assumed that organizational commitment exists because the contributions of the organization's personnel are concealed. As time goes on, workers' speculations will increase, and if they decide to leave the organization, they tend to lose a lot, so they have to remain (Sheng, 2014). Later, more researchers began to explore the relationship between organizational commitment and other organizational variables (Osa & Amos, 2014).

Employee commitment is described by Allen and Meyer (1990) as the psychological state that distinguishes between the employees' desire to remain with an organization and their

likelihood to quit. Allen and Meyer's (1990) model provides insight into employee commitment comprising three components of employee commitment: affective, continuous, and normative (Smith et al., 1996:3). Organizational commitment is also viewed as the extent to which the worker identifies him/herself with a specific institution and its goals and desires to remain attached to the organization (Robbins, 2003). In the same vein, Marthis and Jackson (2000) view organizational commitment as the rate at which workers stay with the institution and care enormously about organizational goals and objectives. Also, Allen and Meyer (1990), Ahmad (2014) see organizational commitment as an employee's attachment with his organization and consist of three main dimensions (i) continuance commitment, (ii) normative commitment (iii) affective commitment.

Meanwhile, Luthans (2006) views commitment as a construct that has different connotations because it is mostly defined as (i) a strong will to remain as a member of a particular organization, (ii) the desire to struggle to achieve organization goals, (iii) individual attitudes and acceptance of the value and desires of the organization. Organizational commitment is the extent of trust and employee acceptance toward corporate objectives and zeal to stay within the organization. According to İşcan and Naktiyok (2004), the term Organizational commitment refers to the overall normative forces that are mounted on the workers to accomplish their organizational duties, the psychological desires towards the organization, and the psychological state that encourages workers to remain with the organization (İşcan & Naktiyok, 2004).

In a related development commitment of employees is influenced by the goals of employees. (Gbadamosi, Ndaba, and Oni (2007) assert that employees are committed to their organizations' destinations because it helps them pursue their own goals. In addition to that, (Carmeli and Gefen (2005) submit that commitment to the organization relates to the potential benefits hunted by the employees. and maintain that employee commitment is meaningful because:
- Employees develop different procedures of commitment;
- Other methods of employee commitment affect work outcomes differently; and
- Employee commitment models contribute to comprehending employees' work outcomes.

In a related development, organizational commitment is regarded as one of the vital influential factors of a person's working behavior. It has attracted many managers and scholars of various facets of life (Madhuri, 2015). This explains why it has continued to be one of the most popularly researched fields (Chen & Francesco, 2003). In the same vein, Chen (2007) argued that workers' commitment is vital for refining organizations' productivity. Likewise, Adekola (2012) sees workers' commitments as an optimistic appraisal of the institution's intentions. According to Goutan (2004), organizational commitment is a bond between an individual worker and the organization. Meyer, Stanley, Herscovitch, and Topolnytsky (2002) argue that strong organizational commitment will make workers put in their best to achieve the organizational goals. The following section discussed the relationship between transformational leadership and organizational commitment.

Transformational Leadership style and employees' commitment

To influence employees' behavior, a transformational leader uses charisma expected to lead to achieving the organization's goals. Limsila and Ogunlana (2008) argued that appropriate leadership styles bring out the best in employees who are likely to commit to their work. This is so because those leaders are in a better place to plea to employees to improve their performance (Butler, 2009). Rabey (2005) submits that employees' continued commitment rests on the leader and the degree to which the context in which they operate continues to meet their expectations.

Using 186 samples of family businesses in China, Fei Yi Gao and Shanshan (2011) examined the effects of transformational leadership behaviors on organizational commitment. The data were collected from both family business owners and family employees. China-specific version of the leadership questionnaire was employed. In the end, the results of multivariate analyses reveal that a significant positive relationship exists between the two constructs (transformational leadership and organizational commitment). Therefore, as practiced in China, transformational leadership was influential in promoting responsibility, particularly family employees.

Mabasa (2018) researched the relationship between leadership styles, employee commitment, and business performance. The study used a deductive approach to formulate the hypotheses. A non-probability sampling method was employed, and a survey method was used to collect primary data through a cross-sectional way. The statistical analysis shows that respondents perceived top black managers to mostly display a transformational leadership style coupled with a depending reward facet of the transactional leadership style. It was also witnessed that the transformational leadership style is positively related to the affective commitment of employees. The study also establishes that as the length of control increases, the management by exception (active) facet of transactional leadership style moderates the relationship between leadership style and organizational commitment.

Other authors examined the mediating role of affective and normative commitment to the relationship between self-esteem, transformational leadership, and innovative success in Pakistan's telecommunications industry. A Questionnaire was used to collect data from 397 samples. Structural Equation Modeling PLS-SEM was employed for data analysis. The results show that there significant relationship between and transformational leadership. Also, transformational leadership has a positive effect on employee's affective and normative commitment. More so, affective and normative commitments are positively related to positively innovative success.

In a related development, Chan and Mak (2014) established that pride in being a follower influences transformational leadership. Simultaneously, the relationship between affective commitment and normative commitment can explain through the pride in being a leader. Furthermore, Joo (Joo, Jun-Yoon, and Jeung (2012) examined the aggregate effect of transformational leadership on employee affective commitment towards an organization. The findings suggest that transformational leadership and core-self-evaluation significantly affects organizational commitment. More so, an organizational commitment was high when leaders provide intellectual inspiration, promote team goals, and share their vision.

Through random sampling of 340 respondents, Khasawneh, Omari, Abdullah (2012) assessed the relationship between transformational leadership and organizational commitment of vocational teachers in Jordan. The results suggest that a significant relationship exists between transformational leadership and the organizational commitment dimension. The relationship between each transformational leadership and organizational commitment element was moderate, positive, and meaningful. The study further recommends that more workshops and training opportunities in transformational leadership should be open by the Ministry of Education in Jordan to promote vocational teachers' organizational commitment. Gulluce, Kaygin, Kafadar, and Atay (2016) surveyed the relationship between transformational leadership and organizational commitment of bank employees in Kars. The findings show that a positive relationship exists between the two constructs.

From the above discussion, it is clear that many studies have tried to examine the relationship between transformational leadership and organizational commitments. However, the majority of these studies focused mainly on private organizations and are not conducted in Nigeria. Therefore the present study examined the influence of transformational leadership style on public servants commitment in some selected federal ministries in Nigeria. Based on this, the paper hypotheses the following;

H1 *There is a significant relationship between Idealized Influence and organizational commitment*
H2 *There is a significant relationship between Inspirational Motivation and organizational commitment*
H3 *There is a significant relationship between Intellectual Stimulation and organizational commitment*
H4 *There is a significant relationship between Individualized Consideration and organizational commitment*

Figure 1; Framework
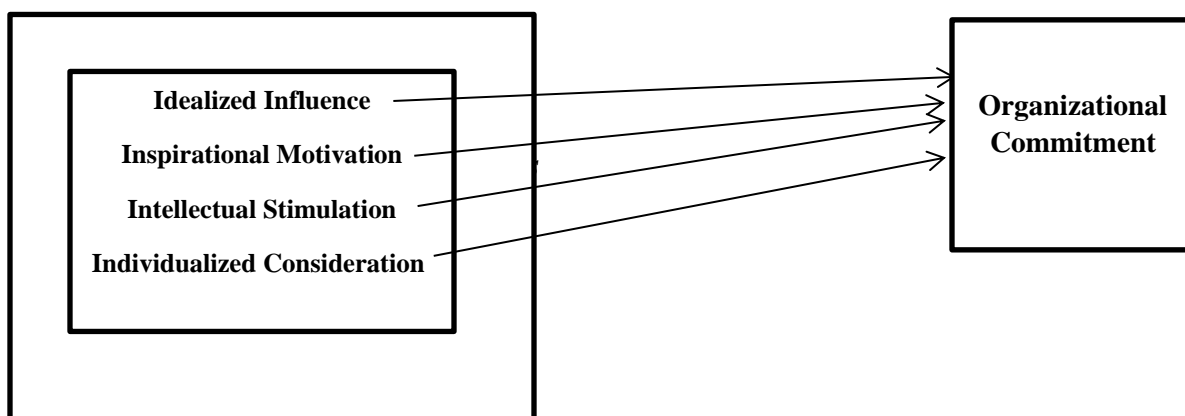
Before the main study, a pilot test was conducted with a small sample with similar characteristics to those in the central review. This is intending to see the possible outcomes of the primary research. It is also aimed at establishing the validity and reliability of the measurement scale that will be adopted. Similarly, the pilot study will help the researcher address any likely problem that may arise and take precautionary measures before the actual research. The pilot test results show that the Cronbach's alpha for all the variables under examination is above 0.70. Therefore, based on the recommended yardstick of 0.70, all the variables have internal consistency reliability. Consequently, as can be seen in Table 1, there was no need to remove any items.

Table1. Summary of *Reliability Test for Pilot*

Construct	No of Items	**Cronbach Alpha**
Idealized Influence	4	0.85
Inspirational Motivation,	5	0.98
Intellectual Stimulation	5	0.81
Individualized Consideration	4	0.88
Organizational commitment	9	0.74

Population and Sampling

Employees working in public organizations were the target population of this study. The organizations to be covered by this study include the ministry of finance, ministry of Health, ministry information, ministry of justice, and ministry of works and transport. As part of a field survey, 3,700 questionnaires were distributed to collect data from respondents. The study employed a stratified sampling method to select the respondents. Self-distributed the questionnaires through the aid of research assistants. The demographic variable of respondents is shown in Table 2.

Table 2

Demographic Profile of Respondents

S/N	Characteristics	Frequency	Percentage	Valid percentage
	Gender	Male	225	6.5
		Female	123	35
2	Age	20-39 years old.	257	74
		40-59 years old.	75	21.3
		60 years and above	16	4.6
3	Marital Status	Married	263	75.2
		Single	85	25
4	Work Experience	1-10 years	123	36
		11-20 years	147	42
		20 years and above	76	22
5	Qualification	SSCE certificate	81	34
		Diploma/NCE	170	49.1
		Degree/HND	77	22.4
		Post Graduate	18	5

From the information in Table 1 revealed, it is clear that 64.5 percent of the respondents are male as compared to 35.5 percent female. Whereas 73.5 percent of the respondents are within the 20-39 year age bracket, 21.3 percent were between the age of40-59 ages categories. Meanwhile, about 4.6 percent of the workers were in the age group of 60 and above. The tables also show that 75 percent of the workers are married, and 25 are still single. It was further indicated in the r table that 36 percent of the respondents had spent 1-10 years' working, 42 percent of the workers have 11-20 years, while 22 percent have working experience of 20 years and above. On qualification, 34 percent of the selected workers possessed SSCE, 49.1 percent are a Diploma/ NCE, graduates, and 22.4 percent have a university degree / HNDs. Meanwhile, only 5 percent of the selected workers possessed a post-graduate degree.

Measurements

The study enclosed variables such as transformational leadership (Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration) as independent variables and organizational commitment as the dependent variable. A five-point item scale was employed to measure entire variables, and scales range from 1 = strongly disagree, 2= agree, 3= neutral, 4= disagree, and 5=strongly agree. The measurement of transformational leadership was adapted from previous studies of Bass and Riggio (2006) and Alahmad (2016). Organizational commitment was measured by items from past reviews (Ahmed et al., 2011; Huang et al., 2005 & Yousef, 2003). This study carried out a multivariate analysis using Smart-PLS version 3.2.7 to measure the model and assess the study hypothesis. The study employed the PLS-SEM modeling method to examine the relationship with their respective measurements because it allows the researcher to determine the entire measurement model (Hair, Black, Babin & Anderson, 2010).

Validity and Reliability of Measures

In this paper, PLS-SEM algorithms were used to assess variables reliability and validity, which was done by setting the measurement model. Reliability and validity measurement of variables are the criteria employed in PLS analysis to determine the fit models' goodness (Hair, Hult, Ringle, & Sarstedt, 2013). Hence, the paper carried out a reliability analysis to determine the measure's internal consistency. Table 3 provides us with a summary of results from the validity and reliability based on the Average Variance Extracted and Composite reliability. All the Average Variance Extracted (AVE) falls within 0.528 and 0.634. The model's composite reliability is above the benchmark of 0.70 and above because they vary between 0.7.98 and 0.8.69 for the constructs (Hair et al., 2014).

Furthermore, the result reveals that signifying that the minimum standard 0.50 as recommended by (Hair et al., 2013). The significance of the path coefficient (R^2) was also shown in the Table. It indicated that the variables explained 35.1 percent of variance for a direct relationship. Hence, all the variables were believed to have adequate reliability.
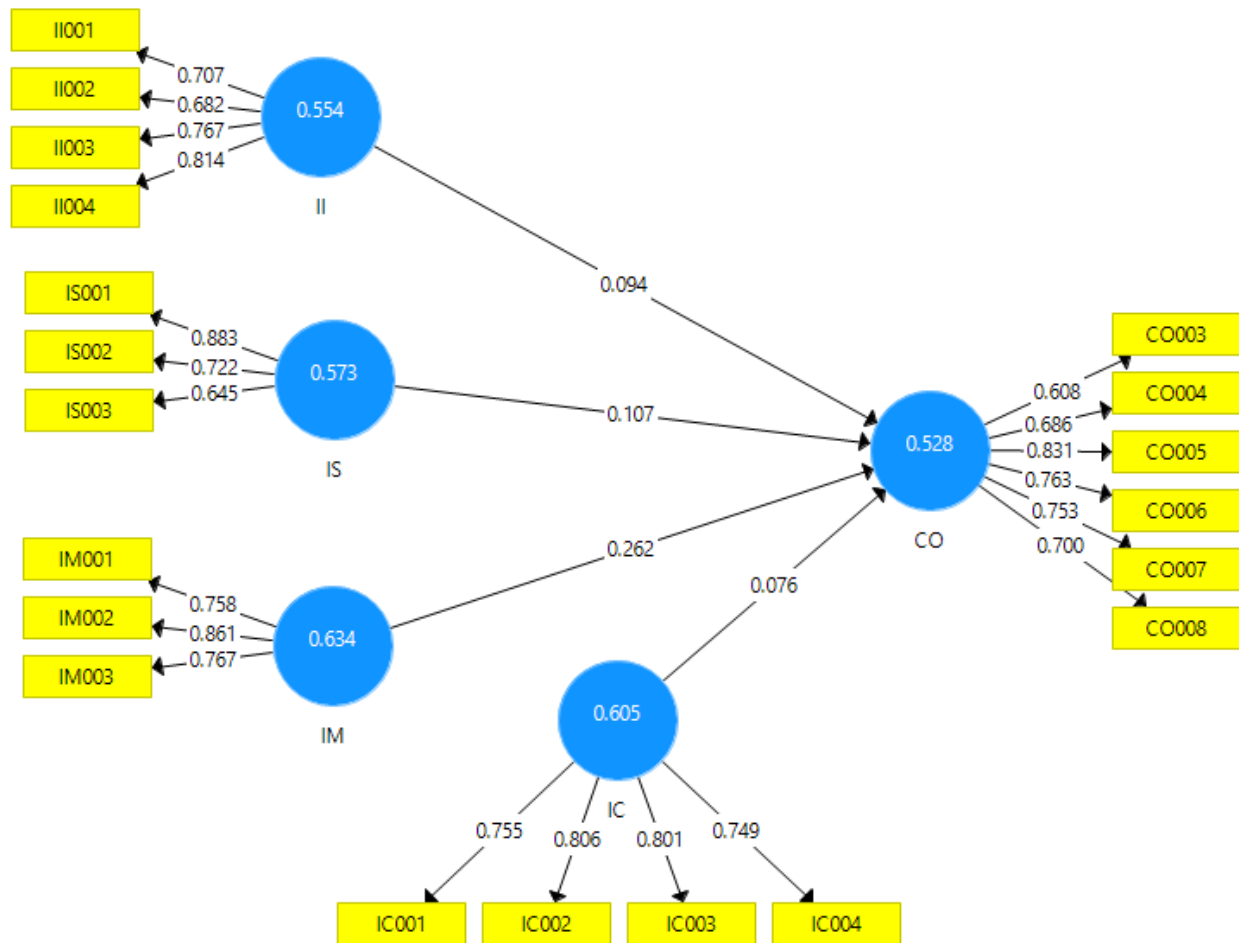
Figure 2 Measurement Model

Table 3: *Showing the AVE, CR, and R²*

Constructs	CR	AVE	R2
Organizational Commitment (CO)	0.869	0.528	0.351
Individualized Consideration(IC)	0.860	0.605	
Idealized Influence(II)	0.830	0.554	
Inspirational Motivation (IM)	0.838	0.634	
Intellectual Stimulation (IS)	0.898	0.573	

Table 4: *Latent Variable Correlations and Square Roots of AVE*

Constructs	1	2	3	4	5
CO	**0.747**				
IC	0.287	**0.778**			
II	0.353	0.561	**0.744**		
IM	0.409	0.446	0.604	**0.797**	
IS	0.327	0.393	0.549	0.531	**0.757**

The present study used the Fornell and Larcker criterion, which is one way of establishing discriminant validity. This is done by comparing the squared correlations among the constructs and the AVE for the separate variables (Fornell & Larcker, 1981). Table 4 shows the results of the discriminant validity test conducted by this paper. It is clear from the result that squared correlations of all the constructs in this study were below the AVE by the indicators measuring the constructs. This means that both convergent and this model achieves discriminant validity.
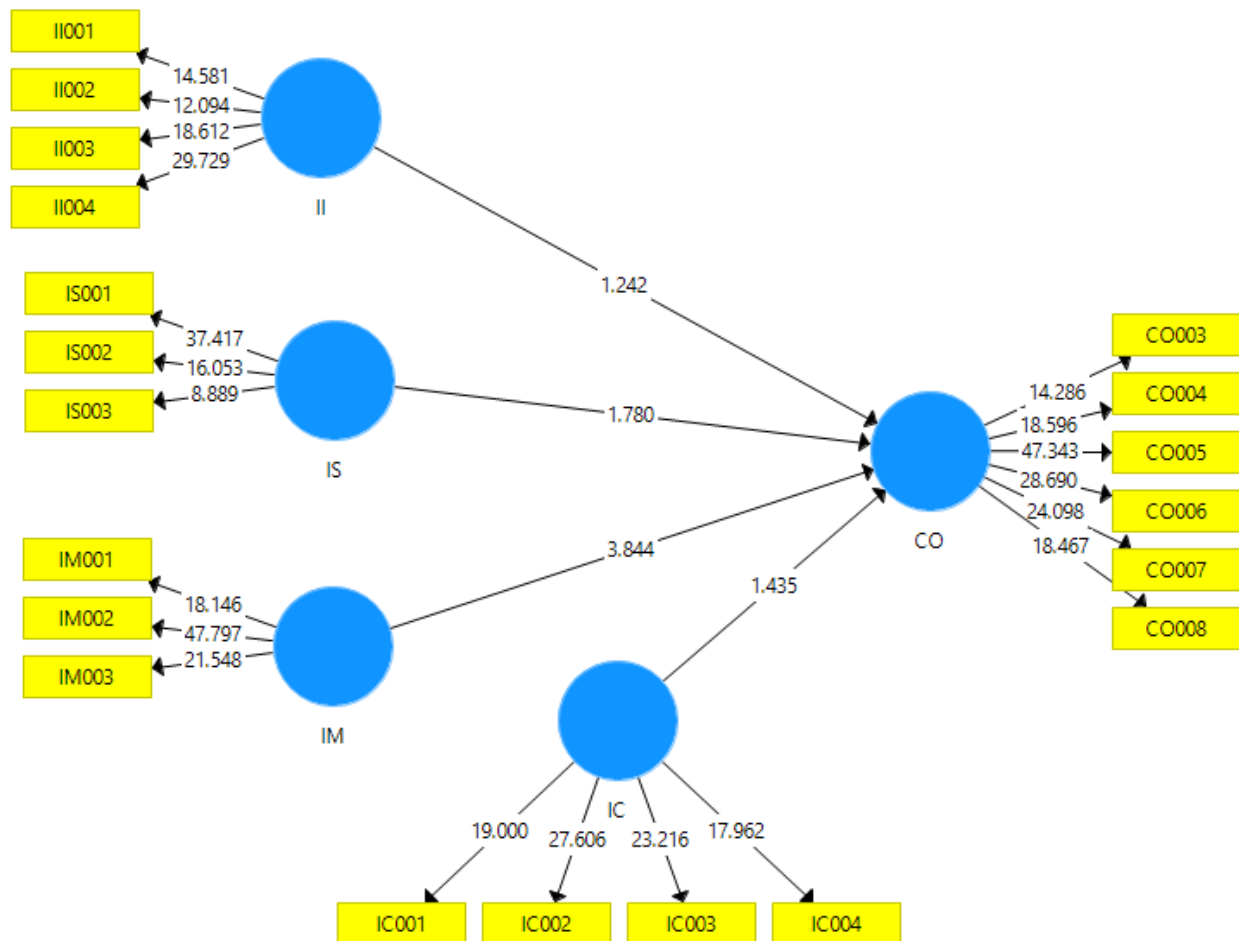

Figure 3 *Structural Model*

Hypothesis Testing

The paper used the PLS-SEM bootstrapping mechanism to evaluate the path coefficients' significance (Figure 3). The study hypothesized that 1. There is a significant relationship between Idealized Influence and organizational commitment 2. There is a significant relationship between Inspirational Motivation and organizational commitment three there is a significant relationship between Intellectual Stimulation and organizational commitment 4. There is a significant relationship between Individualized Consideration and organizational commitment. The PLS-SEM bootstrapping results confirmed a significant positive relationship between IM and CO (ß = 0.26, t = 3.84, p < 0.000), it also confirmed significant positive relationship IS and CO (ß = 0.11, t = 1.78, p < 0.003). However, a negative relationship was said to exist between IC and CO and between IS and CO, as confirmed by the result obtained, see Table 5.

Table 5: Summary of Findings and Hypothesis Testing

Hypotheses	Construct	Beta	Standard Error	T Statistics	P-value	Decision
H1	II -> CO	0.09	0.07	1.24	0.11	Not supported
H2	IM ->CO	0.26	0.07	3.84	0.00	Supported
H3	IS-> CO	0.11	0.60	1.78	0.03	Supported
H4	IC-> CO	0.07	0.53	1.44	0.08	Not supported

Discussion

The study examined the relationship between transformational leadership and commitments of workers in the public sector in Nigeria. The result of demographic data was calculated using the SPSS software version 23. PLS-SEM analysis discovered empirical evidence of a significant positive relationship between the latent variables (IM and CO) (IS and CO). The results concurred with past studies' findings on the relationship between the constructs (Gao & Bai, 2011; Gulluce et al., 2016; Joojun-yoom & Jeung, 2012; Mabasa, 2018; Muhammed & Puah, 2017). This signifies that, with the transformational leader, employees' commitment will be enhanced, which in the long run will lead to an increase in performance.

On the other hand, the statistical results show that II and IC were not significant in this paper. This may be a result of the attitudes of our leaders. It may also be due to sampling size and measurement because some height may work correctly in some countries and fail in others.

CONCLUSION

The paper investigated the relationship between the four dimensions of transformational leadership style and commitment of public sector employees in Nigeria. Three hundred forty-eight valid responses were gotten from 550 questionnaires distributed. Smart PLS-SEM was employed to analyze data, and the result confirmed that a strong positive relationship exists between two out of the four hypotheses statements. At the same time, the remaining two were not supported. The results obtained from the present study confirmed the findings of the previous researches. It can

be concluded that the transformational leadership style can bring about commitment on the side of workers. Therefore, this study's findings can help policymakers and administrators in public and private sector organizations understand the type of style needed in their organizations. The result has also shed more light on the importance of effective leadership in organizations. It has expanded the horizon of the leadership theory at the same time, it has added to the literature of the target variables (transformational leadership and organizational commitment). The paper recommends that further studies consider treating organizational commitment and transformational leadership as multidimensional constructs based on the above findings. Inclusion of a moderating or mediating variable is also advised, as more information may be obtained regarding the two variables.

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