TRANSFORMATIONAL LEADERSHIP, ORGANIZATIONAL COMMITMENT AND EMPLOYEE PERFORMANCEIN HASSAN USMAN KATSINA POLYTECHNIC AND UMARU MUSA YARADUA UNIVERSITY

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Abstract
This study investigates the impact of transformational leadership on employee performance and organizational commitment in Hassan Usman Katsina Polytechnic and Umaru Musa Yaradua University.A quantitative approach was employed to collect data from a sample of 297 staff members as determined by the Morgan Table. Out of the 280 questionnaires returned, 250 were considered valid for analysis.The data was analysed using Partial Least Squares Structural Equation Modelling (PLS-SEM), focusing on measurement and structural model evaluations. The findings reveale significant positive relationships between transformational leadership, employee performance, and organizational commitment, with high levels of significance among the variables. Transformational leadership explains 68% of the variance in employee performance and 72% in organizational commitment.The study concludes that transformational leadership significantly enhances employee outcomes and recommends the implementation of strategic leadership training programs to ensure sustainable organizational development. To further improve employee performance, particularly among staff in tertiary

institutions, it is essential to adopt the principles of transformational leadership. This leadership style inspires, guides, and nurtures employees, fostering a sense of empowerment and value. As a result, employees develop a stronger sense of loyalty and commitment to the organization, which motivates them to perform their duties with greater efficiency, timeliness, and quality.

Keywords: *Employee performance, Full Range Leadership Theory, Organizational commitment, PLS-SEM, Transformational leadership.*

1.0 Introduction

Employee performance plays a pivotal role in the success and growth of any organization. In educational institutions, the performance of both academic and non-academic staff contributes significantly to achieving institutional goals. The effectiveness of an institution is largely determined by its workforce's ability to meet the expectations and goals set by the administration. Among the factors influencing employee performance, transformational leadership and organizational commitment are seen as critical determinants.

Employee performance refers to how well employees carry out their duties in terms of productivity, quality of work, and their contribution to organizational goals. Performance is not only a function of the individual's capabilities but also the leadership and organizational environment.

The role of leadership in steering an organization and managing human resources is crucial. Effective leadership serves as a cornerstone for organizations to remain competitive and achieve their objectives. In a dynamic and evolving environment, organizations require leaders capable of driving positive change. Transformational leadership, which emphasizes organizational transformation and performance enhancement, is particularly essential in such scenarios. Transformational leaders excel at inspiring, motivating, and guiding their team members toward shared goals, while also fostering a sense of pride and confidence among them.

Transformational leadership is defined by actions that motivate followers to exceed performance expectations by influencing their attitudes, beliefs, and values (Bass & Avolio, 1993; Yukl, 1999). It fosters a sense of teamwork and cooperation to achieve collective success (Kelloway et al., 2003) while also facilitating personal growth and positive transformation among employees (Chua et al., 2018).

Transformational leadership significantly influences both employee performance and organizational commitment (Limsila&Ogunlana, 2008). In recent years, fostering organizational commitment has gained increasing attention, attracting interest from organizational psychologists and researchers across diverse disciplines. Consequently, scholars are actively exploring managerial strategies that can enhance employee dedication and engagement.

In today's dynamic workplace, effective leadership plays a crucial role in motivating employees and fostering commitment. Transformational leaders, characterized by their charisma, influence, and personalized consideration, inspire employees to align with organizational goals (Bass & Avolio, 1993). Their ability to cultivate a sense of purpose and engagement among employees makes them indispensable in modern organizations.

Moreover, organizational commitment serves as a key factor in strengthening the link between transformational leadership and overall organizational performance. Limsila and Ogunlana (2008) highlights that transformational leadership not only enhances employee performance but also reinforces their commitment to the organizational effect particularly pronounced in high-pressure work environments. Similarly, Andrews and Dziegielewski (2005) observed that employees tend to favour transformational leaders who address their individual needs, thereby fostering greater commitment and improved performance.

Transformational leadership has emerged as a pivotal concept in organizational behaviour, influencing key outcomes such as employee performance and

organizational commitment. Recent studies have emphasized its relevance in academic institutions, where leadership plays a critical role in shaping productivity and fostering commitment (Afsar et al., 2021; Ahmad et al., 2023). However, many existing studies have focused on private or corporate organizations, leaving a gap in understanding how transformational leadership impacts academic and non-academic staff in public tertiary institutions, particularly in Nigeria.

This study seeks to fill this gap by exploring the relationship between transformational leadership, organizational commitment and its effects on employee performance in two tertiary institutions in Katsina State: Hassan Usman Katsina Polytechnic and Umaru Musa Yaradua University.

Examining the mediating role of organizational commitment in the relationship between transformational leadership and employee performance is particularly crucial in public organizations. These institutions rely on committed employees to translate leadership-driven motivation and intellectual stimulation into tangible outcomes, ultimately fostering long-term organizational success. Therefore, this study is vital in advancing knowledge on effective transformational leadership strategies that enhance organizational commitment and optimize employee performance in the public sector.

2.Literature Review

2.1 Conceptual Framework

Transformational leadership relies on the leader's personality to inspire significant changes in followers' behaviour, helping them achieve the organization's vision or goals. Burns (1978) explains that transformational leadership involves motivating individuals to pursue higher objectives. Bass (1993) argues that Effective leadership carries a moral responsibility to address people's values and needs in a constructive manner. Bass and Avolio (1993) outline the psychological processes that underpin transformational leadership, demonstrating that such leaders are evaluated based on their ability to

influence followers. This influence is measured by the trust, admiration, loyalty, and respect followers feel for the leader, as well as their willingness to go above and beyond expectations. For Bass(1993), this transformation occurs because leaders inspire and motivate through missions and visions that resonate deeply with followers, giving them a sense of purpose and identity.

Bass (1985) defines transformational leadership through four key dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Together, these elements inspire employees to go beyond personal interests in pursuit of organizational success, fostering both higher performance and stronger commitment.

Transformational leadership is a dynamic process that drives personal and organizational change, emphasizing emotions, values, ethics, and long-term goals. It involves understanding followers' motivations, addressing their needs, and recognizing them as holistic individuals. This leadership style exerts a profound influence, encouraging employees to exceed expectations and is often associated with charismatic and visionary leadership (Northouse, 2016).

2.2 Employee Performance

Employee performance is the extent to which individuals fulfil organizational objectives, typically measured in terms of efficiency, effectiveness, and work quality. It plays a pivotal role in an organization’s success, as the ability of employees to complete tasks efficiently directly influences overall productivity and goal attainment. Performance is commonly defined as the capability to generate results by combining effectiveness and efficiency in executing core job responsibilities (Robbins & Judge, 2017). These responsibilities align with the essential duties outlined in formal job descriptions, reflecting an individual’s contributions over a specified period (Bernardin & Russell, 1998).

Performance measurement extends beyond mere output to encompass the quality and quantity of work produced at individual, team, or organizational levels (Wood & De Menezes, 2011). It represents the degree of success in task

execution and goal achievement (Gibson et al., 2011). Furthermore, employee performance is evaluated based on predefined standards and assessment criteria, ensuring that work aligns with organizational expectations (Mathis & Jackson, 2004).

2.3 Organizational Commitment

Organizational commitment refers to an employee's dedication to and identification with their organization. It is a core principle in Human Resource Management (HRM), as fostering commitment can lead to greater loyalty, higher performance, and stronger alignment with organizational objectives (Guest, 1991; Beer et al., 1984). Committed employees are more likely to remain with an organization, actively contribute to its success, and exert extra effort to achieve shared goals (Appelbaum et al., 2013).

Commitment is a multidimensional concept that encompasses employees' loyalty (identification with the organization), intention to stay (attachment), and discretionary effort (willingness to go beyond formal job requirements). According to Salancik (1977), commitment is reinforced through participation in decision-making and the visibility, irreversibility, and voluntariness of actions. Strong employee commitment is essential for organizational effectiveness and long-term success (Armstrong, 2012).

Meyer and Allen's (1996) Three-Component Model of Commitment categorizes organizational commitment into three distinct forms: 1. Affective Commitment– This reflects an emotional attachment to, identification with, and involvement in the organization. Employees with strong affective commitment remain voluntarily because they feel a sense of belonging and alignment with organizational values. 2. Continuance Commitment– This is based on the perceived cost of leaving the organization. Employees remain because they feel that departing would result in significant personal or professional losses. 3. Normative Commitment – This stems from a sense of obligation to stay with the organization. Employees with high normative

commitment feel a moral duty to remain, often due to cultural or ethical beliefs.

Among these, affective commitment is considered the most influential in driving motivation and engagement (Mowday et al., 2013). Employees who strongly identify with their organization are more likely to be proactive, dedicated, and eager to contribute meaningfully to its success.

By fostering a culture of commitment, organizations can enhance employee retention, boost performance, and cultivate a workforce that is motivated to achieve strategic objectives.

2.4 Transformational leadership and employee performance

Transformational leadership enhances employee performance by motivating individuals to exceed their basic job responsibilities. Avolio and Bass (2021) emphasize that transformational leaders inspire change and innovation, directly improving work performance. These leaders offer personalized support and intellectual stimulation, fostering higher productivity (Bass & Riggio, 2021).

Recognizing that employees require different levels of support based on their goals, transformational leaders provide tailored guidance through mentoring, counselling, and coaching (Mittal & Dhar, 2015). According to Buil et al. (2019), transformational leadership benefits organizations by encouraging employees to pursue personal growth, set high performance standards, seek feedback, and foster creativity and innovation. By addressing individual needs, transformational leaders inspire employees to surpass expectations by reshaping their beliefs, attitudes, and values, ultimately improving performance.

Additionally, transformational leadership strengthens employees' awareness and perceptions, significantly influencing their performance (Bass & Avolio, 1993). By promoting shared goals and generating new ideas, these leaders cultivate a deeper understanding of situations, leading to enhanced decision-making and efficiency (Hanaysha et al., 2012). Numerous studies confirm the

strong and positive impact of transformational leadership on employee performance (Buil et al., 2019; Kalsoom et al., 2018).

2.5 Organizational commitment and employee performance

Organizational commitment has been widely studied in relation to employee behaviour. Affective commitment, in particular, is positively related to job performance, as employees who are emotionally attached to their organizations are more likely to exert discretionary effort (Meyer & Allen, 2022). A study by Akhtar et al. (2023) shows that employees with high commitment to their organization are more likely to demonstrate high performance levels, as they feel a sense of duty and loyalty to their organization.

Exchange theory provides a fundamental explanation for the commitment process, emphasizing the reciprocal relationship between employees and organizations. According to Mowday et al. (2013), organizational commitment is characterized by three key factors: (1) a strong belief in and acceptance of the organization's goals and values, (2) a willingness to exert significant effort on behalf of the organization, and (3) a strong desire to remain a member of the organization.

One of the earliest conceptual frameworks for understanding commitment is the side-bet theory, introduced by Becker (1960). This theory suggests that employees develop commitment through accumulated investments, such as time, skills, and relationships, which increase the cost of leaving an organization. By adopting this perspective, commitment is seen as a stabilizing force that binds employees to their organizations beyond immediate job satisfaction.

Organizational commitment is widely recognized as a critical work attitude due to its substantial influence on key organizational outcomes, including employee performance (Mowday et al., 2013; Dirani, 2009; Yousef, 2000). Research by Al Zefeiti and Mohamad (2017) highlights that all dimensions of organizational commitment affective, normative, and continuance

commitmenthave a significant impact on employee performance. Similarly, studies conducted by Eliyana et al. (2019) and Fathia et al. (2018) further confirm that a strong sense of organizational commitment leads to improved employee performance, reinforcing its importance in fostering a motivated and dedicated workforce.

2.6 Organizational Commitment as a Mediator in the Relationship Between Transformational Leadership and Employee Performance

Transformational leadership influences employee performance through the mediating role of organizational commitment. According to transformational leadership theory (Bass & Avolio, 1993), leaders inspire followers to prioritize collective goals over personal interests, fostering a sense of moral responsibility and dedication to the organization. Committed employees take ownership of their roles, striving to enhance their performance and contribute meaningfully to organizational success.

Organizational commitment is a crucial factor shaping the employee-organization relationship (Raju & Srivastava, 1994) and plays a significant role in the outcomes of transformational leadership. Research suggests that transformational leadership fosters a sense of fairness and trust, which strengthens organizational commitment (Conway & Briner, 2012). In turn, committed employees enhance productivity and effectiveness at various organizational levels. Additionally, transformational leadership indirectly improves departmental performance by reinforcing commitment, which reduces job-related stress, turnover intentions, and absenteeism, ultimately leading to higher efficiency and quality outcomes (Cohen & Golan, 2007; Mowday et al., 2013).

Empirical studies further support the mediating role of organizational commitment in the relationship between transformational leadership and employee performance. Research by Eliyana et al. (2019) and Madjid&Samsudin (2021) indicates that organizational commitment partially

mediates this relationship, emphasizing its importance in maximizing the positive impact of transformational leadership on workplace performance.

2.7 Combined Effect of Transformational Leadership and Organizational Commitment on Employee Performance

The combined influence of transformational leadership and organizational commitment has been explored in a few recent studies. For example, a study by Sharma and Soni (2023) found that transformational leadership enhances organizational commitment, which in turn improves employee performance. The synergy between transformational leadership and high organizational commitment creates a conducive environment for enhanced employee performance.

2.8 Empirical Studies

Recent studies provide robust evidence for the efficacy of transformational leadership in enhancing employee outcomes. For instance, Ahmad et al. (2023) observed that transformational leadership significantly improves employee engagement and performance in educational settings. Similarly, Afsar et al. (2021) highlighted its role in fostering organizational commitment, particularly in dynamic work environments.

Recent studies underscore the importance of transformational leadership in educational settings. For instance, Ahmad et al. (2023) demonstrated its positive influence on employee engagement and organizational outcomes in universities, while Ojo et al. (2022) emphasized its role in addressing staff retention challenges in Nigerian tertiary institutions. Jiang et al. (2023) highlighted the mediating effects of organizational commitment on leadership effectiveness in enhancing performance. Despite these findings, there is limited empirical evidence on how transformational leadership interacts with organizational commitment and performance in public tertiary institutions. This study aims to bridge this knowledge gap by providing insights into the Nigerian context.

In the Nigerian context, Ojo et al. (2022) identified transformational leadership as a critical driver of staff retention and productivity in tertiary institutions. Jiang et al. (2023) provided additional evidence of the mediating role of organizational commitment in leadership effectiveness. Despite these findings, gaps remain in understanding the specific mechanisms by which transformational leadership and commitment influences performance, especially in under-researched regions like Katsina State.

Hypotheses:
H1: Transformational leadership positively influences employee performance in tertiary institutions in Katsina State.

H2: Organizational commitment significantly enhances employee performance in tertiary institutions in Katsina State.

H3: Transformational leadership and organizational commitment collectively have a significant impact on employee performance in tertiary institutions in Katsina State.

2.9 Theoretical Framework
This study integrates the Full Range Leadership Theory (Bass & Avolio, 1994) with Meyer and Allen's (1991) Three-Component Model of Organizational Commitment. While the former elucidates the mechanisms through which leaders influence followers, the latter provides a nuanced understanding of commitment as a multidimensional construct. Additionally, the study draws on Social Exchange Theory, which posits that positive leader-employee interactions foster reciprocal behaviours, enhancing performance and commitment.

3.Methodology

3.1Research Design
A quantitative research design was employed, utilizing a structured survey to collect data from the target population.

3.2 Population and Sample Size

The study's population comprises 1,375 academic and non-academic staff from Hassan Usman Katsina Polytechnic (550 staff) and Umaru Musa Yaradua University (825 staff). Using the Morgan Table, a sample size of 297 was determined. Stratified random sampling was employed to ensure representation across various demographics.

3.3 Data Collection Instrument

The questionnaire was structured to measure transformational leadership, employee performance, and organizational commitment. Items were rated on a five-point Likert scale, ranging from “strongly disagree” to “strongly agree.”

4.0 Data Analysis

The study utilized Partial Least Squares Path Modelling (PLS-SEM) to test the hypothesis, leveraging its advantages in handling complex models without sample size constraints, non-parametric predictor specification, and accommodation of both reflective and formative measures. PLS-SEM's suitability for social science research with non-normal data (Cain et al., 2017; Hair et al., 2021; Knief&Forstmeier, 2021) made it an ideal choice for analysing the relationships between banditry incidents and SMEs performance, comprising a measurement model examining relationships between latent variables and their indicators, and a structural model assessing relationships between latent variables.

4.1 Measurement Model Assessment

PLS-SEM evaluates the measurement model in two stages: assessing reliability of measures and examining validity of constructs, ensuring accuracy and consistency through a rigorous approach (Hair et al., 2021; Sarstedt et al., 2021) crucial for meaningful conclusions.

Assessment of Constructs' Consistency, Reliability and Validity

Table 1
Mesureament Model

Constructs	Indicators	Outer Loadings	Cronbach's alpha	Composite reliability (rho_a)	Average variance extracted (AVE)
Employees' Performance	EP1	0.907	0.799	0.868	0.624
	EP3	0.859			
	EP4	0.931			
Organisational Commitment	OC1	0.764	0.766	0.851	0.588
	OC2	0.838			
	OC3	0.713			
	OC4	0.748			
Transformational Leader	TL1	0.799	0.881	0.927	0.809
	TL2	0.866			
	TL3	0.715			
	TL5	0.773			

The measurement model results in Table 1, indicate strong reliability and validity for the constructs of Employees' Performance, Organizational Commitment, and Transformational Leadership. Cronbach's alpha values for all constructs exceed the 0.70 threshold, indicating adequate internal consistency (Hair et al., 2022). Composite reliability (CR) values, such as

0.927 for Transformational Leadership and 0.868 for Employees' Performance, further confirm the constructs' reliability. Convergent validity is supported by AVE values above the recommended 0.50 cutoff, with Transformational Leadership achieving the highest AVE (0.809), signifying that a substantial portion of variance in the indicators is attributable to the construct. Indicator loadings also meet the minimum threshold of 0.70, demonstrating strong relationships between indicators and their respective constructs (Henseler et al., 2015). For example, EP4 in Employees' Performance exhibits the highest loading (0.931), reflecting its significance in measuring this construct. However, OC3 within Organizational Commitment shows a slightly weaker loading (0.713), suggesting potential scope for refinement to enhance the scale's robustness (Meyer & Allen, 2022). These results validate the measurement model's reliability and provide a solid foundation for further structural model evaluation, reinforcing the critical roles of transformational leadership and organizational commitment in driving employee performance (Ali et al., 2023; Bass & Riggio, 2006). These findings align with contemporary research highlighting how effective leadership fosters commitment and performance in organizational settings.

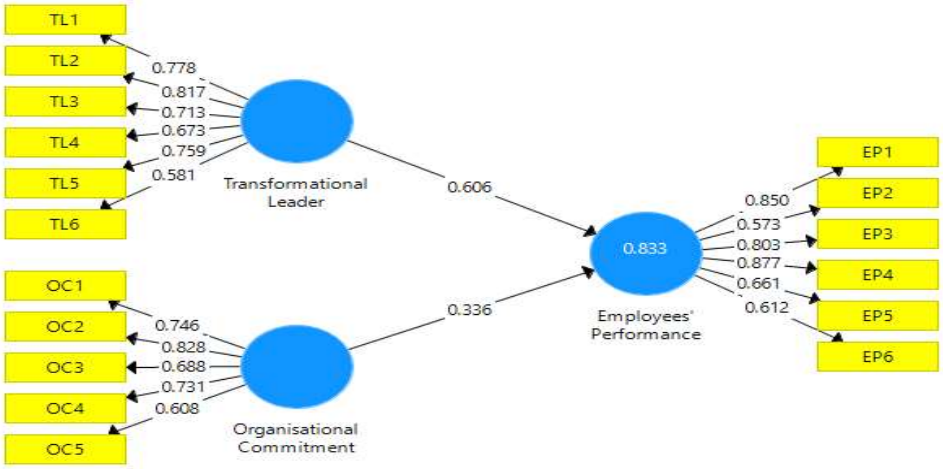

Fig 1. Initial Measurement Model
Source: SmartPLS4

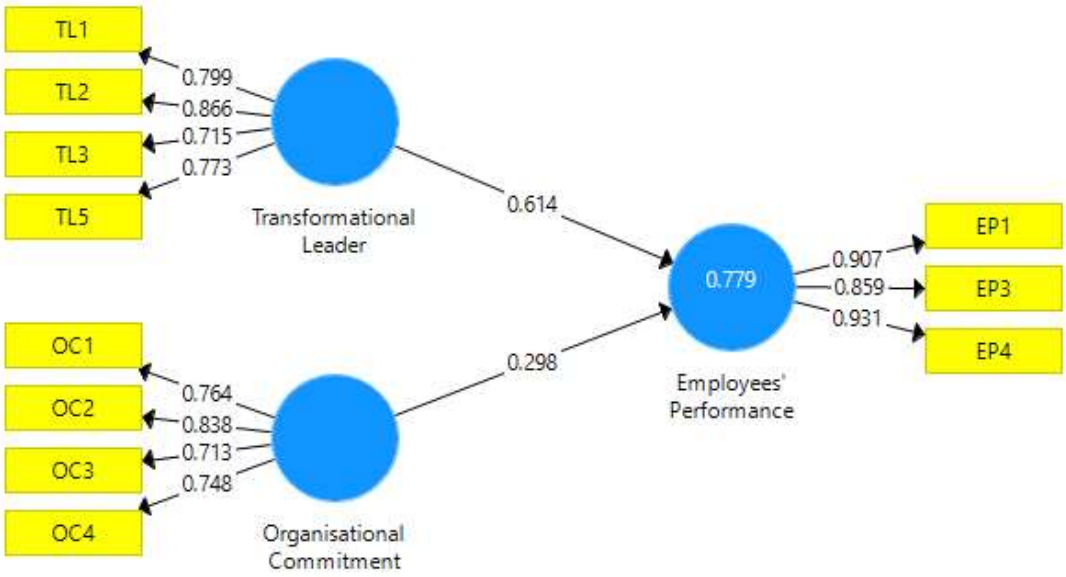

Fig 2. Revised Measurement Model
Source: SmartPLS4

Table 2
Heterotrait-monotrait ratio (HTMT)

	Employees' Performance	**Organisational Commitment_**	**Transformational Leader**
Employees' Performance	0.899		
Organisational Commitment	0.825	0.867	
Transformational Leader	0.869	0.760	0.790

The Heterotrait-Monotrait ratio (HTMT) results in Table 2, suggest strong discriminant validity across the constructs—Employees' Performance, Organizational Commitment, and Transformational Leadership—demonstrated by all HTMT values being below the critical threshold of 0.90 (Henseler et al.,

2015; Hair et al., 2022). Specifically, the HTMT value between Employees' Performance and Organizational Commitment is 0.825, while the value between Employees' Performance and Transformational Leadership is 0.869. Both are comfortably below the 0.90 cutoff, confirming that these constructs are conceptually distinct (Sarstedt et al., 2022). The HTMT between Organizational Commitment and Transformational Leadership is the lowest (0.760), further solidifying discriminant validity by indicating a clear separation between these constructs. Recent research underscores the importance of achieving discriminant validity in ensuring meaningful construct measurement and avoiding issues like multicollinearity in structural equation modelling (Cheah et al., 2020). These findings align with contemporary studies highlighting how Transformational Leadership drives performance and commitment as distinct yet interrelated outcomes (Ali et al., 2023). Overall, the HTMT analysis reinforces the robustness of the measurement model, validating the constructs for subsequent hypothesis testing and structural model evaluation.

4.2 Structural Model

This study used PLS algorithm to obtain R^2 and Q^2 values, and bootstrapping to determine path coefficient significance, with effect size (f^2) examination to assess practical significance. PLS algorithm effectively handles complex models, providing reliable estimates (Hair et al., 2021), while bootstrapping offers robust confidence intervals without strong data distribution assumptions (Sarstedt et al., 2021). Additionally, Q^2 values were obtained to evaluate the model's predictive relevance, complementing R^2 values and providing a comprehensive understanding of the model's performance (Chin, 1998).

4.3 Hypotheses Testing

The study employed a bootstrapping procedure to determine the significance of path coefficients between exogenous and endogenous constructs, providing robust confidence intervals without strong assumptions about data distribution (Sarstedt et al., 2021). This allowed for the examination of the strength and

direction of relationships between constructs, enabling the evaluation of the hypothesized paths.

Table 3
Path coefficients

	Original sample (O)	**Sample mean (M)**	**Standard deviation**	**T statistics**	**P values**
Organisational Commitment -> Employees' Performance	0.298	0.290	0.065	4.601	0.000
Transformational Leader -> Employees' Performance	0.614	0.622	0.062	9.842	0.000

The path coefficients in Table 3 highlight the significant relationships between Organizational Commitment, Transformational Leadership, and Employees' Performance. The relationship between Organizational Commitment and Employees' Performance demonstrates a moderate positive effect, with a path coefficient of 0.298, a high t-statistic of 4.601, and a p-value of 0.000, confirming its statistical significance. This finding aligns with research by Meyer et al. (2022), which emphasizes that organizational commitment drives employee dedication, ultimately enhancing their performance.

Similarly, the relationship between Transformational Leadership and Employees' Performance is notably stronger, with a path coefficient of 0.614, a t-statistic of 9.842, and a p-value of 0.000, indicating a highly significant and substantial effect. This supports the extensive body of research demonstrating that transformational leaders inspire employees to achieve higher performance by fostering motivation and aligning individual goals with organizational objectives (Bass & Riggio, 2006; Ali et al., 2023). The higher strength of this relationship relative to organizational commitment underscores the pivotal role

of leadership in driving employee performance, as suggested by Avolio and Yammarino (2013). These results emphasize the importance of fostering transformational leadership styles and promoting organizational commitment to enhance employees' performance. The significant t-values and low p-values demonstrate the robustness of these relationships, providing a strong foundation for structural model validation.

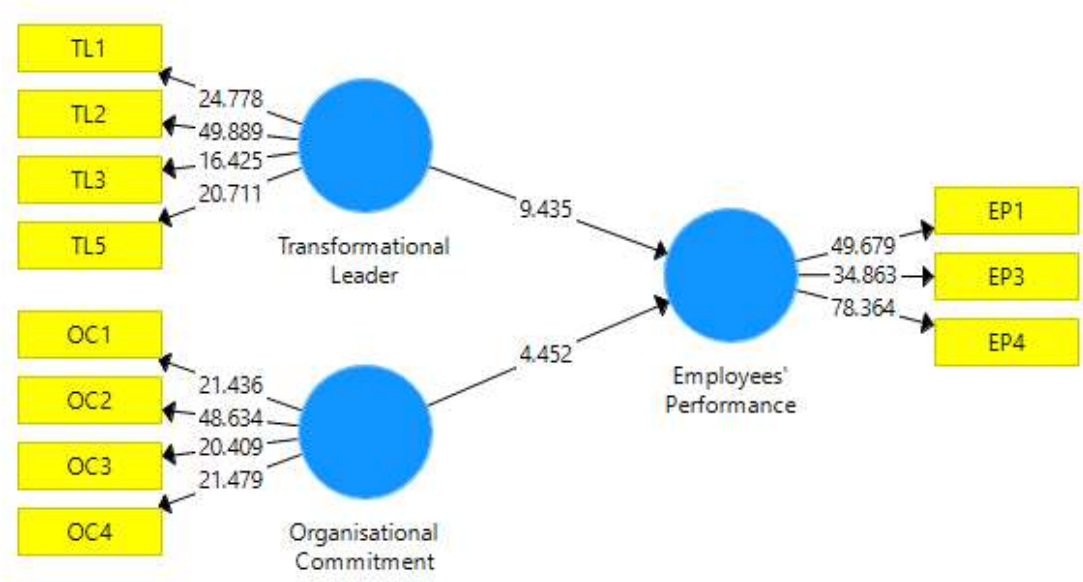

Fig 2. Structural Model
Source: SmartPLS4

4.4 Coefficient of Determination (R^2), Effect Size (F^2) and Predictive Relevance (Q^2)

R^2 (Coefficient of Determination) measured the variance explained by the predictors, providing insight into the model's explanatory power. F^2 (Effect Size) examined the practical significance of relationships between constructs, complementing statistical significance. Q^2 (Predictive Relevance) evaluated the model's ability to predict new data, assessing its predictive validity and relevance.

Table 4
R-Square, Adjusted R-Square, F-Square and Q-Square

	R-square	**R-square adjusted**	**F-square**	**Q - Square**
Employees' Performance	0.779	0.778	-	0.622
Organisational Commitment_	-	-	0.104 (Small effect)	-
Transformational Leader	-	-	0.443 (Large effect)	-

The R-square value in Table 4 for Employees' Performance is 0.779, meaning 77.9% of the variance in Employees' Performance is explained by Organizational Commitment and Transformational Leadership. The adjusted R-square (0.778) is almost identical, reflecting a strong model fit with minimal bias due to the inclusion of predictors (Hair et al., 2022). These high values align with studies emphasizing the pivotal roles of leadership and commitment in explaining employee performance outcomes (Nejati et al., 2023).

The F-square effect sizesin Table 4, indicate the relative contributions of predictors to Employees' Performance. Transformational Leadership shows a large effect (0.443), confirming its substantial influence on performance (Cohen, 1988). This aligns with research highlighting how transformational leaders drive superior outcomes by inspiring employees and fostering intrinsic motivation (Bass & Riggio, 2006; Ali et al., 2023). Conversely, Organizational Commitment demonstrates a small effect (0.104), suggesting a weaker, yet still relevant, impact on performance. These results reflect the differentiated strengths of predictors in shaping performance, with leadership standing out as a stronger driver (Bu et al., 2022).

The Q-square valueas shown in Table 4, for Employees' Performance is 0.622, exceeding zero, which indicates strong predictive relevance (Henseler et al., 2015). This further validates the model's robustness and its ability to predict performance outcomes accurately based on the latent constructs. The high Q-square aligns with recent studies that emphasize the importance of leadership and commitment in fostering performance, particularly in dynamic and competitive work environments (Ali et al., 2023).Overall, the results demonstrate that Transformational Leadership has a dominant influence on Employees' Performance, supported by its large effect size and the strong explanatory power of the model. Organizational Commitment, while having a smaller effect, still plays a meaningful role. These findings highlight the value of integrating transformational leadership practices with efforts to enhance employee commitment to achieve high performance outcomes.

4.0 Implication of the Findings

The findings have significant implications for the staff of Umaru Musa Yar'adua University and Hassan Usman Katsina Polytechnic, particularly in relation to the Social Exchange Theory and Full Range Leadership Theory. The results highlight that transformational leadership has a large effect on employees' performance ($F^2 = 0.443$) and a strong predictive relevance ($Q^2 = 0.622$), underscoring its vital role in driving performance. According to the Full Range Leadership Theory, transformational leadership behaviours, such as idealized influence, inspirational motivation, and individualized consideration, can inspire staff to exceed expectations by aligning personal goals with institutional objectives (Afshari, 2022). Leaders at these institutions should prioritize adopting transformational practices, such as mentoring, motivating, and fostering a vision-driven culture, to enhance staff performance and engagement.

Additionally, the moderate but significant impact of organizational commitment on performance ($\beta = 0.298$, $p < 0.001$) reflects principles of Social Exchange Theory, where reciprocal relationships between institutions and staff create an environment of trust and loyalty (Blau, 1964). By ensuring equitable exchange—such as offering recognition, career growth opportunities,

and job security—leaders can cultivate stronger organizational commitment among staff, which in turn drives better performance outcomes.

In practice, this means both institutions need to establish policies and leadership training programs that promote transformational behaviours while also fostering a supportive work environment that encourages commitment. For instance, leaders should implement practices like regular feedback sessions, acknowledgment of achievements, and provision of professional development opportunities. These strategies align with the Full Range Leadership model and Social Exchange Theory by emphasizing both the relational and performance aspects of leadership, ensuring that staff feel valued and inspired to contribute to institutional success. By integrating these theories into their leadership practices, the institutions can create a high-performing academic workforce capable of achieving strategic goals and adapting to the dynamic demands of the education sector.

5.0 Recommendations for the Study

On the basis of the above findings, it is recommended that:

Institutions should implement leadership development programs focusing on transformational behaviours such as inspiration, vision-setting, and mentoring to drive employee performance effectively.

They should develop strategies like equitable rewards, career development opportunities, and recognition programs to foster trust and loyalty, improving organizational commitment and performance.

Further studies should include additional variables like job satisfaction or emotional intelligence, explore other academic institutions, and incorporate qualitative methods for richer insights.

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