

Impact of Transactional and Transformational Leadership Style on Turnover Intention Among Academic Staff in Selected Private Universities in Southwest, Nigeria

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Abstract

This study examined the impact of leadership styles on turnover intention among academic staff in selected private universities in Southwest, Nigeria, focusing on transactional and transformational leadership approaches. The study was motivated by the persistent challenge of employee retention and the need to understand how leadership behaviors shape employees' intentions to remain or leave an organization. A quantitative research design was adopted, and data were collected from 420 respondents using structured questionnaires. Descriptive statistics, correlation, and multiple regression analyses were employed to analyze the data. Findings from the descriptive analysis revealed that both transactional and transformational leadership styles were moderately practiced within the organization. Correlation analysis showed that both transactional ($r = 0.296$, $p < 0.01$) and transformational leadership ($r = 0.367$, $p < 0.01$) had significant positive relationships with turnover intention. Regression results further confirmed that leadership styles jointly explained 48.3% of the variance in turnover intention ($R^2 = 0.483$, $F = 97.081$, $p < 0.001$). Specifically, both transactional leadership ($\beta = 0.216$, $p = 0.002$) and transformational leadership ($\beta = 0.259$, $p < 0.001$) were significant predictors, with transformational leadership exerting a slightly stronger influence. The study concludes that while leadership is a critical determinant of employee behavior, both transactional and transformational styles, in this context, are associated with increased turnover intention. This suggests that other organizational factors may mediate or moderate this relationship. The study recommends that organizations complement leadership practices with improved working conditions, employee engagement strategies, and supportive organizational policies to reduce turnover intention and enhance retention.

Keywords: *Leadership styles, transactional leadership, transformational leadership, turnover intention, employee retention*

Introduction

The issue of academic staff retention has become a central concern in higher education systems globally, particularly within privately owned universities operating in competitive and resource-constrained environments (Oladele, et.al, 2023). In Nigeria, the expansion of private universities especially in the Southwest region—has significantly reshaped the higher education landscape, creating new opportunities for access, innovation, and institutional diversity (Babalola et al., 2020). However, this growth has also intensified challenges related to human resource management, particularly the increasing rate of turnover intention among academic staff, which poses risks to institutional stability, teaching quality, and research productivity.

Turnover intention, defined as an employee's conscious and deliberate willingness to leave an organization, is widely acknowledged as a strong predictor of actual turnover behavior (Bello & Bello, 2024; Hamzat et al., 2020). In the context of Nigerian private universities, factors such as relatively lower job security, high performance expectations, limited research funding, and perceived inequities in compensation have contributed to heightened turnover tendencies among academics (Udenta, 2016; Hamzat et al., 2020). Frequent staff exits disrupt academic continuity, weaken institutional memory, and increase recruitment and training costs, thereby undermining organizational effectiveness. Leadership style has emerged as a critical organizational variable influencing employees' attitudes and behavioral intentions, including turnover intention. Among the various leadership paradigms, transactional and transformational leadership styles—popularized by James MacGregor Burns (1978) and later expanded by Bernard M. Bass (1985)—have received substantial empirical attention in organizational and educational research (Ntenga & Awuor, 2018; Islam et al., 2013). Transactional leadership is primarily based on exchanges between leaders and followers, where compliance is achieved through contingent rewards and corrective actions. This style emphasizes structure, performance monitoring, and the fulfillment of contractual obligations. While it can enhance short-term efficiency and role clarity, its effectiveness in fostering long-term commitment and reducing turnover intention remains debated (Gomba, 2023). In contrast, transformational leadership focuses on inspiring and motivating employees to transcend self-interest for the collective good of the organization. Transformational leaders exhibit behaviors such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, which foster trust, engagement, and organizational commitment among employees. Empirical studies suggest that transformational leadership is positively associated with job satisfaction, organizational commitment, and reduced turnover intention across various sectors, including higher education (Adekoya & Guobiazor, 2023). In academic settings, where intellectual autonomy and intrinsic motivation are highly valued, transformational leadership is particularly relevant for enhancing staff morale and retention.

Within the Nigerian higher education context, leadership practices in private universities often reflect a hybrid of entrepreneurial management and academic governance structures. Proprietors and top administrators frequently adopt leadership approaches that prioritize institutional survival, financial sustainability, and regulatory compliance. However, the extent to which these leadership styles align with the professional expectations and career aspirations of academic staff remains a subject of ongoing scholarly inquiry (Bello & Bello, 2024). In many cases, perceived authoritarian

or overly transactional leadership practices may contribute to dissatisfaction and increased turnover intention among lecturers and researchers.

Despite the growing body of literature (Chebiwot (2020); Jehanzeb and Mohanty (2018); Abdulkareem et al., (2020); Adekoya & Guobiazor, 2023) on leadership and employee outcomes, there remains a gap in context-specific empirical studies that simultaneously assess the effects of transactional and transformational leadership styles on turnover intention within Nigerian private universities. Many existing studies have either focused on public institutions or examined leadership styles in isolation, without adequately capturing their combined or comparative influence on staff retention outcomes (Jehanzeb & Mohanty, 2018; Bello & Bello, 2024). Furthermore, variations in institutional culture, governance models, and resource endowments across private universities necessitate localized investigations to generate contextually relevant insights (Idris et al., 2021). From the foregoing, this study seeks to assess the influence of transactional and transformational leadership styles on the turnover intention of academic staff in selected private universities in Southwest Nigeria. By integrating established leadership theories with empirical analysis, the study aims to contribute to the existing body of knowledge and provide evidence-based recommendations for university administrators and policymakers. Ultimately, understanding how leadership practices shape turnover intention is essential for developing strategic interventions that enhance staff retention, institutional performance, and the overall sustainability of private higher education in Nigeria.

Statement of the Problem

The rising incidence of turnover intention among academic staff in Nigerian private universities has become a critical concern for institutional sustainability and educational quality. Despite the rapid expansion of private universities in Southwest Nigeria, many institutions continue to experience persistent challenges in retaining qualified lecturers and researchers. This trend undermines continuity in teaching, disrupts research output, and weakens institutional competitiveness in an increasingly knowledge-driven economy (Abdulkareem, et.al, 2020). Turnover intention, which reflects an employee's conscious willingness to leave an organization, has been identified as a strong precursor to actual turnover, making it a crucial variable for organizational analysis (Bello & Bello, 2024). A key factor influencing turnover intention is leadership style (Idris et al., 2021). However, in many Nigerian private universities, leadership practices are often perceived as overly transactional, characterized by rigid control systems, performance pressures, and limited participatory decision-making. Such approaches may fail to address the professional and developmental needs of academic staff, thereby increasing dissatisfaction and turnover intention (Ogunyemi & Babalola, 2021).

Conversely, while transformational leadership has been associated with higher levels of motivation, commitment, and retention (Oladele et al., 2023; Hamzat et al., 2020), its application within private universities remains inconsistent and underexplored. Existing studies (Adekoya & Guobiazor, 2023; Oladele et al., 2023; Hamzat et al., 2020; Ntenga & Awuor, 2018; Udenta, 2016) in Nigeria have largely focused on public institutions or have examined leadership styles in isolation, without adequately assessing their combined influence on turnover intention in private universities. This creates a contextual and empirical gap in the literature. Therefore, the problem this study addresses is the insufficient understanding of how transactional and transformational leadership styles influence turnover intention among academic staff in selected private universities.

in Southwest Nigeria. Addressing this gap is essential for informing leadership practices that can enhance staff retention and institutional performance.

Objectives of the Study

The main objective of this research is to assess transactional and transformational leadership style and turnover intention of academic staff in selected private universities in Southwest, Nigeria. The study is specifically set to;

- 1.evaluate the relationship between transactional leadership style and turnover intention of academic staff in selected private universities in Southwest, Nigeria.
- 2.establish the relationship between transformational leadership style and turnover intention of academic staff in selected private universities in Southwest, Nigeria
- 3.determine the combine and individual relationship of transactional leadership style, transformational leadership on turnover intention of academic staff in selected private universities in Southwest, Nigeria.

Research Hypotheses

The research hypotheses to be tested in this study are stated below in the null form:

H₀₁: There is no significant relationship between transactional leadership style and turnover intention of academic staff in selected private universities in Southwest, Nigeria

H₀₂: There is no significant relationship between transformational leadership style and turnover intention of academic staff in selected private universities in Southwest, Nigeria

H₀₃: Transactional leadership style and transformational leadership has no significant combine and effect on turnover intention of academic staff in selected private universities in Southwest, Nigeria.

Literature Review

Concept of Leadership

Leadership is a critical determinant of organizational and individual performance, as it shapes how resources are mobilized, decisions are implemented, and goals are achieved. In today's complex and dynamic environment, leaders are expected to design flexible systems, coordinate team-based tasks, and drive strategic initiatives that enhance organizational effectiveness (Polychroniou, 2009). Although widely discussed, leadership remains a broad and evolving concept, generally understood as the process of guiding and influencing others toward shared objectives.

Scholars have offered diverse but complementary definitions. For instance, Nye (2008) describes leadership as helping a group define and accomplish common goals, while Yukl (2002) views it as facilitating individual and collective efforts to achieve shared objectives. Similarly, Akinbode and Fagbohunge (2012) emphasize the influence of a leader on group members toward goal attainment, and Northouse (2021) highlights leadership as a process of influencing a group to achieve mutual goals. These perspectives converge on the idea that leadership involves intentional influence, goal clarity, and collective effort. Supporting this, Alipour et al. (2013) conceptualize leadership as influencing followers through communication to achieve specific objectives.

Leadership also involves envisioning the future and motivating followers to realize that vision. Fasola et al. (2013) link leadership to the ability to translate vision into action, while Arian (2020) and Schiuma et al. (2022) emphasize inspiring commitment and aligning individual efforts with organizational goals. Effective leadership therefore requires understanding followers' needs,

building trust, and sustaining motivation. When leaders fail to meet expectations, employee morale declines, often increasing turnover intention. Consequently, strong leadership is essential for guiding performance and enhancing employee retention (Asianab, 2023).

Transformational Leadership Style

Transformational leadership encourages employees to prioritize organizational goals above personal interests and to exceed expected performance levels. In doing so, it shapes followers' perceptions, values, behaviours, and attitudes toward achieving collective objectives (By, 2021). The concept was originally introduced by James MacGregor Burns (1978) and subsequently expanded by scholars such as Bell (2020) and Bans-Akutey and Ebem (2022). It is widely understood as a relational process through which leaders and followers engage in mutual influence to attain shared goals while elevating motivation and morale (Aypay & Akyürek, 2021).

Transformational leaders are characterized by their ability to inspire, energize, and develop their subordinates to achieve exceptional outcomes while simultaneously enhancing their own leadership capacity (Dastane, 2020). This leadership style is inherently change-oriented, focusing not only on goal attainment but also on how those goals are achieved. Such leaders emphasize both organizational performance and the personal development of employees, often driving outcomes that exceed initial expectations. According to Bernard M. Bass and Bruce J. Avolio (1997), transformational leadership is defined by five key dimensions: idealized attributes, idealized influence, inspirational motivation, individualized consideration, and intellectual stimulation. Idealized attributes reflect a leader's charisma, integrity, and ethical standards, which earn trust and admiration. Idealized influence extends this by demonstrating behaviours that clearly communicate vision and inspire commitment (By, 2021). Inspirational motivation involves instilling confidence and purpose, aligning employees with organizational goals. Individualized consideration highlights the leader's role as a mentor who attends to individual needs and development (Kumar & Dhiman, 2020). Intellectual stimulation, meanwhile, encourages innovation, critical thinking, and openness to new ideas without judgment (Wamalwa, 2023).

Transactional Leadership Style

Transactional leadership is distinguished by an exchange relationship based on mutual benefits between the leader and followers (Young, et.al. 2021). This style of leadership is characterised by the use of the carrot and stick strategy to achieve organisational objectives (Frangieh, Rusu, 2021). According to this, workers are rewarded for completing their jobs, and in order to avoid being punished, they make sure that the leader's demands are likewise met (Frimayasa, et.al. 2021) because of what the leader expects (the achievement of organisational goals), transactional leaders are more concerned with providing what the followers need (Abdelwahed, et.al. 2023). Transactional leadership, according to Avolio, Bass (2004), consists of three elements: contingent reward, active management by exception, and passive management by exception.

While Aljumah (2023) assert that contingent rewards involve the leader setting goals and performance standards for his or her followers and using incentives and promotions as an incentive to persuade them to meet those goals. According to Oswald, Lingard, Zhang (2022), active management by exception refers to the leader actively watching over subordinates to make sure that tasks are completed, issues are identified and fixed, and policies are reinforced. This suggests that the leader is keeping an eye on what their followers are doing. Leaders that are overly sensitive

and only react to issues as they arise exhibit passive management by exception. Before acting, these leaders wait for issues to arise (Richards, 2020)

Turnover Intention

Turnover intention, often described as an employee's intention to leave, refers to the conscious consideration of voluntarily moving to another organization (Elfios et al., 2024). It has long attracted scholarly attention, with early studies in the twentieth century laying the foundation for understanding employee mobility (Jiang et al., 2024). In the education sector, high turnover rates among teachers remain a global concern, prompting continued research into the factors influencing their decisions to stay or exit (Dutta & Sahney, 2016; Virtanen & Parpala, 2023).

Empirical evidence shows that leadership style, work environment, and compensation significantly shape turnover intentions. For instance, directive leadership has been linked to higher turnover rates among teachers (Dutta & Sahney, 2016). Similarly, work environment factors—such as organizational culture, collegial relationships, and resource availability—strongly affect employees' experiences and retention decisions (Zhao, 2019). Compensation also plays a mediating role, with salary satisfaction influencing perceptions of fairness and, ultimately, turnover intention (Zhou & Ma, 2022). Recent studies emphasize turnover intention as a reliable predictor of actual turnover behavior (Kim et al., 2017; Chukwukelu, 2023). Price's (2001) model further explains this phenomenon by integrating economic and sociological perspectives, highlighting the roles of environmental, organizational, and individual factors. These include workplace conditions, cultural influences, and demographic characteristics, all of which interact to shape employees' decisions to remain or leave (Zhang et al., 2022; Guyo, 2023).

Theoretical Framework

This study is anchored on the behavioural leadership theory as it examines leaders' actions, styles, and behaviors. It assumes that people can be prepared to be leaders. Studies from Iowa, Ohio State, University of Michigan, and the Managerial Grid Model have explored leadership behavior. Iowa Studies found mixed results, with the democratic style being most effective. Ohio State Studies identified two main types of behavior: initiating structure and consideration. University of Michigan Studies identified two measurements of leadership behavior: employee-oriented and production-oriented. These theories offer valuable insights into leadership styles and their effects on performance.

Empirical Review

Ru and Ibrahim (2024) examined the impact of leadership style, career development, and work stress on turnover intention in the high-tech industry and to investigate the moderating role of psychological contracts in these relationships. The data were gathered via an online questionnaire, and the Smart-PLS approach was used to analyze the data. The empirical findings indicate that transactional leadership, transformational leadership, and career development are significantly and negatively related to turnover intention, whereas work stress has a significant positive effect.

Sakti et. al (2024) determined how much influence Leadership Style, Job Stress, and Job Satisfaction have on Employee Turnover Intention (Case Study at PT. Freight Cargo Logistics). This study uses an associative research strategy with a quantitative approach. The population in this study were all employees of PT. Freight cargo logistics and there are totaling 42 employees. The results of the study prove that partially the variables of Leadership Style and Job Stress have

a positive and significant effect on Turnover Intention, while Job Satisfaction has a negative and significant effect on Turnover Intention. Gul et. al (2012) investigated the association between leadership styles, organizational commitment and turnover intentions. The population of this study consists of the insurance sector of Pakistan. Employees working at different hierarchical level were targeted, comprising non-managerial and managerial levels including upper, middle, and lower-level management. It was found that there is negative insignificant association between turnover intentions and transactional and transformational leadership styles. Also, organizational commitment mediated the association between styles of leadership and turnover intentions. Abdulkareem et. al (2020) examined academic staff job satisfaction and goal achievement in private Universities in South-west, Nigeria. The study's findings revealed a significant relationship between academic staff job satisfaction and goal achievement in private universities in South-West, Nigeria. The study concluded that academic staff job satisfaction is a crucial factor that enhances staff productivity and facilitates goal achievement of private universities in South-west, Nigeria. Elfioet. Et. al, (2024) made a systematic review and meta-analysis were to determine the pooled proportion of turnover intention among nurses and to identify factors associated to it in Ethiopia. Result show that systematic review and meta-analysis incorporated 8 articles, involving 3033 nurses in the analysis. The pooled proportion of turnover intention among nurses in Ethiopia was 53. 35% (95% CI (41. 64, 65. 05%)), with significant heterogeneity between studies ($I^2 = 97.9$, $P = 0.001$). Significant association of turnover intention among nurses was found with autonomous decision-making and promotion/development. The findings reveal a strong link between turnover intention and factors like autonomous decision-making and promotion/development.

Methodology

The survey research design was adopted in this study. The population of this study comprises academic staff in selected private universities in the Southwest Nigeria. Southwest Nigeria comprises of six (6) states namely, Ogun State, Oyo State, Osun State, Ondo State, Ekiti State and Lagos State. In all, there are over 40 private universities spread across all six states of the geopolitical zone out of which twelve (12), two from each state, was selected for this study. Convenient sampling method was used to select respondents from 12 private universities that form the population for this study. The total number of academic staff in the 12 selected private universities is 2820. Cochran's (1977) modified sample size formula for finite population was applied to determine the sample size. The Cochran's modified formula gives a sample size of 339. Sample size was 339 using Cochran's modified formula (1977). This is considered to be the acceptable responses to maintain a confidence level of 95% and 5% error level. To cater for missing and bias values, 30% of the minimum sample provided in the formula will be added as suggested by Israel (2013). The sample size was increased by (30% of 339 = 101.7). Therefore, 102+339 gives 441. Primary sources of data were used for this study. The questionnaire consists of four sections.

Method of Data Analysis

Hypotheses were tested using inferential statistics. Hypotheses 1 and 2 were tested using Pearson correlation analysis while hypothesis 3 was tested using multiple regression.

Data Analysis and Presentation

A total number of four hundred and forty-one (441) copies of questionnaire were administered to academic's staff in the selected universities while four hundred and twenty (420) were fully completed and returned.

Test of Hypotheses

Hypothesis One

There is no significant relationship between transactional leadership style and turnover intention of academic staff in selected private universities in Southwest, Nigeria

Table 7: Correlation analysis of transactional leadership style and turnover intention

Variable	Mean	Std. Dev.	N	R	P	Remark
Transactional leadership style	3.365079	.7239126	420	.296**	.000	Significant
Turnover intention	3.865079	.8086955				

Source: Researcher's Computation, 2026

The table 7 presents the relationship between transactional leadership style and turnover intention. Transactional leadership has a mean of 3.37 (SD = 0.72), indicating a moderate level of practice, while turnover intention has a higher mean of 3.87 (SD = 0.81), suggesting relatively strong behavioral intention among respondents. The correlation coefficient ($r = 0.296$) indicates a positive but moderate relationship between transactional leadership and turnover intention. This implies that as transactional leadership practices increase, turnover intention also tends to increase slightly. Although the relationship is not strong, it is meaningful. The p-value ($p = 0.000$) shows that the relationship is statistically significant, meaning it is unlikely to have occurred by chance. Overall, the findings suggest that transactional leadership has a significant but moderate influence on turnover intention, potentially indicating that overreliance on transactional practices may contribute to employees' intentions to leave

Hypothesis Two

There is no significant relationship between transformational leadership style and Turnover intention of academic staff in selected private universities in Southwest, Nigeria

Table 8: Correlation analysis of transformational leadership style and turnover intention

Variable	Mean	Std. Dev.	N	R	P	Remark
Transformational leadership style	3.595238	.8168723	420	.367**	.000	Significant
Turnover intention	3.799320	.7226308				

Source: Researcher's Computation, 2026

Table 8 examines the relationship between transformational leadership style and turnover intention. Transformational leadership records a mean of 3.60 (SD = 0.82), indicating a moderately high presence, while turnover intention has a mean of 3.80 (SD = 0.72), reflecting notable behavioral intentions among respondents. The correlation coefficient ($r = 0.367$) reveals a moderate positive relationship, suggesting that higher levels of transformational leadership are associated with increased turnover intention. Although this appears counterintuitive, it may indicate the influence of other organizational or contextual factors shaping employees' intentions. The p-value ($p = 0.000$) confirms that the relationship is statistically significant. Compared to

transactional leadership ($r = 0.296$), transformational leadership shows a stronger influence. Overall, while transformational leadership is evident and impactful, it does not necessarily reduce turnover intention in this context.

Hypothesis Three

Transactional leadership style and transformational leadership has no significant combine and individual effect on turnover intention of academic staff in selected private universities in Southwest, Nigeria.

Table 9: Regression analysis of leadership style and turnover intention

Variables	F-Ratio	Sig of P	R	R ²	Adj R ²	B	t	P
(Constant)	97.081	.000	.695	.483	.478	1.031	6.985	.000
Transactional leadership style						.216	3.162	.002
Transformational leadership style						.259	3.059	.000

Source: Author's Computation, 2026

Table 9 presents the regression analysis examining the combined effect of transactional and transformational leadership styles on turnover intention. The model is statistically significant ($F = 97.081$, $p = 0.000$), indicating that leadership styles jointly predict turnover intention. The correlation coefficient ($R = 0.695$) shows a strong relationship, while $R^2 = 0.483$ and Adjusted $R^2 = 0.478$ imply that about 48% of the variation in turnover intention is explained by the two leadership styles, reflecting substantial explanatory power. Both predictors are significant. Transactional leadership ($\beta = 0.216$, $t = 3.162$, $p = 0.002$) has a positive and significant effect, meaning increased transactional practices are associated with higher turnover intention. Similarly, transformational leadership ($\beta = 0.259$, $t = 3.059$, $p = 0.000$) also shows a positive and significant influence, with a slightly stronger effect. The constant ($\beta = 1.031$, $p = 0.000$) indicates the baseline level of turnover intention. Overall, both leadership styles significantly and positively predict turnover intention, with transformational leadership exerting a relatively greater impact.

Discussion of Findings

The discussion of findings is structured in line with the stated objectives, integrating the empirical results with theoretical expectations and contextual realities of private universities in Southwest Nigeria. Firstly, the study evaluated the relationship between transactional leadership style and turnover intention of academic staff. The findings revealed a positive and statistically significant relationship, indicating that transactional leadership moderately influences staff attitudes. This suggests that leadership practices centered on contingent rewards, performance monitoring, and corrective actions contribute to shaping favourable employee attitudes (Ru & Ibrahim 2024). However, the relatively modest strength of the relationship implies that while transactional mechanisms can reinforce compliance and short-term attitudinal alignment, they may not strongly drive deeper attitudinal commitment (Sakti et al., 2024). In the context of Nigerian private universities, where performance accountability is emphasized, transactional leadership may help maintain standards but may not be sufficient to cultivate intrinsic motivation or long-term attitudinal loyalty. Secondly, the relationship between transformational leadership style and turnover intention was found to be positive and statistically significant. This indicates a moderate association, suggesting that transformational leadership behaviours—such as inspirational motivation, intellectual stimulation, and individualized consideration—play a meaningful role in

shaping how academic staff act within their institutions. This finding aligns with leadership theory, which posits that transformational leaders inspire employees to go beyond minimum expectations (Adekoya & Guobiazor 2023). In this study, the implication is that academic staff are more likely to exhibit proactive and committed behaviours when leadership fosters vision, support, and personal development. Compared to transactional leadership, transformational leadership demonstrates a relatively stronger influence on behavioural outcomes, reinforcing its importance in academic environments that require innovation, research productivity, and engagement. Finally, the study determined the combined and individual effects of transactional leadership, transformational leadership on turnover intention. The findings show that the two factors collectively influence turnover intention. Both transactional and transformational leadership contribute to turnover intention, suggesting that leadership practices can raise expectations or awareness of better opportunities, influencing staff decisions to leave. Overall, the findings highlight that leadership styles play important roles in shaping various aspects of intention among academic staff. These results underscore the need for private universities to adopt a balanced strategy that integrates effective leadership to manage staff intentions and reduce turnover.

Conclusion

Based on the findings of the study, several key conclusions can be drawn regarding the factors influencing academic staff intentions and turnover in private universities. First, transactional leadership plays a positive role in shaping the turnover intentions of staff, reinforcing compliance with institutional policies and ensuring alignment with organizational expectations. Second, transformational leadership has a significant influence on turnover intention, effectively motivating staff to engage proactively and perform beyond the minimum requirements, thereby fostering a culture of initiative and commitment. Finally, turnover intention is jointly affected by transactional and transformational leadership styles serves to mitigate potential attrition. Collectively, these conclusions highlight the necessity for private universities to adopt integrated human resource and leadership strategies that combine effective leadership practices to enhance staff commitment and reduce turnover.

Recommendations

- i) Management should encourage transformational leadership behaviours among academic leaders to inspire motivation, innovation, and proactive engagement.
- ii) Combining transactional leadership practices with transformational approaches can ensure accountability while fostering commitment and motivation.

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