



Leadership Styles and Organizational Change in Delta State Civil Service

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Abstract

This study investigates the impact of transformational and servant leadership styles on organisational change, specifically technological and attitudinal changes, within the Delta State Civil Service. Using a cross-sectional survey design, data were collected from 39 deputy and assistant directors across 11 ministries and directorates, achieving an 88.64% response rate. Regression analysis revealed that transformational leadership significantly influences technological change ($\beta = 0.276$, $p = 0.031$, $R^2 = 0.120$) and employees' attitudinal change ($\beta = 0.343$, $p = 0.002$, $R^2 = 0.229$), rejecting the null hypotheses. Servant leadership significantly predicts attitudinal change ($\beta = 0.349$, $p < 0.001$, $R^2 = 0.295$) but not technological change ($\beta = 0.188$, $p = 0.106$, $R^2 = 0.069$). Findings highlight transformational leadership's critical role in driving digital adoption and attitudinal shifts, while servant leadership excels in fostering positive employee attitudes. The study extends prior research by providing empirical evidence in a sub-national Nigerian context, addressing slow technological adoption and attitudinal resistance. Recommendations include targeted leadership training to enhance change outcomes. Future studies could explore longitudinal designs or mediators like organizational culture.

Keywords: Transformational Leadership, Servant Leadership, Technological Change, Attitudinal Change, Organisational Change

Introduction

Change is a prominent attributes of organizational, civil and personal life. Lewis (2011) notes that change serve as means of addressing many important challenges related to policy, governance, rule of law, philosophy, distribution of information, rights, and resources; challenges of efficiency, effectiveness, quality, and competitiveness; and challenges hinged on shared values, understanding, and cooperation. Accordingly, these challenges cut across many sectors of the society including private sector organization upon which human depend for goods, services, and the basis of societal economy; public sector organizations that run humans' community, state, national and international governance; and non-governmental or non-profit organizations that promote community and leisure activities (Lewis, 2011). While change is a regular characteristics of organizational life, and indeed, an inseparable aspect of nature, yet, most public sector organizations, particularly the civil service in most developing countries have failed to embrace and adapt to changes (especially technological, structural and leadership related changes) influencing operational and administrative activities. Buttressing, Van der Voet

and Vermeeren, (2017) opine that while organizations in their quest of increasing efficiency often introduce changes, however, in reality, the anticipated outcome is barely achieved.

Observably, over the years, Nigeria as a country, have accepted global practices as well as, has been receptive in the implementation of technological advances in various sphere of human endeavors, however, its civil service is yet to fully accept and apply the technological changes, characterizing work processes and operations in the twenty-first century. Corroborating, Oyelade (2021) revealed that the structure of Nigeria's civil service represents a stone aged institution where professionals have spent more than twenty years in service without adding value to the development of the nation's infrastructure, or implementing policies that promote inclusion ..., as there exist many holes in the civil service structure, spanning across its organizational structure to the basic standard operational procedure. In a world that is rapidly digitalized, Nigerian civil service still highly engaged on manual filling as well as paper-based authorization in most of its operations. Although, over time, several policies and frameworks such as the

National Strategy for Public Service Reform, SERVICOM, Federal Civil Service Strategy and Implementation Plan, digitization and E-government policies have been initiated in ensuring change within the civil service, yet, antiquated and outdated processes of service delivery still persist; indicating resistance to change within in the civil service. Ekang (2014) averred that the civil service is slow to perceive change and even slower to adopt it. Amjad and Rehman (2018) posit that resistance to change is often rooted in uncertainty, loss of control, perceived threats to job security, or inadequate communication from management. These issue is considered a states'-wide phenomenon, characterizing various ministries, departments, agencies and parastatals of government in Nigeria.

Specifically, Delta state, over the past two decades have witness significant change initiative aimed at transforming the public sector. For instance, in the year 2000, an information technology enablement project tagged "e-Delta", designed on a wide spread introduction of computers to conduct daily work activities and a world class business application was introduced, aimed at enhancing service delivery in Ministries, Departments and Agencies of Government. In addition, report indicate that the present administration of Delta state, in a bid to improve competency and professionalism within the state civil service, have institutionalized regular training and retraining programme, aimed at promoting a culture of continuous learning within the civil service (Adon, 2025). Delta state civil witnessed changes in relation to restructuring of ministries and the creation/merging of directorates; also there was a move from project approach to programme approach in the implementation of budgets as well as in project monitoring from project inception to project delivery (Odigbo, 2024). In spite of these technological, attitudinal and structural changes initiated in Delta state's civil services over the years, yet, ministries, departments and agencies recorded very minimal changes.

Data obtained, indicates that the spirit of innovation has not been brought to bear in registry and registry practices in Delta state's Ministries, Departments and Agencies. Almost every registry has continued to operate manually (94.83%). Only a paltry 1.72% is digitalized (Odigbo, 2024). Similarly, it was revealed that regarding changes in organizational structure, 39.66% have changed while 56.90% recorded their MDAs as remaining intact (Odigbo, 2024). Also, there are reports of poor work ethics and poor work attitude characterizing Delta state civil service (Ahiuma-Young, 2018). Scholars have made consistent attempt aimed at understanding the challenges and causes of slow organizational change initiatives. While, Agbeyeke

(2015) in a study identified infrastructural constraints, financial constraints, institutional and human capacity constraint as challenges of the efficiency of technological changes in civil service; Adeleye et al. (2025) highlighted that visionary leadership play important role in driving innovation and technology adoption in the Nigerian public sector. Asghar (2010) in Ochuko and Ayo-Balogun (2020) agree on the point that the role of leadership/leader is very significant while managing organizations or addressing the problem of organizational change. While leadership issues, and a lack of awareness and motivation have been revealed to complicate change process in organization, however, with committed leadership, adequate training, and a deep understanding of the challenges, organizations can navigate the complexities of change and achieve their desired outcomes (Odulaja et al., 2023).

Gilbert (2025) notes that rigid leadership is one of the key drivers of change resistance in organization. Akbar (2017) describes leadership as the process of social influence that consciously directs others to structure and influence the activities of a group or organisation to achieve one or more goals. Leaders must have the ability to influence, direct or motivate the behaviour of other people or groups to achieve desired goals. While these abilities are known and exhibited by all leaders in organizations, however, Adeleye et al. (2025) note that transformational leaders who exhibit visionary thinking, intellectual stimulation, and personalized support tend to create environments that are more receptive to new ideas. Furthermore, transformational leadership has been recognized to excels in environments that require innovation, change management, and long-term vision (Adeleye et al., 2025). On the other hand, Aruoren and Erhuen (2023) in a study on leadership and organizational outcomes in parastatals and ministries in Delta State, found that servant leadership strongly predicted perceived organizational support and job satisfaction among employees; perceived support partially mediated the relationship between servant leadership and satisfaction. Accordingly, in servant leadership style, leadership emerges through humility, empathy, active listening, persuasion, stewardship, and nurturing community-cantered on serving team needs ahead of individual ambition (Adeleye et al., 2025).

Although, scholars (Musa & Bello, 2023; Purnomo et al., 2024; Adeleye et al., 2025; Gilbert, 2025; Gustyan & Anggarani, 2024; Ochuko & Ayo-Balogun, 2020) have been examined organizational change in various sectors, geographical locations and cities, relying on several antecedent factors believed to have influence desired change, however, none has been done in ascertaining the effect of leadership (transformational and servant leadership) on organizational change, particularly in Delta state civil service. Against this

background this study examined the effect of leadership on organizational change in Delta state civil service.

Objective of the study

The aim of this study is to examine the effect of leadership on organizational change in Delta state civil service. Specifically, the study: (1) Assess the effect of transformational leadership style on technological change in Delta state civil service; (2) ascertain the influence of transformational leadership style on employees' attitudinal changes in Delta state civil service; (3) investigate the effect of servant leadership style on technological change in Delta state civil service; (4) examine the influence of servant leadership style on employees' attitudinal changes in Delta state civil service.

Research hypotheses

From these objectives, the following hypothesis were stated in their null form to guide the study. Ho₁: Transformational leadership style does not have any significant effect on technological change in Delta state civil service.

Ho₂: Transformational leadership style does not have any significant influence on employees' attitudinal changes in Delta state civil service.

Ho₃: Servant leadership style does not have any significant effect on technological change in Delta state civil service.

Ho₄: Servant leadership style does not have any significant influence on employees' attitudinal changes in Delta state civil service.

Literature Review

The concept of leadership

Over the years, several attempts have been made in explaining the concept of leadership, although, there is lack of universally acceptable definition on the concept of leadership. This, Stogdill (1974) affirms, by stating that there are almost as many definitions of leadership as there are persons who have attempted to define the concept. Kumar cited in Anyango (2015) views leadership as a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent. These are accomplished through the application of leadership attributes, such as beliefs, values, ethics, character, knowledge, and skills. Anbazzhagan and Kotur (2014) defined leadership as a process of influencing others to get the job done effectively over sustained period of time, geared towards accomplishment of organizational set goals. In other words, leadership is an art of influencing followers or employees' behavior and performance towards the achievement of group goals. Accordingly,

a leader must be able to influence others to adapt to change, particularly a positive change, doing so will motivate and ultimately lead their followers to a new and promising future (Summerfield, 2014). While a good leader does not force their employees but rather encourages and leads by example and has integrity, which ultimately benefits all stakeholders, contrarily, bad leaders exhibits characteristics that are misguided. These characteristics are often exhibited in different behavior in leading followers referred to as leadership style.

Cuadrado et al (2007) in Anyango (2015) described leadership style as consistent set of behaviors /patterns, proposing two dimensions in leaders' behavior, structure initiation which includes task-oriented leaders and consideration which includes relation-oriented leaders. Kuncoro (2021) state that leadership style is a person's way (leadership) of influencing other people or their subordinates to be willing to do what they want to achieve organizational goals. Accordingly, leadership styles have evolved over the decades to embrace novel concepts like servant, transformational and transactional leadership styles (Lynch, 2016). These styles of leadership (Transformational and transactional leadership), later extended to the Full Range of Leadership theory. Accordingly, the full range of leadership theory, identifies the concept of three distinct leadership styles - transactional, transformational, and laissez-faire (Udovita, 2020). The foundation of the full ranged leadership model emanates from the works of Bass (1985). However, Hartnell and Leroy (2019) opined that most of the leadership found on literature falls within the classical type of leadership such as change-oriented, task-oriented and relationship-oriented) or the moral type of leadership (ethical, servant leader and authentic).

Transformational leadership style

Accordingly, transformational leadership focuses on satisfying the basic and higher-order needs of followers through inspiration to achieved desired goals (Ghasabeh et al., 2015). It can be described as a process that changes and transforms individuals through an exceptional form of influence that moves followers to accomplish more than what is usually expected. Transformational leadership emphasizes that leaders should act as change agents who initiate and implement the new directions to employees based on innovative ideas and vision (Kim & Yoon, 2015). This implies that employees are empowered in making change in the organization by the leaders to ensure that the innovative ideas possessed by employees are of great substance for the growth and success of the organization.

Bass and Avolio (1997) conceptualized transformational leadership manifesting through

idealized attributes, idealized behavior, intellectual stimulation, inspirational motivation, and individualized consideration. Idealized influence refers to the behaviors of a transformational leader that evokes his or her followers' trust, admiration, respect and their desires to emulate the leader. Inspirational motivation as a component of transformational leadership is concerned with the leader communicating and expecting high performance and output from their followers. The leaders offer importance and challenge that spurs and moves crafted by the workers. In such manner, the leaders advance cooperation, eagerness, and idealism in their devotees by including them in a positive vision of things to come and by conveying elevated standards that supporters need to accomplish (Gomes, 2014). In addition, Transformational leaders stimulate their followers' efforts "to be innovative and creative by questioning assumptions, reframing problems, and approaching old situations in new ways" (Avolio & Bass, 2002). Lastly, manifesting through individualized consideration. In applying individualized consideration, a leader considers many elements related to an individual employee's temperament, talents, level of formal education, occupational training, and experience.

Servant leadership style

Accordingly, servant leadership emerged as a transformative approach to organizational leadership and places the needs of followers first and emphasizes ethical behavior, empowerment, and community building (Canavesi & Minelli, 2022). Greenleaf (2023) in Adeleye et al (2025) view servant leadership as a philosophy and practice of leadership in which the leader's primary role is to serve others first, focusing on followers' growth, well-being, and empowerment rather than asserting traditional positional authority. This leadership style emphasizes humility, empathy, active listening, persuasion, stewardship, and nurturing community, for the purpose of serving team needs ahead of individual ambition. Madison and Eva (2025) revealed that the servant leadership sharply with autocratic or power-oriented models and reorients leadership toward ethical service and people-centered practice. The servant leadership model enunciates a reciprocal social exchange: leaders who genuinely serve their followers foster commitment and trust, which in turn drives performance and ethical alignment.

Organizational change

Change refers to a system of continuous transformation that takes place in one or more organisational domains, such as organisational technology, structure and human resources (Sofat et al., 2015). George and Jones (2011) in Musa & Bello (2023) define organisational change as the adoption of innovative ideas or behaviours by an

organisation in response to external and internal pressures. External pressure could result from improvements in technology and pressure from stakeholders outside the organisation, such as government or industry competitors. Internal pressure for change can come from individuals such as shareholders, management or employees. Khosa et al., (2015) opined that organizational change involves; mission changes, strategic changes, operational changes (including structural changes), technological changes, changes in staff attitudes and behaviours, countering the resistances of various employees of the organisation and aligning them with the strategic directions of the organization.

Technological changes

Technological change involves invention (development of new technology), innovation (application and commercialization), and diffusion (spread and adoption) - resulting in more effective or efficient tools, services, and systems (Adeleye et al., 2025). It does not only involves digitizing an ongoing process but implies a fundamental reconfiguration of institutional operations and service delivery models in public sector settings. In Nigeria, digital transformation in governance involves integrating technologies such as e-government systems, online portals, and digital identity mechanisms to combat corruption, improve efficiency, and expand access (Adesola, 2024).

Attitudes toward change

Liao et al. (2012) in Musa and Bello (2023) view work attitudes are a set of behaviour and judgements about work, and these behaviours and thoughts are redirected in the form of work effort and organisational commitment. In the workplace, employee attitude reflects how an employee feels about their job, work environment, resources, policies, and procedures (Mohan & Sudarsan, 2020). Employees attitude towards change is often shaped by intrinsic and extrinsic factors such as work-related values self-efficacy, threat assessment, perception of stress, work-related attitudes, skills development, fear of the consequences of change, and career advancement; perceived social support, perceived organisational support, leadership style (transformational and transactional), organisational fairness, leadership style (transformational and transactional), manager involvement and so on (Musa & Bello, 2023).

Empirical reviews

Adeleye et al (2025) carried out on leadership style and technological change in selected Ministries, Departments, and Agencies (MDAs) in Nigeria. Specifically, it focused on three leadership dimensions: transformational, transactional, and servant leadership.

A structured questionnaire, based on a 5-point Likert scale ranging from "Strongly Disagree" to "Strongly Agree," was developed and administered electronically via Google Forms. Data were collected from 380 purposively selected respondents across 15 MDAs, all of which met inclusion criteria related to ICT capacity and regulatory compliance. Descriptive statistics were used to analyse the data via SPSS. The findings revealed that transformational leadership had the most significant positive effect on technological change, followed by transactional leadership. Servant leadership showed the least direct effect.

Iqbal et al. (2023) conducted a study in Pakistani IT firms comparing transformational and servant leadership in predicting innovative behaviour, including the use of new digital tools and processes. The objective was to determine whether servant leadership explains incremental variance in innovative behaviour above transformational leadership. A quantitative survey of 338 IT employees was conducted using PLS-SEM. Findings showed that servant leadership not only exerted a significant direct influence on innovative behaviour but also explained incremental variance beyond transformational leadership. The mechanisms differed: affective commitment mediated transformational leadership, whereas creative self-efficacy mediated servant leadership's impact on innovation.

Gilbert (2025) explores the underlying causes of employee resistance to organizational change and evaluates strategic interventions within Nigeria's hospitality sector. Grounded in Lewin's Change Management Theory (Unfreeze-Change-Refreeze), the research adopts a qualitative approach using semi-structured interviews with 20 employees across various hospitality organizations. The findings reveal that resistance stems from factors such as fear of job loss, inadequate communication, lack of employee involvement, and poor leadership engagement. Strategic responses, including inclusive communication, participatory decision-making, and targeted training, were found to mitigate resistance and enhance change readiness.

Bello and Aide (2023) conducted a study examining the effect of transformational leadership on organizational growth and ICT progress at Adamawa State Polytechnic, Yola, Nigeria. The objective was to assess how transformational leadership dimensions—such as intellectual stimulation, individualized consideration, and inspirational motivation - influence employees' readiness and performance in an increasingly digital work environment. The study employed a descriptive quantitative survey design, targeting management, academic, and non-academic staff, with a sample size of 100 respondents selected using stratified random sampling. Findings revealed

that transformational leadership crucially accelerates organizational growth and progress, especially in the ICT era, by fostering employee engagement, innovation, and performance.

Purnomo et al (2024) analyze the role of value-based leadership in shaping an organizational culture that supports sustainable change. The research method employed is a literature review with a qualitative approach using descriptive analysis. Data for this research were gathered from Google Scholar within the timeframe of 2004-2024. The findings indicate that leaders with a value-based approach play a crucial role in shaping an organizational culture that supports sustainable change. They are responsible for communicating and reinforcing core values, developing a focused vision, building trust and team member engagement, as well as promoting continuous learning. Gustyan and Anggarani (2024) examine the role of leadership in the organizational change process, both as a facilitator and as an influencer. Literature review and theoretical analysis were combined with qualitative research methodology in this study. It was found that a good leadership style and paying attention to the school culture that has developed is very influential in creating positive change. Teachers, Staff and students can be inspired and motivated by transformational leadership, as they engage in decision making and take ownership of change under participative leadership. Planning, directing, and implementing necessary changes becomes easier with strategic leadership.

Methodology

The study adopted quantitative approach as well as cross-sectional survey design. Cross-sectional survey aids the elicitation of primary data on particular problems and gives the researcher first-hand information on the subject studied. The population of the study involves ministries and directorates in Delta state civil service. Accordingly, there exist a total of 35 mainline Ministries and Directorates in Delta state civil service (Odigbo, 2024). Hence, the study targeted deputy and assistant directors of various departments in all 35 ministries and directorates of Delta state civil service. While the study unit of analysis is on the macro level, it becomes difficult to access the permanent secretaries and directors of each ministry, hence, two deputy and two assistant directors were targeted mainly from several departments (units) in 8 ministries and 3 directorates (ministry of works, environment; land, survey and urban development; commerce and industry, housing, energy, water resources, economic planning; directorates of local government affairs, science and technology, and special duties). This amount to 44 elements constituting the study unit of analysis. Census was adopted in which the entire 44 elements of the target population were

studied. Questionnaire structures in Likert's five-point scale was used for data collection. For test of reliability of the scale, Cronbach's alpha coefficients Data were analyze using descriptive and inferential statistics. Specifically, regression analysis was used in testing the hypotheses.

Results and Discussion

Out of the 44 questionnaires distributed to deputy and assistant directors across selected ministries and

directorates in the Delta State Civil Service, 39 were returned complete and free from errors, yielding a response rate of 88.64%. This sample size was sufficient for the quantitative analysis, aligning with the study's cross-sectional survey design and regression techniques. The demographic profile of respondents, summarized in Table 1, provides insight into the target population.

Table 1: Demographic Characteristics of Respondents (N=39)

Demographic Variable	Category	Frequency	Percentage (%)
Gender	Male	25	64.1
	Female	14	35.9
Age Group	18-25	2	5.1
	26-35	8	20.5
	36-45	15	38.5
	46-55	10	25.6
	56 and above	4	10.3
Years of Service	Less than 5 years	5	12.8
	5-10 years	10	25.6
	11-15 years	12	30.8
	16-20 years	8	20.5
	Above 20 years	4	10.3
Position	Deputy Director	20	51.3
	Assistant Director	19	48.7
Department/Ministry	Ministry of Works	4	10.3
	Ministry of Environment	3	7.7
	Ministry of Land, Survey and Urban Development	4	10.3
	Ministry of Commerce and Industry	3	7.7
	Ministry of Housing	3	7.7
	Ministry of Energy	4	10.3
	Ministry of Water Resources	3	7.7
	Ministry of Economic Planning	4	10.3
	Directorate of Local Government Affairs	4	10.3
	Directorate of Science and Technology	3	7.7
	Directorate of Special Duties	4	10.3

Source: Research Output, 2025

The demographic analysis shows a male-dominated sample (64.1%), consistent with the gender distribution in senior civil service roles in Nigeria. The largest age group, 36-45 years (38.5%), suggests a mid-career cohort with significant exposure to organisational changes. The majority of respondents had 11-15 years of service (30.8%), indicating a balanced tenure mix

that likely influences their perceptions of leadership and change. The near-equal split between Deputy Directors (51.3%) and Assistant Directors (48.7%) aligns with the study's target population. The departmental distribution is evenly spread, with no single ministry or directorate dominating, ensuring diverse representation across the targeted entities.

Table 2: Descriptive Statistics for Key Variables (N=39)

Variable	Mean	Standard Deviation (SD)
Transformational Leadership Style (TL)	3.73	0.66
Servant Leadership Style (SL)	3.72	0.74
Technological Change (TC)	4.50	0.53
Employees' Attitudinal Change (EAC)	4.71	0.47

Source: Research Output, 2025

The descriptive statistics indicate positive perceptions across all variables. Transformational leadership style (TL) has a mean of 3.73 (SD = 0.66), suggesting moderate to high agreement on its inspirational and visionary aspects, with some variability in perceptions. Servant leadership style (SL) shows a similar mean of 3.72 (SD = 0.74), reflecting consistent perceptions of empathy and empowerment, though with slightly higher variability. Technological change (TC) has a higher mean of 4.50 (SD = 0.53), indicating strong endorsement of digital

tools' benefits, with relatively low dispersion. Employees' attitudinal change (EAC) records the highest mean of 4.71 (SD = 0.47), implying widespread openness to behavioral shifts and high consensus among respondents.

Hypotheses Testing

To test the hypotheses, simple linear regression analyses were conducted using ordinary least squares (OLS) in SPSS, with leadership styles as independent variables and dimensions of organisational change as dependent variables. The results are summarized in Table 3.

Table 3: Regression Analysis Results for Hypotheses (N=39)

Hypothesis	Independent Variable	Dependent Variable	Beta Coefficient	P-value	R ²	Result
Ho1	Transformational Leadership Style (TL)	Technological Change (TC)	0.276	0.031	0.120	Rejected
Ho2	Transformational Leadership Style (TL)	Employees' Attitudinal Change (EAC)	0.343	0.002	0.229	Rejected
Ho3	Servant Leadership Style (SL)	Technological Change (TC)	0.188	0.106	0.069	Not Rejected
Ho4	Servant Leadership Style (SL)	Employees' Attitudinal Change (EAC)	0.349	<0.001	0.295	Rejected

Source: Research Output, 2025

The regression analysis for Ho1 shows that transformational leadership significantly predicts technological change (beta = 0.276, p = 0.031, R² = 0.120), indicating that TL explains 12% of the variance in TC. The positive beta suggests that a one-unit increase in TL leads to a 0.276-unit increase in TC, rejecting Ho1. For Ho2, TL significantly influences EAC (beta = 0.343, p = 0.002, R² = 0.229), explaining 22.9% of the variance and rejecting Ho2, highlighting TL's stronger role in attitudinal shifts. For Ho3, servant leadership's effect on TC is positive but non-significant (beta = 0.188, p = 0.106, R² = 0.069), failing to reject Ho3, suggesting limited direct impact on technological adoption. For Ho4, SL significantly predicts EAC (beta = 0.349, p < 0.001, R² = 0.295), explaining 29.5% of

the variance and rejecting Ho4, indicating SL's strong influence on attitudinal changes.

Discussion of Findings

Ho1: Transformational Leadership Style and Technological Change

The rejection of Ho1 confirms that transformational leadership significantly enhances technological change in the Delta State Civil Service. This aligns with Adeleye et al. (2025), who found transformational

leadership to be the most effective in driving technological adoption in Nigerian MDAs, due to its focus on visionary thinking and intellectual stimulation. Similarly, Bello and Aide (2023) reported that transformational dimensions like inspirational

motivation accelerate ICT progress in public institutions. A recent study in Ethiopian public universities further supports this, showing transformational leadership's role in fostering innovation in tech-heavy environments (Yismaw et al., 2024). The moderate R^2 suggests other factors, such as infrastructural constraints noted by Agbeyeke (2015), may also influence tech adoption, but TL's impact remains critical in overcoming resistance to digital tools like e-government systems.

Ho2: Transformational Leadership Style and Employees' Attitudinal Change

The rejection of Ho2 indicates that transformational leadership significantly fosters positive attitudinal changes among employees. The higher R^2 underscores TL's stronger influence on attitudes compared to technological change. This finding corroborates Bass and Avolio (1994), who emphasize TL's ability to inspire and motivate followers toward organizational goals. In the Nigerian context, Adeleye et al. (2025) noted TL's role in enhancing employee readiness for change. A 2024 study in the Lebanese public sector further aligns, linking transformational traits to higher commitment in bureaucratic settings (Harb & Sidani, 2024). The result suggests that TL's inspirational and individualized consideration components effectively counter attitudinal resistance, as noted by Gilbert (2025), fostering openness to new work practices.

Ho3: Servant Leadership Style and Technological Change

The failure to reject Ho3 indicates that servant leadership does not significantly influence technological change, with a low R^2 suggesting minimal explanatory power. This aligns with Adeleye et al. (2025), who found servant leadership less impactful on tech outcomes compared to transformational styles, likely due to its focus on relational rather than visionary aspects. Iqbal et al. (2023) noted that servant leadership's influence on innovation requires mediators like self-efficacy, not direct tech adoption. A 2025 study on tech-driven development similarly positioned servant leadership as secondary in rapid digital transitions (Chepkutwo, 2025). Infrastructural barriers, as highlighted by Agbeyeke (2015), may further limit SL's tech impact in Delta's civil service, where manual processes dominate (Odigbo, 2024).

Ho4: Servant Leadership Style and Employees' Attitudinal Change

The rejection of Ho4 confirms that servant leadership significantly enhances employees' attitudinal changes, with the highest R^2 among the hypotheses. This supports Aruoren and Erhuen (2023), who found

servant leadership predicts job satisfaction and support in Delta State parastatals through empathy and community-building. Gustyan and Anggarani (2024) similarly noted servant-like leadership's role in motivating attitudinal shifts in educational settings. A recent review further endorses SL's effectiveness in cultivating positive attitudes in public administration (Ogunyemi et al., 2024). The strong effect suggests that SL's focus on humility and empowerment fosters a supportive environment, reducing resistance to change and enhancing employee commitment.

Conclusion and Recommendations

Conclusion

The study confirms that leadership styles significantly influence organisational change in the Delta State Civil Service. Transformational leadership drives both technological and attitudinal changes, as evidenced by the rejection of Ho1 and Ho2, addressing the slow digital adoption and attitudinal resistance noted in prior studies. Servant leadership, while not impactful on technological change (Ho3 not rejected), excels in fostering attitudinal shifts (Ho4 rejected), highlighting its relational strengths. These findings underscore the need for tailored leadership approaches to optimize change outcomes in public sector settings.

Recommendations

The study made the following recommendations based on the study's results and findings:

- Implement mandatory transformational leadership training for senior officials, focusing on visionary strategies to accelerate digital tool adoption, such as e-government systems, to address the low digitization rate.

- Develop workshops to enhance transformational leadership behaviours, emphasizing intellectual stimulation and inspirational motivation to sustain employee openness to organisational reforms.

- Introduce tech-focused mentoring programs to complement servant leadership's relational strengths, indirectly supporting digital transitions by building employee trust.

- Promote servant leadership practices, such as empathy-driven communication and community-building, to maintain positive work attitudes and reduce resistance during change initiatives.

Contribution to Knowledge

This study provides empirical evidence on the differential effects of transformational and servant leadership on technological and attitudinal changes in the Delta State Civil Service. It highlights transformational leadership's primacy in tech adoption and servant leadership's strength in attitudinal shifts,

offering a nuanced understanding of leadership's role in public sector change management.

Suggestions for Further Studies

Future research could use longitudinal designs to examine change dynamics over time or explore

mediators like organisational culture. Comparative studies across Nigerian states or mixed-methods approaches incorporating qualitative insights from senior officials would further enrich the understanding of leadership's impact on organisational change.

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