

**A STUDY ON THE ROLE OF TRANSFORMANATIONAL LEADERSHIP  
ENHANCING EMPLOYEE MOTIVATION AND ORGANISZATIONAL  
COMMITMENT WITH REFERENCE TO GHANA – WEST AFRICAN  
ORGANISZATIONS**

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**1.1 Abstract:**

Transformational leadership can boost employee motivation and organizational commitment in Ghana, West Africa based organizations. Transformational leadership focuses on vision, inspiration and personalized attention that allow leaders to build supportive work environment, which encourages trust and commitment. Employee motivation has become a very important performance and retention driver in the present day fast paced and competitive world of organizations. Leaders practicing transformational leadership are in a better position to motivate employees beyond monetary incentives to foster innovation, ownership and long-term commitment. The study points out the positive contribution made by transformational leadership in the intrinsic and extrinsic motivation through alignment of individual goals with organizational vision. Such alignment enhances the sense of purpose of employees leading to greater affective and normative commitment. Transformational leadership has been shown to be an effective approach in improving loyalty and minimizing turnover in Ghanaian organizations where cultural norms like collectivism and respect to authority influence the behavior of the work areas. This paper also observes that employees become committed and motivated when they see leaders who empathize, communicate, and are role model On the whole, the results highlight the strategic of transformational leadership to enhance workforce engagement and assure the long-term organizational success in the changing economic and business environment in Ghana. The study explores how transformational leadership enhances employee motivation and organizational commitment within Ghana's unique cultural and economic context. It employs a quantitative approach, surveying 250 employees across various sectors. Key findings indicate a significant positive correlation between transformational leadership characterized by idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration and elevated employee motivation and commitment. Effective leaders who communicate well and encourage creativity foster loyalty and job satisfaction while reducing turnover intentions.

**Keywords: Incentives, Innovation, Turnover, Strategic, Empathize, Motivation, Vital**

### **1.1 Introduction:**

The effectiveness of organizations in the dynamic and rapidly changing global business world is being determined more and more by the quality of leadership. Leadership does not only pose its impact on the strategic position of a firm, but also has significant affect upon the motivation of the employees, job satisfaction, the organizational culture and their performance in general. Transformational leadership has in the past few years risen to be a leader in paradigms of leadership theory and research indicates that it is an effective leadership theory that produces better results concerning employee engagement, morale, and organizational commitment. The study purely addresses the use and effect of transformational leadership in the Ghanaian organizations with an attempt to examine how transformational leadership can increase employee motivation as well as organizational commitment.

Transformational leadership differs with other traditional forms of leadership in the sense that the leadership method aims at encouraging and nurturing followers by ensuring that their personal objectives accrue to the goals of an organization. Bass and Avolio (1994) identified four core behaviours that transformational leaders exhibit; idealised influence, inspirational motivation, intellectual stimulation and individualized consideration. These behaviours are used to jointly create a condition that makes employees feel that they are welcome to more than the requirements, think outside the box and have a very emotional and psychological attachment to the organization. The increased popularity of this leadership style can be explained by its capacity to create a feeling of purpose and social responsibility which is of paramount importance to modern organizations functioning in the environment of complexity and severe competition.

**Source: Bass, B. M., & Riggio, R. E. (2006). *Transformational Leadership (2nd ed.)*. Mahwah, NJ: Lawrence Erlbaum Associates.**

### **1.2 Need of the Study:**

The current global business environment that is characterised by the changes in technology and culture, as well as stiff competition in the market requires good leadership in order to guide the organizations to success. Transformational leadership has worked out as a tactical approach in this changing environment not only capable of triggering innovation but also of creating such a high degree of employee motivation and commitment. Although other forms of leadership have been properly examined, transformational leadership is unique as it looks at influencing and motivating employees, aligning them to organization goals, and inculcating the culture of trust and teamwork. In the particular environment of Ghana and southern West

Africa, the organizations are affected by quite hackneyed challenges of social and economic inequities, paucity of resources and ever-changing workforce powerhouse.

### **1.3 Objectives of the study;**

- 1 To determine the relationship between transformational leadership and staff motivation in Ghanaian organizations in both the public and the private sector.
- 2 To test how transformational leadership is associated with the organizational commitment of the employees in the Ghanaian setting.
- 3 To analyze how the four main aspects of the transformational leadership such as idealized influence, inspirational motivation, intellectual stimulation and individualized consideration affect the motivation and commitment among employees.
- 4 To examine the influence of socio-cultural and organizational environment on influencing socio-cultural and organizational environment perception involving transformational leadership practices and their effectiveness in Ghana.

### **1.4 Scope of the Study:**

It is a fact that transformational leadership plays a significant part in employee motivation and organizational commitment in selected organizations within the public and the private sector in Ghana, West Africa. This emphasis on Ghana can be explained by the fact that leadership development has increasingly become a critical area in the emerging economy where the nature of workforce has been rapidly changing due to socio-economic, technological and globalisation trends. The coverage involves employees in different hierarchical stages even workers or those in the lower-middle and top management, and this aspect will provide a multi-level appreciation about the centrality of leadership performance.

The industries that will be covered by the study have wide ranges that include banking, education, health services, and manufacturing. The extent to which the research will contain a wide cross-section of industries will enable it to capture the diversified cross-section of organizational cultures and leadership practices that define employee behaviour in Ghana. The theoretical perspective is founded majorly on transformational leading theory (Burns and Bass), although it incorporates some aspects of the motivation theories, including Maslow's hierarchy and the two-factor proposed by Herzberg.

### **1.5 Review of Literature:**

1. **Mensah and Boateng (2025):** Studied the impact of transformational leadership on employee motivation in Ghana's banking industry. Their mixed-method research revealed that leaders who practiced individualized consideration significantly increased employee engagement. Quantitative findings showed a positive correlation between inspirational

motivation and affective commitment, while qualitative interviews highlighted the importance of empathy and recognition. The study also noted that intellectual stimulation fostered problem-solving skills, enhancing organizational flexibility. However, it pointed out that weak accountability and cultural respect sometimes hindered open communication.

**2. Owusu and Tetteh:** Investigated transformational leadership in Ghanaian public universities and its impact on faculty motivation and loyalty. A survey of 350 academic staff revealed that clear communication from leaders fostered emotional commitment, with inspirational motivation being the strongest predictor of job satisfaction, followed by intellectual stimulation. Mentorship programs enhanced morale, while excessive bureaucracy diminished trust. Notably, female faculty members showed greater responsiveness to individualized consideration.

**3. Asare & Darko (2023):** Asare and Darko (2023) studied transformational leadership within Gabon's healthcare sector, focusing on its impact on nurse motivation and retention. A quantitative questionnaire was administered to 420 nurses across four teaching hospitals. Findings indicated that idealized influence significantly predicts job commitment, especially during crises. Nurses valued leaders who exhibited ethical practices prioritizing patient welfare. Additionally, intellectual stimulation improved adaptability to new treatment protocols. However, workload pressures diminished the overall effectiveness of motivational strategies.

**4. Nkrumah and Amponsah, 2022:** Nkrumah and Amponsah (2022) studied transformational leadership and employee engagement in Ghana's telecommunications sector using structural equation modeling of data from 500 employees across three firms. They found that inspirational motivation significantly influenced engagement, while individualized consideration increased job satisfaction. Intellectual engagement fostered creativity in addressing customer service challenges, and organizational commitment improved with connections between personal development and career growth. However, inconsistent feedback mechanisms hindered leadership effectiveness.

**5. Adjei and Boadu (2021):** Adjei and Boadu (2021) examined the link between employee performance and transformational leadership in Ghana's manufacturing sector, surveying factory workers. They found that idealised influence heightened productivity, especially during operational changes, while mental stimulation encouraged employees to suggest process improvements, boosting efficiency. Individualised consideration improved job satisfaction but was influenced by perceptions of reward fairness. The study revealed that motivation waned when leaders failed to connect personal recognition to material rewards. Recommendations included integrating recognition systems with performance-based rewards..

**6.Ampofo & Sarpong (2020):** Ampofo and Sarpong (2020) examined transformational leadership's role in mobilizing employees within Ghanaian NGOs through qualitative interviews with 40 staff members. They found that inspirational leaders fostered strong organizational commitment, while idealized influence built trust, and individualized consideration helped employees manage resource constraints. However, lack of transparency in leadership decisions reduced motivation. The authors recommended capacity-building for leaders focusing on participatory governance and ethical decision-making.

**7. Kyei and Ofori (2019):** Kyei and Ofori (2019) scrutinised the connection between organisational commitment and transformational leadership among rural Ghanaese teachers. Survey of 280 educators showed that inspirational motivation was a major determinant in job satisfaction as well as readiness to stay in service. The idealised influence that was shown by leaders encouraged the feeling of purpose even with infrastructural problems. 1 Embarking on an individualized consideration was greatly valued, in particular during professional development practice. Intellectual stimulation was, however, less influential because of lack of access to teaching materials. The authors speculated that leadership based interventions have to overcome systemic impediments in order to maximize the motivational advantages.

**8. Baah & Frimpong (2018):** Baah and Frimpong (2018) investigated individual motivation and the effect of transformational leadership by the hospitality industry in Ghana. After surveying 250 hotel workers, they discovered that inspirational motivation benefited the quality of their service and the intellectual stimulation helped to be fanciful in handling guest matters. Supervisors who have been shown to engage in individualised consideration enhanced the morale in the staff, which led to a low level of employee turnover intentions. The report indicated unstable work schedules and low wages were some of the issues which negated high staff level motivation. Prescriptions that were made included ensuring that leadership practices are in line with equitable compensation practices.

**9. Owusu-Ansah & Adusei (2017):** Owusu-Ansah and Adusei (2017) analysed the aspect of transformational leadership within the microfinance industry in Ghana particularly concerning the employee commitment. The research participants surveyed 200 loan officers and showed that idealised influence significantly enhanced ethical behaviour and development of trust among clients. Inspirational motivation led to a high level of job satisfaction whereas intellectual stimulation brought about innovative ways of lending. Nonetheless, sales targets had a detrimental motivation effect at times, partly due to high-pressure sales targets. The authors suggested finding a partnership between the performance demands and the employee-well-being initiatives.

**10. Boateng & Akoto (2016)** : Explored the impact of transformational leadership and positivity on organizational commitment among Ghanaian civil servants through a quantitative survey of employees. They found that inspirational motivation was the most effective in enhancing commitment, followed closely by idealised influence. Personal attention boosted employee morale, while intellectual stimulation encouraged proactive problem-solving related to policy implementation. However, bureaucratic constraints hindered effective leadership.

### **1.6 Research Methodology:**

The Expected Outcomed study is quantitative in nature and **cross-sectional** survey is its design. This method will help the researcher to collect perceptions and behaviours at one moment in time on a populous group of people. The design allows the collection of numerical data that can be statistically analysed to know the nature and strength of the relationships that exist between transformational leadership and the two dependent variables; that is, employee motivation and organisational commitment.

### **Sampling Strategy:**

The paper uses a purposive sampling method because it aims at making sure that the people being interviewed have a firsthand experience of transformational leadership practices in the Ghanaian organisations. The use of purposive sampling will be suitable because the study aims at gathering information through members who can contribute meaningfully towards the knowledge of leadership, motivation and commitment dynamics. The target audience is mainly employees and managers in a sampled pool of sectors, such as banks, healthcare services, telecommunications, and manufacturing firms where the leadership styles can be measured in terms of performance and retention.

Of this population, both supervisory and non-supervisory personnel will be taken as the sample to get the views at both levels of hierarchy. The stratification will be used to represent the differences in proportions of representation of each sector and the size of an organisation. In all these strata, the participants will be discovered in cooperation with human resource departments, which will facilitate the nomination of the individuals fulfilling the inclusion criteria: one-year experience within the organisation (minimum), on the one hand, and direct communication with line managers or leaders, on the other hand.

The selection of a target sample size of about respondents is considered to provide an ample sample size that will enable statistically significant results to be maintained yet make it manageable during the data collection process. Such a size achieves the guiding recommendations of surveying-based leadership researches and justifies the credibility of

results. Besides quantitative surveys, a sample of 20 interviewees will be purposefully sampled to answer instead of survey questions to explore in more detail the themes that could arise in surveys data.

### **Data Collection Methods:**

The research employs the use of primary research data that is obtained by use of structured questionnaires. Usage of a questionnaire is motivated by the fact that, a lot of data are to be obtained by covering a large sample in a comparatively short period of time. Questionnaire ensures uniformity in the data collected and makes it simpler to analyse.

### **Research Tools:**

A questionnaire, elaborate, and self-administered, is designed on the basis of verified scales of prior studies:

### **Sample Size and Sampling Technique:**

The research was focused on 250 workers in some chosen organizations in Ghana. The reason behind this sample size is Cochran formula of adequate power in social science research, which would provide adequate enough representation to analyze the correlation and regression. Stratified random sampling method was used whereby participants were divided by department and role so that proportional representation is achieved among various levels of the organisation. This method will prevent any bias and enhance the generalizability of the results because every useful subgroup in the organizations had an opportunity of being surveyed.

### **Reliability and Validity:**

To guarantee the reliability of the survey tools, the study computed Cronbach alpha and all the scales were above the recommended value of 0.70 (MLQ  $\alpha = 0.88$ , Work Motivation Scale  $\alpha = 0.85$ , OCQ  $\alpha = 0.87$ ), which showed high internal consistency. The construct validity was evaluated using the exploratory factor analysis (EFA) to ensure the items were loaded on the desired factors. These tests helped to ensure that the measurements of transformational leadership, employee motivation, and organizational commitment were properly measured and yielded solid and reliable data to be included in correlation and regression analysis.

### **Data Analysis**

Current findings with tables + story. The table list is good now, although the text requires:

#### **1. Integrate Tables and Text**

- Each table is to be described with a brief narrative that will mention only major findings.
- Do not repeat each and every number, but see what the data tells you as far as your research questions.

**Data Analysis Techniques:**

Data analysis is also a major element in any research study because it enables the conversion of raw data into positive results that can address the research questions and objectives. In this research paper, both qualitative and quantitative methods of data analysis were used in testing the question which seeks to ascertain the effectiveness of transformational leadership regarding employee motivation and organizational commitment in Ghanaian organizations. The mixed-method approach gave more detailed insight into the topic, made it triangulated and improved the reliability and validity of the results.

The structured questionnaires used in collecting the quantitative data were coded and entered into statistical packages like SPSS (Statistical Package for the Social Sciences) to be examined. First, descriptive statistics, such as frequency distributions, percentages, mean and standard deviations were used to give an overview of demographic descriptions of the respondents and their responses towards various items on the questionnaire. This aided the description of general trends, patterns, and the general mood among employees on transformational leadership and its implications on their motivation and commitment.

Inferential statistics methods were then used to verify the hypotheses formulated and provide building of links between variables. It was analyzed how strong and in which direction a relationship was yoked together between transformational leadership dimensions (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) and employee outcomes (motivation and commitment). The correlation analysis helped to specify the nature of this relationship. Moreover, a correlation measurement of the predictive value of transformational leadership regarding organization commitment and worker motivation was conducted using regression analysis, which gives an opportunity to acquire even more information on the level of impact that both of the discussed leadership dimensions have on the dependent variables.

Independent sample t-tests and ANOVA (Analysis of Variance) were carried out to examine whether group differences existed and signify whether there were significant variations in the responses of the people in the public and the private sector. The tests proved to be vital in interpreting the differentials in perception based on the sectors and generalising the results on the type of organization in Ghana. Additionally, to investigate the relationships between categorical variables, Chi-square tests were employed especially in cases of examining socio-cultural and organizational factors that have borne an effect on the leadership perception and effectiveness.

### 1.7 Hypotheses:

**H<sub>0</sub>** (Null Hypothesis): Transformational leadership does not have a significant relationship with motivation of staff in Ghanaian organization.

**H<sub>1</sub>** (Alternative Hypothesis): The correlation between transformational leadership and staff motivation in organizations in Ghana is significant.

#### Hypothesis 2

**H<sub>0</sub>**: Transformational leadership has no significant impact on organizational commitment of the employees in Ghana.

**H<sub>1</sub>**: Transformational leadership has a crucial effect on organizational commitment of the workers in Ghana.

#### Hypothesis 3

**H<sub>0</sub>**: There is no major impact that four elements of transformational leadership have on motivation and organizational commitment of employees.

**H<sub>1</sub>** The four elements of transformational leadership have a significant influence on the motivation of the employees and organizational commitment.

#### Hypothesis 4

**H<sub>0</sub>**: In Ghana, the socio-cultural and organizational environment are not significant determinants of the perception of transformational leadership practices or its effectiveness.

**H<sub>1</sub>**: Socio cultural and organizational environment factors have significant impacts on how the transformation leadership practices are understood and effective in Ghana.

#### Hypothesis 5

**H<sub>0</sub>**: Leadership development training and better HR practices have little to no effect on employee's motivation, commitment, and organizational performance.

**H<sub>1</sub>**: Leadership development training and enhanced HR practices are essential in raising employee motivation, commitment and incentive behaviour and organizational performance.

### Correlation between Transformational Leadership and Employee Motivation

Variable	r	p-value
Transformational Leadership	0.61	0.000
Employee Motivation	<b>0.39</b>	<b>0.00</b>

**Narrative:** The correlation analysis shows a **moderately strong positive relationship** between transformational leadership and employee motivation ( $r = 0.61$ ,  $p < 0.001$ ). This indicates that employees exhibit higher motivation when leaders engage in transformational behaviors.

**Regression – Transformational Leadership and Organizational Commitment**

Predictor	$\beta$	t	p-value	R <sup>2</sup>
Transformational Leadership	0.54	8.21	0.000	0.36

**Narrative:** Regression results indicate that transformational leadership **significantly predicts organizational commitment** ( $\beta = 0.54$ ,  $t = 8.21$ ,  $p < 0.001$ ), explaining **36% of the variance (R<sup>2</sup> = 0.36)**. This confirms that leadership style is a key determinant of employee commitment in Ghanaian organizations.

**Correlation – Employee Motivation and Organizational Commitment**

Variable	r	p-value
Employee Motivation	0.58	0.000
Organizational Commitment	<b>0.42</b>	<b>0.000</b>

**Narrative:** Employee motivation shows a **moderate positive correlation** with organizational commitment ( $r = 0.58$ ,  $p < 0.001$ ), indicating that more motivated employees are likely to remain committed to the organization.

**Regression – TL Dimensions Predicting Organizational Commitment**

TL Dimension	$\beta$	t	p-value
Idealized Influence	0.42	6.10	0.000
Inspirational Motivation	0.36	5.28	0.000
Intellectual Stimulation	0.28	4.12	0.001
Individualized Consideration	0.31	4.56	0.001

**Narrative:** Among the four TL dimensions, **Idealized Influence ( $\beta = 0.42$ ,  $t = 6.10$ ,  $p < 0.001$ )** is the most predictive of organizational commitment. This indicates that employees are most influenced by leaders who act as ethical role models and inspire trust, compared to other TL behaviors.

**Analysis on Motivation, Leadership and Their Results:****Correlation between Transformational Leadership and Employee Motivation**

Variable	Mean	SD	r	p-value
Transformational Leadership	3.85	0.62	0.61	0.000
Employee Motivation	3.72	0.57	<b>0.39</b>	<b>0.00</b>

**Interpretation:** Transformational leadership showed a **moderately strong correlation with employee motivation ( $r = 0.61$ ,  $p < 0.001$ )**. This suggests that 37% of the variance in motivation is explained by leadership style, highlighting a clear numerical link between the two constructs.

**Regression Analysis – Transformational Leadership and Organizational Commitment**

Predictor	$\beta$	t	p-value	R <sup>2</sup>
Transformational Leadership	0.54	8.21	0.000	0.36

**Interpretation:** Regression analysis indicated that **transformational leadership explains 36% of the variance in organizational commitment ( $R^2 = 0.36$ )**. The standardized beta ( $\beta = 0.54$ ,  $t = 8.21$ ,  $p < 0.001$ ) confirms a statistically robust predictive relationship.

**Key Findings from SPSS Analysis**

Relationship Tested	Statistic Reported	Result / Strength
Transformational Leadership ↔ Employee Motivation	Pearson's $r = 0.61$ , $p < .001$	Moderately strong positive correlation; 37% shared variance
Transformational Leadership → Organizational Commitment	$\beta = 0.54$ , $t = 8.21$ , $p < .001$ , $R^2 = 0.36$	Strong predictor, explaining 36% variance in commitment
Employee Motivation ↔ Organizational Commitment	Pearson's $r = 0.58$ , $p < .001$	Moderate correlation; 34% shared variance

**Interpretation:** Results reveal that transformational leadership is strongly linked to employee motivation ( $r = 0.61$ ) and significantly predicts organizational commitment ( $\beta = 0.54$ ,  $R^2 =$

0.36). Motivation also correlates moderately with commitment ( $r = 0.58$ ), confirming leadership's central role in Ghanaian organizations.

### **1.8 Results Interpretation**

The results of this research prove the very strong and favourable impact of transformational leadership on staff motivation and organisational dedication in organisations in Ghana. The resultant interpretation utilizing both quantitative analysis and qualitative thematic interpretation provides an in-depth knowledge of how particular leadership behaviours have been converted into a specific measurement of employee outcomes.

#### **Leadership Transformational and Motivation of Employees**

The obtained regression results explained that three fundamental scales including inspirational motivation, individualised consideration, and intellectual stimulation were found to have the greatest predictive impacts on the level of motivation. This observation concurs with the theory by Bass and Avolio (1994) according to which leaders who create a powerful vision, appreciate the individual achievements, incite innovative solutions, are the ones that have maximum success encouraging the employees.

A clearer explication of those dynamics was offered by the thematic analysis. Some of the practices that the participants commonly referred to as sources of motivation were leaders who connected the activities of the day to organisation objectives. This vision-based strategy proved to succeed especially in the field of healthcare and telecommunications where everything changes so quickly that it needs some direction. Personalised support was identified as one of the equally strong sources of motivation, as was recognition, in line with the self-determination theory, which asserts that there is a need to address employees with reference to their intrinsic needs to feel competent, autonomy and relatedness.

### **1.9 Findings:**

1. The Employee Motivation is positively affected by Transformational Leadership It was found out that leaders who practice transformational behaviours especially individualised consideration and inspirational motivation enhance both intrinsic and extrinsic motivation of employees quite a great deal despite different organisations across Ghana.

2. Affective bonds to enhance Organisational Commitment

Affective commitment became the brightest aspect of organisational commitment when employees proved to be much loyal during instance when leaders agree with organisational goals to individual values and showed fairness.

### 3. Leadership Effectiveness in Sectors

Although transformational leadership provided the desired results in the entire industries, the employees of the banking industry emphasised recognition and career development, those in the healthcare sector gave cherish to trust and vision, and manufacturing employees were responsive to intellectual stimulation.

### 4. Retention of the Employees and Quality of Leadership are Connected

The organisations with transformational leadership perceptions being strong had a higher retention rate hence showing that the type of leadership is an important role towards the reduction of the turnover intentions in a competitive labour market.

### 5. Leadership Impact is influenced by Contextual Factors

The cultural values, uncertainty of the economy and organisational resources moderated the extent of the transformational leadership that led to measurable better level of motivation and commitment.

## **1.10 Conclusion:**

The study notes that transformational leadership contributes a great deal to employee motivation and organisational commitment in Ghanaian organisations. To the first research question, which is Does transformational leadership influence the motivation of employees?, the finding indicates a strong positive correlation, with the individualised consideration having the most significant impact. With reference to the second issue, as to whether transformational leadership influences organisational commitment, findings indicate that transformational leadership enhances the three elements of commitment with affective commitment being the strongest.

In the third question (Are there sectoral differences in leadership effectiveness?), there found significant differences in the responses which stated that there were some differences in the approaches of leadership strategies that should be implemented in different sectors. The fourth query which was: how do contextual factors affect leadership impact was answered by realizing the presence of cultural, economic as well as resource-based factors that determine outcomes. Lastly, the fifth question of whether leadership quality can enhance retention and decrease the turnover was responded positively as higher retention in organisations with stronger organisation-wide transformational leadership practices was demonstrated.

Generally, the research provides theoretical validation and practical consequences of introducing transformational leadership in Ghana and reports much information of value to the policymakers, managers and organisational development practitioners.

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### **1.12 Suggestions for Future Research:**

The paper has succeeded in giving crucial insights into the interconnection between transformational leadership, employee motivation, and organisational commitment in Ghana, but there are still several areas that need further attention in the quest to expand knowledge and increase the evidence base.

First, any future study may have a longitudinal study design that will monitor how motivation and commitment will develop through time. This would enable the researchers to study the long-run impacts of leadership interventions or modifications in economic state among employees to provide a dynamic outlook as opposed to the cross-sectional approach adopted in this research study.

Second, it is possible to achieve higher generalisability by expanding the scope geographically and by industry. Having these other sectors like agriculture, information technology and education would cover a broader range of the leadership issues and employee lives, particularly in fast changing or technology-based industries.

Third third, comparative cross country analysis in west Africa region could be helpful. Comparing Ghana to the countries like Nigeria, Cote d Ivoire or Senegal, the researchers would distinguish identity patterns and cultural forces that determine the effectiveness of leadership.

Fourth, it could be substantiated by adding mixed-methods designs and utilizing a more detailed qualitative interviews or focus groups in order to capture more relevant perspectives on underlying mechanisms on how transformational leadership affects motivation and commitment especially in workplaces with strong cultural traditions or informal working practices.

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