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Leadership Styles and Public Procurement Performance in Ghanaian Local Governments: Evidence from Metropolitan, Municipal and District Assemblies

Felix Oppong Asamoah, Ph.D.[1*]; Evans O. N. D. Ocansey, Ph.D.[2]

Department of Accounting and Finance, Valley View University, Accra, Ghana.

[*]*Corresponding Author's Email: felix.asamoah@vvu.edu.gh*

Abstract

Public procurement is central to local service delivery, yet irregularities and implementation weaknesses continue to challenge Ghana's decentralised government institutions. This study examines the relationship between transformational and transactional leadership and procurement performance in Metropolitan, Municipal and District Assemblies (MMDAs) in Ghana. Drawing on Full Range Leadership Theory, it adopts a cross-sectional explanatory survey design. Questionnaire data were obtained from 313 procurement-related officials drawn from a population of 1,439 personnel in selected assemblies. Analysis involved descriptive statistics, reliability and validity assessment, Pearson correlation, and regression assessment. The results show positive, statistically significant relationships between both leadership styles and procurement performance. Transactional leadership has a stronger association with procurement effectiveness, reflecting the importance of clear expectations, monitoring and procedural accountability. Transformational leadership is also positively associated with effectiveness and efficiency, highlighting the relevance of motivation, staff support and organisational learning. The findings suggest that procurement performance may be strengthened by combining compliance-oriented supervision with leadership that encourages commitment and continuous improvement. The study contributes evidence from Ghanaian local government and identifies leadership development as a complement to legal, procedural and technological procurement reforms. Given the cross-sectional design and self-reported data, the findings indicate associations rather than causal effects.

Keywords: Local Government, Procurement Performance, Public Procurement, Transformational Leadership, Transactional Leadership

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INTRODUCTION

Public procurement is a major instrument of public financial management. Through the acquisition of goods, works and services, governments convert public resources into infrastructure and essential services. Its performance therefore has implications for service delivery, fiscal stewardship and public confidence. International estimates commonly place public procurement at a substantial share of economic activity and government expenditure; however, any numerical estimate should be tied to a clearly identified source, year and measure (Organisation for Economic Co-operation and Development [OECD], 2023; World Bank, 2020).

Governments have introduced reforms to improve transparency, competition, efficiency, digitalisation and value for money. Nevertheless, procurement systems may remain exposed to delays, cost escalation, weak contract administration, fraud and corruption, particularly where institutional capacity and oversight are constrained (World Bank, 2020; Transparency International, 2024). These challenges make it important to examine not only the formal rules governing procurement but also the organisational conditions that shape their implementation.

In recent years, governments have increasingly sought to improve procurement performance through reforms aimed at enhancing transparency, efficiency, competition, digitalisation, and value-for-money outcomes (OECD, 2023). Despite these efforts, public procurement remains vulnerable to inefficiencies, cost overruns, delays, fraud, and corruption, particularly in developing countries where institutional capacities and governance structures are often constrained (World Bank, 2020; Transparency International, 2022). Consequently, understanding the organisational and managerial factors that influence procurement performance has become a critical research and policy concern.

Among these factors, leadership has emerged as a central determinant of organisational effectiveness. Leadership influences employee motivation, organisational culture, decision-making quality, innovation, accountability, and overall institutional performance (Bass & Riggio, 2006; Northouse, 2022). Contemporary leadership literature identifies transformational and transactional leadership as two dominant leadership paradigms capable of shaping employee behaviour and organisational outcomes. Transformational leaders inspire followers through vision, intellectual stimulation, individualized consideration, and motivational influence, while transactional leaders emphasise performance standards, monitoring, and reward-based exchanges (Bass & Avolio, 1994). Both leadership approaches have been associated with improved organisational performance across public and private sector contexts.

The growing complexity of procurement processes requires leaders who can simultaneously ensure regulatory compliance, foster ethical behaviour, manage stakeholder relationships, promote innovation, and enhance operational efficiency. Procurement units operate within environments characterized by stringent legal requirements, resource constraints, political pressures, and increasing public scrutiny. Consequently, leadership behaviours can significantly influence the extent to which procurement objectives are achieved efficiently and effectively. Research has shown that leadership contributes to improved supply chain performance, organisational accountability, and operational effectiveness (Mokhtar et al., 2019; Van Wart, 2017). However, empirical evidence linking leadership styles specifically to procurement performance remains relatively limited, particularly within local government institutions in developing economies.

The growing complexity of procurement requires leaders to balance regulatory compliance with ethical conduct, stakeholder coordination, innovation and operational efficiency. Procurement units work within environments shaped by legal obligations, limited resources, political and administrative pressures, and public scrutiny. Leadership behaviours may influence how staff interpret and apply procurement rules, coordinate tasks and respond to operational challenges. However, the extent to which leadership styles are associated with procurement outcomes in local government remains insufficiently understood.

Ghana provides a relevant setting for examining this relationship. The Public Procurement Act, 2003 (Act 663), as amended by the Public Procurement (Amendment) Act, 2016 (Act 914), established the statutory framework for public procurement. Yet the continued reporting of procurement irregularities indicates that legislation alone does not ensure consistent implementation. Organisational practices, management capability and leadership may also shape how procurement requirements are translated into day-to-day decisions.

Metropolitan, Municipal and District Assemblies (MMDAs) manage public resources and implement development activities at the local level. Procurement performance in these institutions affects the acquisition of goods and services required for local infrastructure and service delivery. This study examines the relationship between transformational and transactional leadership and procurement performance in Ghanaian MMDAs, with particular attention to procurement effectiveness and efficiency. It seeks to contribute context-specific evidence to leadership and public procurement research and to inform the development of procurement governance in local government.

This study therefore examines the relationship between transformational and transactional leadership styles and procurement performance within Metropolitan, Municipal, and District Assemblies in Ghana. Specifically, the study investigates how leadership behaviours influence procurement effectiveness and procurement efficiency. By extending leadership theory into the public procurement domain and providing evidence from a developing-country context, the study contributes to both the public administration and procurement management literature. The findings are expected to inform policy interventions, leadership development initiatives, and governance reforms aimed at strengthening procurement performance and enhancing accountability in local government institutions.

THEORETICAL FOUNDATION

Leadership Theory

The theoretical foundation of this study is anchored in Full Range Leadership Theory (FRLT), originally developed by Bass (1985) and subsequently expanded by Bass and Avolio (1994). The theory proposes that leadership effectiveness is best understood as a continuum encompassing transformational, transactional, and laissez-faire leadership behaviours.

Transformational leadership motivates followers to transcend self-interest and pursue collective organisational goals through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Transactional leadership, by contrast, operates through performance expectations, contingent rewards, and corrective interventions designed to maintain organisational stability and compliance.

Within public procurement environments, both leadership styles possess distinct but complementary relevance. Procurement systems operate within highly regulated institutional settings requiring strict compliance with legal and procedural requirements. Consequently, transactional leadership facilitates accountability, procedural adherence, and operational control. Simultaneously, procurement reforms increasingly emphasise innovation, digitalisation, strategic sourcing, sustainability, and stakeholder engagement, areas where transformational leadership becomes particularly important. This study therefore adopts the position that procurement performance emerges not solely from institutional arrangements and procurement regulations but also from leadership behaviours that shape organisational culture, employee commitment, and decision-making quality.

Theoretical Integration with Procurement Governance

The study extends Full Range Leadership Theory by integrating it with procurement governance literature. Procurement governance refers to the structures, processes, and behavioural mechanisms through which procurement activities are directed, controlled, and monitored to ensure transparency, accountability, and value for money.

While procurement governance research has traditionally emphasised regulatory compliance, institutional controls, and technological systems, relatively limited attention has been given to leadership as a governance mechanism. This study argues that leadership represents a behavioural governance mechanism that complements formal procurement institutions.

Transformational leadership contributes to procurement governance by fostering ethical conduct, innovation, organisational learning, and stakeholder responsiveness. Transactional leadership contributes through performance monitoring, accountability enforcement, and procedural compliance. Together, these leadership behaviours influence procurement effectiveness and efficiency and thereby enhance procurement governance outcomes. The integration of FRLT with procurement governance theory provides a more comprehensive explanation of procurement performance than approaches that focus exclusively on institutional or procedural determinants.

Public Procurement Performance

Public procurement has evolved from a predominantly administrative purchasing function into a strategic mechanism for promoting good governance, economic development, and public value creation. Governments across the world rely on procurement systems to acquire goods, works, and services necessary for delivering public services, implementing infrastructure projects, and achieving broader socio-economic policy objectives. Consequently, the effectiveness of public procurement systems has become a central concern for policymakers, development partners, and researchers because procurement accounts for a substantial proportion of public expenditure and directly influences government performance (OECD, 2023; World Bank, 2023).

Recent estimates suggest that public procurement represents between 12% and 20% of gross domestic product (GDP) in many economies and approximately one-third of total government expenditure globally (OECD, 2023). Such substantial financial commitments underscore the importance of ensuring that procurement systems operate efficiently, transparently, and in accordance with established legal and ethical standards. In developing countries, effective procurement systems are particularly critical because limited public resources must be utilized

prudently to maximize developmental outcomes, improve public service delivery, and strengthen citizens' confidence in government institutions.

Traditionally, procurement performance was evaluated primarily in terms of cost minimization and compliance with procurement regulations. Contemporary procurement literature, however, recognises procurement performance as a multidimensional construct that encompasses efficiency, effectiveness, transparency, accountability, sustainability, innovation, and value for money (Thai, 2017; OECD, 2023). This broader conceptualization reflects the changing expectations placed on public procurement systems, which are increasingly viewed as strategic instruments for advancing environmental sustainability, promoting local economic development, supporting small and medium-sized enterprises, encouraging technological innovation, and strengthening institutional governance.

Procurement performance is commonly conceptualized through two interrelated dimensions: procurement effectiveness and procurement efficiency. Procurement effectiveness refers to the extent to which procurement activities achieve intended organisational objectives, including acquiring the required goods and services at the appropriate quality, within the specified timeframe, and in compliance with contractual and statutory requirements. It also encompasses stakeholder satisfaction, supplier performance, and the successful completion of procurement projects (Thai, 2017). Procurement efficiency, by contrast, concerns the optimal utilisation of organisational resources throughout the procurement process. It includes minimizing procurement costs, reducing procurement cycle times, improving resource utilisation, eliminating waste, streamlining procurement procedures, and increasing operational productivity through process improvements and technological innovation (OECD, 2023).

Recent developments in procurement scholarship have further expanded the concept of procurement performance to include strategic outcomes such as organisational resilience, digital transformation, sustainable procurement, and institutional adaptability. The rapid adoption of electronic procurement (e-procurement) systems has significantly altered procurement operations by improving transparency, reducing administrative costs, enhancing competition, and strengthening accountability mechanisms (United Nations, 2024). Similarly, governments are increasingly integrating environmental, social, and governance (ESG) considerations into procurement decisions, thereby positioning procurement as an important policy instrument for achieving sustainable development objectives.

Despite substantial reforms aimed at modernizing procurement systems, many developing countries continue to experience persistent procurement challenges. Studies consistently report procurement delays, cost overruns, contract management deficiencies, supplier underperformance, political interference, weak internal controls, and procurement-related corruption as major obstacles to effective public procurement (World Bank, 2023; Transparency International, 2024). These challenges frequently undermine public confidence, reduce value for money, delay project implementation, and constrain national development.

Within Sub-Saharan Africa, procurement reforms have largely focused on strengthening legal frameworks, enhancing transparency, improving procurement planning, introducing electronic procurement systems, and building institutional capacity. While these reforms have generated measurable improvements in procurement governance, implementation challenges remain widespread due to institutional weaknesses, inadequate professional capacity, insufficient technological infrastructure, and organisational resistance to change. Consequently, scholars increasingly argue that procurement performance cannot be fully explained by regulatory

frameworks alone but must also account for organisational, behavioural, and managerial factors that influence how procurement systems function in practice.

In Ghana, procurement reforms have been driven primarily by the enactment of the Public Procurement Act, 2003 (Act 663), and its subsequent amendment through Act 914 of 2016. These legislative reforms sought to enhance transparency, competition, fairness, and accountability in public procurement. Nevertheless, annual reports of the Ghana Audit Service continue to identify recurring procurement irregularities, including sole-source procurement without adequate justification, contract splitting, poor contract administration, delayed payments, and non-compliance with statutory procurement procedures. These persistent irregularities suggest that the existence of robust procurement regulations alone is insufficient to guarantee superior procurement performance.

Emerging evidence therefore emphasises the importance of organisational capabilities in explaining procurement outcomes. Governance quality, organisational culture, ethical climate, leadership effectiveness, employee competence, and institutional commitment increasingly appear to determine whether procurement regulations translate into improved operational performance. Procurement systems ultimately depend on individuals who interpret regulations, supervise procurement activities, coordinate stakeholders, manage supplier relationships, and ensure accountability throughout the procurement cycle. Consequently, procurement performance should be understood as the product of interactions among institutional structures, technological systems, organisational capabilities, and leadership behaviours.

Within Ghana's Metropolitan, Municipal, and District Assemblies (MMDAs), procurement assumes particular strategic significance because these institutions are responsible for implementing local development projects, delivering essential public services, and managing substantial public resources. Effective procurement performance within MMDAs directly influences infrastructure delivery, healthcare provision, educational development, sanitation services, and local economic growth. Understanding the organisational factors that improve procurement effectiveness and efficiency therefore represents an important area of inquiry for strengthening decentralised governance and promoting sustainable public-sector performance.

Leadership Style and Organizational Performance

Leadership has long been recognised as one of the most influential determinants of organisational performance. Across both private and public-sector organisations, leadership shapes strategic direction, organisational culture, employee behaviour, decision-making processes, innovation, and institutional effectiveness. Rather than merely directing organisational activities, contemporary leaders are expected to motivate employees, facilitate organisational learning, promote ethical conduct, manage change, and build adaptive organisations capable of responding to increasingly complex environmental challenges (Northouse, 2022).

Within public-sector organisations, leadership has assumed even greater importance because governments operate under conditions characterized by increasing accountability demands, fiscal constraints, technological disruption, stakeholder diversity, and heightened public scrutiny. Public managers are expected to simultaneously ensure compliance with statutory regulations while promoting innovation, improving service delivery, and achieving broader public policy objectives. Effective leadership therefore represents a critical organisational capability for balancing administrative control with strategic transformation.

Leadership theories have evolved considerably over the past century. Early approaches focused primarily on leaders' personal characteristics and behavioural traits, while subsequent theories emphasised situational and contingency factors influencing leadership effectiveness. More recently, relational and transformational perspectives have become dominant because they recognise leadership as a dynamic process through which leaders influence followers to achieve collective organisational goals (Yukl, 2020). Among these contemporary perspectives, Full Range Leadership Theory (FRLT), developed by Bass (1985) and later refined by Bass and Avolio (1994), remains one of the most extensively validated and widely applied leadership frameworks.

Full Range Leadership Theory conceptualizes leadership as a continuum comprising transformational, transactional, and laissez-faire leadership behaviours. Transformational leadership seeks to inspire followers by articulating a compelling vision, encouraging innovation, stimulating intellectual development, and providing individualized support. Transactional leadership, in contrast, emphasises performance monitoring, contingent rewards, clearly defined expectations, and corrective interventions designed to ensure that organisational objectives are achieved efficiently and consistently. Rather than representing competing approaches, the theory suggests that transformational and transactional leadership are complementary and that effective leaders integrate both styles depending on organisational circumstances.

A substantial body of empirical research demonstrates positive relationships between leadership style and organisational performance across diverse institutional settings. Meta-analytic evidence consistently indicates that transformational leadership enhances employee motivation, organisational commitment, innovation, knowledge sharing, job satisfaction, and overall organisational effectiveness. Employees working under transformational leaders generally exhibit higher levels of discretionary effort, stronger organisational identification, greater creativity, and improved performance because leaders encourage participation, recognise individual contributions, and foster trust-based relationships (Bass & Riggio, 2006; Northouse, 2022).

Transactional leadership has likewise been associated with improved organisational performance, particularly in environments characterized by formal procedures, standardized operations, and measurable performance standards. By establishing clear expectations, rewarding achievement, monitoring performance, and correcting deviations, transactional leaders contribute to operational efficiency, procedural consistency, and regulatory compliance. These characteristics make transactional leadership particularly relevant within highly bureaucratic public organisations where accountability and adherence to legal frameworks are essential.

Recent scholarship increasingly argues that the effectiveness of leadership depends on organisational context rather than the superiority of any single leadership style. Public organisations frequently require both transformational capabilities that encourage innovation and transactional mechanisms that ensure compliance with legal and regulatory requirements. As governments pursue digital transformation, sustainable procurement, organisational modernization, and improved service delivery, leaders must simultaneously manage organisational change while maintaining operational stability. Consequently, hybrid leadership approaches that combine transformational inspiration with transactional discipline are becoming increasingly important within contemporary public administration.

Leadership also influences organisational performance indirectly through several mediating mechanisms. Effective leaders shape organisational culture by establishing norms that promote ethical behaviour, accountability, collabouration, and continuous learning. They influence employee attitudes by enhancing psychological empowerment, organisational commitment, and trust, all of which contribute to improved individual and organisational performance. Furthermore, leadership affects decision-making quality, communication effectiveness, conflict resolution, knowledge management, and organisational adaptability, thereby creating conditions that enable institutions to achieve strategic objectives more effectively.

Within procurement environments, leadership assumes particular importance because procurement processes involve complex interactions among multiple stakeholders, strict regulatory requirements, financial accountability, supplier relationship management, and increasing technological sophistication. Procurement leaders are expected to ensure legal compliance while simultaneously promoting innovation, improving operational efficiency, strengthening ethical conduct, and managing organisational change associated with procurement modernization initiatives. Leadership therefore influences procurement performance not only through formal managerial authority but also by shaping employee commitment, ethical behaviour, communication, and collabourative problem-solving.

In decentralised governance systems such as Ghana's MMDAs, procurement leaders occupy strategic positions that directly affect institutional performance. Their leadership behaviours influence procurement planning, contract management, supplier evaluation, compliance with procurement legislation, and overall accountability. Effective leadership enables procurement personnel to navigate resource constraints, political pressures, and evolving procurement regulations while maintaining organisational integrity and delivering value for money. Consequently, understanding how leadership styles contribute to procurement performance provides important theoretical and practical insights for improving governance outcomes within local government institutions.

The growing recognition of leadership as a strategic organisational capability has prompted researchers to move beyond examining structural determinants of organisational performance toward greater consideration of behavioural and managerial influences. While procurement regulations, technological infrastructure, and institutional controls remain essential components of effective procurement systems, leadership provides the behavioural mechanism through which these organisational resources are effectively coordinated and translated into improved procurement outcomes. This perspective forms the conceptual basis for examining transformational and transactional leadership as significant predictors of procurement performance within Ghana's local government institutions.

Transformational Leadership and Procurement Performance

Transformational leadership has emerged as one of the most influential leadership paradigms in organisational research because of its demonstrated ability to inspire employees, facilitate organisational change, and improve institutional performance. Originally conceptualized by Burns (1978) and subsequently extended by Bass (1985), transformational leadership refers to a leadership process through which leaders motivate followers to transcend their immediate self-interests and pursue broader organisational objectives. Unlike traditional supervisory approaches that rely primarily on authority and exchange relationships, transformational leaders inspire commitment by articulating a compelling vision, encouraging intellectual development, fostering innovation, and recognizing the unique needs of individual employees (Bass & Riggio, 2006).

According to Full Range Leadership Theory (FRLT), transformational leadership comprises four interrelated behavioural dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Avolio, 1994). Idealized influence reflects leaders' ability to serve as ethical role models whose behaviour earns followers' trust, admiration, and respect. Inspirational motivation involves communicating a clear organisational vision that energizes employees and fosters commitment to shared goals. Intellectual stimulation encourages employees to question existing assumptions, explore innovative solutions, and continuously improve organisational processes. Individualized consideration focuses on mentoring, coaching, and supporting employees according to their individual capabilities and developmental needs. Together, these dimensions cultivate an organisational climate characterized by trust, learning, collabouration, and continuous improvement.

A substantial body of empirical evidence consistently associates transformational leadership with superior organisational performance across diverse sectors and national contexts. Meta-analytic studies indicate that transformational leadership positively influences employee engagement, organisational commitment, job satisfaction, knowledge sharing, creativity, innovation, and organisational citizenship behaviour, all of which contribute to improved organisational performance (Banks et al., 2024; Hoch et al., 2018). In public-sector organisations, transformational leadership has been linked to enhanced service quality, successful implementation of organisational reforms, increased employee motivation, and stronger institutional resilience amid changing governance environments.

These positive outcomes are particularly relevant to contemporary public procurement systems, which increasingly operate within dynamic environments characterized by rapid technological change, digital transformation, growing stakeholder expectations, sustainability requirements, and evolving regulatory frameworks. Procurement professionals are no longer responsible solely for purchasing goods and services but are expected to contribute strategically to organisational performance through supplier relationship management, strategic sourcing, innovation, risk management, and value creation (Thai, 2017). Consequently, procurement leaders require capabilities that extend beyond administrative supervision to include strategic vision, organisational learning, and change management.

Transformational leadership contributes to procurement performance through several complementary mechanisms. First, transformational leaders cultivate ethical organisational cultures by emphasizing integrity, transparency, and accountability. Ethical leadership behaviours reduce opportunities for procurement fraud, favouritism, conflicts of interest, and non-compliance with procurement regulations. Employees who trust their leaders are generally more willing to adhere to organisational values and demonstrate greater commitment to ethical procurement practices.

Second, transformational leadership promotes innovation and continuous improvement in procurement processes. Public procurement organisations increasingly adopt electronic procurement platforms, artificial intelligence-supported supplier evaluation systems, digital contract management tools, and data analytics for procurement planning. Successful implementation of these technological innovations depends largely on leaders' ability to manage organisational change, encourage employee participation, reduce resistance to innovation, and facilitate organisational learning. Leaders who intellectually stimulate employees create environments in which procurement personnel continuously seek process

improvements, identify operational inefficiencies, and develop innovative solutions to procurement challenges.

Third, transformational leadership strengthens employee commitment and organisational engagement. Procurement activities frequently involve tight deadlines, complex regulatory requirements, multiple stakeholder interests, and considerable public scrutiny. Employees who perceive their leaders as supportive, empowering, and visionary are more likely to exhibit discretionary effort, collabourate effectively with colleagues, and maintain high performance standards despite organisational pressures. Enhanced employee commitment subsequently contributes to timely procurement processes, improved supplier management, better contract administration, and increased procurement effectiveness.

Evidence from public administration research increasingly supports these propositions. Studies demonstrate that transformational leadership enhances innovation capability, organisational adaptability, knowledge management, and strategic performance within public institutions. Similarly, research in supply chain management indicates that transformational leadership facilitates collabourative supplier relationships, strategic procurement capabilities, organisational flexibility, and operational effectiveness. Although much of this literature focuses on broader supply chain management rather than public procurement specifically, the findings suggest that transformational leadership provides behavioural mechanisms through which procurement organisations improve both efficiency and effectiveness.

Within developing countries, transformational leadership assumes additional significance because public organisations often operate under conditions characterized by resource constraints, institutional instability, bureaucratic rigidity, and limited technological capacity. Under such circumstances, transformational leaders can mobilize employees around shared organisational goals, strengthen institutional commitment, encourage adaptive problem-solving, and facilitate successful implementation of procurement reforms. Leadership therefore becomes an important organisational capability that complements formal procurement regulations and institutional controls.

Nevertheless, scholars also recognise important limitations associated with transformational leadership. Public procurement systems operate within highly regulated institutional environments where procedural compliance, transparency, and accountability are legal requirements rather than discretionary managerial choices. Excessive emphasis on flexibility, creativity, or organisational experimentation without corresponding attention to regulatory compliance may inadvertently increase procurement risks or weaken accountability mechanisms. Consequently, transformational leadership alone may not adequately address the operational demands of public procurement systems.

This limitation has prompted increasing recognition that transformational leadership should operate alongside complementary leadership approaches capable of maintaining procedural discipline and regulatory compliance. Rather than viewing transformational leadership as a universal solution, contemporary leadership research increasingly advocates balanced leadership approaches that combine visionary leadership with effective administrative control. This perspective provides the conceptual foundation for examining transformational and transactional leadership simultaneously within public procurement organisations.

Transactional Leadership and Procurement Performance

Transactional leadership represents one of the central components of Full Range Leadership Theory and remains particularly relevant within organisations characterized by formal authority structures, standardized operating procedures, and clearly defined performance expectations. Unlike transformational leadership, which seeks to inspire organisational change and employee development, transactional leadership focuses primarily on maintaining organisational stability through structured exchanges between leaders and followers (Bass & Avolio, 1994). Employees receive rewards for meeting established performance standards, while deviations from expected behaviour are addressed through monitoring, supervision, and corrective interventions.

Bass (1985) identifies two principal dimensions of transactional leadership. The first, contingent reward, involves establishing explicit performance expectations and rewarding employees when those expectations are successfully achieved. Rewards may include recognition, promotion, financial incentives, or other forms of organisational appreciation. The second, management-by-exception, involves monitoring organisational performance, identifying deviations from expected standards, and implementing corrective measures when necessary. Management-by-exception may be active, whereby leaders continuously monitor performance and intervene proactively, or passive, whereby leaders intervene only after problems have become evident.

Transactional leadership is especially appropriate within bureaucratic organisations because it reinforces procedural consistency, accountability, and operational discipline. Public sector organisations operate under statutory regulations that prescribe procurement procedures, financial controls, documentation requirements, and audit mechanisms. Procurement officers are therefore expected to comply strictly with legal requirements while ensuring transparency, fairness, and value for money. In such environments, transactional leadership provides an effective framework for maintaining organisational control and reducing operational uncertainty.

The relevance of transactional leadership becomes particularly evident within public procurement systems. Procurement activities involve multiple sequential processes, including procurement planning, tender preparation, bid evaluation, contract award, contract administration, supplier monitoring, and payment processing. Each stage requires strict adherence to procurement legislation and organisational procedures. Failure to comply with statutory requirements frequently results in procurement irregularities, financial losses, audit queries, legal sanctions, and reputational damage. Leaders who establish clear expectations, monitor procurement activities closely, and enforce accountability therefore contribute significantly to procurement effectiveness.

Empirical evidence supports the positive relationship between transactional leadership and organisational performance, particularly where standardized procedures govern organisational activities. Studies consistently demonstrate that contingent reward enhances employee productivity, role clarity, performance consistency, and compliance with organisational objectives. Similarly, active management-by-exception strengthens quality assurance, risk management, operational control, and organisational accountability. Within public organisations, transactional leadership has been associated with improved financial management, procedural compliance, performance monitoring, and administrative effectiveness.

In procurement contexts, transactional leadership influences procurement performance through several mechanisms. First, leaders establish clear procurement objectives, define employee responsibilities, and communicate performance expectations throughout the procurement cycle. Such clarity reduces ambiguity, improves coordination, and facilitates consistent implementation of procurement procedures.

Second, transactional leadership enhances procurement compliance through continuous supervision and performance monitoring. Procurement managers who regularly review procurement documentation, evaluate supplier performance, monitor contract implementation, and ensure adherence to procurement regulations reduce opportunities for procedural deviations and procurement misconduct. Effective monitoring also strengthens internal control systems and improves organisational accountability.

Third, contingent reward systems motivate procurement personnel to achieve organisational objectives while complying with established procurement procedures. Employees who recognise that performance is evaluated fairly and rewarded appropriately are more likely to maintain high standards of professionalism, complete procurement activities efficiently, and adhere to organisational policies. Consequently, transactional leadership contributes directly to procurement efficiency by improving productivity, minimizing procurement delays, and strengthening operational consistency.

Despite these strengths, transactional leadership has received criticism for emphasizing compliance at the expense of organisational innovation. Critics argue that excessive reliance on performance monitoring, formal authority, and procedural control may discourage creativity, reduce employee autonomy, and limit organisational learning. Procurement systems increasingly require adaptive capabilities associated with digital transformation, strategic sourcing, sustainable procurement, and collabourative supplier relationships. These emerging priorities require leaders who encourage experimentation, knowledge sharing, and organisational flexibility in addition to maintaining procedural compliance.

Recent leadership scholarship therefore rejects the notion that transactional leadership is inherently inferior to transformational leadership. Instead, researchers argue that leadership effectiveness depends largely on organisational context. In highly regulated environments such as public procurement, transactional leadership provides essential governance mechanisms that ensure accountability and procedural integrity, while transformational leadership facilitates innovation and organisational development. Consequently, organisations capable of integrating both leadership approaches are generally better positioned to achieve sustainable organisational performance than those relying exclusively on either leadership style.

Leadership Style and Procurement Performance: Empirical Evidence

Research examining the relationship between leadership style and procurement performance remains comparatively limited despite extensive scholarship linking leadership to broader organisational outcomes. Most procurement studies have traditionally focused on structural determinants such as procurement legislation, institutional capacity, information technology, supplier management, employee competence, and internal control systems. While these variables undoubtedly influence procurement performance, they provide only partial explanations because procurement outcomes ultimately depend on the behaviour of organisational actors responsible for implementing procurement policies.

Recent empirical evidence increasingly recognises leadership as an important organisational capability influencing procurement effectiveness and efficiency. Studies within supply chain management consistently report that leadership improves supplier collabouration, procurement planning, organisational flexibility, risk management, and operational performance. Leaders influence procurement outcomes by establishing organisational priorities, promoting ethical conduct, facilitating communication, strengthening stakeholder relationships, and coordinating procurement activities across organisational units.

Within public administration, numerous studies demonstrate positive relationships between transformational leadership and organisational performance. Transformational leaders improve employee commitment, innovation capability, organisational learning, knowledge sharing, public service quality, and institutional effectiveness. These behavioural outcomes indirectly contribute to procurement performance by enhancing employee motivation, improving decision-making quality, strengthening organisational culture, and facilitating successful implementation of procurement reforms.

Similarly, transactional leadership contributes positively to procurement performance through mechanisms associated with procedural compliance, performance monitoring, and accountability. Public procurement systems require strict adherence to procurement legislation, financial regulations, and audit standards. Leaders who clearly communicate procurement expectations, monitor procurement activities, and reward compliance contribute significantly to procurement effectiveness while reducing procurement irregularities and operational risks.

Evidence from developing countries further suggests that leadership assumes greater importance where institutional capacity remains constrained. Weak governance structures, inadequate technological infrastructure, political interference, and limited professional capacity frequently undermine procurement reforms despite improvements in procurement legislation. Under such conditions, effective leadership compensates for institutional weaknesses by strengthening organisational commitment, promoting ethical behaviour, improving communication, and ensuring consistent implementation of procurement regulations.

Within the African context, procurement research has predominantly examined institutional determinants of procurement performance, including regulatory compliance, employee competence, procurement planning, internal controls, and information technology adoption. Comparatively fewer studies have explicitly investigated leadership behaviours as direct predictors of procurement performance. Existing African studies nevertheless indicate that leadership influences procurement outcomes by strengthening accountability, facilitating organisational change, promoting procurement transparency, and improving employee performance. These findings suggest that leadership constitutes an important but underexplored dimension of procurement governance.

In Ghana, empirical studies similarly emphasise structural and institutional factors influencing procurement performance. Research has identified procurement planning, procurement professionalization, internal control systems, electronic procurement, organisational resources, and procurement legislation as major determinants of procurement effectiveness. Although these studies have generated valuable insights, relatively limited attention has been devoted to behavioural factors, particularly leadership styles, despite continuing procurement irregularities reported in successive Ghana Audit Service reports.

This imbalance creates an important theoretical limitation. Procurement regulations establish the formal framework governing procurement activities, yet organisational performance depends equally on leaders who interpret regulations, motivate employees, coordinate procurement processes, resolve operational challenges, and maintain ethical standards. Consequently, procurement performance should be conceptualized as an outcome of interactions among institutional structures, technological systems, organisational capabilities, and leadership behaviours rather than solely as a product of regulatory compliance.

Furthermore, much of the existing international evidence originates from developed economies whose institutional environments differ substantially from those characterizing decentralised public administration in developing countries. Differences in governance quality, administrative capacity, political influence, organisational culture, and procurement maturity may affect the extent to which leadership influences procurement outcomes. Therefore, empirical evidence generated within Ghana's Metropolitan, Municipal, and District Assemblies provides an opportunity to extend existing theory by examining leadership-performance relationships within a distinctive governance context.

METHODOLOGY

The study adopted a cross-sectional explanatory survey design. The explanatory approach was used to examine the statistical relationships between leadership styles and procurement performance. Because the data were collected at one point in time, the design supports analysis of associations but does not, by itself, establish temporal order or causality.

A structured questionnaire was used to obtain comparable responses from personnel involved in procurement-related functions across all the MMDAs. A cross-sectional survey was appropriate for capturing respondents' assessments of leadership behaviours and procurement practices within the study period. The use of a single survey instrument also means that the possibility of common method and social desirability bias must be considered when interpreting the results.

A cross-sectional design was selected because data were collected from respondents at a single point in time. This design provides an efficient means of capturing perceptions regarding leadership behaviours and procurement performance across multiple local government institutions while minimizing resource and time constraints. The survey strategy was considered suitable because leadership styles and procurement performance involve perceptions, attitudes, and organisational practices that can be effectively measured through structured questionnaires. Furthermore, survey methods facilitate the collection of standardized data from a relatively large population, thereby enhancing comparability and statistical generalizability.

Study Context

The study was conducted within Metropolitan, Municipal, and District Assemblies (MMDAs) in Ghana. MMDAs constitute the primary administrative and developmental units within Ghana's decentralised governance structure and are responsible for implementing local development programmemes, delivering public services, and managing public resources. Procurement activities within MMDAs are governed by the Public Procurement Act, 2003 (Act 663), as amended by Act 914 (2016). These institutions collectively manage substantial public expenditures and therefore provide an appropriate setting for investigating factors

influencing procurement performance. The Ghanaian local government procurement environment offers a valuable context for examining leadership effects because procurement irregularities and compliance challenges continue to be highlighted in annual audit reports despite the existence of comprehensive procurement regulations.

Population of the Study

The target population comprised all procurement staff involved in procurement activities within selected Metropolitan, Municipal, and District Assemblies in Ghana. These employees were selected because of their direct involvement in procurement planning, tendering, contract administration, supplier management, and procurement oversight. Their positions provide them with sufficient knowledge and experience to evaluate leadership practices and procurement performance within their respective institutions. The accessible population consisted of employees working within procurement-related departments of the selected assemblies.

The sample size was determined based on Yamane's formula ($n=N/1+ (N*e^2)$ =1439/1+ ($1439 * 0.05^2$) = 313). This formula is widely used for finite populations in organisational research. To ensure adequate statistical power and representativeness, a sample size of 313 respondents was selected from a target population of 1,439 procurement-related personnel across all 260 MMDAs in Ghana. Three hundred and eighty-nine (389) copies of the questionnaire were distributed, and 325 were retrieved, representing 83.5% response rate but 313 copies of the questionnaire were fully completed without errors.

Leadership style was treated as the independent construct and operationalised with reference to Full Range Leadership Theory (Bass & Avolio, 1994). Transformational leadership was represented by idealised influence, inspirational motivation, intellectual stimulation and individualised consideration. Transactional leadership was represented by contingent reward and management-by-exception. Measurement items were adapted from the Multifactor Leadership Questionnaire (MLQ; Bass & Avolio, 2004). Respondents rated the items on a five-point Likert scale, from 1 (strongly disagree) to 5 (strongly agree).

Procurement performance was treated as the dependent construct and measured through two dimensions. Procurement effectiveness covered the achievement of procurement objectives, timely delivery, contract compliance and the quality of procured items. Procurement efficiency covered cost reduction, resource utilisation, procurement cycle time, process automation and operational productivity. The items were adapted from procurement performance literature (OECD, 2023; Thai, 2017). The authors should provide the complete measurement items, their sources and any modifications in an appendix or supplementary file.

Procurement performance was the dependent variable and was conceptualized as a multidimensional construct comprising: Procurement Effectiveness (Achievement of procurement objectives, Timely delivery of goods and services, Contract compliance, Quality of procured items), Procurement Efficiency (Cost reduction, Resource utilisation, Procurement cycle time, Process automation and operational productivity). Measurement items were adapted from established procurement performance frameworks reported in public procurement literature (OECD, 2023; Thai, 2017).

Instrument Development and Data Collection

Primary data were collected using a structured questionnaire consisting of three sections. The first section captured demographic characteristics of respondents. The second section measured leadership style dimensions, while the third section assessed procurement performance. Prior to the main survey, the questionnaire was subjected to expert review involving 10 academics, and professionals specializing in public administration, procurement management, and organisational behaviour. A pilot study involving approximately 30 respondents from comparable institutions was subsequently conducted to assess clarity, reliability, and instrument suitability. Following refinement of the instrument, questionnaires were administered through a combination of self-administration and researcher-assisted distribution methods.

Reliability and Validity Assessment

The reliability of the measurement instrument was assessed using Cronbach's alpha coefficient and Composite Reliability (CR). Consistent with established recommendations, values exceeding 0.70 were considered indicative of satisfactory internal consistency (Hair et al., 2022) as indicated in Table 1.

Table 1: Reliability and Convergent Validity Assessment

Construct	Items	Cronbach's α	Composite Reliability (CR)	AVE
Transformational Leadership	12	0.912	0.925	0.673
Transactional Leadership	8	0.886	0.901	0.611
Procurement Effectiveness	12	0.903	0.917	0.649
Procurement Efficiency	20	0.924	0.931	0.617
Procurement Performance	32	0.938	0.944	0.633

Construct Validity and Common Method Assessment

Thresholds: Cronbach's Alpha > 0.70, CR > 0.70 and AVE > 0.50 (Hair et al., 2022). Construct validity was evaluated through Confirmatory Factor Analysis (CFA). Convergent validity was assessed using factor loadings, Average Variance Extracted (AVE), and Composite Reliability. Standardized factor loadings exceeding 0.70, AVE values above 0.50, and CR values above 0.70 were considered acceptable (Hair et al., 2022). Discriminant validity was examined using the Fornell–Larcker criterion and the Heterotrait–Monotrait (HTMT) ratio of correlations. Table 2 presents the discriminant validity test and HTMT ratio results.

The diagonal entries in Table 2 represent the square roots of the average variance extracted (AVE), while the off-diagonal entries represent inter-construct correlations. The reported HTMT values are below the stated threshold of .85 (Henseler et al., 2015). The largest factor in Harman's single-factor test accounted for 31.7% of the variance.

Table 2: Discriminant Validity Test, HTMT Ratio, and Correlation results.

Construct	TLF	TSL	PEF	PEY
Transformational Leadership (TLF)	0.820			
Transactional Leadership (TSL)	0.563	0.782		
Procurement Effectiveness (PEF)	0.608	0.652	0.806	
Procurement Efficiency (PEY)	0.467	0.483	0.731	0.785

TLF ↔ TSL	0.671
TLF ↔ PEF	0.703
TLF ↔ PEY	0.582
TSL ↔ PEF	0.742
TSL ↔ PEY	0.591
PEF ↔ PEY	0.812

Diagonal values in Table 2 represent the square roots of AVE values, and the off-diagonal entries represent the inter-construct correlations. HTMT < 0.85 (Henseler et al., 2015). The Harman's single-factor test also revealed the largest single factor of 31.7. Since the largest factor explains less than 50% of total variance, common method bias is unlikely to be a serious concern. To minimize common method bias, procedural remedies including respondent anonymity, confidentiality assurances, and careful questionnaire design were implemented. Harman's single-factor test was further conducted to assess potential common method variance.

Data Analysis

Pearson correlation was used to assess the direction and strength of bivariate relationships. Statistical significance was evaluated at the 5% level. Finally, multiple regression analysis was employed to assess the unique contribution of leadership style dimensions on procurement performance. Regression analysis was considered appropriate because it enables estimation of the magnitude and significance of relationships between independent and dependent variables while statistically controlling for other predictors included in the model. Statistical significance was assessed at the 5% significance level ($p < 0.05$).

Ethical Considerations

Ethical approval for the study was obtained from Institutional Review Board of the Adventist University of the Philippines before data collection commenced. Participation was entirely voluntary, and respondents were informed about the purpose of the study, confidentiality procedures, and their right to withdraw at any stage without penalty. No personally identifiable information was collected, and all responses were analysed and reported in aggregate form to ensure anonymity and confidentiality. The study adhered to internationally accepted ethical standards governing social science research.

RESULTS AND DISCUSSION

Procurement Effectiveness and Efficiency

Descriptive Analysis of Leadership Styles and Procurement Performance

The study examined respondents' perceptions regarding leadership practices within procurement units of Metropolitan, Municipal, and District Assemblies (MMDAs) in Ghana. The results in Table 3 revealed the presence of both transactional and transformational leadership behaviours among procurement unit heads. Overall, respondents reported relatively high levels of leadership effectiveness, suggesting that leaders actively engage in directing, motivating, and supervising procurement-related activities in Table 3. The findings indicate that transactional leadership behaviours, particularly contingent reward and active monitoring, were widely practiced. Procurement leaders were perceived to establish performance expectations and reward employees based on the achievement of assigned responsibilities. Such findings are consistent with the bureaucratic nature of public-sector organisations, where compliance with regulations and procedural accountability constitute important managerial responsibilities (Van Wart, 2017). Similarly, transformational leadership dimensions such as inspirational motivation, individualized consideration, and idealized influence were evident among procurement leaders. Respondents generally perceived leaders as capable of motivating staff and providing support for task accomplishment. However, relatively lower ratings on innovation-oriented indicators suggest that intellectual stimulation remains less developed within procurement units. This finding may reflect the highly regulated procurement environment in which strict adherence to procurement laws sometimes limits opportunities for experimentation and innovation.

Table 3: Descriptive Statistics

Items	Min	Max	Mean	Std. Deviation
Contingent Reward	1	5	3.8003	.54822
Active Management by Exception	1	5	3.7743	.98020
Passive Management by Exception	1	5	2.6924	.99207
Transformational				
Idealized Influence	1	5	3.6922	.78086
Inspirational Motivation	1	5	3.5485	.81620
Intellectual Stimulation	1	5	3.5039	.90126
Procurement Performance				
Procurement Effectiveness	1	5	3.9978	.50202
Procurement Efficiency	1	5	3.8524	.67963

The study assessed procurement performance using two dimensions: procurement effectiveness and procurement efficiency. The results in Table 3 revealed relatively high levels of procurement performance across the participating assemblies. Regarding procurement effectiveness, respondents indicated that procurement units generally succeeded in achieving procurement objectives, particularly with respect to timely delivery of goods and services. The highest-rated item related to follow-up mechanisms that ensured timely delivery, suggesting that procurement officers actively monitored supplier performance and contract

implementation. Effective follow-up procedures are essential for minimizing project delays and ensuring continuity in public service delivery. For procurement efficiency, respondents reported satisfactory performance in quality assurance practices, especially the inspection of delivered goods to prevent acceptance of defective items. However, automation of procurement processes received comparatively lower ratings. This finding suggests that although procurement units have established operational controls, digital procurement systems remain insufficiently developed. Similar challenges have been observed across many developing-country procurement systems where technological modernization has not kept pace with regulatory reforms (OECD, 2023). The relatively high levels of procurement effectiveness and efficiency indicate that procurement units have established foundational mechanisms for achieving procurement objectives. Nevertheless, the findings also reveal opportunities for improvement, particularly in digitalisation and process innovation.

The correlation analysis indicates a positive association between the composite leadership-style measure and procurement performance ($r = .596$, $p < .001$). This suggests that respondents who reported stronger leadership practices also tended to report better procurement performance. The result is consistent with the proposition in Full Range Leadership Theory that leadership behaviours are associated with follower and organisational outcomes (Bass & Avolio, 1994). Given the cross-sectional, self-reported nature of the data, the relationship should be interpreted as an association rather than evidence that leadership caused the reported performance.

The correlation analysis revealed a statistically significant and positive relationship between leadership style and procurement performance ($r = .596$, $p < .001$). This finding suggests that improvements in leadership practices are associated with corresponding improvements in procurement outcomes. The magnitude of the relationship indicates that leadership constitutes an important organisational factor influencing procurement effectiveness and efficiency within local government institutions. The result supports the central proposition of Full Range Leadership Theory, which posits that leadership behaviours influence organisational outcomes by shaping employee motivation, commitment, and performance (Bass & Avolio, 1994).

Table 4: Correlation of Leadership Style and Procurement Performance

	Procurement Effectiveness (PE)			**Procurement Efficiency (PEy)**			**Procurement Performance (PP)**		
	R	Sig.	VI	r	Sig.	VI	r	Sig.	VI
Transactional Leadership Style (TLS)	.652**	.000	S	.483**	.000	S	.582**	.000	S
Transformational Leadership Style (TLSf)	.608**	.000	S	.467**	.000	S	.553**	.000	S
Leadership Style (LS)	.661**	.000	S	.500**	.000	S	.596**	.000	S

****Correlation is significant at the 0.01 level (2-tailed).**

The analysis further demonstrated that both transformational and transactional leadership dimensions were positively associated with procurement performance. Transactional

leadership exhibited a particularly strong relationship with procurement effectiveness, indicating that clear performance expectations, monitoring mechanisms, and reward systems contribute significantly to procurement outcomes. This finding is theoretically plausible because procurement activities operate within highly regulated environments characterized by formal procedures, accountability requirements, and performance standards. Leaders who emphasise compliance and performance monitoring are therefore likely to enhance procurement effectiveness by reducing procedural deviations and ensuring adherence to procurement regulations.

At the same time, the significant association between transformational leadership and procurement performance suggests that inspirational and supportive leadership behaviours also contribute to procurement success. Procurement personnel often encounter complex supplier management challenges, changing regulatory requirements, and resource constraints. Leaders who encourage commitment, collabouration, and problem-solving may therefore improve employee engagement and facilitate more effective procurement practices.

The findings are consistent with previous studies reporting positive relationships between leadership and organisational performance (Cheptora et al., 2018; Karungani & Ochiri, 2017). However, the present study extends existing knowledge by demonstrating that leadership influences not only general organisational performance but also specific procurement outcomes within decentralised public-sector institutions.

Regression analysis revealed that leadership style significantly predicts procurement performance ($\beta = .675$, $p < .001$). The results indicate that leadership contributes meaningfully to explaining variations in procurement outcomes across procurement units. Leadership maintained an independent and statistically significant influence on procurement performance. This finding highlights the complementary roles of organisational systems and leadership behaviours in determining procurement success.

Table 5: Predictors of Procurement Performance

Independent Variables	Unstandardized Coefficients	t-value	Sig	Verbal Interpretation
Constant	1.917	3.278	.000	Significant
Leadership Style	.675	4.896	.000	Significant

Dependent Variable: Procurement Performance, R-squared = .458, F = 130.855, $p < .001$

The results may be considered alongside the Resource-Based View, which draws attention to organisational capabilities that enable resources to be coordinated and deployed effectively. Leadership could be one such capability in procurement units because it shapes communication, staff motivation, supervision and accountability. This interpretation is consistent with the positive associations reported in the study, but it should not be presented as proof of a causal resource-based advantage. The cross-sectional design does not establish that changes in leadership produce changes in procurement performance.

The positive regression coefficient further suggests that improvements in leadership quality are likely to generate measurable improvements in procurement effectiveness and efficiency. Leaders influence procurement outcomes by establishing performance standards, fostering ethical behaviour, resolving operational challenges, and creating an environment that supports employee productivity. These findings also support Institutional Theory, which argues that

organisational outcomes are shaped not only by formal structures but also by the actions and behaviours of organisational actors. Procurement regulations establish the formal framework within which procurement activities occur; however, leadership determines how effectively these regulations are implemented in practice.

DISCUSSION OF FINDINGS

The findings collectively demonstrate that leadership is a critical determinant of procurement performance within local government institutions. The results suggest that procurement performance is not solely a function of procurement regulations, technological systems, or internal controls. Rather, leadership behaviours play an important role in translating organisational resources and institutional frameworks into effective procurement outcomes.

The significant influence of transactional leadership highlights the importance of compliance-oriented management practices within public procurement environments. Procurement processes are governed by legal requirements, financial regulations, and accountability mechanisms that necessitate close supervision and performance monitoring. Consequently, transactional leadership behaviours may be particularly effective in ensuring procedural compliance and operational efficiency.

Taken together, the findings are consistent with a complementary view of transformational and transactional leadership. Transactional behaviours, including clear expectations and performance monitoring, appear particularly relevant to procurement effectiveness in a rule-bound environment. Transformational behaviours may support staff commitment, collaboration and learning, which are important for adapting processes and improving efficiency. The practical implication is not that one style should replace the other, but that leaders need to combine procedural discipline with an enabling environment for responsible improvement.

The findings therefore suggest that neither transformational nor transactional leadership alone is sufficient. Instead, procurement leaders may achieve optimal performance by adopting a balanced leadership approach that combines compliance-focused transactional behaviours with innovation-oriented transformational practices. These findings are relevant for local government institutions in developing countries, where procurement systems frequently face resource limitations, institutional constraints, and governance challenges. In such environments, effective leadership may serve as a critical mechanism for enhancing accountability, reducing procurement irregularities, and improving value-for-money outcomes.

CONCLUSION

This study examined whether transformational and transactional leadership are associated with procurement performance within Metropolitan, Municipal and District Assemblies in Ghana. The results indicate that leadership matters alongside the formal rules, procedures and control systems that govern public procurement. Both transformational and transactional leadership were positively associated with procurement outcomes, although their contributions appear to operate through somewhat different mechanisms.

Transactional leadership was particularly relevant to the control-oriented demands of public procurement. Clear expectations, performance monitoring and corrective action are important

where procurement officers must comply with detailed legal and procedural requirements. Transformational leadership, by contrast, provides a complementary emphasis on employee commitment, learning, collabouration and improvement. This combination is particularly relevant as local government procurement becomes more dependent on digital systems, organisational learning and continuous process improvement.

The findings therefore suggest that the practical question is not whether local government procurement should adopt transformational or transactional leadership. Rather, effective procurement leadership requires an appropriate balance between the two. Compliance cannot be sacrificed in the pursuit of innovation, but compliance-oriented management alone may not provide the adaptability needed to improve procurement processes over time.

In all, the study provides evidence that leadership is an important behavioural dimension of procurement governance in Ghanaian local government. Strengthening procurement performance will require more than rules and controls; it will also require leaders who can enforce those rules fairly while creating the conditions for learning, ethical behaviour and continuous improvement.

Contributions

The study contributes to the leadership and public procurement literature in three important ways. First, it extends Full Range Leadership Theory into the public procurement domain by demonstrating that transformational and transactional leadership behaviours influence procurement performance. Second, the findings provide empirical support for the Resource-Based View by identifying leadership as a strategic organisational capability capable of generating performance advantages. Third, the study contributes to procurement governance literature by demonstrating that behavioural factors complement institutional and regulatory determinants of procurement performance. These contributions help address the limited empirical evidence concerning leadership as a predictor of procurement performance, particularly within decentralised public-sector institutions in developing-country contexts.

Study Implications

The findings have important implications for policymakers, local government administrators, and procurement practitioners. Leadership development should be incorporated into procurement reform initiatives because improvements in procurement systems alone may not produce desired outcomes without corresponding improvements in leadership capacity. Government institutions should invest in leadership development programmemes that equip procurement managers with both transformational and transactional leadership competencies. Training initiatives should focus on strategic thinking, innovation management, employee motivation, ethical leadership, and performance monitoring. Furthermore, efforts to modernize procurement systems through digital transformation should be accompanied by leadership development interventions to ensure successful implementation and sustained organisational change.

This study makes several important contributions to theory. First, it extends Full Range Leadership Theory into the public procurement domain. While transformational and transactional leadership have been extensively examined in relation to organisational performance, employee engagement, and innovation, their application within procurement governance remains underdeveloped. The findings demonstrate that leadership behaviours significantly influence procurement effectiveness and efficiency, thereby broadening the

explanatory scope of FRLT. Second, the study contributes to procurement governance literature by highlighting leadership as a behavioural governance mechanism. Existing procurement studies predominantly emphasise regulatory frameworks, internal controls, information systems, and institutional arrangements. The present findings suggest that leadership constitutes an equally important determinant of procurement outcomes. Third, the study advances Resource-Based View (RBV) arguments by demonstrating that leadership functions as a strategic organisational capability capable of generating superior procurement performance. Procurement regulations and technologies may provide operational structures, but leadership enables organisations to effectively mobilize resources and coordinate procurement activities. Finally, the study contributes empirical evidence from a developing-country context. Much of the existing leadership and procurement literature is concentrated in developed economies. By examining local government institutions in Ghana, the study enriches theoretical understanding of leadership-performance relationships in emerging governance environments.

The findings have important implications for policymakers and public-sector managers. First, procurement reforms should move beyond procedural compliance and incorporate leadership development as a core component of procurement capacity-building initiatives. Strengthening procurement regulations alone may not sufficiently improve procurement outcomes if leadership capabilities remain weak. Second, the Ministry of Local Government, Decentralisation and Rural Development should institutionalize leadership development programmemes for procurement managers and heads of procurement units. Such programmemes should emphasise transformational leadership competencies including strategic thinking, innovation management, ethical leadership, and employee development. Third, procurement modernization initiatives should integrate leadership development with digital transformation efforts. The study identified relatively lower performance regarding procurement automation, suggesting that successful adoption of e-procurement systems requires leadership capable of managing organisational change. Fourth, procurement oversight bodies should incorporate leadership indicators into procurement performance assessment frameworks. Traditional procurement audits focus primarily on compliance outcomes while neglecting behavioural and managerial factors that influence procurement effectiveness. Finally, policymakers should promote leadership succession planning within local government procurement units to ensure continuity of institutional knowledge, ethical standards, and procurement performance improvements.

Limitations and Future Research

Limitations

Some limitations should be considered when interpreting the findings. First, the study employed a cross-sectional design, which limits the ability to establish causal relationships among the variables. Future studies utilizing longitudinal designs would provide stronger evidence regarding the temporal effects of leadership behaviours on procurement performance. Second, data were collected using self-reported questionnaires, creating the possibility of common method bias and social desirability effects. Although procedural remedies were implemented, future studies could combine survey data with objective procurement performance indicators. Third, the study focused exclusively on Metropolitan, Municipal, and District Assemblies in Ghana. Consequently, caution should be exercised when generalizing the findings to other public-sector institutions or national contexts. Fourth, the study concentrated on transformational and transactional leadership styles. Other leadership

approaches, including ethical leadership, servant leadership, authentic leadership, and distributed leadership, may also influence procurement performance and warrant further investigation. Finally, the study examined leadership as a direct predictor of procurement performance. Potential mediating and moderating mechanisms were not explored and therefore remain an important area for future research.

Future Research Directions

Future research should extend the present study in several ways. First, future studies should investigate potential mediating mechanisms such as organisational commitment, procurement compliance, innovation capability, procurement transparency, and employee engagement. Second, scholars should examine moderating variables including organisational culture, procurement digitalisation, institutional quality, and political interference. Third, comparative studies involving multiple countries would provide valuable insights into how contextual factors influence leadership–procurement relationships across different governance systems. Finally, emerging procurement priorities including sustainable procurement, green procurement, and digital procurement governance offer promising avenues for extending leadership theory within procurement research.

Conflict of Interest

The authors declare no conflict of interest.

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