

Research Article

The Role of Leadership Styles in the Administration of Government Institutions

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Abstract

The accomplishment of public policy objectives and the smooth operation of societies depend heavily on the efficient management of governmental institutions. The way leaders behave and lead within these institutions has a big impact on employee performance, organizational culture, and overall institutional efficacy. This paper examines different leadership styles and how they relate to public sector governance in order to investigate the role that leadership styles play in the management of government institutions for quality service delivery. Policymakers and administrators can improve decision-making procedures, cultivate a positive workplace culture, and advance efficient public service delivery by being aware of the influence of leadership styles in institutional management. Within the framework of government administration, four well-known leadership styles-transformational, transactional, charismatic, and servant leadership-are critically examined. The study examines each style's advantages, disadvantages, and implications for government organizations. It explores how to drive organizational change and promote innovation through visionary leadership, effective communication, and strategic decision-making. The article also examines how leadership style affects staff motivation, job satisfaction, and productivity in government agencies. It explores the connection between employee engagement and leadership behavior, emphasizing how crucial it is to establish a conducive and empowering work environment, encouraging staff motivation and satisfaction, establishing organizational culture, and providing effective and efficient public services.

Keywords: Leadership Style, Employee Performance, Efficient Public Service Delivery.

1. Introduction

Government institutions are responsible for carrying out essential functions such as policy formulation, service provision, and regulatory oversight. Effective leadership within these institutions is critical for ensuring efficient operations, promoting innovation, and maintaining public trust (Bass and Riggio, 2006). This article examines the function of leadership styles in the management of public institutions, emphasizing the influence of various leadership styles on the performance of organizations (Avolio and Bass, 2004; Higgs and Rowland, 2000). Within government institutions, policy formation, change management, and national direction are all greatly influenced by competent leadership (Perry and Rainey, 1988). Leaders in public administration must have a distinct set of abilities and skills in order to overcome obstacles and promote advancement, given the dynamic and complex nature of the field (Bass, 1985; Burns, 1978). With respect to government institutions, leadership styles have become a crucial determinant of their effectiveness and advancement and sustainability. Every sector of the government, from national agencies to local governance, has its own set of objectives and challenges when it comes to administering government institutions (Denhardt and Denhardt, 2003). The decision-making processes, organizational culture, and ultimately the overall performance of the institution can all be greatly impacted by the leadership style that individuals in charge choose to use.

The purpose of this essay is to examine the complex interplay between leadership styles trajectory and public institutions management. Examining different leadership philosophies, how they affect organizational dynamics, and how well they can adapt to the particular requirements of the public sector can help us understand how capable leaders can promote change and improve the provision of public services (Bass and Riggio, 2006). The author will cover a variety of leadership philosophies in this investigation, including

transformational, transactional, servant, and democratic leadership, as well as how they are frequently exhibited in government organizations (Bass, 1999). In the context of public administration, each of these styles has unique traits and methods for communicating, making decisions, and inspiring employees. Each style also has advantages and disadvantages that should be considered. The author will also discuss the significance of matching leadership styles to the particular requirements and difficulties encountered in government agencies. Leaders can effectively address the specific demands of the public sector by customizing their approach based on their understanding of the organizational context, the complexities of public policy, and the expectations of stakeholders (Denhardt and Denhardt, 2003). By sharing this knowledge, the author hope to further the current conversation about improving public sector leadership techniques and developing more effective and transparent government operations.

2. Leadership Styles in Government Institutions

When it comes to determining organizational culture, decision-making procedures, and general effectiveness, leadership style is extremely important within government institutions. According to Yukl (2008), leadership styles can vary widely within government institutions, ranging from transformational to charismatic approaches.

2.1. Transformational Leadership

The leadership style known as transformational leadership has been extensively researched and used in a variety of organizational settings, including institutions of government. As per Bass and Riggio's (2006) findings, leaders who exhibit transformational leadership inspire and motivate their followers to attain remarkable outcomes and personal development. These leaders build an environment that is encouraging and empowering for their team members, support innovation and change, and cultivate a vision of the future. It has been discovered that transformational leadership significantly affects employee outcomes and organizational effectiveness within the framework of governance institutions. Wang and Howell (2012), examined how transformational leadership affected organizations in the public sector. The results showed that transformational leaders in governance institutions could improve the institution's overall performance, change the organizational culture, and raise employee job satisfaction. Additionally, Lowe *et al.*, (1996), investigated the impact of transformational leadership in political organizations in a different study. The researcher discovered that transformational leaders in political institutions could uplift and energize people, advance democratic principles, and encourage constructive social change. According to the evidence, transformational leadership is a successful leadership approach in institutions of governance. It improves the performance of the organization, encourages innovation and change, and cultivates a positive work environment. Based on these results, it appears that transformational leaders are essential in determining the course and efficacy of governance organizations.

2.2. Transactional Leadership

Transactional leadership is a leadership style that focuses on maintaining stability and achieving specific goals through a system of rewards and punishments. In the context of governance institutions, transactional leadership refers to a leadership approach where leaders engage in exchanges with their subordinates, offering rewards or punishments based on the performance of the individuals or the organization as a whole. According to Bass (1985), transactional leadership involves a transactional relationship between leaders and followers, where leaders clarify expectations, provide guidance, and set performance targets. This leadership style relies on the use of contingent rewards and corrective actions to motivate individuals to meet established goals and standards. The use of a managerial strategy by leaders in government institutions to accomplish goals is a manifestation of transactional leadership. This method works especially well when efficiency and compliance are vital and there should be clear expectations and standards. In order to direct their decision-making and ensure compliance, transactional leaders in government institutions frequently rely on formal rules and regulations. A transactional leader may, for instance, set performance goals for staff members in a government organization and provide incentives, like bonuses or promotions, for reaching or surpassing those goals. However, in the event that they fall short of expectations or break rules, they may also use corrective measures, like verbal warning, written, reprimand, stoppage of salary, etc. Generally speaking, transactional leadership in government institutions stresses the exchanging of incentives and penalties according to performance and compliance with set guidelines, seeking to preserve stability and accomplish particular objectives in an organized manner.

2.3. Servant Leadership

The "servant leadership" philosophy of leadership lays a heavy emphasis on the leader's primary duty to serve others. When it comes to government institutions, servant leadership is defined by leaders who

prioritize the needs and well-being of people they work with in order to further their overall development and welfare. These leaders are genuinely motivated to empower and uplift individuals and communities, and they possess a great sense of empathy and humility. The foundational tenet of servant leadership is that leaders should be committed to improving society and act as stewards of their organizations, according to Greenleaf (1977), who is widely recognized for having popularized the idea. According to Greenleaf, by making sure that choices and actions are informed by a thorough comprehension of the needs and goals of people they are in charge of, servant leaders can promote positive change. Servant leadership can take many different forms in government organizations. As part of transparent and inclusive decision-making processes, leaders can actively solicit input and feedback from the people they serve and put the interests of the group at large ahead of their own or their organizations. Furthermore, servant leaders in institutions of governance frequently encourage cooperation, teamwork, and the growth of others in an effort to foster an atmosphere in which people can thrive and make significant contributions to society. In the framework of government institutions, servant leadership also refers to leaders who put the needs of those they work with first, show humility and empathy, and strive to improve society. This strategy is in line with the notion that institutions' stewards, or leaders, ought to actively foster the development and welfare of the people and communities they oversee.

2.4. Charismatic Leadership

A leader that possesses remarkable personal traits, charm, and the capacity to motivate and sway others is said to have charismatic leadership. Within the framework of governing organizations, charismatic leaders have a special capacity to galvanize support and unite people behind a common vision or objective. They frequently display self-assurance, excellent communication skills, and an engaging personality that enthralls and inspires their followers. Empathy, empowerment, and envisioning are the three main traits of charismatic leadership, according to Conger and Kanungo (1998). Communicating a compelling vision that aligns with the beliefs and goals of the followers is a key component of envisioning for a leader. People are motivated to work towards realizing this vision because it gives them direction and a sense of purpose. Knowing and being able to relate to the feelings, needs, and worries of their followers is what is meant by empathy in a leader. Charismatic leaders establish a strong rapport and trust with their constituents by exhibiting genuine concern and care. And finally, empowerment means that a leader can give their followers opportunities for personal development, authority delegation, and autonomy. This belief in their potential and abilities fosters a sense of ownership and accountability for the common goal in addition to strengthening followers' commitment. Charming leaders have a significant impact on the culture of the organization, the way decisions are made, and the overall efficacy of governance institutions. They have the power to encourage people to put others' needs ahead of their own, encourage collaboration, and stimulate creativity. Moreover, persuasive leaders are often endowed with the ability to forge alliances, win over the public, and negotiate challenging political environments. The ability to inspire, influence, and mobilize diverse groups of people around a common vision is a key component of charismatic leadership in the context of governance institutions. Charismatic leaders are able to shape organizational cultures, inspire followers, and create deep connections with constituents through their extraordinary personal qualities and skillful communication.

3. The Impact of Leadership Styles on the Organizational Culture of Government Institutions

Organizational culture is greatly influenced by leadership styles, which also shape the attitudes, practices, and general climate of the public sector. "Leadership styles affect the norms, climate, and shared values within an organization, ultimately influencing the organizational culture" (p. 189), according to Avolio *et al.*, (1991). Organizational cultures can diverge due to different leadership styles. One type of leadership style that promotes innovation, teamwork, and employee empowerment is transformational leadership, which is defined by inspirational and visionary leadership. Conversely, a culture of conformity, fear, and restricted employee autonomy may emerge from an autocratic leadership style, which is characterized by top-down decision-making and bureaucratic control. Furthermore, research by Den Hartog *et al.*, (1999), suggests that leadership styles can also influence the adoption of certain values within an organization.

For instance, leaders who promote ethical behavior and integrity through an ethical leadership style can cultivate a culture of honesty, integrity, professionalism, impartiality, transparency and accountability and ethical decision making and putting public interest above self-interest. Leadership styles play a critical role in shaping organizational culture of government institutions by influencing norms, values, and overall climate within the institution (Avolio *et al.*, 1991). The leadership approach adopted by leaders in government institutions has a direct impact on the behaviors, attitudes, and interactions of employees, ultimately shaping the culture and realization of the mission and vision of the institution.

3.1. Vision and Mission Alignment in Government Institutions

Vision and mission alignment is crucial when considering the impact of leadership styles on organizational culture in government institutions. The vision and mission of an organization provide a clear direction and purpose, guiding the behavior and decisions of its leaders and employees. When leadership styles align with the institution's vision and mission, the resulting organizational culture tends to reflect the desired values and objectives. Yukl (2013), asserts that "Leadership behavior influences the norms and values that shape the organizational culture" (p. 248). This implies that leaders can significantly influence the organizational culture by living up to and exhibiting the values and principles outlined in the organization's vision and mission. An institution's participative leadership style, for instance, which promotes employee cooperation and involvement, is more likely to develop a collaborative and team-oriented culture if the organization's mission emphasizes collaboration and teamwork. Organizational culture is greatly influenced by how well a leader aligns their style with the goals and objectives of their company. It is the goal of leaders to develop a culture that reflects the values and goals stated in the vision and mission statement. They do this by living and leading by example.

3.2. Employee Motivation and Engagement

Leadership styles have a big impact on how employees feel about their jobs and how motivated and engaged they are. These are important components of organizational culture. Employee drive, vigor, and excitement are referred to as motivation, whereas emotional investment and involvement in one's work and the organization at large is referred to as engagement. The common values, attitudes, and practices that direct workers' decisions and actions, on the other hand, are represented by an organization's culture. Leadership styles have a direct effect on employee engagement and motivation, according to research by Gagné and Deci (2005). The researchers discovered that leaders who embrace a transformational leadership style, which is defined by energizing and inspiring staff members, typically cultivate elevated levels of motivation and involvement within their subordinates Higgs and Rowland (2000). Leaders that embody transformation craft an enticing organizational vision, convey it with skill, and enable staff members to play a part in realizing it. Positive organizational culture development is facilitated by leaders who demonstrate a transformational leadership style, according to the research. A work environment that prioritizes shared values, purpose, and camaraderie among coworkers can foster employee motivation and engagement. On the other hand, managers and leaders that focus on task completion and rewards and have an autocratic or transactional leadership style may deter employees from being motivated and engaged. According to Avolio, *et al.*, (1991), this type of leadership frequently fosters an environment where delegation and conformity are valued more highly than independent thought and creativity. Organizational culture is shaped by the huge effects that leadership styles have on employee engagement and motivation. In contrast to autocratic or transactional leadership styles, which can impede these elements and result in a less positive company culture, transformational leadership increases motivation and engagement by inspiring workers and fostering a positive culture.

3.3. Decision-Making Processes

Leadership styles are important when it comes to decision-making processes and how they affect organizational culture. Various leadership styles can affect how decisions are made, which in turn can mold an organization's culture. Robbins and Judge (2018), assert that an autocratic leader-one who makes decisions without seeking input from subordinates-can foster a culture of dependency and dissuade workers from participating in decision-making. On the other hand, Yukl (2013), suggests that participative or democratic leadership promotes employee participation in decision-making, cultivating a culture of empowerment and teamwork. Furthermore, transformational leadership, which places a strong emphasis on inspiring and motivating staff members, has been shown by Limsila and Ogunlana (2008), to have a positive impact on decision-making procedures and foster an innovative and creative culture. This leadership approach fosters critical thinking and idea sharing among staff members, which results in more efficient and knowledgeable decision-making.

Contrarily, contingent rewards and penalties are the main focus of transactional leadership, as covered by Bass and Riggio (2006). This approach may stifle innovation and reduce employee autonomy in making decisions. Instead of encouraging a proactive and engaged work environment, this style may contribute to a culture of compliance. Organizational culture is shaped by leadership styles, which have a big influence on decision-making processes. In contrast to participative and transformational leadership styles, which promote teamwork, employee involvement, creativity, and critical thinking in decision-making, autocratic leadership may foster a culture of dependency. By limiting employee autonomy and creativity, transactional leadership, on the other hand, may promote a compliance-based culture.

3.4. Communication and Collaboration

When it comes to the influence of leadership style, communication and teamwork are essential in forming an organization's culture. The ways in which information is shared and employees relate to one another within an organization can be greatly impacted by the communication patterns that leaders set. In a similar vein, a culture of cooperation and teamwork is fostered by effective collaboration and can be directly impacted by the leadership style that is used. Leadership styles that prioritize clear and honest communication have been found to foster a positive workplace culture (Brown *et al.*, 2005). An atmosphere where employees feel appreciated and free to voice their thoughts is fostered by leaders who promote open communication, actively listen to their worries, and give regular feedback. A culture that values openness and cooperation is created when communication styles of this kind foster mutual respect and trust. Moreover, transformational leadership-which is defined by inspiring communication and the advancement of common objectives-has the potential to favorably affect organizational culture, as demonstrated by a 1994 study by Bass and Avolio. A common goal and a feeling of purpose are fostered by transformational leaders, who also inspire and motivate their workforce. Leaders have the ability to mold a culture that prioritizes creativity, ongoing education, and group problem-solving by articulating a compelling vision and strengthening teamwork. According to Limsila and Ogunlana (2008), on the other hand, authoritarian or autocratic leadership philosophies tend to inhibit cooperation and communication inside businesses. Information primarily flows from the top down in these leadership approaches, and decision-making is centralized. Employees may feel more uncomfortable sharing their thoughts and concerns in a hierarchical workplace due to this top-down communication style, which discourages cooperation and fosters. A strong corporate culture must be promoted through effective communication and teamwork. An environment that values innovation, teamwork, and employee engagement is typically fostered by leaders who place a high priority on open and transparent communication, encourage collaboration, and use transformational leadership techniques.

4. Leadership Styles and Employee Performance

Employee performance is significantly impacted by the leadership style used. An investigation carried out in 2004 by Avolio *et al.*, found a consistent correlation between transformational leadership and improved staff performance. Setting high standards, stimulating the mind, and providing personalized support are all ways that transformational leaders encourage and inspire their associates. Because of the trust and dedication this leadership style cultivates, workers are more motivated, satisfied with their jobs, and ultimately perform at higher levels.

4.1. Teamwork and Collaboration

Collaboration and a strong team dynamics are necessary for an organization to improve employee performance. A leader's ability to cultivate a culture of cooperation and teamwork among their staff can have a direct impact on productivity. According to a study by Riaz *et al.*, (2011), delegation and collaboration are fostered by participative and transformational leadership philosophies. Transformational leaders can inspire and encourage employees to work together toward a shared goal. They foster an environment at work that is encouraging and inclusive and encourages candid communication and teamwork. Incorporating employees into the decision-making process and soliciting their opinions and suggestions encourages a sense of collective responsibility and cooperation. Employee performance is positively impacted by teamwork and collaboration, according to a study conducted by (Riaz *et al.*, 2011). Effective teamwork enables workers to capitalize on each other's advantages, exchange information and skills, and solve issues as a group. Improved employee performance results from this collaborative environment's enhancement of creativity, innovation, and productivity. Further research by Wang and Huang (2019), found that through the mediating function of job satisfaction, leadership fostering teamwork and collaboration has a positive impact on employee performance. Employees perform better when they feel that their work is being done in a collaborative and team-oriented manner. This also affects their job satisfaction. The research indicates that participative and transformational leadership philosophies, which prioritize teamwork and collaboration, enhance worker performance. Leaders can improve employee happiness, creativity, innovation, and productivity by promoting a collaborative work atmosphere.

4.2. Employee Motivation and Retention

Leadership style and employee performance are just two of the many variables that affect employee motivation and retention, both of which are critical to the success of an organization. Studies have looked into the connection and interaction between these factors. This study outlines some of the most important findings here, along with in-text citations to help with the discussion. Employee retention and motivation are greatly impacted by a leader's style. According to research by Judge and Piccolo (2004), there is a positive correlation between employee satisfaction and transformational leadership, which is characterized by

inspiring and motivating staff. Higher levels of job satisfaction result from transformational leaders' creation of a supportive work environment, encouragement of employee growth, and cultivation of a sense of trust and respect (Judge and Piccolo, 2004).

Employee motivation is also influenced by transactional leadership, which emphasizes defining clear expectations and rewarding compliance. Employee motivation is positively correlated with transactional leadership, according to a 1990 study by Podsakoff et al. This is especially true when workers believe their efforts are fairly acknowledged and compensated. A leader's style is crucial when it comes to retaining employees. Transformational leadership is crucial for lowering employee turnover, according to a study by Eisenbeiss *et al.*, (2008). Employers are more likely to retain their workforce when transformational leaders are successful in building a supportive work environment, encouraging employee commitment, and coordinating individual values with organizational objectives.

Another important element that is impacted by leadership style is employee performance. Employee performance and transformational leadership have a positive relationship, according to research by Avolio *et al.*, (1999). Leaders that embody transformation motivate their followers to surpass their own desires and make extra efforts in order to attain remarkable outcomes. They boost employees' performance by stimulating their minds, dispelling myths, and fostering innovation and creativity.

Employee performance is also impacted by transactional leadership. According to Podsakoff *et al.*, (1990), transactional leaders can improve task performance and goal attainment among their staff by setting clear expectations and offering rewards for performance. Employee performance, retention, and happiness are all highly impacted by a leader's style. Improvements in job satisfaction, a decrease in employee turnover, and a positive work environment are all brought about by transformational leadership. Though distinct in approach, transactional leadership also has a positive effect on worker satisfaction and output by establishing clear guidelines and offering incentives for following them.

4.3. Innovation and Creativity

Key components of organizational success and employee performance optimization are innovation and creativity. Developing a work atmosphere that stimulates employees' creativity and innovation is largely dependent on the leadership style used. Cultures of innovation and creativity within teams are more likely to be fostered by leaders who adopt transformational leadership styles that prioritize individual attention and intellectual stimulation (Amabile and Pratt, 2016). The goal of transformational leadership is to push staff members to think outside the box, take chances, and explore novel concepts. These leaders cultivate an environment that attracts creativity and innovation by encouraging intellectual curiosity and offering assistance and direction (Amabile and Pratt, 2016).

Employee innovation, including coming up with creative ideas, trying out novel strategies, and looking for answers to challenging issues, is more likely to occur when workers feel empowered and supported by their leaders. By encouraging a sense of ownership, intrinsic motivation, and job satisfaction, this in turn improves employee performance (Amabile and Pratt, 2016). Employee performance, innovation, and creativity are all positively impacted by leadership philosophies that integrate transformational leadership behaviors. A work environment that fosters innovative thinking and improves individual and organizational outcomes can be fostered by leaders through the inspiration and empowerment of their staff.

5. Leadership Styles and Institutional Effectiveness

When evaluating an institution's efficacy, leadership style is a major factor. The organizational culture, employee morale, and overall performance can all be affected differently by different leadership styles. The following lists the impacts of two frequently researched leadership philosophies on the efficacy of institutions.

i). Transformational Leadership

Dedication as well as effectiveness elevating followers to new heights of performance through an appeal to their values and ambitions is the hallmark of transformational leadership. In terms of institutional effectiveness, this leadership style has been linked to favorable results. As an illustration, a 2004 study by Avolio et al. of 62 Singaporean businesses revealed that transformational leadership improved organizational performance. Parallel to this, a meta-analysis by Wang *et al.*, (2011) showed that transformational leadership and several measures of organizational efficacy, such as employee satisfaction, were positively correlated.

ii). Transactional Leadership

The goal of transactional leadership is to motivate followers through the exchange of rewards and penalties. Compared to transformational leadership, transactional leadership may have a smaller impact on institutional effectiveness, even though it can be useful in some situations. For example, a meta-analysis carried out by Judge and Piccolo (2004) revealed a moderately positive relationship between employee performance and transactional leadership. But according to some research, transactional leadership might not be as successful in fostering creativity and long-term organizational expansion (Bass and Riggio, 2006). Remember that a variety of factors, including individual traits, industry context, and organizational culture, can impact how effective a leadership style is. Consequently, the way that different institutions implement and use different leadership philosophies may differ.

5.1. Citizens Satisfaction and the Provision of Services

The process of meeting and exceeding citizen's needs and expectations by delivering goods or services is referred to as "service delivery." In contrast, citizen's satisfaction pertains to the degree to which citizen's needs and expectations are fulfilled or surpassed, culminating in their general favorable assessment of the service rendered. Leadership style plays a crucial role in shaping service delivery and citizen's satisfaction.

Delivering services and satisfying citizens are directly impacted by institutional effectiveness. Establishing clear procedures, resources, and legal frameworks to facilitate service delivery and satisfy client expectations is what makes an institution effective. They give priority to employee training, citizens-centric tactics, and ongoing improvement in order to raise customer satisfaction and improve service quality.

5.2. Organizational Adaptability

The ability of an organization to react and modify to changes in its internal and external environment is referred to as organizational adaptability. It involves the ability of the organization to recognize and comprehend new opportunities, challenges, and trends and to successfully adjust its systems, structures, procedures, and strategies in response. An organization's capacity for adaptation is greatly influenced by its leadership styles. Sutcliffe *et al.*, (2016) state that more organization adaptability is typically fostered by leadership styles that promotes experimentation, open communication, and teamwork. An organization's capacity to adjust to changing conditions can be improved by leaders who use a transformational leadership approach, which is typified by motivating and empowering staff members, fostering a culture of learning, and stimulating creative thinking.

The study conducted by Rafferty and Griffin (2006), suggests that leadership styles focused on strategic flexibility and responsiveness, such as a combination of transformational and transactional leadership, can contribute to improved institutional effectiveness. This leadership approach emphasizes setting clear goals, monitoring performance, providing rewards and incentives, while also fostering creativity, flexibility, and continuous improvement. Organizational adaptability is influenced by leadership styles that prioritize open communication, collaboration, experimentation, and strategic flexibility. These styles enable organizations to effectively respond to changes in their environment, promoting institutional effectiveness and sustained success.

5.3. Accountability and Ethics

Leadership styles and institutional efficacy are significantly influenced by ethics and accountability. Accountability pertains to the obligation of individuals or organizations to provide an explanation for their choices, actions, and results. Alternatively, ethical behavior is living up to a set of moral standards and ideals that help people make morally right decisions. Ethics and accountability are related, and both support strong institutional performance and effective leadership. Avolio and Gardner's (2005) study emphasizes the value of ethical leadership in elevating institutional efficacy and encouraging accountability in the context of leadership styles. When it comes to making decisions, ethical leaders lead by example by acting with honesty, justice, and openness. By setting performance criteria, outlining expectations in detail, and holding people accountable for their actions, they foster an environment of accountability. Additionally, the relationship between effective institutional performance and ethical leadership is highlighted in a 2006 paper by Brown and Treviño. According to the authors, managers who place a high value on ethics develop a respectful and trusting environment that encourages commitment and engagement from their workforce. Increased performance and effectiveness within the organization follow from this. A key component of institutional effectiveness is accountable leadership, which is the capacity of an organization to accomplish its goals and objectives. Leaders who accept responsibility for their actions tend to take charge of their actions and make sound judgments that support the goals and values of the institution. As a result, the

institution is more effectively run entirety. A key component of effective leadership and institutional performance are ethics and accountability. Institutional performance is enhanced through ethical leadership, which fosters trust, accountability, and employee involvement. An organization's overall effectiveness is enhanced by leaders who place a high value on ethics and exhibit accountability.

6. Challenges in Implementing Effective Leadership Styles

A number of factors can make it difficult to implement effective leadership styles. The following are a few of the major obstacles:

Individual Differences: Diverse expectations, motives, and personalities characterize people. For some people, a certain leadership style may not be the most effective. Managing individual differences can be a challenging task for leaders, who must recognize them and modify their approach accordingly.

Situational Differences: Certain leadership philosophies are needed in certain circumstances and environments. In certain situations, a solution that functions well in another might not work well. In order to decide which style is best for a particular circumstance, leaders must be flexible and able to evaluate their surroundings.

Resistance to Change: The adoption of a novel leadership approach frequently necessitates modifications, and such modifications may encounter opposition. People could object to trying new things because they're used to the ways that current leaders do things. It may be very difficult for leaders to overcome opposition and win over team members.

Absence of Experience and Skill: Decision-making, communication, emotional intelligence, and conflict resolution are among the skills necessary for effective leadership. These are sometimes lacking in leaders, or they have little experience in leading others. Gaining and honing these competencies requires time and work, which leaders may find difficult to accomplish.

Balancing Priorities: Leaders often face competing demands and priorities. They need to balance the needs and expectations of various stakeholders, including employees, customers, shareholders, and the organization as a whole.

Cultural and Diversity Considerations: In today's globalized world, leaders often work with diverse teams across cultures and backgrounds. Different cultures may have distinct expectations and values regarding leadership. Leaders must be aware of cultural differences and adapt their leadership style to be inclusive and effective in diverse settings. Leaders frequently have to deal with a lot of responsibilities and time constraints. Among other demanding responsibilities, it can be difficult to find the time to develop and maintain an effective leadership style that involves team member coaching, relationship building, and feedback.

Upholding Consistency: Good leadership requires consistency. But it can be difficult to keep your leadership style consistent, particularly when things are stressful, uncertain, or changing. Those in positions of leadership must be aware of what they do and make sure that their actions support the style they have in mind.

Personal Bias and Blind Spots: Every leader possesses personal biases and blind spots of their own. Decision-making and leaders' interactions with their teams can be impacted by these biases. To apply an effective leadership style, leaders must constantly confront the challenge of identifying and managing their own biases.

Evaluation and Feedback: An assessment and comments determining whether a leadership style is effective can be difficult. Team members' input, continuous assessment, and a readiness to adapt in light of new information are all necessary. To increase their efficacy, leaders must be receptive to criticism and eager to modify their strategies.

Self-awareness, ongoing learning, and a readiness to adapt are necessary to overcome these obstacles. Sought-after by others, they ask for feedback, keep an open mind, and make an investment in their own growth. They strive to continuously enhance their abilities and efficacy because they recognize that leadership is a journey rather than a destination.

Limited Resources: Public sector organizations may operate with constrained budgets and limited resources, leading to challenges in resource allocation and meeting increasing demands for public services, this affect the choice of a leadership style.

6.1. Bureaucratic Constraints

Within organizations, bureaucratic structures and procedures can lead to limitations and obstacles known as bureaucratic constraints. Applying successful leadership styles may be difficult due to these limitations. Formalized decision-making procedures and strict hierarchies, which are characteristic of bureaucratic organizations, are one major limitation. These structures frequently impede leaders' autonomy and flexibility because decision-making authority is centralized at higher levels and necessitates adherence to established procedures Hitt *et al.*, (2019).

One more bureaucratic impediment is the overemphasis on rules and regulations, which can make it more difficult for leaders to use their judgment and modify their approach depending on the circumstance. Yukl (2013), has observed that formal rules and procedures are often given precedence over creative and flexible leadership styles in bureaucratic atmospheres. Furthermore, the many levels of bureaucracy can hinder effective leadership techniques by creating sluggish and ineffective communication channels. Leaders may find it difficult to effectively and promptly convey their expectations, goals, and vision to subordinates due to the multiple tiers of hierarchy and intricate reporting structures, which can cause delays in information flow (Robbins and Coulter, 2017).

Bureaucratic organizations can also hinder the adoption of creative leadership styles due to a culture of risk aversion and resistance to change. Since the bureaucratic mindset values consistency and predictability over risk and uncertainty, Kotter (2012), points out that it can be challenging for leaders to implement and maintain novel strategies that may entail these elements. All things considered, leaders who seek to apply effective leadership styles face tremendous obstacles due to bureaucratic constraints, which are defined by inflexible structures, rule-bound environments, slow communication, and resistance to change.

6.2. Resistance to Change

Resistance to change refers to the reluctance or opposition displayed by individuals or groups within an organization when faced with modifications to established practices, procedures, or leadership styles. It is a common phenomenon that can significantly impede the successful implementation of effective leadership styles. One study conducted by Armenakis and Harris (2002), sheds light on the challenges associated with resistance to change in the context of leadership. According to Armenakis and Harris (2002), resistance to change can arise due to various factors, including fear of the unknown, loss of control, disruption of routines, and perceived threats to one's self-interest or status. When leaders attempt to introduce new leadership styles, such as transformational leadership or participative leadership, individuals who are accustomed to traditional autocratic or directive leadership may resist the change. They may perceive the new style as a threat to their established power structures or fear that they may lose control over their work processes. Moreover, resistance to change can also be influenced by organizational culture and norms. If the prevailing culture emphasizes conformity, hierarchy, or resistance to new ideas, individuals may resist any attempts to introduce alternative leadership styles that promote employee empowerment, collaboration, or innovation. Resistance to change poses a significant challenge in implementing effective leadership styles. The fear of the unknown, loss of control, disruption of routines, and conflicting organizational cultures are factors that contribute to resistance. To overcome this resistance, leaders need to effectively communicate the rationale for change, address individuals' concerns, provide support and training, and involve employees in the change process to gain their buy-in and commitment (Armenakis and Harris, 2002).

6.3. Political Interference

The term "political interference" describes how political actors or entities get involved in the operations and decision-making processes of a government or organization. Political meddling can pose serious obstacles to the application of successful leadership techniques. The following explains political meddling and how it affects capable leadership:

Lack of Autonomy: Leaders often have less autonomy as a result of political meddling. Leaders' autonomy to decide what's best for the organization or the people they represent may be curtailed when political actors impose their own agendas, priorities, or personal interests on them. Because of this interference, leaders may be compelled to make concessions or stray from their original plans, which can make it more difficult to apply effective leadership styles.

Focus on the Short Term: Political actors often have immediate goals in mind, such as becoming more well-liked, winning elections, or getting things done right now. This may conflict with the demands of effective leadership, which frequently call for a long-term outlook and the capacity to base choices on long-term objectives and strategic goals. Implementing leadership styles that support sustainable growth and success may be difficult for leaders when political meddling puts short-term gains ahead of long-term efficacy.

Competing Interests: Political meddling frequently brings opposing viewpoints and interests into the realm of leadership. Conflicting priorities and goals may result from pressure from various political factions on leaders to share their opinions. Because leaders may find it challenging to negotiate and balance these competing demands, this can create a fractured and polarizing environment that hinders the application of effective leadership styles.

Instability and Turnover: A frequent change in leadership can be attributed to political intervention. Leaders may be prone to frequent changes as new political regimes or power dynamics emerge when political actors have a say in appointments to positions of leadership. The continuity and consistency required for effective leadership styles to become ingrained and produce significant outcomes are disrupted by this instability.

Micromanagement and Bureaucracy: Political interference can result in micromanagement and increased bureaucratic processes. Political actors may impose additional layers of oversight or approval mechanisms, which can slow down decision-making and hinder the agility and adaptability required for effective leadership. Excessive bureaucracy and micromanagement can stifle innovation, creativity, and the ability of leaders to respond swiftly to emerging challenges or opportunities. To overcome these challenges, leaders must navigate political landscapes with tact, integrity, and a focus on the organization's or governments best interests. Building strong relationships with political actors, advocating for autonomy, and effectively communicating the rationale behind leadership decisions can help mitigate the negative effects of political interference and create an environment conducive to the implementation of effective leadership styles.

7. Strategies for Developing Effective Leadership in Government Institutions

In order to ensure effective governance and achieve desired results, government institutions must develop effective leadership. The following are some tactics that could be used:

Encourage the Development of Leadership Programs: Implement thorough programs for developing leaders that concentrate on improving the abilities, know-how, and proficiencies of both aspiring and seasoned leaders. Workshops on training, coaching, mentoring, and opportunities for experiential learning are some examples of these programs (Bryant, 2020).

Promote Cooperation and Exchange of Information: Promote a climate of cooperation and honest communication between managers and staff. Regular gatherings, channels for providing feedback, and the effective use of technology to enable information sharing can all help achieve this (De Vries, 2019).

Promote moral leadership behaviors that place a high value on honesty, openness, and responsibility. According to Brown and Treviño (2006), in order to earn the trust and respect of their subordinates and the general public, leaders ought to set an ethical example and follow moral principles. Foster an atmosphere that appreciates creativity and innovation, and that motivates leaders to exercise their creative thinking. The provision of resources, the acknowledgment and reward of creative concepts, and the encouragement of an experimental and risk-taking culture can all help achieve this (Hughes, 2020).

In order to bring a variety of viewpoints and experiences to the process of making decisions, it is important to promote diversity and inclusion in leadership roles. For equitable representation, foster opportunities for marginalized groups and enact inclusive policies (Mandell and Pherwani, 2003).

Establish systems for leaders' ongoing education and development to ensure they have opportunities for ongoing learning. This can involve referring leaders to executive education or higher education programs, providing them with access to pertinent literature, and supporting them to attend conferences, seminars, and networking events (Morrison and Thompson, 2021).

Put in Place Systems for Performance Evaluation: Provide feedback and evaluate leaders' performance based on predetermined standards and objectives by creating efficient performance evaluation systems. As a result, chances for development and areas for improvement may be found (Kellerman, 2021).

7.1. Leadership Development Programs

The goal of leadership development programs is to help people become better leaders in government institutions by improving their knowledge, skills, and abilities. These initiatives use a variety of techniques to foster and develop leadership abilities. Providing opportunities for experiential learning is one of the tactics frequently used, according to Yukl (2013).

Participants in experiential learning can interact with real-world problems and situations, giving them hands-on experience that mimics the difficulties of being a leader in governmental organizations. Simulations, case studies, role-playing games and group projects that mimic the complexities of making decisions, solving problems, and managing a variety of stakeholders may be used in this. Aspiring leaders can cultivate their critical thinking, adaptability, and strategic decision-making abilities by actively engaging in these experiences (Yukl, 2013).

Coaching and mentoring are additional powerful tactics used in leadership development programs. People can get helpful advice, insight, and wisdom from seasoned mentors and coaches when they share their experience and knowledge with them. Personal support, constructive criticism, and assistance in navigating the challenges of leadership positions are all provided by mentors and coaches. This approach fosters leadership competency development, ongoing learning, and self-reflection (Gentry *et al.*, 2012). Additionally, official education and training opportunities are frequently included in leadership development programs. In addition to academic courses on management theories, governance procedures, and leadership theory, these can also include workshops, seminars, and executive education programs. People can get a deeper grasp of leadership and the particular difficulties faced by government institutions by learning about best practices and obtaining a theoretical basis (Yukl, 2013). Effective leadership development within government institutions is greatly aided by leadership development programs. These initiatives seek to develop the abilities, knowledge, and skills essential for effective leadership in the public sector through methods like formal education and training, mentoring and coaching, and experiential learning.

7.2. Promoting a Culture of Learning and Innovation

Developing effective leadership in government institutions requires a culture of learning and innovation. It entails establishing an atmosphere that prioritizes lifelong learning, stimulates innovation, and promotes an experimental and adaptable way of thinking. Fostering government leaders need to foster a culture of learning and innovation in order to effectively navigate complex challenges and effect positive change, according to a 2016 study by Bason and Austin. It enables executives to create fresh strategies, adopt cutting-edge technologies, and come up with creative fixes for issues facing the public sector. Governmental organizations can employ various tactics to foster this culture. Leaders can be encouraged to continuously improve their skills and knowledge by first establishing official training and development programs. Programs like executive education, mentoring programs, and leadership workshops may be included. One such platform and learning program that encourages creativity and leadership development is the civil service college run by the Singaporean government (Lim, 2019).

Institutions of government can also establish forums for cooperation and the exchange of knowledge. In order to share best practices, learn from one another, and exchange ideas, they can, for example, create communities of practice. This stimulates leaders to investigate fresh viewpoints and methods while also fostering a culture of learning. Innovation labs and sandboxes are additional tools that can be implemented to provide leaders the freedom to try out novel concepts and cutting-edge technology, helping them to create creative solutions to challenging problems (Bason, 2017). Effective leadership development in government institutions requires fostering a culture of learning and creativity. Government leaders can foster the abilities and mentality required to propel constructive change and generate novel solutions to public sector problems by putting into practice tactics like official training programs, knowledge-sharing platforms, and innovation labs.

7.3. Enhancing Collaboration and Communication Channels

Enhancing collaboration and communication channels is a crucial strategy for developing effective leadership in government institutions. It promotes a cohesive and efficient working environment, fosters transparency, and enables better decision-making. According to a study by Berman and West (2020), effective collaboration and communication channels positively impact leadership effectiveness in government institutions. Firstly, enhancing collaboration within government institutions encourages cross-functional teamwork and information sharing. Open and inclusive collaboration platforms, such as digital project management tools or intranet systems, facilitate seamless communication and coordination among

different departments and teams. The utilization of collaborative platforms such as "GSA Connect" to improve interagency collaboration is an example of this approach in operation within the US federal government, as demonstrated by organizations like the General Services Administration (GSA) (Berman and West, 2020). Clearly communicating information, objectives, and expectations also depends on having efficient channels of communication. Clear communication guarantees that all parties are in agreement with the goals of the company, builds trust, and minimizes miscommunication. To improve communication and engagement among government departments, the Government Communication Service in the United Kingdom, for instance, has put in place a number of communication channels, such as social media platforms and internal newsletters (Berman and Ward, 2020).

Additionally, utilizing technology can be a key factor in improving channels of communication and cooperation. Regardless of geographic limitations, real-time communication and collaboration are made possible by online collaboration tools, video conferencing platforms, and instant messaging apps. The rapid adoption of digital communication platforms and virtual meetings by governments worldwide is evidence of the importance of leveraging technology for remote collaboration in government institutions, a point further underscored by the COVID-19 pandemic. And last, one of the most important tactics for creating effective leadership in government organizations is to improve channels of collaboration and communication. These channels support improved decision-making and organizational performance by encouraging collaboration, openness, and effective information flow. Keys to accomplishing these goals include putting in place technology-enabled solutions, transparent communication procedures, and collaborative platforms (Berman and West, 2020).

8. Conclusion

In government institutions, the characteristics of the workplace, employee performance, and institutional efficacy are all significantly influenced by the effectiveness of the leadership styles and policies in place. These factors are affected differently by leadership styles that are charismatic, transactional, transformational, and servant. Government organizations may improve service delivery, create a positive work environment, and accomplish policy goals by acknowledging the significance of leadership styles and tackling the difficulties involved in putting them into practice. Leadership development initiatives are a critical priority for policymakers and administrators who wish to foster a new generation of leaders who can successfully navigate the intricate challenges of public administration in the twenty-first century.

8.1. Recommendations

- ✓ Government organizations frequently face difficult and changing challenges, to adapt your leadership style accordingly. Flexibility in approach and style adaptation to the unique requirements and demands of the situation are key attributes of effective leadership. To promote cooperation and creativity, this may entail taking a participative stance when making hasty decisions or exercising autocratic authority when needed.
- ✓ Encourage ethical Leadership: Public service and preserving democratic ideals are vital functions of government institutions. High moral standards, accountability, and transparency should be the top priorities for leaders who practice ethical leadership. An institution's efficacy and reputation are improved through ethical leadership since it fosters trust among stakeholders, staff, and the general public.
- ✓ Promote Transformational Leadership: By encouraging and motivating staff members to pursue excellence, transformational leadership can have a positive impact on government institutions. A compelling vision is communicated, staff members are empowered, and they receive assistance and mentoring from transformational leaders. This kind of leadership cultivates originality, inventiveness, and a positive work environment.
- ✓ Build Leadership Capabilities: To improve the abilities and skills of their leaders, government organizations should fund leadership development initiatives. Training programs can assist leaders in gaining the skills and information needed to handle difficult situations, grow emotionally intelligent, and make better decisions.
- ✓ Encourage Diversity and Inclusion: Organizations within the government should work to increase the number of people holding leadership roles and representing a variety of backgrounds. It is possible to make better decisions, come up with creative solutions, and be more responsive to the needs of a diverse society by embracing different viewpoints and experiences. Leaders have a responsibility to actively foster an environment that is inclusive and honors diversity of opinion.
- ✓ Insist on Communication and Teamwork: In government institutions, efficient communication and teamwork are essential. To guarantee that information moves freely, leaders should place a high priority

on having open and transparent channels of communication, both vertically and horizontally. Increasing departmental and employee collaboration can improve overall performance, efficiency, and coordination.

- ✓ Leadership is a process that requires constant evaluation and modification, so it's important to keep this in mind. Organizational outcomes and the efficacy of different leadership philosophies should be routinely assessed by government agencies. Leaders can improve their approaches and strategies by using feedback mechanisms, performance evaluations, and employee surveys to gather insightful data.
- ✓ Government organizations can improve public services by taking these suggestions into account. They can also improve their leadership techniques and foster a happy, productive work environment.

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