

Transformational Leadership and Employee Performance in Nile University of Nigeria Abuja

Daniel Uvah, Stephen Yero Wetsi, Umaru Mohammed, Ifeoluwa Samson Omileye
Department of Business Administration, Nile University of Nigeria Abuja

doi: <https://doi.org/10.37745/bjms.2013/vol14n24458>

Published July 14, 2026

Citation:Uvah D., Wetsi S.Y., Mohammed U., Omileye I.S. (2026) Transformational Leadership and Employee Performance in Nile University of Nigeria Abuja, *British Journal of Marketing Studies*,14(2),44-58

Abstract: *The study examined the impact of transformational leadership on employee performance in Nile University of Nigeria Abuja. The objectives were to assess the impact of inspirational motivation on employee engagement in Nile University of Nigeria Abuja, to determine the impact of individualized consideration on employee engagement in Nile University of Nigeria Abuja, and to examine the impact of idealized influence and employee engagement in Nile University of Nigeria Abuja. The theories used in this study include Transformational Theory, The Full Range Leadership Model, Social Exchange Theory, Self-Determination Theory, and Social Cognitive Theory. The research design used was descriptive. A stratify random sampling technique was used to select 287 employees of Nile University of Nigeria Abuja for data collection. Questionnaires were used as data collection instrument. Using the regression analytical method, the relationships were predicted. A response rate of 82.9% was achieved. The Statistical software SPSS V 25 was used to determine the relationship between the dependent and independent variables using Pearson's correlation and linear regression analysis. The results show that Inspirational motivation, individualize consideration and Idealize influence all have more positive impact on Employee Performance. The result is $NUN \text{ employee performance} = 0.820 + 0.270 \text{ inspirational motivation} + 0.305 \text{ individualize consideration} + 0.290 \text{ idealize influence}$. The study concluded that transformational leadership can help employees feel more comfortable and in control of their working lives, which can lead to improve engagement. The recommendations were in terms of inspirational motivation Management of NUN should introduce reward system that recognize and appreciate employee performance, thereby motivating staff to perform better, for individualize consideration, the university should implement policies that promote individualize consideration, such as mentoring programs and career development opportunities, and finally for idealize influence, leaders should create an environment that supports creativity and innovation among employees by encouraging new ideas and problem-solving approaches.*

Keywords: transformational leadership, inspirational motivation, individualize consideration, idealize influence, employee performance and employee engagement.

INTRODUCTION

Leadership initiatives to empower staff members and change their attitudes and values in order to improve performance are necessary for senior management's commitment to increased

customer satisfaction (Al Falah, 2020). According to Kesgin et al. (2020), Nile University of Nigeria Abuja needs this in order to be a globally competitive and impact-driven university. Transformational leaders are recognized for their ability to guarantee quality in service and assist staff in improving their performance. They give workers the assistance they need to get through challenging work routines and feel involved in the creation of policies and decisions. According to Xiong et al. (2022), such a level of performance is necessary to fulfill the enormous investments made in the various universities and their contributions to global knowledge. Researchers have paid less attention to the elements influencing employee work engagement and how it impacts their performance, despite the fact that people and their competences are essential to implementing a real organizational change (Helalat et al., 2023). Transformational leaders can enhance organizational performance by developing employee talents. According to Mastilo et al. (2024), this is because transformational leaders teach staff members about the organization's goal and their associated duties. Although a lot of study has been done on leadership and its various forms, little is known about the connection between transformational leadership and work engagement and how it enhances individual and organizational performance (Nasir et al., 2022). The purpose of this study is to gain a deeper understanding of how transformative leadership raises employee performance and engagement. The study investigates how transformative leadership might improve rank-and-file worker engagement in the understudied NUN. It provides information to help these organizations plan and oversee their intricate, opulent offerings, illuminating leadership assessment and deepening our understanding of this transparent, dynamic organization. A key component of organizational dynamics, leadership has an impact on a number of outcomes, including productivity, employee engagement, and overall organizational performance.

As organizations navigate an increasingly complex and competitive landscape, the need for effective leadership becomes paramount. Transformational leadership, in particular, has garnered significant attention due to its potential to inspire and mobilize employees towards achieving common goals (Antariksa and Budiadi 2024). Transformational leadership is not merely a style of leading; it represents a paradigm shift in how leaders interact with their followers. In traditional leadership models, the focus often lies on transactional relationships where rewards and punishments dictate employee behavior. In contrast, transformational leaders seek to elevate their followers' motivations and aspirations, fostering a collaborative environment where innovation can thrive (Muterera et al. 2024). Transformational leaders possess several key characteristics that distinguish them from their transactional counterparts: Visionary Thinking: They have a clear vision for the future and can articulate this vision compellingly to their followers. This ability creates a shared sense of purpose among team members. Inspirational Motivation: Transformational leaders motivate their employees by instilling enthusiasm and optimism about future possibilities.

Transformational leadership has become a critical aspect of organizational success in modern institutions. It focuses on leaders' ability to inspire, motivate, and influence employees to exceed expectations and achieve organizational goals. In educational institutions, effective leadership is essential in promoting staff productivity and institutional growth. Inspirational motivation, personalized attention, intellectual stimulation, and idealized influence are characteristics of transformational leadership, which is frequently considered a crucial strategy for resolving performance issues. However, Nile University of Nigeria Abuja continue to

experience significant personnel turnover, little innovation, and low efficiency, raising concerns about the usefulness of transformational leadership in improving staff performance (Nasir et al., 2022; Faradillah et al., 2023; Kavitha & Amala, 2022). These persistent difficulties highlight the necessity of looking into more efficient ways to apply transformational leadership to address the unique requirements of Nile University of Nigeria Abuja.

Despite the importance of leadership in enhancing employee performance, many institutions face challenges such as low staff motivation, poor productivity, and ineffective leadership practices. At Nile University of Nigeria, Abuja, there is a need to examine how transformational leadership influences employee performance.

This study will look at how performance is impacted by the aspects of transformational leadership, including intellectual stimulation, individualized consideration, and inspirational motivation. It does this in an effort to offer practical advice on how Nile University of Nigeria Abuja may implement and modify transformational leadership techniques to suit the environment, improving worker productivity, efficiency, engagement and promoting long-term institutional expansion.

The main objective is to examine the effect of transformational leadership on employee performance. However, the specific objectives seek to:

- (i) assess the impact of inspirational motivation on employee engagement in Nile University of Nigeria Abuja,
- (ii) determine the impact of individualized consideration on employee engagement in Nile University of Nigeria Abuja,
- (iii) examine the impact of idealized influence on employee engagement in Nile University of Nigeria Abuja.

The following hypotheses were also formulated for the proper analysis

H0₁: Inspirational motivation has no significant impact on employee engagement in Nile University of Nigeria Abuja.

H0₂: Individualized consideration does not significantly impact employee engagement in Nile University of Nigeria Abuja.

H0₃: Idealize influence does not significantly impact employee engagement in Nile University of Nigeria Abuja.

LITERATURE REVIEW

Transformational Leadership

Transformational leadership is a strategy that uses empowerment, vision, and motivation to motivate staff members to perform better. Four dimensions are included in it: Intellectual stimulation, individualized attention, inspirational motivation, and idealized influence (Bass & Avolio, 1994). In an organisation, which frequently operate in dynamic and resource-constrained situations, will find this leadership style especially pertinent. According to Faradillah et al. (2023) and Kavitha & Amala (2022), transformational leaders enable academic institution to flourish in spite of obstacles by fostering a sense of purpose, creativity, and

adaptability. According to Meiryani et al. (2022) and Nasir et al. (2022), transformational leadership in Nigeria greatly increases worker engagement and productivity, which supports organizational sustainability. According to this study, transformational leadership is a style that improves worker performance in University sector by inspiring, empowering, and encouraging innovation.

Transformational leadership is known as a style that focuses on enthusiastic and comprehensive behaviours to enhance employee performance (Nasir et al., 2022). This style decreases resistance to change, fostering behaviours that improve service quality, and enhance employee loyalty (Anggiani, 2020). Transformational leaders promote honesty and trust (Tadesse & Ayenew, 2023) through their main behaviours: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These components can support the potential of employees for better growth (Lin, 2023). This is done through directing employees to the organizational vision, encouraging engagement culture, and motivating them to think out of the box and exceed expected levels of performance (Vlasenko, 2023).

Transformational leaders tailor their behaviour to motivate, inspire, and engage employees with an exact vision, fostering creativity, innovation, and adaptability. They actively deliver clear feedback to improve emotional connections, attitudes, and behaviours, while fostering a productive environment in the workplace. Further, employee suitability and commitment are supported, which enriches organizational strength and adaptability (Sharari et al., 2024). The components of transformational leadership offer detailed aspects for assessing its outcomes (Bass et al., 1996). Idealized influence concerns charismatic behaviours that allow employees to identify better with their direct leader. Inspirational motivation involves determining the motivational goals of the organization. Intellectual stimulation promotes questioning beliefs. Individualized consideration, in turn, presents personalized development and support. Appropriately measuring these components is critical for capturing the holistic influence of overall transformational leadership within organizations (Helalat et al., 2023).

Individualized Consideration

Individualized attention entails managers identifying and meeting the particular requirements and goals of each employee. This strategy creates a nurturing atmosphere that encourages fidelity, career advancement, and lower turnover rates (Meiryani et al., 2022).

According to Garad et al. (2023) and Nasir et al. (2022), tailored consideration plays a crucial role in improving employee happiness and commitment in Nile University of Nigeria Abuja where maintaining qualified staff is crucial.

Inspirational Motivation

The capacity of leaders to present a compelling vision that motivates staff members to match their ambitions with those of the company is known as inspirational motivation. According to Nasir et al. (2022) and Darmadi et al. (2023), this dimension increases job satisfaction and productivity by fostering a feeling of purpose and group commitment. Inspirational motivation is closely linked to greater levels of employee engagement and morale in NUN, especially in settings that demand adaptability and resilience, according to research (Faradillah et al., 2023; Kavitha & Amala, 2022).

Idealized Influence

This is the dimension of transformational leadership where the leader acts as a strong role model for followers. Leaders exhibiting II are admired, respected, and trusted because they prioritize the group's needs over their own personal gain. Lessa & Silva (2024) argue that without a foundation of ethical integrity, "charisma" is perceived as manipulative. II requires the leader to "walk the talk," aligning their personal conduct with the organization's stated values. Karimi et al. (2023) highlight that when leaders demonstrate self-sacrifice for the organizational mission, it builds a reservoir of Psychological Capital (PsyCap) in employees, increasing their resilience and willingness to perform "beyond the call of duty." Gigliotti et al. (2025) note that in tertiary education, the most effective leaders provide a "steady hand" during transitions. II is conceptualized here as the ability to maintain a consistent vision and behavioral standard, which fosters institutional trust even during periods of administrative flux.

Employee Performance

Individual performance is the capacity of an individual to achieve corporate objectives and standards through output quality, engagement, and productivity. Employee performance is a crucial factor in determining organizational success (Garad et al., 2023; Darmadi et al., 2023). High employee performance is frequently associated with dedication, work happiness, and alignment with the organization's vision—all of which are strongly impacted by leadership styles (Manzoor et al. 2019). Productivity, innovation, retention rates, and job satisfaction are important measures of employee performance in NUN (Faradillah et al., 2023; Meiryani et al., 2022).

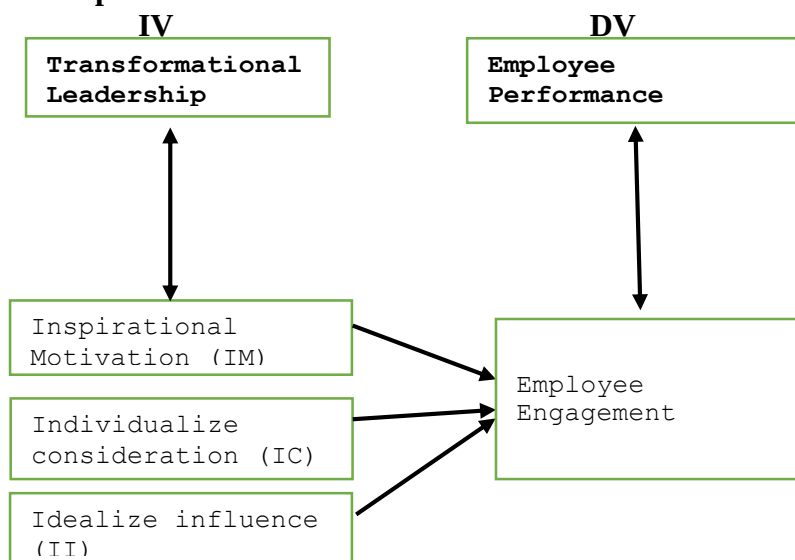
According to this study, employee performance is defined as how workers use transformational leadership techniques to help the organization achieve its goals. Transformational leadership and its relationship to employee performance is complicated (Andrejić & Pajić, 2023), enclosing social exchange dynamics that promote trust and loyalty (Lin, 2023). Based on the Social Exchange Theory, employees can be motivated by transformational leadership and the related qualities, such as inspirational motivation and intellectual stimulation, have more potential to reciprocate with grown effort, enhancing job performance (Rabiul et al., 2023). By building a positive feedback circle, leaders will be able to inspire employees to not just meet but exceed the expectations of performance, which contributes more to organizational success. Employee performance is key to improve organisational performance; it refers to the behavior that allows meeting the organisational objectives. Transformational leaders offer feedback to link the objectives of employees to the organisations. Transformational leadership varies according to the level of commitment and productivity among managers. Prior studies have emphasised job satisfaction to be associated with enhanced job performance, thus concluded that managers should prioritise employee satisfaction to provide the highest service quality to customers (Harasis et al., 2024). Employee performance can be examined by two components: creativity and innovation, which are essential elements for providing the right competitive advantages, mainly in service industries (Elidemir et al., 2020). Creativity, the mental source of promoting new ideas, and problem-solving, forms leads to the process of innovation, and the observed implementation of new or novel concepts in work-related services, processes, techniques, or methods. Both creativity and innovation are vital for encouraging dynamic, organized, and competitive work conditions.

Employee Engagement

Employee work engagement is a mental and passionate association between employees and their direct job, containing attributes like passion, belief, and absorption (Shqairat & Al-Jundi, 2022). This type of engagement is associated with positive results such as job satisfaction, psychological well-being, and organizational commitment (Puška et al. 2023). Studies emphasize that engaged employees contribute to an organization's performance and help to maintain a positive work psyche. It can thus be seen that aligning employee values with their organizational values can strengthen engagement and enhance overall job performance (Al Daboub et al., 2024).

Mounting number of research works recently link transformational leadership to work engagement. Strong relationships were observed between transformational leadership and employee work engagement. The engagement of employees varies according to their understanding of the fairness of the rewards they gain in return to their achievements (Nabhan & Munajat, 2023). Since employee work engagement is an ongoing cognitive state, leaders should consistently communicate with employees to create a collaborative atmosphere (Nikolova et al., 2019). Such behaviour is needed in an organisation that usually struggle from the high turnover rates and the difficulty to attract employees with the necessary skills and expertise. Work engagement therefore represents a perfect state of employee well-being and productivity, where increased levels of engagement encourage sustained organizational change (Qawasmeh et al 2021).

Conceptual Framework



Source: Researcher's Conceptualization, 2026

Theoretical Review

Transformational Theory

Theoretical reviews examine the underlying logic and mechanisms that explain why and how a specific phenomenon occurs. For transformational leadership and employee performance, the literature focuses on the psychological and motivational shifts triggered in subordinates.

Transformational Theory

The Transformational Leadership Theory was established by Bass (1985) and first presented by Burns (1978) to investigate how leadership approaches affect worker performance in Nile University of Nigeria Abuja. This idea offers a solid framework for comprehending how leaders impact staff members by encouraging creativity, meeting individual needs, and motivating a common goal. In line with the research goals of evaluating their effects on employee performance, engagement, retention, innovation, and adaptability in NUN, the study specifically focuses on four aspects of transformational leadership: intellectual stimulation, individualized consideration, idealized influence and inspirational motivation.

The Full Range Leadership Model (Bass, 1985)

Bernard M. Bass expanded on earlier concepts to create a comprehensive model specifically linking transformational behaviors to performance. He argued that transformational leadership is not just a personality trait but a set of behaviors Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration that can be measured and taught. This theory posits that transformational leadership "augments" transactional leadership. While transactional methods manage the status quo, Bass's model explains that transformational leaders drive employees to perform beyond expectations by shifting their values and encouraging them to transcend self-interest for the sake of the organization.

Social Exchange Theory (Blau, 1964)

Although originally a broader sociological theory by Peter Blau, it is frequently used to explain the transformational leadership-performance link. It suggests that social behavior is the result of an exchange process where participants weigh the benefits and risks of social relationships. In the context of transformational leadership, when a leader provides individualized support and intellectual growth, employees perceive this as a high-value "gift." According to the norm of reciprocity, employees feel obligated to return the favor through high levels of job performance, loyalty, and organizational citizenship behaviors.

Self-Determination Theory (Deci & Ryan, 1985)

This Theory was developed by Edward Deci and Richard Ryan, this theory focuses on the types of motivation that drive human behavior specifically the move from extrinsic to intrinsic motivation. Transformational leaders satisfy the three basic psychological needs of employees: autonomy, competence, and relatedness. By articulating an inspiring vision (Inspirational Motivation), leaders help employees internalize organizational goals. This creates "autonomous motivation," where employees perform at higher levels because they find the work personally meaningful rather than just a means to a paycheck.

Social Cognitive Theory (Bandura, 1986)

Albert Bandura introduced this theory to explain how people acquire and maintain certain behavioral patterns. A core component is "observational learning" or modeling. Transformational leaders act as role models (Idealized Influence). Employees observe the leader's work ethic, persistence, and ethical behavior, and then mirror these traits in their own roles. Furthermore, by providing encouragement, transformational leaders increase an employee's self-efficacy, which is a primary driver of high job performance.

Theoretical Framework

The study adopted the Full Range Leadership Model as the most suitable theoretical framework because it directly conceptualizes transformational leadership behaviors that influence employee outcomes. It defines transformational leadership itself, unlike the others which only explain outcomes. It identifies the key dimensions: idealized influence, Inspirational motivation, Intellectual stimulation and Individualized consideration which are directly influence employee performance (through inspiration and goal alignment), also drive engagement (through motivation, support, and emotional connection).

Empirical Review

Leonardo et al. (2026) examined Transformational Leadership and Meaningful Work in public sector. The findings was that the Transformational Leadership had a significant direct effect on performance ($\beta = 0.624$). Importantly, it also increased the perception of work as "meaningful," which further boosted performance. The study drew the conclusion that Transformational leadership effectiveness is amplified when employees see a higher purpose in their daily tasks. Wang et al (2025) investigate TL and Scientific Research Performance of Faculty among among University Deans. The study found that TL favorably influences research performance. Specifically, "leadership charm" (idealized influence) had the strongest link to faculty taking initiative ($r = 0.349$). It bridges the gap by fulfilling psychological needs for autonomy. The study concluded that TL is critical in developing nations' universities where research output often lags behind institutional goals. A study was examined by Faradillah et al. (2023) on the role of inspirational motivation in Indonesian SMEs, finding that leaders who effectively communicate organizational goals significantly enhance employee engagement and productivity. Another study was carried out by Gigliotti, J. et al. (2025) to examined Leadership Transitions and Entrepreneurial Behavior in Higher Education Institutions. Findings reveal that "vision" and "individualized consideration" are essential during transitions. High employee self-determination paired with a clear vision fosters innovation even during periods of management flux. The researcher concluded that the absence of a single "visionary" can be compensated for by distributed leadership and clear, shared organizational goals.

Berkovich & Hassan (2024) investigated TL and Employee Engagement in Digital Education the main objectives was to explore the effectiveness of transformational leadership in driving employee engagement within the "digital campus" and hybrid learning environments. The method of data analysis used were longitudinal survey analysis and regression. Findings revealed that TL behaviors such as intellectual stimulation are highly effective in digital settings, as they encourage faculty to experiment with new pedagogical technologies. Research concluded that Digital leadership requires the same "human-centric" transformational qualities as face-to-face leadership to ensure staff do not feel isolated.

Literature Gap

Despite the growing body of research on Transformational leadership styles and its impact on organizational outcomes, several notable gaps persist in the literature, especially in the context of the Nigerian Private Universities. Most empirical studies have focused on public sector organizations or federal institutions, leaving private institutions such as Nile University of Nigeria Abuja underrepresented in scholarly discourse (Akinwale, (2023); Ibrahim & Musa,

Publication of the European Centre for Research Training and Development UK
2021).In view of this, NUN is selected as private university to be carried out the research study by the researcher.

METHODOLOGY

A descriptive survey design with a mixed-methods approach was adopted. This allowed for both quantitative assessment and qualitative insights. The population comprised employees from academic and non-academic staff of Nile University of Nigeria Abuja, totaling approximately 1026 staff. Using Taro Yamane formula ($n = \frac{N}{1 + N(e)^2}$) and a stratified random sampling method, a sample size of 287 was drawn to ensure representation across different departments and seniority levels. Primary data were collected using structured questionnaires and semi-structured interviews. The questionnaire included sections on demographic information, Transformational leadership style perceptions and employee performance metrics, measured using a 5-point Likert scale. Content validity was ensured through expert reviews. A pilot test conducted with 20 employees yielded a Cronbach's alpha of 0.82, indicating high reliability.

Model specification for this study is derived from the studies efforts of preceding members within the vicinity examined.

$$EP = \beta_0 + \beta_1 (IM) + \beta_2(IC) + \beta_3 (II) + \epsilon_i$$

Where: β_0 is the intercept; β_1 , β_2 , β_3 , are the coefficients for IM, IC, and II, respectively; ϵ_i is the error term that accounts for unexplained variance; EP stands for employee performance; IM for inspirational motivation; IC for individualized consideration; and II for idealized influence. Quantitative data were analyzed using SPSS version 26, employing descriptive statistics, correlation, and multiple regression analysis. Qualitative responses were analyzed thematically.

RESULTS AND DISCUSSION

The survey received 238 valid replies from 287 of NUN employees, including academic and non-academic, for an 82.9% response rate. As a result, it guaranteed accurate and representative results on employee performance and revolutionary leadership.

Demographic information

s/n	Characteristics	Frequency	Percentages
1	Gender		
	Male	132	56.5%
	Female	106	44.5%
2	Age		
	18-25 years	48	20.2%
	26-35 years	102	42.9%
	36-45 years	60	25.2%
	46 and above	28	11.7%
3	Education Level		
	Diploma	50	21.0%
	Bachelor's Degree	120	50.4%
	Postgraduate	68	28.6%

Source: Field Survey, 2026

As can be seen from the above table, 56.5 % of respondents were men and 44.5 % were women. Of those surveyed, 20.2. % were between the ages of 18 and 25, 42.9% were between the ages of 26 and 35, 25.2% were between the ages of 36 and 45, 11.7% were between the ages of 46 and above. 21.0% of respondents held diploma, 50.4% of respondents held a BSC, and 28.6% held postgraduate certificate.

Table 1: Descriptive Statistics

	Mean	Std. Deviation	n
IM	4.05	0.72	238
IC	4.10	0.70	238
II	4.12	0.68	238
EP	4.20	0.65	238

Table 1 shows the descriptive statistics of the variables, the sample size considered for all the Dependent Variable (EP) and the three (3) Independent Variables (IM, IC, II) was 238. The mean and standard deviations for all the variables was also reported as given in Table 1.

Table 2: Correlation Analysis between Dependent Variable and Independent Variable

		IM	IC	II	EP
Pearson Correlation	IM	1.000			
	IC	0.58	1.000		
	II	0.66	0.60	1.000	
	EP	0.71	0.65	0.73	1.000
Sig. (1-tailed)	IM	.	.000	.000	.000
	IC	.000	.	.000	.000
	II	.000	.000	.	.000
	EP	.000	.000	.000	.
n	IM	238	238	238	238
	IC	238	238	238	238
	II	238	238	238	238
	EP	238	238	238	238

Correlation is significant at the 0.05 level (1tailed)

All correlations significant at $p < 0.01$ All independent variables have strong positive relationships with Employee Performance Idealized Influence shows the strongest relationship ($r = 0.73$) No multicollinearity concern (correlations < 0.80)

Table 3: Model summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Change Statistics R Square Change	F Change	df1	df2	Sig. Change	F
1	0.78 ^a	0.610	0.603		0.412	0.610	125.600	3	233	.000	

a. Predictors: (Constant), IM, IC, II

Table 4: ANOVA table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	82.45	4	20.61	118.32	.000 ^b
	Residual	40.52	233	.17		
	Total	122.97	238			

a. Dependent Variable: EP

b Predictors: (Constant), IM, IC,II

Table 5: Multiple regression coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.820	.0210		3.905	.000
	IM	0.270	.0054	0.285	4.980	.000
	IC	0.305	0.054	.0.330	5.700	.000
	II	0.290	0.053	0.312.	5.421	.000

a. Dependent Variable: EP

$$EP_i = 0.820 + 0.270IM_i + 0.395IC_i + 0.402II_i$$

The regression results reveal that transformational leadership has a significant positive effect on employee performance ($\beta = 0.820$, $p < 0.05$). The R-square value of 0.603 indicates that 60.3% of the variation in employee performance is explained by transformational leadership and employee performance.

The ANOVA result ($p = 0.000$) confirms that the overall model is statistically significant.

DISCUSSION OF FINDINGS

The results for the Multiple Linear Regression Analysis are shown in Tables 3 and 5. The inspirational motivation, individualize consideration and idealize influence constituted 61.0% ($R^2 = 0.610$) of the variability in the dependent variable (Employee Performance). This means that the independent variables determine 61.0% of Employee performance, while the remaining 39.0% could be as a result of other factors not considered in this study. Based on the results, for $F = 118.32$ and $P\text{-Value} = 0.000$ (< 0.05), hence the model is statistically significant. We can conclude that it has a positive impact on Employee's performance. That is, the combination of determinant factors has a positive impact on Employee performance. Similarly, Table 3 depicts the model summary for the contributions of transformational leadership in enhancing employee engagement. Statistically, coefficient of determination otherwise known as R-squared (R^2) value is paramount because it indicates the fitness of the linear regression model developed. As a rule of thumb, the closer the R-squared value to unity, the higher the precision of the model. However, It is deduced that 61.0% is said to be the percentage contribution of transformational leadership in enhancing employee engagement. As far as explanatory power of models is concerned, the value of R- square obtained is in reasonable agreement with the Adjusted R-square value (0.603). Hence, the statistical model developed is significant. Moreover, the standard error of the estimated stand at 0.412, therefore, the standard errors are said to be moderate and can result in change of signs as well as the magnitude of the partial regression from one sample to another. Table 5 depicts the coefficient of both the dependent and the independent variables under study. In the same vein, the standard errors obtained for both the constant and the independent variables are 0.210, 0.054, 0.054 and 0.053 respectively, therefore, the standard errors are also said to be very low and cannot result in change of signs as well as the magnitude of the regression from one sample to another. As it can be deduced from Table 3, 4 and 5 above, the final regression model encompassing all the variables under study is of the following form:

$$EP_i = \beta_0 + \beta_1IM_i + \beta_2IC_i + \beta_3II_i + \epsilon_i$$

Where β_0 = intercept; β_i , ($i = 1, 2, 3$) are coefficients; ϵ_i = Error term

Therefore;

$$EP_i = 0.820 + 0.270 IM_i + 0.305 IC_i + 0.290 II_i$$

These findings suggest that effective leadership practices and high employee engagement contribute significantly to improved performance among staff of Nile University of Nigeria, Abuja.

Also the study established that the t-value of transformational leadership was 4.980 with a p-value of $0.000 > 0.005$. This indicated that inspirational motivation had a positive statistical significant influence on employee performance in NUN. The study also discovered that the individualize consideration had a statistically significant positive impact on employee performance in NUN with a t-value of 5.700 with a significance value of $0.000 > 0.005$, which is positive statistical significant. The findings established that individualize consideration is highly influences performance positively and significantly. The study found that the influence of idealize influence on employee performance in NUN was positively significant since the resulting t-value was at 5.421 with a significance value of 0.000 which is below 0.05. The findings show that idealize influence has a positive influence on employee performance in NUC.

CONCLUSION AND RECOMMENDATIONS

Based on the findings of the study, it can be concluded that transformational leadership plays a crucial role in enhancing employee performance in NUN Abuja. Leaders who adopt transformational leadership styles are more effective in motivating and improving overall organizational performance. The study confirms that leaders inspire. Support and intellectually engage employees, it leads to increased productivity, job satisfaction and organizational commitment. Therefore, transformational leadership is an essential leadership approach for academic institutions seeking improved employee outcomes.

Based on the findings and conclusions of this study, the following recommendations are made:

- i.** Management of NUN should introduce reward system that recognize and appreciate employee performance, thereby motivating staff to perform better.
- ii.** The university should implement policies that promote individualize consideration, such as mentoring programs and career development opportunities.
- iii.** Leaders should create an environment that supports creativity and innovation among employees by encouraging new ideas and problem-solving approaches.

Suggestion for Further Studies

Despite the contributions of this study, further research can be conducted in the following areas:

- i.** A comparative study of transformational leadership and transactional leadership in Nigerian universities
- ii.** The impact of transformational leadership on student academic performance
- iii.** Examination of transformational leadership in private versus public universities in Nigeria.

REFERENCES

- Al Daboub, R. S., Al-Madadha, A., & Al-Adwan, A. S. (2024). Fostering firm innovativeness: Understanding the sequential relationships between human resource practices, psychological empowerment, innovative work behavior, and firm innovative capability. *International Journal of Innovation Studies*, 8(1), 76-91. <https://doi.org/10.1016/j.ijis.2023.12.001>
- Al Falah, K. (2020). Factors affecting quality culture in Al Ahsa' Hotels. *Journal of Association of Arab Universities for Tourism and Hospitality*.<https://doi.org/10.21608/jaaauth.2020.40073.1063>
- Andrejić, M. & Pajić, V. (2023). Optimizing Personnel Selection in Transportation: An Application of the BWM-CoCoSo Decision-Support Model. *Journal of Organizations, Technology and Entrepreneurship*, 1(1), 35-46. <https://doi.org/10.56578/jote010103>
- Bass, B. M. (1985). Leadership: Good, better, best. *Organizational Dynamics*, 13(3), 26-40. [https://doi.org/10.1016/0090-2616\(85\)90028-2](https://doi.org/10.1016/0090-2616(85)90028-2)
- Darmadi, S., Sukarman, H., & Susilo, W. (2023). The impact of intellectual stimulation on organisational innovation: Evidence from SMEs. *International Journal of Business Innovation and Research*, 17(2), 123-135.
- Faradillah, N., Safri, I., & Amirullah, R. (2023). Transformational leadership and its role in enhancing employee productivity in SMEs. *Journal of Leadership and Management*, 15(3), 67-78.
- Garad, A., Musa, A., & Salim, H. (2023). Leadership strategies in African SMEs: The importance of individualised consideration. *African Journal of Business Studies*, 12(4), 89-105.
- Gigliotti et al. (2025). *Transformational Leadership Transitions in Higher Education Institutions (HEIs.)*
- Harasis, A., Helalat, A., Alhelalat, J., & Aqrabawi, R. (2024). Linking Transformational Leadership and Green Innovation Via Employee Performance. *ECONOMICS-Innovative and Economics Research Journal*. <https://doi.org/10.2478/eoik-2024-0045>
- Helalat, A., Mohamad, B., & Ghasemy, M. (2019). The Mediating Effect of Employee Performance on Transformational Leadership Style and Organisational Innovation: *The Journal of Social Sciences Research*, 2413-6670(54), 924–934. <https://doi.org/10.32861/jssr.54.924.934>
- Karim Rabiul et al, (2023). Connecting transformational leadership and emotional energy to job performance: the boundary role of meaningful work. *Journal ofHospitalityMarketing&Management*.[tails/19368623/v32i0008/1126_ctlaetbromw.xml](https://doi.org/10.1080/15332845.2020.1737765)
- Karimi et al. (2023). *Transformational Leadership and Psychological Capital*.
- Kavitha, R., & Amala, J. (2022). Exploring transformational leadership dimensions in Indian SMEs. *Journal of Leadership Studies*, 10(1), 34-45
- Kesgin, M., Hsieh, Y. C., & Alqusayer, A. (2020). What motivates and satisfies lodging employees *Journal of Human Resources in Hospitality & Tourism*, 19(3), 388–415. <https://doi.org/10.1080/15332845.2020.1737765>
- Lessa & Silva (2024). *Moral Competence in Academic Leadership*.

- Lin, Q. (2023). Transformational leadership and innovative work behavior: The role of identification, voice and innovation climate. *International Journal of Hospitality Management*,113.[https:// doi.org/10.1016/j.ijhm.2023.103521](https://doi.org/10.1016/j.ijhm.2023.103521)
- Manzoor, F., Wei, L., & Nurunnabi, M. (2019). Examining the impact of leadership styles on employee retention in SMEs. *International Journal of Human Resource Studies*, 9(1), 1-20
- Meiryani, M., Puspitasari, D., & Utama, A. (2022). Transformational leadership and job satisfaction: A study in resource-constrained environments. *Management Science Letters*, 12(6), 543-558.
- Nasir, M., Khan, A., & Akhtar, S. (2022). Transformational leadership and employee performance: Evidence from SMEs in Pakistan. *Journal of Applied Management Science*, 18(2), 98-112.
- Lessa & Silva (2024). *Moral Competence in Academic Leadership*.
- Vlasenko, T. (2023). Dimensions of the analysis of the organizational culture of multinational companies. *Collection of papers new economy*, 1, 110-125.
<https://doi.org/10.61432/CPNE0101110v>
- Mastilo, Z., Štilić, A., Gligović, D., & Puška, A. (2024). Assessing the banking sector of Bosnia and Herzegovina: An analysis of financial indicators through the MEREC and MARCOS meth- ods. *Journal of Central Banking Theory and Practice*, 13(1), 167–197. <https://doi.org/10.2478/jcbtp-2024-0008>
- Nabhan, F. & Munajat. M. (2023). The role of work engagement and organizational commitment in improving job performance. *Cogent Business & Management*,10:2,2235819.https://www.researchgate.net/publication/372385170_The_role_of_work_engagemeand_organizational_commitment_in_improving_job_perfo rmance
- Puška, A., Božanić, D., Mastilo, Z., & Pamučar, D. (2023). Extension of MEREC-CRADIS methods with double normalization-case study selection of electriccars.*SoftComputing*,27(11),70977113.<https://doi.org/10.1007/s0 500-023-08054-7>
- Karim Rabiul et al, (2023). Connecting transformational leadership and emotional energy to job performance: the boundary role of meaningful work. *Journal of Hospitality Marketing&Management*.[tails/19368623/v32i0008/1126_ctlaetbromw.xml](https://doi.org/10.1080/19368623/v32i0008/1126_ctlaetbromw.xml)
- Sharari, H., Qawasmeh, R., Helalat, A. and Jahmani, A. (2024), “Enhancing employee sustainability through employee quality of life: the role of top management support”, *TheTQMJournal*,Vol.*ahead-of-print*No. *ahead-of-print*.
<https://doi.org/10.1108/TQM-11-2023-0379>
- Shqairat, S., & AlJundi, N. J. (2022). Educational Leadership Styles and its Relationship to Job Engagement in Secondary Schools in East Jerusalem schools from School teacher’s perspective. *Al-Balqa Journal for Research and Studies*, 25(SE), 117-132.
https://doi.org/10.35875/1105_ 025-999-007
- Tadesse, A. & Ayenew, Z. (2023). Managing Virtual Teams and System Thinking: A Systematic Review. *Journal of Intelligent Management Decision*, 2(3), 151-159.
<https://doi.org/10.56578/jimd020305>

Xiong, C., Khan, A., Bibi, S., Hayat, H., & Jiang, S. (2022). Tourism sub industry level environmental impacts in the US. *Current Issues in Tourism*, 1-19.
<https://doi.org/10.1080/13683500.2022.204383>