

# Developing Moral Transformational Leadership in Nigerian Public Sector Organizations

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**Abstract:** The failure to achieve changes in organizational cultures when implementing public reforms can mitigate the effectiveness of the desired reform. This paper sets out a model for achieving positive organizational culture changes by training both existing and newly recruited public sector managers on moral transformational leadership, which will in turn lead to, increased performance, reduced corruption and consequently result in public satisfaction and positive social change.

**Keywords:** Transformational Leadership, Organizational Culture, Moral leadership, Public Service reforms.

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## I. INTRODUCTION

In an attempt to move towards a performance driven public service, The Nigerian government established the Bureau of Public Enterprise charged with the responsibility of privatizing and commercializing public sector organizations [6] in order to achieve market-oriented public service reforms. These public sector reforms led to various changes in the operational structures of many of these organizations. However, these changes were in most cases not accompanied by changes in organizational culture. The persistence of inefficiency and corrupt practices in public organisations despite the reforms has informed a new interest in the training of managers on transformational leadership in some of the public sector organization in order to remedy the prevailing trend. This paper sets out a model for achieving positive organizational culture changes by training both existing and newly recruited public sector managers on moral transformational leadership, which will in turn lead to, increased performance reduced corruption and consequently result in public satisfaction and positive social change.

## II. NEED FOR ORGANIZATIONAL CULTURE CHANGE

For public sector reforms to be effective, appropriate changes in organizational culture must accompany changes in organizational structures. Organizational cultures are shared values that guide the behaviors of the members of the organization. Cultures are learned behaviors that persist over time, and would usually not adapt to new realities until they are forced to [1]. Hence, a failure to address organizational culture when implementing changes in organizational structures will mitigate the effectiveness of public reforms.

In a bid to change their organizational culture, some public sector organizations are beginning to focus on training managers on transformation leadership. Although the existing leadership practices in the public sector, range from extremely transformational to extremely transactional [1], B. M Bass and R. E. Riggio [1] however, states that irrespective of the existing culture, transformational leadership is more likely to bring about culture change and improve the quality of service.

## III. TRAINING MANAGERS ON MORAL TRANSFORMATIONAL LEADERSHIP

As a means of achieving culture change in public organizations to support the objectives of public reform, the finding of G.J. Caillier [3] supports the training public sector managers on transformational leadership. Caillier's [3] research shows that managers, who participated in transformational leadership programs, rated higher on intellectual stimulation and individualized influence than managers that did not. In addition, He suggested organizations take actions to increase their transformational leadership.

Caillier,[3] research also identified the strong effect of transformational leadership on individual with high mission valance. In addition, he suggested that organizations incorporate transformational leadership training into the professional development programs of individuals with high mission valance. He further suggests organizations enhance the transforming qualities of managers by investing in long-term programs, recognizing it take time for the desired changes to take effect. While concurring the positive effect of Transformational leadership on high mission valance, D.Effelsberg,

M.Solga and J.Gurt [2] have cautioned that promoting transformational leadership without paying attention to the moral aspect of leadership may lead to a situation where followers, with high mission valance, engage in unethical behaviors for the benefit of the organization.

Another positive effect of moral transformational leadership is its strong influence on both the in-role and extra-role effort of the followers [5]. S. C Schuh, X.Zhang and P. Tian [5] have suggested that the altruistic behavior of a transformational leader can intensify both the in-role and extra-role efforts of the followers. S. C Schuh, X.Zhang and P. Tian [5] further stated that followers, who consider their leaders to be altruistic, are more likely to be motivated toward performance than those who view their leaders as people trying to motivate followers to achieve their selfish purpose.

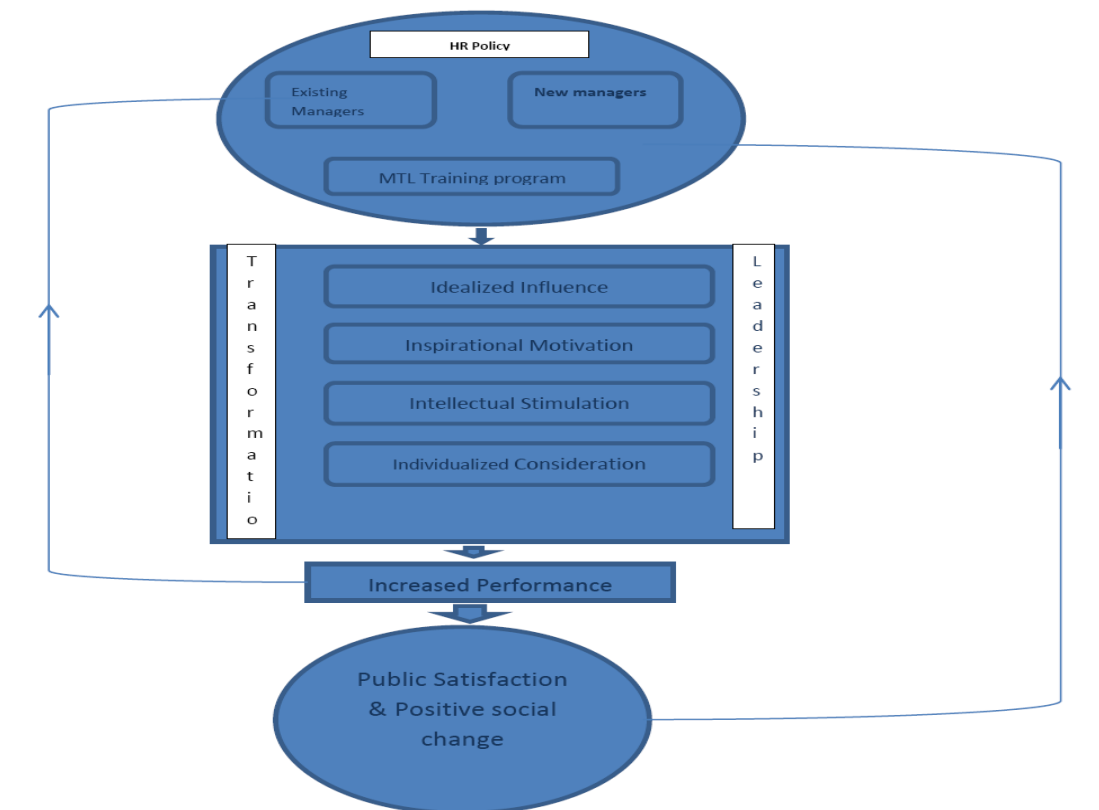
#### IV. MORAL TRANSFORMATIONAL LEADERSHIP (MTL) TRAINING MODEL

Transformational leadership is legendary for its effectiveness in the motivation of the workforce toward performance. The four main characteristics of transformational leadership identified by Bass, (1985): Bass and Avolio (1994) [4], are as follow:

- Idealized influence; refers to the role-playing character of Transformational leaders. As a role-model they gain the admiration and trust of their followers and by going beyond their self-interest to focusing on group interest they inspire their followers to follow in their footsteps,
- Inspirational Motivation; refers to the ability of transformational leaders to clearly to articulate the goals and objectives of the organization and to make the followers clearly understand and see the possibility of attaining the organization's vision,
- Intellectual Stimulation; refers to the ability of the transformational leaders to stimulate followers to become innovative and creative in their approach to solving problems. They are able to encourage followers to think outside the box and learn to solve problems on their own,
- Individualized Consideration; refers to the ability of transformational leaders to treats each of their followers as a unique person by building an organizational culture that supports the development and growth of individuals.

The moral transformational leadership MTL training model purposefully incorporates moral leadership into the transformational leadership model, and develops both existing and newly recruited managers of the public sector.

The following diagram shows the flow of the moral transformational leadership development program.



## V. DISCUSSIONS AND CONCLUSION

The human resource within public sector organizations should develop a deliberate policy on leaders and leadership development within the public sector organization to training both existing and newly recruited managers with high mission valence [2],[3] on moral transformational leadership. These training programs should be continuous for it to achieve positive organizational culture change and high performance, and as this process continues, increasing numbers of managers will become morally transformational at the organizational level therefore achieving continuous improvements in organizational performance and reduce instances of fraud and corruption. At the societal level, an increase in customer/public satisfaction would reinforce the performance of the organizations and influence other organizations to emulate these organizations therefore creating a ripple effect that may lead to the attainment of the objectives of implemented public reform initiatives and a positive social change.

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