Innovations

Impact of Transformational Leadership on Organizational Agility at the Nigerian Communications Commission (NCC)

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Abstract: *This study examined the effects of transformational leadership on organisational agility and employee performance at the Nigerian Communications Commission (NCC), a regulatory agency that works in a fast-paced, technologically sophisticated environment. The study was informed by Bass's Transformational Leadership Theory, which emphasises idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration, and by the Resource-Based View and Dynamic Capabilities Frameworks, which highlight the strategic significance of leadership in preserving competitive advantage. Using standardized questionnaires and a cross-sectional survey, quantitative methodology was employed to collect data from employees across multiple departments. Analysis was done using SPSS version 25. Simple random sampling and a deductive approach were applied. The findings demonstrated a strong positive correlation between transformational leadership and both organisational agility ($r = 0.67$) and employee performance ($r = 0.72$). Regression analysis results showed that transformational leadership was a significant predictor of organisational agility ($\beta = 0.58$, $R^2 = 0.45$) and employee performance ($\beta = 0.62$, $R^2 = 0.52$). The study concluded that transformative leadership is crucial to enhancing employee outcomes and the NCC's adaptability. The report recommended that transformative, competency-based leadership development programs be implemented alongside strategic initiatives like decentralization, inclusive decision-making, and intergenerational mentoring to preserve flexibility and improve regulatory efficacy in Nigeria's telecom sector.*

Keywords: *Transformational Leadership. Organizations' Agility, Employee Performance, Nigerian Communications Commission (NCC)*

1. **Introduction**

The Nigerian Communications Commission (NCC) is negotiating a landscape shaped by emerging technologies, competitive markets, and new regulatory frameworks. The impact of transformational leadership on organisational agility within the NCC is examined in this study. NCC is an important regulatory and developmental organisation that needs creative and dynamic leadership in Nigeria's rapidly changing telecoms sector, which is growing rapidly due to technological advancements and increasing customer demand (Northouse, 2022). Transformational leadership is characterised by creativity, strategic vision, and employee empowerment.

Transformational leadership is characterised by its ability to inspire employees to go above and beyond the call of duty by creating a compelling vision, fostering creativity, and advancing professional development. Leaders who employ this strategy typically see improvements in employee engagement, adaptability, and responsiveness to change (Kumar & Gopal, 2021). Transformational leadership provides the strategic direction and flexibility needed for institutional success and resilience for regulatory agencies like the NCC, which operate in a field marked by constant innovation and policy changes. Companies with transformational leaders exhibit higher levels of strategic flexibility, responsiveness, and creativity, according to empirical research (Bass & Riggio, 2020).

Organisational agility, or a company's ability to swiftly identify and respond to changes in its environment, is a crucial component of institutional effectiveness in volatile industries (Wamba et al., 2021). In the telecom sector, agility allows businesses to swiftly modify their operations in response to new rules, technological breakthroughs, and shifting consumer needs. According to García-Morales et al. (2022), transformational leadership fosters organisational agility by promoting collaborative decision-making, open communication, and a culture of continuous learning. Given this, the NCC must become a flexible and forward-thinking organisation, especially as it addresses the difficulties of regulating technologies such as blockchain, artificial intelligence, and 5G (Okafor & Ibrahim, 2023).

Nigeria's telecom sector has rapidly changed as a result of increased digital connectivity, mobile penetration, and the expansion of digital services (Adeola et al., 2021). These developments have created new challenges, such as the regulation of emerging technologies, consumer protection, and competitive equity. According to Uzonwanne (2023), transformational leadership is particularly well-suited to addressing such complex issues because it may offer proactive, innovative, and strong institutional solutions.

Furthermore, transformational leadership contributes to the development of internal organisational culture by encouraging innovation, building trust, and aligning staff with strategic goals (Kibbe et al., 2020). Akinbode and Alao (2022) state that enhancing an organization's ability to adapt requires elements like

employee involvement, resource optimization, and an agile culture. The NCC's transformational leaders can help employees embrace change, collaborate across departments, and develop innovative regulatory solutions.

As the NCC continues to regulate a changing telecom environment, transformational leadership remains essential to maintaining organisational agility. By fostering an environment that values innovation, adaptability, and a shared vision, the Commission can effectively handle emerging problems and guide Nigeria's digital transformation. The study's objectives are to: (i) examine how transformational leadership affects NCC employees' performance; and (ii) evaluate how transformational leadership fosters organisational agility within the Commission.

2.   Empirical Review of Literature and Theoretical Framework

This section examines at the Nigerian Communications Commission's (NCC) dynamic relationship between transformative leadership and organisational agility. It examines how transformational leadership approaches affect the NCC's ability to innovate, adapt, and maintain effective governance in the quickly changing telecommunications sector. The analysis integrates established theoretical perspectives to demonstrate the broader implications for sustainable development and operational effectiveness in Nigeria's public sector.

2.1   Transformational Leadership in the Public Sector

Transformational leadership inspires followers to surpass expectations, realise their own potential, and contribute to organisational goals. Burns (1978) first proposed the four primary tenets of this leadership style—idealized influence, intellectual stimulation, inspiring motivation, and individualised consideration—and Bass (1985) built on them. Because of problems like bureaucracy, change aversion, and accountability requirements, transformational leadership is particularly crucial in public sector settings like the NCC.

Conventional bureaucratic methods have not been able to keep up with the demands of rapidly changing environments. Conversely, transformational leadership encourages teamwork, encourages creativity, and provides staff members the courage to offer unique solutions (Odetunde et al., 2020). In Nigeria, where corruption and inefficiency plague public institutions, especially in technologically advanced industries like telecommunications, transformational leadership offers a path to improved service delivery and regulatory responsiveness (Alatailat, Elrehail, & Emeagwali, 2020).

2.2   Components of Transformational Leadership

At the Nigerian Communications Commission (NCC), the elements of transformational leadership-idealized influence, intellectual stimulation, inspirational motivation, and personalized consideration-significantly enhanced organizational agility. In addition to boosting employee engagement and

creativity and aligning the workforce with organizational goals, these leadership qualities also enabled the team to respond more rapidly to changes in regulations and technology.

2.2.1 Idealised Influence and Ethical Leadership

Idealised influence describes leaders who act as moral role models, fostering dedication and trust through honesty and a distinct vision. This is crucial in public institutions where accountability and public trust are paramount. NCC leaders can demonstrate this trait by maintaining ethics and openness while striking a balance between organisational objectives and regulatory requirements. Moral leadership increases employee alignment with institutional goals and creates a sense of purpose, which enhances the organization's ability to adjust to environmental changes, according to research by Obiekwe, Eketu, and Barinem (2022).

2.2.2 Intellectual Stimulation and Innovation

Transformational leaders also promote intellectual stimulation by encouraging creativity and challenging conventional wisdom. This is important in bureaucratic organisations because rigid procedures often stifle creativity. Isik, Timuroglu, and Aliyev (2022) assert that intellectual stimulation cultivates a culture of learning, which is critical for enhancing agility. For the NCC, this kind of stimulation fosters innovation and forceful regulatory responses, enabling the Commission to swiftly adapt to evolving technological advancements and regulatory requirements. Allowing employees to propose and test new ideas increases the organization's ability to innovate and adapt.

2.2.3 Inspirational Motivation and Employee Engagement

Communicating a compelling vision that balances individual and organisational goals is another essential element of inspirational motivation. Employees become more engaged, motivated, and have a stronger sense of purpose as a result. By fostering a shared vision, inspirational leaders increase organisational commitment and resilience, claim Ugwu, Onyishi, and Enwereuzor (2023). At the NCC, this type of leadership ensures that employees understand the significance of their contributions to the nation's advancement, which increases motivation and flexibility. As noted by Alqatawna et al. (2021), this dynamic is crucial for developing an adaptable workforce in erratic industries like telecommunications.

2.2.4 Individualised Consideration and Employee Development

Finally, a part of customised attention is providing personnel with personalised assistance and opportunity for growth. This might have a significant impact on the public sector's workforce capacity, which is limited by resources. According to Amanchukwu, Stanley, and Ololube (2022), training and mentoring

tailored to each employee's unique skills and objectives enhances job performance and flexibility. Investing in staff training at the NCC may produce a workforce that is more adaptable and versatile, capable of managing evolving technological and regulatory needs. Mentoring and tailored learning initiatives enhance work satisfaction and increase the organization's overall adaptability.

2.3 Understanding Organisational Agility in Regulatory Bodies

In the contemporary era of fast global change, organisational agility has become essential for public organisations, particularly regulatory agencies like the NCC. Organisational agility is the capacity to quickly and effectively recognise, respond to, and modify environmental changes (Teece et al., 2021). It comprises three types of agility: strategic (long-term visioning and adaptation), operational (process flexibility), and innovative (the ability to develop new solutions). These factors are especially crucial in the telecom sector, where laws and technology are constantly evolving. Salvato and Vassolo (2021) assert that agility is not just a strategic advantage but also a need for regulatory bodies to remain effective and relevant. The NCC can respond effectively and quickly to market events like the introduction of 5G, the integration of AI, and shifting consumer needs because of its agility.

2.3.1 Importance of Organisational Agility in Public Regulatory Institutions

The telecom sector is characterised by a high level of dynamism and complexity. Due to outdated regulations and bureaucratic inertia, regulatory bodies that are not flexible may become obstacles to innovation and progress. According to Di Vaio et al. (2022), agile regulatory organisations can create and implement regulations more swiftly in order to remain ahead of or at least keep up with technological changes.

The Internet of Things (IoT) and 5G networks are examples of new technologies that necessitate the NCC's ability to swiftly update its regulatory frameworks. When these institutions are flexible, they can act as catalysts for progress instead of barriers. Agile organisations are also better able to engage with businesses, governments, and consumers, ensuring that regulatory frameworks are inclusive, transparent, and responsive.

2.3.2 Transformational Leadership's Impact on Organisational Agility

Transformational leadership has a major role in increasing organisational agility. These leadership concepts, according to Wong and Yuen (2022), promote a culture of collaboration, open communication, and continuous learning-all of which are crucial elements of agility. Leaders who foster innovation and give an example of flexibility foster environments where adaptive behaviours thrive. As a result, regulatory bodies are more equipped to update frameworks, streamline procedures, and respond swiftly to technological developments.

Transformational leaders integrate internal resources with external requirements in their capacity as change agents. Siachou et al. (2021) claim that by promoting psychological safety and experimentation, transformational leaders provide the foundation for agility at all organisational levels. Because of this, employees are more likely to embrace change, make improvements, and use innovative techniques, which increases the institution's resilience and flexibility.

2.3.3 Relevance of organisational agility to the Nigerian Communications Commission (NCC)

For the NCC, organisational agility is not just desired but crucial. Overseeing Nigeria's thriving telecom industry, the NCC must continually adjust to shifting market conditions, legal mandates, and technological developments. For the Commission to remain effective, these changes must be anticipated and responded to promptly and precisely. AI, IoT, and 5G technologies require new legal frameworks, which call for institutional adaptability and proactive leadership (Chae et al., 2022).

This transition is made easier at the NCC by transformational leadership, which fosters an environment that encourages innovation and reduces resistance to change. Leaders must cultivate a workforce that is competent, driven, and agile in order to satisfy sectoral expectations. The NCC can maintain regulatory excellence in a quickly changing sector while maintaining its effectiveness, responsiveness, and forward-thinkingness by fusing transformational leadership with institutional flexibility.

2.4 Political Influences on Leadership Styles in Nigerian Public Institutions

The leadership styles observed in Nigerian public organisations are significantly influenced by the prevailing political climate. This impact is especially apparent in institutions such as the Nigerian Communications Commission (NCC), where political considerations are critical to policy formulation, decision-making, and overall operational management. Both internal and external political factors often influence the leadership style, particularly transformational leadership, which is essential for fostering organisational agility and adaptability. Scholars are paying increased attention to the intricate link between political settings, governance frameworks, and leadership behaviours in public organisations (Edoho, 2020).

2.4.1 Political Governance and Leadership

Political governance largely dictates leadership styles in Nigeria's public sector. Government policies, laws, and regulations largely dictate the framework in which organisations such as the NCC operate. These political structures not only set practical boundaries but also influence the strategic path that leaders must follow. According to Akpan and Effiong (2021), policy frameworks that set

institutional objectives and performance criteria have an impact on public leadership. Leaders are often compelled to align institutional objectives with political mandates; this is particularly prevalent in developing countries such as Nigeria.

Transformational leadership, which is characterised by inspiring and motivating staff to embrace change, becomes crucial in such political situations. Leaders must manage the tension between fostering organisational agility and adhering to state mandates. Successful transformative leadership in such circumstances necessitates a delicate balancing act between political commitments and the internal goals of innovation and institutional growth, according to Oke et al. (2022).

2.4.2 Political Patronage and Leadership Selection

One significant political factor influencing leadership in Nigerian public institutions is political patronage. The selection of leaders is typically driven more by political loyalty than by credentials, which frequently results in inefficiencies and compromised institutional integrity. The selection of leaders with strong political links may hinder the implementation of transformational leadership, which is based on visionary, moral, and merit-based leadership. According to Adeniran and Onyekwelu (2021), politically chosen leaders may prioritise party interests above organisational goals, restricting their autonomy and reducing the institution's capacity to adjust to operational or technological changes.

Also, political patronage can institutionalise short-term thinking in public institutions, with leaders prioritising short-term political demands above long-term organisational innovation and growth. Transformational leaders may find it difficult to enact progressive improvements in these settings due to political resistance or bureaucratic interference. This political entrenchment undermines the institution's legitimacy and stifles innovation and response, two crucial aspects of organisational agility.

2.4.3 Political Stability and Leadership Dynamics

Leadership behaviour and institutional performance are also influenced by Nigeria's political stability. According to Ajibola and Adebayo (2023), leaders may adopt transactional or conservative leadership philosophies to maintain institutional order during periods of political turmoil. However, transformational leadership is more likely to flourish in stable political environments where leaders have the confidence and support needed to accomplish long-term strategic goals.

It is difficult for public institutions like the NCC to maintain strategic focus because frequent changes in political leadership often result in fluctuating organisational goals and conflicting policy orientations. Nwosu and Okeke (2022) assert that transformational leaders must be adept at managing these fluctuations by adapting to changing political conditions while maintaining institutional

continuity. Such leaders must have the foresight and flexibility to respond to unanticipated events without endangering the institution's overarching objective.

2.4.4 Bureaucracy and Leadership Limitations

Political bureaucracy is another obstacle to transformative leadership in Nigerian public institutions. Strict adherence to protocol, drawn-out decision-making procedures, and inflexible hierarchies are characteristics of the public sector that can impede creativity and rapid reaction. According to Abubakar et al. (2021), bureaucratic red tape often stifles organisational flexibility and the ability to challenge the status quo, which are essential components of transformative leadership.

Even while the established bureaucratic procedures are meant to provide accountability and openness, they can impede prompt decision-making and prevent leaders from granting their subordinates greater responsibility or implementing improvements on schedule. Ojo and Oyetunde (2020) claim that excessive bureaucracy inhibits innovation by prioritising conformity, which lessens the capacity of transformational leaders to bring about meaningful change.

2.4.5 Political Expectations and Performance Pressures

Political players also put a lot of pressure on public institution leaders to provide outcomes that align with political goals. Decisions on staff management, project prioritisation, and resource allocation may be impacted by these expectations. According to Adedoyin and Olowolagba (2022), transformational leaders must constantly resolve the tension between meeting political expectations and accomplishing long-term organisational goals. This delicate balancing act becomes much more challenging when political goals conflict with institutional constraints or when leaders are subjected to politically motivated performance criteria.

According to Adeniji et al. (2023), effective transformative leaders in these kinds of environments need to be politically astute in order to meet external demands while preserving organisational agility and concentration. Effective leaders may leverage political backing to enact changes that improve institutional flexibility and creativity. Leaders are under further strain because political players expect public institutions to be very transparent and accountable.

Organisational agility is ultimately crucial in the telecom sector. The NCC must keep up with the rapid changes in technology and the demands of its clients as Nigeria's primary regulatory body. Transformational leadership is crucial to this agility because it encourages innovation, flexibility, and resilience. According to Bass and Riggio (2020), transformational leaders inspire employees to choose collective goals over personal interests. This kind of thinking is crucial for adapting to changing circumstances.

Birasnav (2022) asserts that transformational leadership fosters a culture of involvement and employee empowerment, which bolsters commitment and decision-making. This approach is crucial at the NCC, where prompt technological response and regulatory adaptation are crucial. Pereira et al. (2021) define agility as the capacity to respond swiftly to environmental changes. Olatunji et al. (2023) claim that transformational leaders significantly increase workers' openness to innovation by motivating them to view change as an opportunity for personal growth.

Transformational leadership also fosters open communication and information sharing, both of which are essential for the coordinated implementation of policies. Fadli et al. (2020) claim that open communication fosters collaboration and trust, which enable businesses to manage challenges more skilfully. In a regulatory body like the NCC, where cross-functional collaboration is crucial, such leadership fosters unity and teamwork.

Innovation, a key element of organisational agility, is another benefit of transformational leadership. According to Obeng and Walker (2023), transformational leaders promote creative thinking and problem-solving. Asif et al. (2021) found a high positive correlation between transformational leadership and organisational innovation. This promotes the NCC's creation of regulatory frameworks that adapt to new advancements in telecom technology. Additionally, transformational leaders have a distinct strategic vision that aligns with institutional goals like upholding consumer rights and promoting fair competition. According to Khan et al. (2023), visionary leadership fosters institutional coherence by ensuring that all team members work towards a common goal, which is essential for attaining agility.

Another component of agility that transformational leadership promotes is resilience. When leaders encourage a spirit of optimism and adaptation, organisations may overcome setbacks and boldly confront technological and regulatory obstacles (Zhu et al., 2022). This resilience is crucial for the NCC to maintain its effectiveness as a regulator in the face of shifting sociopolitical and economic circumstances.

2.5 Challenges of Implementing Organizational Agility in Politically Influenced Environments

Implementing organisational agility is challenging in politically sensitive environments such as the Nigerian Communications Commission (NCC). The effectiveness of transformative leadership and the organization's overall performance may be negatively impacted by these challenges.

a) Political Instability and Uncertainty

One of the main issues is political instability, which manifests as frequent changes in regulations, policy reversals, and leadership. This uncertainty makes long-term planning difficult and lowers organisational

responsiveness and decision-making hesitation (Akinyemi &Ojo, 2022; Ogunleye et al., 2021). As a result, companies may adopt a more cautious approach, avoiding innovative techniques that are crucial for agility (Ibidapo&Oladejo, 2023).

b) Bureaucracy and Rigid Structures

Organisational agility is also hampered by bureaucratic constraints. Like many other public organisations, the NCC is characterised by rigid bureaucratic structures and hierarchical decision-making processes that impede creativity and postpone solutions (Adesanya et al., 2024; Owoyele et al., 2023). These systems provide challenges for transformative leaders seeking to cultivate agile cultures (Eze &Ogbu, 2022).

c) Resistance to Change

Resistance to change is another major problem. Because they fear losing their jobs, having their power rearranged, or not knowing how things will come out, employees in politically sensitive companies may be reluctant to adopt agile ways (Ogunyemi et al., 2022). For implementation to be effective, these problems must be addressed and a culture of trust and participation must be fostered (Ilesanmi&Ibidapo, 2021).

d) Lack of Skilled Workforce

Organisational agility depends on having a skilled workforce. However, the NCC has challenges due to a shortage of specialists in the telecom industry (Ogunleye et al., 2021). Despite the fact that transformational leaders help build talent, the current skill shortages make it difficult to undertake agile initiatives (Akinyemi &Ojo, 2022; Eze &Ogbu, 2022).

e) Resource Constraints

Adoption of agile is also hampered by technological, financial, and human resource limitations. Infrastructure, innovation, and training are often underfunded in public institutions (Adesanya et al., 2024). To increase organisational responsiveness, transformational leaders must thus come up with creative ways to work within these constraints, according to Owoyele et al. (2023).

f) Misalignment of Goals and Objectives

When organisational and political goals are not in line, political involvement can lead to conflict and confusion among personnel. This lack of unity affects both decision-making and responsiveness (Ogunyemi et al., 2022; Ibidapo&Oladejo, 2023). Internal goals must align with agile concepts in order to achieve revolutionary leadership.

g) Cultural Barriers

Finally, strongly embedded company cultures that prioritise stability over change may impede adaptability. Because the prevailing culture in politically impacted situations may inhibit innovation, leaders must intentionally foster environments of empowerment, collaboration, and open communication (Eze &Ogbu, 2022; Owoyele et al., 2023).

2.6 Strategies for Overcoming Political Barriers to Transformational Leadership at the NCC

Transformational leadership must employ a range of strategies to overcome barriers to organisational performance and agility since the political dynamics of the NCC are complex.

i. **Promoting Transparent Governance and Accountability**

Transparency and accountability are necessary to gain the trust of stakeholders. Lack of transparency hinders change initiatives by fostering mistrust. Leaders must set up open reporting processes and communication channels in order to make choices and policy orientations obvious (Adeosun & Adebayo, 2022). Digital dashboards and performance tracking technology may be utilised to further increase transparency and reduce worries about covert decision-making (Olanrewaju, 2021).

ii. **Encouraging Decentralized Decision-Making**

Decentralisation empowers employees and mid-level supervisors to make decisions more rapidly and contextually. Bottlenecks can result from centralised, frequently politically motivated systems. Decentralised systems that empower employees promote innovation and flexibility (Udeh& Onuoha, 2023). Decentralisation can promote ownership of transformational goals and dismantle political silos at the NCC.

iii. **Building Collaborative Leadership Networks**

Developing networks of cooperative leaders helps reduce internal political disputes caused by competition for resources or power. Cross-functional teams enhance information exchange and collaborative problem-solving by fostering a sense of shared purpose (Olatunji & Salami, 2020). This approach facilitates collaboration among departmental heads and facilitates the execution of transformation initiatives.

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iv. **Implementing Leadership Development Programmes**

Organised leadership development programs can assist equip leaders at all levels to deal with political complexity. These programs should place a high priority on conflict resolution, change management, and emotional intelligence (Igbokwe & Nwachukwu, 2021). Such training fosters a leadership culture that is change-friendly and reduces dependency on politicised leadership strategies.

v. **Strengthening Institutional Independence**

Political influence has the power to undermine leadership attempts. Leadership decisions are made with strategic goals in mind rather than external interests by maintaining the NCC's independence through internal reforms or legislative protections (Egwu& Obasi, 2023). Strengthening institutional independence allows transformational leaders to lead and innovate without undue political interference.

vi. **Enhancing Communication and Stakeholder Engagement**

Proactive communication and stakeholder interaction reduce resistance and foster alignment with company goals. Poor communication or a disdain for stakeholder interests sometimes results in opposition to leadership efforts (Akinola &Oladapo, 2022). Regular meetings with partners, staff, and regulators may help the NCC harmonise expectations and develop a shared vision.

vii. **Addressing Power Imbalances through Inclusive Leadership**

Power disparities are a common feature of political conflicts, particularly when influence is not distributed equitably. Inclusive leadership promotes equity and reduces internal conflict by making sure that a variety of perspectives are taken into account when making choices (Suleiman &Adetunji, 2023). The NCC may address this by encouraging diversity in leadership roles and creating channels for employee feedback.

All things considered, the success of the NCC's transformative leadership depends on deliberate measures that defy established political norms. These include promoting transparency, decentralisation, cooperative networks, leadership development, institutional autonomy, effective communication, and inclusive practices. When fully implemented, these strategies can lower political barriers, encourage adaptability, and ensure that the NCC remains flexible and innovative in Nigeria's dynamic telecom sector.

2.7   Theoretical Framework-Bass's Transformational Leadership Theory

The theoretical basis of this study is based on Bass's Transformational Leadership Theory. According to Bass (1985), transformational leaders encourage personal growth while inspiring and motivating their followers to reach higher

performance levels. Intellectual stimulation, individualised attention, motivating inspiration, and idealised influence are the four key components of the theory for promoting organisational agility. At the Nigerian Communications Commission (NCC), where rules are always changing and technology is advancing quickly, these elements are crucial for adapting to new challenges.

Using idealised influence, leaders may promote risk-taking and decision-making while establishing high ethical standards (Carless et al., 2020). Inspirational motivation encourages communities to embrace change and foster innovation by providing a compelling vision (Majeed et al., 2021). Intellectual stimulation promotes creative problem-solving, while individualised attention ensures that leaders meet the unique demands of their staff, fostering engagement and happiness (Avolio & Yammarino, 2013; Northouse, 2021).

The Resource-Based View (RBV) and Dynamic Capabilities Framework further highlight the importance of human capital and leadership talents in preserving competitive advantage (Barney, 1991; Teece, 2007). According to these principles, with the help of transformational leadership, the NCC may acquire dynamic capabilities to deal with technological advancements and regulatory challenges.Practical implications for the NCC include initiatives to empower employees, foster innovation, educate leaders, and ensure strategy alignment to increase organisational agility (Ogunfowora et al., 2023; Ali et al., 2021; Akomolafe et al., 2022). The NCC can sustain organisational effectiveness while adapting to a rapidly changing environment by putting these methods into practice.

3.0 Methodology

The study employed a quantitative research methodology to investigate the connection between organisational agility and transformational leadership at the Nigerian Communications Commission (NCC). Data was collected from employees in several departments using a standardised questionnaire and a structured cross-sectional survey approach. Drawing on existing theories of agility and leadership, the study employed a deductive technique (Creswell & Creswell, 2023; Malhotra & Birks, 2021).

A simple random sample technique was utilised to ensure fair representation, and SPSS version 30 was utilised for data analysis. Multiple regression and correlation analyses were used to examine the relationships and predictive potential between the variables (Saunders et al., 2022; Hair et al., 2023). The data collection period was three months, from August 30 to November 2023, which ensured the data's dependability and representativeness and allowed for widespread participation from numerous NCC departments.

4.0 Data Presentation and Analysis

The study's data presentation and analysis portion looked at how transformational leadership affected the Nigerian Communications Commission's

(NCC) organisational agility. The study examined the connection between employee performance, agility, and leadership styles using a variety of statistical techniques, including correlation analysis, reliability testing, and structural equation modelling.

Table 1: Descriptive Results of the Demographic Characteristics of the Respondents

Demographic Variable	Category	Frequency (n=380)	Percentage (%)
Gender	Male	220	57.9
	Female	160	42.1
Age Group (Years)	20-30	80	21.1
	31-40	140	36.8
	41-50	100	26.3
	51 and above	60	15.8
Educational Level	B.Sc./HND	150	39.5
	M.Sc./MBA	160	42.1
	Ph.D.	70	18.4
Years of Experience	1-5 years	90	23.7
	6-10 years	120	31.6
	11-15 years	110	28.9
	16+ years	60	15.8
Department	Technical Operations	114	30.0
	Consumer Protection	76	20.0
	Regulatory Affairs	57	15.0
	Headquarters	95	25.0
	Regional Offices	38	10.0

Source: Field Survey, 2024

The demographic data reported by the respondents provides information on the Nigerian Communications Commission's (NCC) workforce composition, which is necessary to comprehend how transformational leadership impacts organisational agility. The gender distribution (42.1% female, 57.9% male) is in line with research demonstrating that gender diversity in leadership promotes better team dynamics and innovation (Eagly& Heilman, 2021). This gender balance reflects a broader trend towards diversity in leadership roles since transformative leadership can accommodate a variety of needs and use a variety of leadership perspectives (Mensah et al., 2023). The significant proportion of

female workers highlights how important it is to offer equitable leadership development programs to ensure gender-inclusive leadership in regulatory bodies like the NCC.

The workforce seems to have a high level of professional experience, as evidenced by the fact that 57.9% of the respondents were between the ages of 31 and 50. However, the fact that 21.1% of workers are younger (between the ages of 20 and 30) implies that they would be receptive to incorporating AI and digital transformation. According to Lee et al. (2022), transformational leadership is essential for bridging generational divides, particularly in a world where technology is evolving. While younger employees could be more drawn to AI-driven organisational agility programs, older personnel (15.8% aged 51 and above) may require tailored transformational leadership efforts to foster creativity and adjust to digital changes.

The NCC's staff members have outstanding educational backgrounds; 18.4% hold a Ph.D. and 42.1% hold an M.Sc. or MBA. This high level of education is consistent with recent studies showing that transformational leadership functions best in organisations with cognitively skilled employees (Dwivedi et al., 2023). A workforce with this degree of education is well-suited to implement and benefit from AI-driven organisational agility initiatives, which call for the use of critical thinking and problem-solving skills.

The workforce's maturity is demonstrated by the respondents' extensive experience-60.5% having worked for the NCC for more than six years. Workers with this level of experience are most likely familiar with the NCC's regulatory framework and have institutional knowledge. Osei et al. (2024) state that transformational leadership should prioritise fostering innovation and adaptation, particularly among senior staff members (15.8% with 16+ years of experience). Combining senior and junior employees in mentoring programs may enhance knowledge transfer and ensure that organisational agility and artificial intelligence approaches are seamlessly integrated.

Important employees responsible for implementing AI and organisational agility strategies are well-represented, according to the department-based allocation (25% in Headquarters, 30% in Technical Operations). Alshahrani& Ward (2023) state that departments involved in technical operations and regulatory compliance require greater degrees of transformational leadership to ensure agility and innovation. Since these departments directly influence how AI technology is used, targeted leadership initiatives are crucial for boosting the effectiveness of AI-driven reforms.

The NCC workforce is a great venue to study how transformational leadership impacts organisational agility since it is a varied, highly educated, and experienced population. These demographics reveal that a leadership strategy that fosters diversity, intergenerational learning, and digital adaptation is necessary to improve performance through AI-driven organisational agility (Ahmed et al., 2025)

4.2 Results on the Impact of Transformational Leadership on Employee Performance and Organizational Agility at the Nigerian Communications Commission (NCC)

Table 2 displays the descriptive statistics for the three primary variables used in the analysis: employee performance, organisational agility, and transformational leadership. These factors, which were evaluated using Likert-type scales, were operationalised using the four primary traits of transformational leadership: idealised influence, inspirational motivation, intellectual stimulation, and individualised concern. Employee performance was assessed using task performance, contextual performance, and innovation; organisational agility was measured using flexibility, responsiveness, and adaptability.

Table 2: Showing key variables used in the analysis

Variable	Mean	Std. Deviation	Minimum	Maximum
Transformational Leadership	4.21	0.58	2.75	5.00
Employee Performance	4.15	0.64	2.50	5.00
Organizational Agility	4.10	61	2.67	5.00

Source: Field Survey, 2024

The findings showed that respondents generally rated organisational agility, employee performance, and transformational leadership highly, with mean scores consistently above 4. This implies that the Commission's adaptability and reactivity to changes in its operating environment are also seen positively, as are NCC's leadership and performance criteria.

4.3 Correlation Analysis

Table 3 shows the Pearson correlation coefficients between the variables. The correlation study's goal is to determine the strength and direction of the relationships between transformational leadership, employee performance, and organisational agility.

Variable	Transformational Leadership	Employee Performance	Organizational Agility
Transformational Leadership	1	0.72**	0.67**
Employee Performance	0.72**	1	0.65**
Organizational Agility	0.67**	0.65**	1

Table 3: Showing the Pearson Correlation Coefficients between the Variables
$p < 0.01$

The correlation study's findings demonstrated a substantial relationship between transformational leadership and employee performance (r = 0.72) and organisational agility (r = 0.67). Similarly, there was a positive association (r=0.65) between employee performance and organisational agility. These findings, which show that employee performance and organisational agility both increase with transformational leadership, highlight the crucial role that leadership plays in affecting both individual and organisational outcomes.

4.4   Multiple Regression Analysis

The predictive power of transformative leadership on organisational agility and employee performance was further examined using a multiple regression analysis. Organisational agility and employee performance were the dependent variables in this research, with transformational leadership serving as the independent variable.

4.4.1 Impact of Transformational Leadership on Employee Performance
Table4: Showing Regression Analysis Results for Employee Performance

Model	Unstandardized Coefficients	Standardized Coefficients	t	P
Constant	2.68		17.32	0.000
Transformational Leadership	0.62	0.72	10.21	0.000

$R^2 = 0.52$; $F(1, 378) = 104.26$, $p < 0.01$

The regression findings showed that transformational leadership significantly predicted employee performance ($\beta = 0.62$, $p < 0.01$), with a considerable impact size ($R^2 = 0.52$). This indicates that around 52% of the difference in employee performance may be attributed to transformative leadership. The positive connection suggests that higher levels of transformative leadership are associated with improved workforce performance.

4.4.2 Impact of Transformational Leadership on Organizational Agility
Table 5: Showing the Regression Results for Organizational Agility

Model	Unstandardized Coefficients	Standardized Coefficients	T	P
Constant	2.85		14.92	0.000
Transformational Leadership	0.58	0.67	9.48	0.000

$R^2 = 0.45$; $F(1, 378) = 89.98$, $p < 0.01$

Furthermore, organisational agility was shown to be significantly predicted by transformational leadership ($\beta = 0.58$, $p < 0.01$), accounting for 45% of the variation in organisational agility (R2=0.45). This outcome highlights how crucial

transformational leadership is to creating a flexible and adaptive organisational environment inside the NCC.

4.5   Discussion of Findings

The study's statistical findings offer significant new perspectives on how transformational leadership could improve employee productivity and organisational flexibility inside the NCC. Leadership strategies that prioritise motivation, vision, and individualised attention are essential for enhancing both individual outcomes and the dynamics of the organisation as a whole, given the strong and positive correlations found between transformational leadership and both organisational agility and employee performance.

These results are corroborated by Zhang et al. (2021), who show that transformational leadership fosters high levels of employee engagement and commitment, both of which are essential for performance enhancement. Furthermore, a research by Lee et al. (2022) found that transformational leadership improves organisational agility by cultivating an innovative and flexible culture, which is crucial for responding to quickly evolving market circumstances and technological breakthroughs.

Additionally, the regression results highlight the significance of leadership for organisational success by demonstrating that transformational leadership has a moderate-to-strong predictive power on both organisational agility and employee performance. According to study by Avolio and Bass (2020), transformational leaders improve organisational agility by inspiring staff members to perform better and adjust to changes more skillfully.

NCC may benefit from leadership development initiatives that emphasise transformational leadership as they improve employee performance and organisational flexibility. This would be especially beneficial in a dynamic industry like telecoms, where constant adaptability is required due to changes in legislation and technological breakthroughs. In order to promote both individual and organisational success, leadership at all levels of the NCC must adopt transformational leadership techniques, as evidenced by the substantial impact that transformational leadership has on organisational agility and employee performance.

5.0   Conclusion

In conclusion, the Nigerian Communications Commission's (NCC) research on the impact of transformational leadership on organisational agility has provided significant insight into the relationship between leadership practices and organisational outcomes. The findings demonstrated that transformational leadership had a positive effect on employee performance and organisational agility, highlighting the critical role that leadership plays in fostering an adaptable and creative workplace. The substantial predictive potential of transformative leadership and the strong relationships between it, organisational

agility, and employee performance underscore the need of using transformational leadership concepts inside the NCC.

The study revealed how transformational leadership, particularly through its components of idealised influence, inspiring motivation, intellectual stimulation, and individualised attention, may enhance organisational agility in the rapidly evolving telecoms sector. By encouraging a culture of innovation, transparency, and collaboration, transformational leadership assists the NCC in adapting to changes in technology and regulations.

One of the implications for NCC is the need for targeted leadership development programs to improve transformational leadership skills in leaders at all levels. By putting such initiatives into place, the NCC will improve staff engagement, performance, and organisational agility, which would put it in a better position for long-term success in Nigeria's thriving telecom industry.

5.1   Policy Recommendations

The study's findings prompted the formulation of many strategic suggestions meant to enhance the efficiency and adaptability of leadership throughout the whole business.

First, it was recommended that the NCC support continuous leadership development programs that emphasise the key components of transformational leadership, such as intellectual stimulation, motivating inspiration, idealised influence, and individualised attention. This would provide leaders with the means to foster innovation and adaptability.

Second, the research suggested implementing mentoring programs that promote mutual learning between younger and older employees. This approach was deemed crucial for knowledge transfer, especially as the business expands its use of digital technologies and artificial intelligence.

Thirdly, it recommended the Commission decentralise decision-making processes to enable departments to respond faster to changes in technology and legislation.

Fourth, in order to foster flexibility and cooperation, it was suggested that the NCC adopt inclusive leadership strategies that recognise and leverage the many skill sets of its employees.

Declaration of Conflict

The authors affirm that the work presented in this publication was not influenced by any known conflicting financial interests or personal ties.

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