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# Transformative Leadership and Employee Productivity of MDAS in Abuja

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**Abstract:** *This study investigates the impact of transformative leadership, ethical leadership, adaptive leadership, and cultural inclusivity on employee productivity in Abuja's Ministries, Departments, and Agencies (MDAs). Using a census sampling method, data were collected from a population of 7,710 individuals across 15 MDAs, with 663 valid responses analyzed, representing a 96.2% response rate. Employing a cross-sectional survey design, validated instruments measured leadership dimensions and productivity, and multiple regression analysis tested the relationships. The findings reveal that ethical leadership and cultural inclusivity significantly enhance employee productivity, with cultural inclusivity emerging as the strongest predictor. A one-unit increase in cultural inclusivity and ethical leadership leads to 0.524 and 0.381-unit increases in productivity, respectively. Adaptive leadership engagement showed no significant effect, reflecting contextual implementation challenges. The study underscores the transformative potential of ethical and inclusive leadership in addressing governance inefficiencies and fostering performance in Abuja's MDAs. This research recommends prioritizing ethical leadership and cultural inclusivity through tailored training programs to enhance accountability, transparency, and collaboration. Efforts should also refine adaptive leadership practices to overcome bureaucratic barriers, ensuring sustainable productivity improvements in Nigeria's public sector.*

**Keywords:** transformative leadership, ethical leadership, adaptive leadership, cultural inclusivity, employee productivity, diversity and inclusion

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## INTRODUCTION

The complexities of public administration in developing contexts like Nigeria necessitate leadership approaches that not only adapt to systemic challenges but also inspire exceptional

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employee performance. Transformative leadership has emerged as a cornerstone in driving organisational efficiency, especially within Ministries, Departments, and Agencies (MDAs) in Abuja. This leadership style is characterised by ethical decision-making, adaptability to changing circumstances, and the integration of cultural diversity attributes that resonate strongly within the socio-political and economic fabric of Nigeria. Despite global emphasis on leadership and productivity, the interplay between transformative leadership and employee performance in MDAs remains underexplored, particularly in Abuja's unique administrative landscape.

Ethical leadership, as a key dimension of transformative leadership, is fundamental in fostering trust, transparency, and accountability within organisations (Kouzes & Posner, 2021; Neves et al., 2022). Research has demonstrated that ethical leaders promote organisational justice, mitigate workplace conflicts, and enhance employee commitment (Brown & Treviño, 2021; Ruiz-Palomino et al., 2023). In Abuja's MDAs, where governance often grapples with inefficiency and resource constraints, ethical leadership provides the moral foundation necessary for driving systemic reforms and improving employee output (Afolabi et al., 2023; Osei & Boateng, 2022).

Adaptive leadership engagement further underpins the ability of leaders to respond effectively to dynamic challenges, foster innovation, and build resilient teams (Heifetz et al., 2021; Meyer & Westrate, 2022). Within MDAs, the capacity to navigate policy shifts, manage scarce resources, and align employees towards shared goals is critical for success. Empirical studies highlight the positive impact of adaptive leadership on employee performance, particularly in high-pressure environments (Choi et al., 2021; Harms et al., 2023). Leaders who adopt adaptive approaches encourage participation, empower employees, and create a culture of continuous learning (Ospina et al., 2023; Williams et al., 2022).

Equally significant is the role of cultural inclusivity and integration in shaping employee performance. Abuja, as Nigeria's capital, epitomises cultural diversity, with MDAs hosting employees from various ethnic and social backgrounds. Leaders who prioritise inclusivity foster a sense of belonging and psychological safety among employees, which translates to higher engagement and productivity (Ashikali et al., 2021; Uzair & Hassan, 2023). Research has shown that culturally inclusive leadership mitigates biases, enhances collaboration, and aligns diverse teams towards common objectives (Singh et al., 2021; Mello & Freitas, 2023). For Abuja's MDAs, cultural inclusivity is not merely a leadership ideal but a practical necessity for navigating the complexities of a multicultural workforce.

Theoretically, transformative leadership aligns with Transformational Leadership Theory, which posits that effective leaders inspire, motivate, and intellectually stimulate their teams to achieve extraordinary outcomes (Burns, 1978; Bass & Riggio, 2021). Ethical leadership, adaptive engagement, and cultural inclusivity exemplify the key tenets of this theory by addressing both individual and organisational needs. Previous studies have established the correlation between these dimensions of leadership and employee performance in various sectors, yet their specific

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application within the public sector of Abuja remains underexplored (Karam et al., 2021; Rijal & Dhakal, 2023).

Despite the theoretical and empirical advancements, significant knowledge gaps persist. For instance, studies often overlook how ethical leadership specifically addresses governance challenges in Abuja's MDAs (Okafor & Emeh, 2022; Ibe et al., 2023). Similarly, while adaptive leadership is widely recognised, its application in navigating bureaucratic inertia within Nigeria's public administration has not been fully investigated (Yusuf et al., 2023; Chukwu & Olayemi, 2023). Moreover, the integration of cultural inclusivity as a practical leadership strategy remains underutilised in enhancing team cohesion and productivity (Adekunle & Onyekachi, 2022; Bello & Abdulahi, 2023).

This study, therefore, addresses these critical gaps by exploring the effects of ethical leadership modelling, adaptive leadership engagement, and cultural inclusivity on employee productivity within Abuja's MDAs. Specifically, the study seeks to:

- i. Examine the effect of ethical leadership modelling on employee productivity of MDAs in Abuja.
- ii. Determine the effect of adaptive leadership engagement on employee productivity of MDAs in Abuja.
- iii. Assess the effect of cultural inclusivity and integration on employee productivity of MDAs in Abuja.

In alignment with the study's objectives, the following null hypotheses are proposed:

**H0<sub>1</sub>:** Ethical Leadership Modelling has no significant effect on employee productivity of MDAs in Abuja.

**H0<sub>2</sub>:** Adaptive Leadership Engagement has no significant effect on employee productivity of MDAs in Abuja.

**H0<sub>3</sub>:** Cultural Inclusivity and Integration has no significant effect on employee productivity of MDAs in Abuja.

By contextualising transformative leadership within the operational realities of Abuja's MDAs, this study aims to contribute actionable insights that bridge the gap between theoretical frameworks and practical applications. This research not only extends the academic discourse on leadership and productivity but also offers pragmatic recommendations for fostering high-performing public sector organisations in Nigeria.

## LITERATURE REVIEW

### Conceptual Clarification

#### Transformative Leadership

Transformative leadership, as a leadership approach, has gained prominence for its ability to inspire change, foster innovation, and enhance organisational performance. It represents a

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leadership style that transcends routine managerial practices by motivating employees, creating a shared vision, and addressing individual needs within organisations. This study focuses on three distinct dimensions of transformative leadership: ethical leadership modelling, adaptive leadership engagement, and cultural inclusivity and integration. These dimensions are particularly relevant in Ministries, Departments, and Agencies (MDAs) in Abuja, where governance challenges and resource constraints are prevalent. Ethical leadership lays the foundation for trust and accountability, while adaptive engagement ensures flexibility in navigating dynamic public sector challenges. Similarly, cultural inclusivity fosters collaboration in diverse work environments, ensuring that all employees contribute effectively. Together, these dimensions provide a holistic framework for examining the impact of leadership on employee productivity within MDAs in Abuja.

### **Ethical Leadership Modelling**

Ethical leadership is rooted in fairness, integrity, and accountability, and it establishes a moral compass within organisations. Leaders who model ethical behaviour influence their teams by fostering trust, reducing unethical practices, and aligning individual goals with organisational objectives. Research indicates that ethical leadership promotes organisational justice and employee satisfaction while mitigating workplace conflicts (Brown & Treviño, 2021; Ruiz-Palomino et al., 2023). In Abuja's MDAs, where governance inefficiencies often create operational bottlenecks, ethical leadership has been shown to inspire employee loyalty and drive productivity (Osei & Boateng, 2022). Moreover, ethical leaders create psychologically safe environments where employees feel empowered to contribute their best efforts, enhancing overall performance. Recent studies suggest that ethical leadership significantly reduces employee turnover intentions and strengthens team cohesion (Singh et al., 2023; Neves et al., 2022). This study examines how ethical leadership practices in Abuja's MDAs can improve accountability, align objectives, and foster sustainable employee engagement.

### **Adaptive Leadership Engagement**

Adaptive leadership represents the ability of leaders to respond flexibly to emerging challenges and adapt strategies to meet organisational needs. This leadership dimension encourages innovation, fosters problem-solving, and builds resilience among employees, particularly in complex public sector environments (Heifetz et al., 2021; Meyer & Westrate, 2022). Within Abuja's MDAs, the demands of navigating policy shifts, limited resources, and bureaucratic constraints require leaders to adopt adaptive approaches that foster proactive solutions (Choi et al., 2021). Adaptive leadership has been linked to higher employee performance by encouraging participation, continuous learning, and responsiveness to change (Williams et al., 2022). Furthermore, adaptive leaders cultivate a culture of collaboration and empower employees to approach challenges with creativity and confidence, enhancing team efficiency (Harms et al., 2023; Ospina et al., 2023). This study explores how adaptive leadership engagement within Abuja's MDAs can align operational processes with strategic goals while promoting a culture of innovation and resilience.

### **Cultural Inclusivity and Integration**

Cultural inclusivity and integration reflect the capacity of leaders to embrace diversity, foster equity, and create harmonious workplace environments. Inclusive leaders value diverse perspectives and address biases, ensuring equal opportunities for participation and collaboration within teams (Ashikali et al., 2021; Singh et al., 2023). Abuja's MDAs operate within a multicultural framework where employees from diverse ethnic and professional backgrounds converge, making inclusivity a practical necessity (Adekunle & Onyekachi, 2022). Leaders who prioritise cultural inclusivity enhance team cohesion, reduce conflicts, and foster a sense of belonging among employees, which significantly impacts productivity (Bello & Abdulahi, 2023). Research highlights that organisations with inclusive leadership practices experience higher employee engagement, improved morale, and better performance outcomes (Uzair & Hassan, 2023; Mello & Freitas, 2023). This study investigates how cultural inclusivity within Abuja's MDAs addresses diversity-related challenges, aligns team objectives, and fosters an environment of shared success and collaboration.

### **Employee Productivity**

Employee productivity refers to the capacity of employees to meet organisational objectives effectively, ensuring task completion, quality standards, and collaborative efficiency. In the public sector, particularly within MDAs, employee productivity is critical for achieving policy implementation and improving service delivery. Transformative leadership influences productivity by fostering a supportive work environment characterised by trust, motivation, and innovation (Chen & Haga, 2022; Uzair & Hassan, 2023). Ethical leadership builds accountability frameworks that enhance employee focus, while adaptive leadership ensures that teams respond effectively to operational challenges (Choi et al., 2021). Similarly, cultural inclusivity promotes collaboration and mitigates interpersonal conflicts, thereby improving team dynamics (Singh et al., 2023). Metrics such as task completion rates, adherence to deadlines, and teamwork effectiveness are often used to assess employee productivity. This study operationalises productivity as a measurable outcome of leadership interventions, exploring how transformative leadership practices enhance employee contributions within Abuja's MDAs.

### **Theoretical Review**

Transformational Leadership Theory, first conceptualised by Burns (1978) and further developed by Bass (1985), provides the theoretical foundation for this study. The theory posits that effective leaders inspire, motivate, and intellectually stimulate their teams, fostering exceptional outcomes that transcend ordinary performance (Bass & Riggio, 2021). Ethical leadership aligns with this theory by establishing moral and motivational frameworks, while adaptive leadership and cultural inclusivity reflect its emphasis on innovation and individual consideration. Transformational Leadership Theory has been widely applied in organisational studies, highlighting the importance of visionary leadership in shaping team dynamics and enhancing productivity (Rijal & Dhakal, 2023; Karam et al., 2021). This study applies the theory to Abuja's MDAs, exploring how transformative leadership practices address local governance challenges and foster organisational

success. By linking leadership dimensions to employee productivity, the study bridges the gap between theoretical constructs and practical applications in Nigeria's public sector.

### **Empirical Review**

Ethical leadership has been consistently linked to higher employee engagement, trust, and morale. For example, Brown and Treviño (2021) found that leaders who exhibit ethical behaviour establish a culture of accountability, which in turn fosters employee commitment and reduces workplace conflicts. Neves et al. (2022) further demonstrated that ethical leadership positively correlates with psychological safety, enabling employees to voice their concerns and contribute meaningfully to organisational objectives. However, these studies often focus on private sector settings, leaving gaps in understanding how ethical leadership operates within public MDAs, especially in Abuja's socio-political environment. Singh et al. (2023) suggested that ethical leadership can mitigate the effects of governance inefficiencies in the public sector, but empirical validation in Abuja remains limited. This highlights a critical need for context-specific research to explore the transformative potential of ethical leadership in enhancing productivity in MDAs.

Adaptive leadership has been widely recognised for its ability to improve employee performance by fostering innovation and resilience. Heifetz et al. (2021) found that adaptive leaders empower employees to navigate complex challenges through participative decision-making and problem-solving. Similarly, Choi et al. (2021) reported that adaptive leadership promotes agility and responsiveness, particularly in dynamic environments such as public administration. However, studies such as Meyer and Westrate (2022) reveal a lack of research on the practical implementation of adaptive leadership in resource-constrained contexts like Abuja's MDAs. Williams et al. (2022) emphasised that adaptive leaders can align employee efforts with organisational goals even amidst uncertainty, but further investigation is needed to understand how this dimension specifically impacts productivity in Nigeria's public sector. Thus, while adaptive leadership is broadly supported by existing literature, its application in Abuja's MDAs warrants targeted exploration.

Cultural inclusivity is increasingly recognised as a critical determinant of employee performance, particularly in diverse organisational settings. Ashikali et al. (2021) found that inclusive leadership practices significantly enhance employee satisfaction and collaboration by fostering a sense of belonging. Similarly, Singh et al. (2023) noted that culturally inclusive leaders mitigate biases and ensure equitable participation, thereby improving team dynamics and productivity. However, these findings are predominantly derived from global studies, with limited empirical evidence addressing the unique challenges of fostering inclusivity in Abuja's MDAs. Adekunle and Onyekachi (2022) highlighted that cultural inclusivity is essential for managing diversity in Nigeria's public sector but emphasised the need for actionable frameworks tailored to Abuja's socio-economic realities. This gap underscores the importance of investigating how inclusive leadership practices can be effectively implemented to maximise employee engagement and performance in MDAs.

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Studies consistently affirm the significant influence of leadership dimensions on employee productivity. For instance, Harms et al. (2023) demonstrated that a combination of ethical leadership, adaptive engagement, and inclusivity enhances task efficiency and team cohesion. Similarly, Ospina et al. (2023) highlighted that leaders who integrate these dimensions create a work environment conducive to innovation and sustained performance. However, Kalambayi et al. (2021) noted that existing studies often overlook the interactions between these dimensions in the context of public sector organisations. In Abuja's MDAs, where operational challenges such as resource scarcity and bureaucratic inefficiencies persist, understanding the synergy between ethical leadership, adaptability, and inclusivity is critical for designing impactful leadership interventions.

Despite the wealth of global research on transformative leadership, significant gaps remain in understanding its application within Abuja's MDAs. For example, Ruiz-Palomino et al. (2023) and Neves et al. (2022) highlight the importance of ethical leadership in fostering accountability, but their findings lack the specificity needed to address Abuja's governance challenges. Similarly, while Meyer and Westrate (2022) advocate for adaptive leadership in complex environments, their recommendations require localisation to address the cultural and economic realities of Nigeria's public administration. Finally, studies such as Singh et al. (2023) and Mello and Freitas (2023) provide valuable insights into cultural inclusivity but fail to account for the unique diversity dynamics within Abuja's MDAs.

Addressing these empirical gaps will provide actionable insights for leadership development tailored to Abuja's unique context. By exploring the interplay of ethical leadership, adaptive engagement, and inclusivity, this study aims to align theoretical frameworks with practical applications, ultimately contributing to enhanced employee productivity and organisational success in MDAs.

## **METHODOLOGY**

This study employed a cross-sectional survey design to investigate the impact of transformative leadership on employee productivity in Ministries, Departments, and Agencies (MDAs) in Abuja. This design facilitated the collection of data at a single point in time, allowing for the analysis of the relationship between leadership dimensions-ethical leadership modelling, adaptive leadership engagement, and cultural inclusivity and integration-and employee productivity. The cross-sectional approach was appropriate for examining the organisational dynamics and leadership behaviours within Abuja's public sector.

This study employed a census sampling method to include all leaders and employees from 15 strategically selected MDAs in Abuja. This approach ensured comprehensive coverage of the target population, eliminating sampling bias and capturing diverse perspectives on leadership practices and employee productivity. The census method was particularly appropriate for this study

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as it provided a robust dataset that included leaders, such as directors and team heads, as well as non-leadership employees. This holistic inclusion ensured that the interplay between leadership behaviours and workforce productivity was thoroughly examined.

The selection of MDAs was guided by criteria such as strategic relevance, functional diversity, and workforce representation. The 15 MDAs included sectors like finance, health, education, and infrastructure, ensuring a broad representation of Abuja's administrative landscape. Examples include the Ministry of Finance and FIRS, which oversee fiscal policies and revenue generation; the Ministry of Health and Ministry of Education, representing essential public services requiring adaptive leadership; and the Ministry of Works and Housing and DPR, where technical operations demand collaborative leadership. Each MDA contributed its entire workforce to the study, with proportional representation based on employee numbers. For instance, the Ministry of Finance had 800 participants, while the Ministry of Justice contributed 500. Across all MDAs, the total population was 7,710 individuals, comprising 1,245 leaders and 6,465 employees. This approach ensured the study captured a comprehensive and nuanced understanding of leadership's impact on productivity across Abuja's public sector.

To determine the sample size for a population of 7,710, Yamane's formula was applied. The formula states that the sample size ( $n$ ) is equal to the total population ( $N$ ) divided by one plus the population ( $N$ ) multiplied by the square of the margin of error ( $e^2$ ).

In this study, the total population ( $N$ ) is 7,710, and the margin of error ( $e$ ) was calculated as 0.04 (4%) to achieve a sample size close to 689. Substituting these values, the formula becomes  $n = 7,710 / [1 + 7,710(0.04)^2]$ . First,  $0.04^2 = 0.0016$ . Multiplying 7,710 by 0.0016 gives 12.336. Adding 1 to 12.336 results in 13.336. Finally, dividing 7,710 by 13.336 gives approximately 689. Thus, the sample size required for this study is 689 participants. This calculation ensures that the sample is both scientifically valid and representative of the total population.

Data were collected using a structured questionnaire with three sections. The first section captured demographic information such as age, gender, and work experience. The second section focused on leadership dimensions, with items rated on a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). The third section assessed employee productivity, capturing measurable outcomes related to task completion, quality adherence, and collaborative efficiency. The questionnaire was distributed directly to participants, ensuring contextual accuracy and reliability. To ensure validity, the study employed content validation through expert reviews and exploratory factor analysis to confirm that the constructs were distinct and accurately represented. Reliability was assessed using Cronbach's alpha, with values exceeding 0.85, confirming internal consistency. The Ethical Leadership Scale (ELS), validated in various contexts (Zappalà & Toscano, 2020), served as a key measurement tool, ensuring scientific credibility.

The data were analysed using descriptive and inferential statistics. Descriptive analysis summarised participant demographics and organisational characteristics, while inferential

Publication of the European Centre for Research Training and Development-UK statistics, including multiple regression analysis, examined the relationships between leadership dimensions and productivity. Hypotheses were tested at a 95% confidence level, with p-values  $\leq 0.05$  indicating statistical significance.

### **Model Specification**

The relationship between leadership dimensions and productivity was modelled using the equation:

$$EP = \beta_0 + \beta_1(EL) + \beta_2(AE) + \beta_3(CI) + \epsilon$$

Where EP represents employee productivity, EL is ethical leadership modelling, AE is adaptive leadership engagement, and CI is cultural inclusivity and integration. Coefficients ( $\beta_1, \beta_2, \beta_3$ ) captured the impact of each leadership dimension, while the error term ( $\epsilon$ ) accounted for unexplained variability.

This methodology provided a scientifically rigorous framework, leveraging validated instruments and comprehensive sampling to ensure robust, actionable insights into leadership dynamics in Abuja's MDAs.

### **Variables and Measurement Instruments**

Ethical Leadership Modelling was measured using the Ethical Leadership Scale (ELS) developed by Brown, Treviño, and Harrison (2005), which has been validated in various organisational settings.

Adaptive Leadership Engagement was assessed using items from the Adaptive Leadership Inventory (ALI), focusing on flexibility, problem-solving, and innovation.

Cultural Inclusivity and Integration was measured using the Inclusivity Index (Gallup, 2020), assessing how leaders foster diversity, equity, and collaboration.

The dependent variable, employee productivity, was measured using items adapted from the Organisational Productivity Index by Campbell (1990), including metrics such as task efficiency, adherence to quality standards, and teamwork effectiveness.

## **DATA PRESENTATION AND ANALYSIS**

Out of 689 questionnaires administered, 663 were duly completed and returned, achieving a response rate of 96.2% and ensuring a robust dataset for analysis.

**Table 1 Descriptive Statistics**

	N	Mean	Std. Deviation	Variance	Skewness		Kurtosis	
		Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
EP	663	2.2474	1.45706	2.123	.761	.095	-.886	.190
EL	663	2.3891	1.51608	2.298	.656	.095	-1.102	.190
AE	663	2.4404	1.53578	2.359	.588	.095	-1.199	.190
CI	663	2.2413	1.46736	2.153	.809	.095	-.849	.190
Valid (listwise)	N 663							

**SOURCE: SPSS, 2024**

The descriptive statistics table 1 provides key insights into the dimensions of employee productivity (EP), ethical leadership (EL), adaptive leadership engagement (AE), and cultural inclusivity (CI) in Abuja's MDAs. The mean values indicate that AE (2.4404) is perceived the most positively among the leadership dimensions, suggesting that adaptability is somewhat embedded in leadership practices. EL (2.3891) and CI (2.2413) show moderate ratings, indicating room for improvement in fostering trust, transparency, and inclusivity. EP, with a mean of 2.2474, reflects moderate employee productivity, suggesting that leadership practices are not optimally driving performance across the MDAs.

The standard deviations and variances reveal consistent variability across all variables, with AE showing the highest variability (1.53578 and 2.359, respectively). This indicates a wide range of perceptions regarding adaptive leadership engagement, potentially influenced by the varied contexts of MDAs.

The skewness values for all variables are positive (e.g., EP = 0.761, CI = 0.809), suggesting that more respondents perceived these dimensions on the lower end of the scale. The negative kurtosis values (e.g., EL = -1.102, AE = -1.199) indicate flat distributions, suggesting fewer extreme ratings. These patterns highlight the need for enhanced ethical leadership, adaptability, and inclusivity to improve perceptions and outcomes.

**Table 2 Correlations**

		EP	EL	AE	CI
EP	Pearson Correlation	1	.835**	.873**	.865**
	Sig. (2-tailed)		.000	.000	.000
	N	663	663	663	663
EL	Pearson Correlation	.835**	1	.888**	.781**
	Sig. (2-tailed)	.000		.000	.000
	N	663	663	663	663
AE	Pearson Correlation	.873**	.888**	1	.931**
	Sig. (2-tailed)	.000	.000		.000
	N	663	663	663	663
CI	Pearson Correlation	.865**	.781**	.931**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	663	663	663	663

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**SOURCE: SPSS, 2024**

The correlation table 2 highlights the relationships between employee productivity (EP) and the leadership dimensions: ethical leadership (EL), adaptive leadership engagement (AE), and cultural inclusivity (CI). All correlations are significant at the 0.01 level, demonstrating strong positive associations among the variables. Specifically, EP and EL have a correlation coefficient of 0.835, indicating that ethical leadership significantly contributes to fostering higher productivity. Similarly, the correlation between EP and AE (0.873) is the strongest, emphasising adaptive leadership as a critical factor in enhancing employee performance. The relationship between EP and CI (0.865) further underscores the importance of cultural inclusivity in improving productivity.

The intercorrelations among the leadership dimensions are equally notable. The correlation between EL and AE (0.888) suggests a strong complementary relationship, indicating that ethical leadership often aligns with adaptive engagement to promote effective leadership practices. The correlation between AE and CI (0.931) is the strongest in the table, highlighting their interconnectedness in fostering inclusivity and adaptability within MDAs. These results confirm that ethical leadership, adaptive engagement, and cultural inclusivity not only influence employee productivity individually but also work synergistically to drive organisational success.

**Table 3 Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df1	df2	Sig. Change	F
1	.902 <sup>a</sup>	.813	.813	.63077	.813	957.813	3	659	.000	1.544

a. Predictors: (Constant), CI, EL, AE

b. Dependent Variable: EP

**SOURCE: SPSS, 2024**

The model summary in Table 3 provides an evaluation of the combined effects of ethical leadership (EL), adaptive leadership engagement (AE), and cultural inclusivity (CI) on employee productivity (EP) in Abuja's MDAs. The R value (0.902) reflects a very strong positive correlation between the predictors (EL, AE, CI) and employee productivity, indicating that the leadership dimensions collectively have a significant relationship with productivity. The R Square value (0.813) reveals that 81.3% of the variation in employee productivity is explained by the combined effect of ethical leadership, adaptive leadership engagement, and cultural inclusivity. This underscores the substantial impact these leadership practices have on employee outcomes. The Adjusted R Square (0.813) shows that the explanatory power of the model remains consistent even when adjusted for degrees of freedom, reinforcing the reliability of the findings. The standard error of the estimate (0.63077) suggests that the predicted values for employee productivity are reasonably close to the actual observed values, reflecting good predictive accuracy. The F-statistic (957.813,  $p < 0.001$ ) indicates that the model is statistically significant, confirming that the predictors collectively have a meaningful and measurable impact on employee productivity. Additionally, the Durbin-Watson statistic (1.544) falls within the acceptable range, suggesting no significant autocorrelation in the residuals and validating the independence of observations.

**Table 4 ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1143.240	3	381.080	957.813	.000 <sup>b</sup>
	Residual	262.193	659	.398		
	Total	1405.433	662			

a. Dependent Variable: EP

b. Predictors: (Constant), CI, EL, AE

**SOURCE: SPSS, 2024**

The ANOVA table 4 assesses the overall significance of the regression model used to evaluate the impact of ethical leadership (EL), adaptive leadership engagement (AE), and cultural inclusivity (CI) on employee productivity (EP) in Abuja's MDAs. The regression sum of squares (1143.240) indicates the variability in employee productivity that is explained by the combined effects of the predictors. The residual sum of squares (262.193) represents the unexplained variability, while the

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total sum of squares (1405.433) is the combined variability in employee productivity. The degrees of freedom (df) for the regression model is 3, corresponding to the three predictors (EL, AE, CI), while the residual df is 659, representing the number of observations minus the predictors. The mean square for regression (381.080) is significantly higher than the residual mean square (0.398), indicating that the model explains a substantial proportion of the variability in employee productivity. The F-statistic (957.813,  $p < 0.001$ ) confirms the statistical significance of the model, showing that the predictors collectively have a strong and significant impact on employee productivity. The very low p-value ( $<0.001$ ) provides robust evidence that the relationship between the leadership dimensions and employee productivity is not due to chance.

**Table 5 Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.094	.047		1.992	.047
EL	.381	.037	.396	10.390	.000
AE	.028	.062	.030	.458	.647
CI	.524	.048	.528	10.970	.000

a. Dependent Variable: EP

**SOURCE: SPSS, 2024**

The coefficients table 5 highlights the contributions of ethical leadership (EL), adaptive leadership engagement (AE), and cultural inclusivity (CI) to employee productivity (EP) within Abuja's MDAs. The constant value ( $B = 0.094$ ,  $p = 0.047$ ) is significant, indicating the baseline level of employee productivity when no leadership practices are applied. Ethical leadership ( $B = 0.381$ ,  $Beta = 0.396$ ,  $p < 0.001$ ) shows a significant positive impact on employee productivity, demonstrating that fostering trust, transparency, and accountability contributes meaningfully to performance. Similarly, cultural inclusivity ( $B = 0.524$ ,  $Beta = 0.528$ ,  $p < 0.001$ ) emerges as the strongest predictor, emphasizing the critical role of inclusivity in improving collaboration and productivity in diverse MDAs. In contrast, adaptive leadership engagement ( $B = 0.028$ ,  $Beta = 0.030$ ,  $p = 0.647$ ) does not have a statistically significant effect, indicating a limited influence on productivity in this context. These findings underline the importance of prioritizing ethical and inclusive leadership practices to drive performance improvements within Abuja's MDAs.

### Test Hypotheses

The hypotheses testing evaluates the impact of ethical leadership modelling (EL), adaptive leadership engagement (AE), and cultural inclusivity (CI) on employee productivity (EP) in Abuja's MDAs.

**H<sub>01</sub>: Ethical Leadership Modelling has no significant effect on employee productivity of MDAs in Abuja.**

The unstandardized coefficient for ethical leadership is  $B = 0.381$ , indicating that for every one-unit increase in ethical leadership, employee productivity increases by 0.381 units, holding other variables constant. The standardized coefficient (Beta) is 0.396, representing a moderately strong effect on productivity relative to other predictors. With a t-value of 10.390 and ( $p < 0.001^{**}$ ), the relationship is statistically significant.

This result demonstrates the transformative impact of ethical leadership on productivity. Ethical leadership, by fostering trust, accountability, and transparency, directly improves employee commitment and effectiveness. Rejecting  $H_{01}$ , the findings affirm that enhancing ethical practices in MDAs can substantially boost employee output, aligning with the study's objectives.

**H<sub>02</sub>: Adaptive Leadership Engagement has no significant effect on employee productivity of MDAs in Abuja.**

The unstandardized coefficient for adaptive leadership engagement is  $B = 0.028$ , suggesting that a one-unit increase in adaptive leadership results in a negligible 0.028-unit increase in employee productivity, assuming other variables remain constant. The standardized coefficient (Beta) is 0.030, indicating a very weak effect. The t-value of 0.458 and ( $p = 0.647^{**}$ ) show that the relationship is statistically insignificant.

This result indicates that adaptive leadership, while theoretically important, has limited practical influence on productivity in the current context. The findings may reflect inadequate implementation or contextual constraints in MDAs, such as rigid bureaucratic structures. Retaining  $H_{02}$ , the study underscores the need for targeted interventions to enhance the adaptive leadership capabilities of public administrators.

**H<sub>03</sub>: Cultural Inclusivity and Integration has no significant effect on employee productivity of MDAs in Abuja.**

The unstandardized coefficient for cultural inclusivity is  $B = 0.524$ , meaning that a one-unit increase in cultural inclusivity leads to a 0.524-unit rise in employee productivity, assuming other variables remain unchanged. The standardized coefficient (Beta) is 0.528, making cultural inclusivity the strongest predictor in the model. With a t-value of 10.970 and ( $p < 0.001^{**}$ ), the effect is highly significant. This result highlights the critical role of inclusivity in fostering productivity within diverse MDAs. Leaders who promote cultural inclusivity create environments that reduce biases, enhance collaboration, and improve morale, driving measurable improvements in output. Rejecting  $H_{03}$ , the findings demonstrate that prioritising inclusive practices has a substantial and transformative impact on organisational success.

## DISCUSSION OF THE FINDINGS

The results of this study offer critical insights into the impact of leadership dimensions-ethical leadership (EL), adaptive leadership engagement (AE), and cultural inclusivity (CI)-on employee productivity (EP) within Abuja's MDAs, aligning with the objectives to examine these relationships. The findings underscore the transformative potential of ethical and inclusive leadership while highlighting the limited role of adaptive leadership in the context of the public sector.

The significant contribution of ethical leadership ( $B = 0.381$ ,  $Beta = 0.396$ ,  $p < 0.001$ ,  $p < 0.001$ ) validates the theoretical premise of Transformational Leadership Theory, which positions moral and motivational frameworks as drivers of employee engagement and performance. Ethical leadership fosters trust, accountability, and transparency, creating a culture of integrity that resonates in MDAs grappling with inefficiency and governance challenges. A one-unit increase in ethical leadership modelling leads to a 0.381-unit increase in employee productivity, showcasing its direct and measurable impact. These results align with prior research by Brown and Treviño (2021), who found that ethical leadership enhances morale and mitigates workplace conflicts. For Abuja's MDAs, the findings emphasize the necessity of embedding ethical practices to foster systemic reforms and improve performance outcomes.

Cultural inclusivity emerges as the most significant predictor ( $B = 0.524$ ,  $Beta = 0.528$ ,  $p < 0.001$ ,  $p < 0.001$ ), underscoring its critical role in improving employee productivity within a multicultural workforce. The strong Beta value indicates that inclusive leadership practices not only align diverse teams but also address biases, fostering a sense of belonging and psychological safety among employees. A one-unit increase in cultural inclusivity results in a 0.524-unit increase in employee productivity, highlighting its transformative potential. These findings align with studies by Ashikali et al. (2021) and Singh et al. (2023), which emphasize the importance of inclusivity in enhancing collaboration and engagement. In Abuja's MDAs, where cultural diversity is a practical reality, prioritizing inclusivity addresses critical governance and operational challenges, driving meaningful improvements in team cohesion and output.

Unlike ethical leadership and cultural inclusivity, adaptive leadership engagement ( $B = 0.028$ ,  $Beta = 0.030$ ,  $p = 0.647$ ,  $p = 0.647$ ) does not demonstrate a statistically significant effect on employee productivity. This limited influence could reflect contextual constraints, such as rigid bureaucratic structures and resource scarcity, which may hinder the application of adaptive strategies in MDAs. These findings diverge from global literature, such as Heifetz et al. (2021) and Choi et al. (2021), which associate adaptive leadership with resilience and problem-solving in dynamic environments. The results suggest that while adaptive leadership is theoretically relevant, its practical impact in Abuja's MDAs requires further investigation and potentially more robust implementation frameworks.

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The findings reinforce Transformational Leadership Theory, demonstrating that leadership dimensions emphasizing ethical practices and inclusivity significantly enhance employee productivity. Ethical leadership builds the foundational trust and integrity required for sustainable governance, while cultural inclusivity aligns diverse teams toward common goals. The limited role of adaptive leadership highlights the need for context-specific adaptations to ensure its efficacy within the constraints of Nigeria's public administration.

For policymakers and practitioners in Abuja's MDAs, the results provide actionable insights. Strengthening ethical leadership practices can address systemic inefficiencies, while fostering inclusivity ensures that the full potential of a diverse workforce is realized. These strategies not only improve productivity but also contribute to a culture of accountability and innovation, essential for navigating the complexities of public sector management in Abuja.

## **CONCLUSION AND RECOMMENDATIONS**

This study has demonstrated the critical roles of ethical leadership, cultural inclusivity, and adaptive leadership engagement in shaping employee productivity within Abuja's MDAs. The findings confirm that ethical leadership and cultural inclusivity significantly enhance productivity, with cultural inclusivity emerging as the most influential predictor. Ethical leadership fosters trust and accountability, creating a moral framework that drives employee engagement and commitment. Cultural inclusivity, on the other hand, capitalizes on Abuja's diverse workforce by promoting collaboration and mitigating biases, thereby fostering a sense of belonging that translates into measurable performance improvements. However, adaptive leadership engagement was not found to significantly impact productivity, suggesting challenges in its practical implementation within the structured and resource-constrained environment of MDAs. These results underscore the importance of transformative leadership practices in addressing governance inefficiencies, fostering innovation, and improving service delivery in Abuja's public sector. By aligning leadership strategies with the needs of employees and organizational goals, MDAs can achieve sustainable improvements in productivity and overall organizational success.

Based on the study's findings, Abuja's MDAs should prioritize ethical leadership and cultural inclusivity to enhance employee productivity. Leadership training programs should focus on fostering accountability, transparency, and collaboration, ensuring that leaders model integrity and embrace diversity to strengthen team cohesion and morale. Given the limited impact of adaptive leadership, efforts should be directed toward refining its implementation through tailored strategies that address bureaucratic constraints and resource challenges. These actions will enable MDAs to maximize leadership effectiveness and drive sustainable improvements in employee performance.

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