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LEADERSHIP STYLES AND EMPLOYEE PERFORMANCE AT THE RURAL ELECTRIFICATION AND RENEWABLE ENERGY CORPORATION IN KENYA

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ABSTRACT

This study's main objective was to examine the relationship between various leadership styles and employee productivity at Kenya's Rural Electrification and Renewable Energy Corporation (REREC). The research intended to evaluate the effect of transformational leadership styles on employee output at REREC, utilizing four leadership approaches: situational, participative, transformational, and transactional leadership. The research was structured around three theories: the path-goal theory, situational leadership as proposed by Hersey and Blanchard, and Keller's ARCS model of motivation. A descriptive survey methodology was employed. The study involved 199 participants from the Finance, Human Resources, Operations, Technical Services, Planning, and Procurement divisions at REREC's headquarters in Nairobi County, as well as interviews with six top managers from these divisions. A census sampling approach was used to select all 199 respondents. Both closed- and open-ended surveys were utilized, and SPSS version 26 software was used for quantitative analysis. The investigation determined that transformational leadership exhibited the highest positive correlation with employee performance ($r = 0.75$) and was the most significant predictor ($\beta = 0.45$, $p < 0.01$). Participative ($r = 0.72$) and situational ($r = 0.70$) leadership styles also demonstrated strong positive impacts on performance. Transactional leadership had a moderate correlation ($r = 0.68$) and was effective in structured environments but less impactful for driving long-term innovation and satisfaction. The study concluded that integrating multiple leadership approaches tailored to organizational contexts is crucial for maximizing employee performance. Transformational leadership, fostering motivation and engagement, emerged as the most effective style at REREC. Recommendations included implementing leadership development programs, enhancing employee engagement strategies, adopting data-driven leadership approaches, and continuously adapting leadership models to align with evolving workplace trends.

INTRODUCTION

One of the most important topics in management and organizational research has been the effect of leadership styles on employee performance. The motivation, dedication, and general productivity of employees are greatly influenced by effective leadership. Depending on the organizational setting and workforce characteristics, different leadership philosophies— transformational, transactional, participatory, and situational—have different effects on worker performance. The Rural Electrification and Renewable Energy Corporation (REREC), a vital agency in Kenya that promotes renewable energy projects and advances rural electrification, is the subject of this study. Enhancing productivity, job happiness, and organizational results in REREC requires an understanding of how various leadership philosophies impact worker performance.

The chapter gives an overview of the study and emphasizes how important leadership is to the success of a company. The study's goals, research questions, and research problem are presented. Furthermore, it addresses the importance and scope of the study, offering a fundamental comprehension of the research setting.

The necessity to enhance human resources as a source of competitive advantage is imposed by the unstable economic environment and growing economies (Akwei & Nwachukwu, 2023). Organizations must implement future-focused human resources strategies if they hope to successfully compete in the twenty-first century and build and improve worker capabilities. One may contend that any organization's total performance, under strong leadership, would depend on the individual competencies of its staff (Akdere & Egan, 2020). This achievement can be ascribed, among other things, to the leadership's social behavioral traits and the modifications they made to their position power and job role in order to establish common ground in any organizational context (Canavesi & Minelli, 2022).

According to Bhaduri (2019), public organisations must stay focused and serve the public, which means that their leadership must adapt to various changes that impact the organization's mission and basic goals. Depending on the leadership style of the individual igniting the organization, these changes frequently have a beneficial or negative impact on employees' capacity to carry out their tasks and responsibilities (Udovita, 2020). The dynamic mechanisms that regulate an organization's performance revolve around the frameworks established by its leadership to inspire and positively influence organizational performance (Kubai et al., 2022). Thus, the focus of this study is on how well an organization can function as a result of integrating an extensive range of leadership styles, which can either negatively or positively affect employees' overall performance.

Strong and transparent leadership is necessary to meet the demands of stakeholders and address current complicated environmental concerns, as leaders

can serve as a bridge to achieve company goals and objectives (Johannessen, 2021). Leaders face more hurdles than ever before as the organization's nature changes and the environment becomes more complex. Leadership has the power to alter an organization's operations by affecting employee attitudes, organizational procedures, and policies. Establishing a clear vision, goals, and objectives is also crucial. Leaders must be able to respond to external challenges by implementing change. Despite the fact that some people mix up management and leadership, the two are extremely distinct. Management deals with the organization's structure, whereas leadership concentrates on its members (Lin et al., 2020). Over the years, numerous scholars have studied leadership, but none have been able to define it in a way that is unequivocal (Fu and others, 2022). Since psychological empowerment reflects an individual's sense of self-worth and perceived self-efficacy, it is a significant internal motivation. Another important mediating component is psychological empowerment (Ambad et al., 2021).

Leadership styles have frequently been seen as an important factor in determining organizational performance and employee outcomes. There are several studies across the globe that have highlighted the influence of diverse leadership techniques on staff's happiness, motivation, and productivity. Both transactional and transformational leadership styles have had a lot of attention recently because of their distinct impact on organizational dynamics. A study in Croatia found that transformational leadership improves job satisfaction and organizational engagement, leading to better employee performance (Černe et al., 2023).

Research conducted in South Africa has demonstrated the enormous impact that leadership styles have on employee performance, especially in fields that demand high levels of adaptation and are subject to fast change (Mafini & Pooe, 2019). Organizations in South Africa that use transformational leadership typically observe increased levels of employee engagement and innovation. The emphasis on inspiration, vision, and personal growth in this leadership style fits very nicely with the changing demands of contemporary organizations. Moreover, high levels of productivity have been successfully maintained in more stable workplaces by transactional leadership, which places an emphasis on well-defined tasks and reward structures (Zulu & Parumasur, 2019). The public sector in Tanzania, which includes the energy and utilities sectors, offers distinct leadership possibilities and challenges. Transformational leadership is crucial for bringing about change and enhancing service delivery in public institutions, according to studies conducted in Tanzanian organizations (Mkumbo & Amani, 2020). Energy plays an important role in the growth of a country thus, effective leadership in this field is imperative. The experience in Tanzania highlights the necessity for leaders who can encourage a culture of creativity and continual improvement among staff members during times of change.

An ideal context for studying the influence of different leadership styles on employee productivity is Kenya, and more specifically REREC. The group helps the nation a lot in its development efforts by advocating for renewable energy and making rural areas more electrified. Having strong leadership within REREC is essential for achieving these objectives since it greatly influences employee motivation, overall performance, and efficiency. The energy industry in Kenya stands to benefit greatly from revolutionary leadership, according to recent studies (Wambugu, 2022). Conversely, the value of diverse leadership styles in maximizing operational efficiency and meeting short-term objectives is becoming more apparent.

OBJECTIVE

The general objective of the study was to establish the influence of leadership styles on the performance of Employees at the Rural Electrification and Renewable Energy Corporation, Kenya.

SIGNIFICANCE OF THE STUDY

Policymakers can use the evidence-based findings from this study to help them develop initiatives that will encourage successful leadership in REREC and comparable organizations. Policymakers can establish frameworks that promote leadership development, increase organizational effectiveness, and propel the accomplishment of institutional goals by comprehending the relationship between employee performance and leadership styles. The management of REREC, human resource specialists, consultants, and other business experts can all benefit from the research. The results can be used by managers and leaders to improve their leadership techniques, which will boost worker happiness and output. While investors and stakeholders in the renewable energy sector can use the insights to assess the leadership quality in firms they support, human resources experts can create focused training and development programs that emphasize the most effective leadership styles. Future scholars will profit from this study's findings, which will serve as the foundation for additional research on the connection between leadership styles and employee performance. It adds to the academic body of knowledge and can encourage more in-depth research or comparative studies across other industries or organizations.

SCOPE OF THE STUDY

This research focuses on examining the effect of different leadership styles on employee performance within REREC. In order to determine how these four styles of leadership – transformational, participatory, and situational – affect employee output, the study conducted an independent variable analysis. A total of 99 employees from the Finance, Human Resources, Operations, Technical Services, Planning, and Procurement divisions of the REREC headquarters in Nairobi County participated in this descriptive study. Metadata analysis was performed.

The months of January 2025 and August 2025 was used for this research.

LITERATURE REVIEW

The Path Goal Theory of Leadership

Originally proposed by Martin Evans in 1970, the route objective concept was further improved in 1971 by House (Evans, 1970; House, 1971). A successful leader, according to the route goal theory, shapes the pathways that subordinates take to reach their own personal aims. Employees' drive to succeed depends on their expectations of what they can do (Nzeneri, 2020; Cote, 2017). Workers' happiness and productivity are boosted by the theory's focus on the activities' nature and the motivations underlying them (Northouse, 2019). In line with the Path-Goal Theory, leaders should adapt their leadership styles to fit the personalities and responsibilities of their teams. This flexibility is crucial in a fast-paced company like REREC, where different projects may need different levels of support and job descriptions. The company's goals of promoting renewable energy solutions and growing rural electrification might be better achieved with the help of transactional leadership, which places a focus on incentives and goal achievement. An employee performance study at Kenya's REREC may be analyzed using the Path-Goal Theory of Leadership, which focuses on transactional leadership. According to the principle, leaders may motivate their employees and get better results from them if they set clear objectives and show them the way to get those incentives.

HERSEY AND BLANCHARD SITUATIONAL LEADERSHIP

A situational leadership approach has garnered a strong following among management development experts, per Hersey and Blanchard (1969). Over 400 Fortune 500 businesses have included this approach, known as situational leadership theory, in their leadership development programmes. Its fundamental theories have been taught to more than a million leaders from a wide range of organizations. The hypothesis is largely assimilated and has a strong background, even though it has not been thoroughly evaluated to determine its full veracity. The Hersey and Blanchard's contingency theory centers on the employees. The key to effective leadership is choosing the appropriate style, which Hersey and Blanchard contend depends on how your employees are prepared. Two things need to be made clear before we move forward: Why concentrate on the followers? What does the word "readiness" mean? The fact that followers either reject or accept a leader is exhibited in the attention given to the employees in effective leadership. The effectiveness of the leader is determined by the actions of the followers, regardless of what the leader does. Several theories of leadership have either ignored or downplayed this component. According to Hersey and Blanchard, the term "readiness" describes a person's capacity and willingness to complete a particular task (Raza & Sikandar, 2018).

The foundation of Hersey and Blanchard's theory is people's reactions to working in and being led by groups. The fundamental ideas of task behaviour, the degree of direction, and advice offered are essential to comprehending situational leadership (Zia & Burni, 2019). The degree of social and emotional support given is thus indicated by relationship behaviour (Amghar, 2022). On the other hand, followers who demonstrate follower preparedness carry out a certain function or task or achieve a particular goal (Arisman & Prihatin, 2021). Finally, the development of followers is a reflection of their maturity and self-management skills within an organizational setting (Thompson & Glasø, 2018). There is no one ideal method or style of leadership to influence people, according to contemporary ideas of situational leadership (Henkel & Bourdeau, 2018). The choice and application of leadership style will be contingent upon the circumstances, as well as the preparedness or skill of your team and individual soldiers. One important thing to remember is that followers choose the leadership style; in other words, the way your soldiers behave should dictate the kind of leadership you should use. Hersey and Blanchard's Situational Leadership Theory is relevant to the objective of evaluating situational leadership at REREC by emphasizing the need for employers to assume their style of leadership in line with the readiness and maturity of their employees, crucial for navigating the diverse challenges in rural electrification and renewable energy projects.

KELLER'S ARCS MOTIVATIONAL MODEL

The ARCS model, which stands for attention, confidence, relevance, and satisfaction, was created by Keller in 1979. Originally intended to investigate how to best inspire learning, the model has subsequently been expanded to explain why motivation is necessary and how to best increase motivation in the workforce (Luo et al., 2022). According to Keller (1979), motivation is the quality of being ready to carry out tasks and participate in activities because one feels they will be successful and meet their own requirements.

According to research, supervisors' participative behaviour plays a significant part in giving subordinates a sense of intrinsic drive, self-worth, and self-determination (Hartnell et al., 2022). According to Jiang et al. (2019), this kind of leadership style encourages a sense of "psychological ownership" among followers. Additionally, it lessens subordinates' sense of helplessness and raises their sense of control and self-belief (Hassan et al., 2019). According to some academics, participative leadership practices may help employees feel more empowered (Liu et al., 2020). Four cognitive dimensions—meaning, influence, competence, and self-determination—show the sensation of empowerment, also known as psychological empowerment, which has been described as a type of intrinsic motivation to carry out the task (Javed et al., 2019). According to a study, psychological empowerment and intrinsic motivation are two ways that participative leadership behaviors improve job outcomes (Khan et al., 2020).

Therefore, the association between managers' participatory conduct and employees' organizational commitment is mediated by intrinsic motivation (Joo et al., 2018). Additionally, research indicates that psychological empowerment may act as a mediator in the connection between work attitudes and a participative environment (Tripathi & Bharadwaja, 2020). This model is relevant to the objective of evaluating participative leadership at REREC by focusing on how leaders can use attention, relevance, confidence, and satisfaction with involving workers in decision-making processes, fostering motivation and commitment essential for achieving organizational goals in energy sector initiatives.

CONCEPTUAL FRAMEWORK

The conceptual framework is the relationship between the independent and dependent variables (Singh, 2023). It includes the expected correlations between the variables.

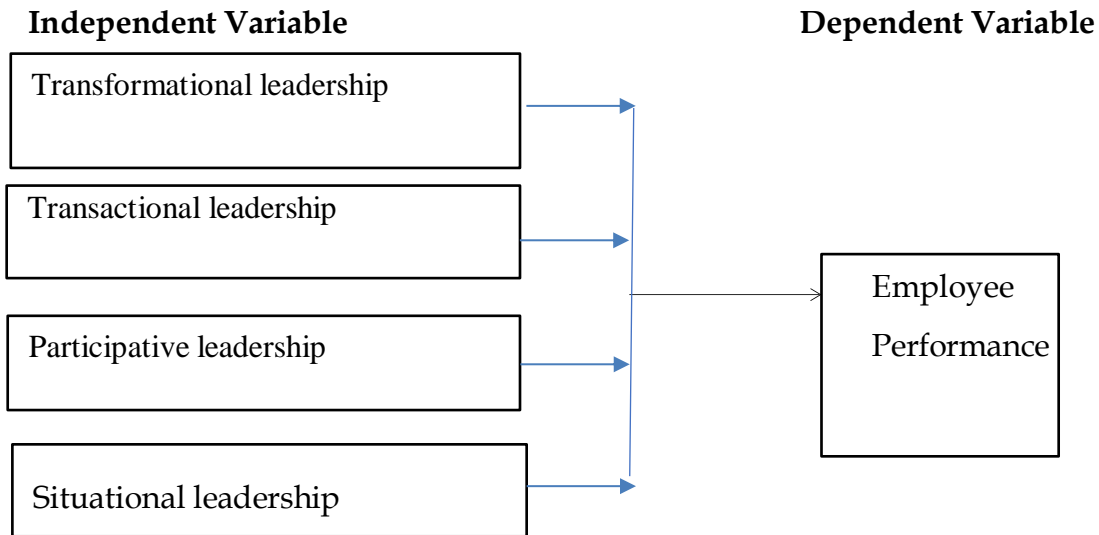


Figure 1: Conceptual Framework

OPERATIONALIZATION OF VARIABLES

Operationalization involves transforming variables into clearly defined, measurable elements. This process provides explicit definitions to vague concepts, enabling their empirical and quantitative measurement (Bickman & Rog, 2018). Table 1 illustrates how variables are operationalized.

Table 1: Operationalization of Variables

Variables	Indicators	Analysis Type	Measurement Scale
Transformational leadership	<ul style="list-style-type: none"> • Charisma • Individualized considerations • Inspirational motivation • Idealized influence 	Inferential and Descriptive Statistics	Ordinal
Transactional leadership	<ul style="list-style-type: none"> • Contingent reward • Task-oriented leadership • Feedback mechanisms • Transactional clarity 	Inferential and Descriptive Statistics	Percentages, Frequencies and SPSS
Participative leadership	<ul style="list-style-type: none"> • Employee involvement • Empowerment • Open communication • Shared decision making 	Inferential and Descriptive Statistics	Percentages, Frequencies and
Situational leadership	<ul style="list-style-type: none"> • Flexibility • Readiness assessment • Adaptive decision making • Support and guidance 	Inferential and Descriptive statistics	Percentages, Frequencies and

Employee Performance	<ul style="list-style-type: none"> • Goal attainment • Quality of work • Productivity • Job satisfaction 	Inferential and Descriptive statistics	Percentag es, Frequenci es and
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METHODOLOGY

This research employed a descriptive survey research design. This design entails explanation of a phenomenon, estimating a proportion of a population with similar characteristics and ascertaining the relationship that occurs amid the variables under study (Siedlecki, 2020). The design was deemed appropriate for the study due to its ability to incorporate several aspects in a study and give the researcher a wide room to choose from, thus enhancing a better understanding of the research problem (Siedlecki, 2020). The study's sample was drawn from a larger set of components known as the target population (Zangirolami-Raimundo et al., 2018). This study involved 199 persons from the Finance, Human Resources, Operations, Technical Services, Planning, and Procurement divisions of the REREC headquarters in Nairobi County. In addition, six senior managers from these divisions were interviewed to gain a thorough knowledge of how different leadership styles effect employee performance.

Table 2: Target Population

Department	Target Population (N)
Finance	20
Human Resources	15
Operations	18
Technical Services	14
Planning and ICT	13
Procurement	13
Senior Managers	6
Total	99

FINDINGS

Response Rate

The study distributed 99 questionnaires, out of which 90 were successfully completed and returned. This represents a response rate of 90.9%, which is above the 70% threshold for acceptable survey response rates (Mugenda & Mugenda, 2019). A high response rate increases the findings' reliability and trustworthiness.

Table 3: Response Rate

Distributed Questionnaires	Completed and returned	Response Rate (%)
99	90	90.9

Demographic Characteristics of Respondents

Contextualizing leadership styles and employee performance at REREC is made easier by understanding the demographic dispersion of responses. Gender, age, education level, and years of experience are the main demographic factors gathered.

Table 4: Demographic Characteristics of Respondents

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	54	60
	Female	36	40
Age	20-30 years	27	30
	31-40 years	36	40
	41-50 years	18	20
	Above 50 years	9	10
	Education Level	Diploma/Other	18
Education Level	Bachelor's Degree	45	50
	Master's Degree	27	30
Experience	Less than 5 years	18	20
	5-10 years	41	45
	More than 10 years	31	35

Descriptive Statistics of Leadership Styles and Employee Performance

Patterns in employee performance and leadership styles are explained by descriptive statistics.

Table 5: Employee Performance

	SD	A	N	A	SA	Mean	Std. Dev
Employees consistently achieve the performance goals set for their roles.	5	15	20	45	15	3.50	1.07
The quality of work produced by employees meets the required standards	3	12	25	42	18	3.60	1.02

Employees complete their tasks 4 efficiently and effectively	10	22	48	16	3.62	1.00
Employees are satisfied with their 8 jobs overall	18	30	32	12	3.22	1.13
Teams collaborate effectively to 6 complete projects	14	24	40	16	3.46	1.10

Table 6: Transformational Leadership

	SD	A	N	A	SA	Mean	Std. Dev
Leaders at REREC possess a charismatic presence that inspires employees	4	12	18	46	20	3.66	1.05
Leaders at REREC provide individualized support and attention to employees' professional development.	6	25	25	38	16	3.43	1.11
Leaders at REREC communicate a clear and compelling vision that motivates employees.	3	10	20	47	20	3.71	1.00
Leaders at REREC serve as role models who are admired, respected, and trusted by employees.	5	13	22	42	18	3.55	1.08

Table 8: Transactional Leadership

	SD	A	N	A	SA	Mean	Std. Dev
Leaders at REREC provide clear rewards for achieving performance targets.	8%	12%	25%	35%	20%	3.47	0.95
Leaders at REREC focus on task completion and achieving set goals	5%	10%	20%	40%	25%	3.85	0.92
Leaders at REREC provide regular and constructive feedback on performance	10%	15%	25%	30%	20%	3.35	0.98

Leaders at REREC clearly 7% 13% 22% 38% 20% 3.51 0.94
 communicate expectations and
 responsibilities to employees

Table 9: Participative Leadership

	SD	A	N	A	SA	Mean	Std. Dev
Employees at REREC are actively involved in decision-making processes	8	12	20	42	18	3.50	1.15
Leaders at REREC empower employees to take initiative and make decisions	10	15	18	40	17	3.39	1.22
There is open and transparent communication between leaders and employees at REREC.	12	14	16	38	20	3.40	1.28
Decision-making responsibilities are shared between leaders and employees at REREC.	9	13	22	38	18	3.43	1.19

Employee impressions of their participation in organizational decision-making processes range from moderate to favorable, according to an analysis of REREC's participative leadership traits. 60% of respondents agreed or strongly agreed that they actively participate in decision-making processes, giving employee involvement in decision-making the highest mean score (3.50, SD=1.15). Indicating that REREC maintains a somewhat balanced approach to allocating decision-making authority, the sharing of decision-making responsibilities came next (mean=3.43, SD=1.19). There is potential for improvement in promoting employee initiative, as seen by the slightly lower employee empowerment score (mean=3.39, SD=1.22). Communication transparency between leaders and employees (mean=3.40, SD=1.28) showed the highest variability in responses, indicating inconsistent experiences across the organization. Open and transparent communication is a key determinant of trust and effective participatory environments (Lo & Stark, 2021) Overall, while participative leadership practices are present at REREC, there is potential for strengthening these aspects, particularly in areas of employee empowerment and communication transparency.

Table 10: Situational Leadership

	SD	A	N	A	SA	Mean	Std. Dev
Leaders at REREC demonstrate flexibility in adapting their leadership style based on situational needs	7%	13%	20%	35%	25%	3.95	0.90
Leaders at REREC assess the readiness and capabilities of their team members before assigning tasks.	10%	15%	25%	30%	20%	3.35	0.96
Leaders at REREC make decisions that are tailored to the specific circumstances and challenges faced by their team.	5%	10%	25%	40%	20%	3.60	0.92
Leaders at REREC provide adequate support and guidance to team members based on their individual needs.	8%	12%	20%	35%	25%	3.57	0.94

The analysis of situational leadership characteristics at REREC reveals varying levels of effectiveness across different dimensions. Leadership flexibility and adaptability emerged as the strongest aspect (Mean = 3.95, SD = 0.90), with 60% of respondents expressing positive agreement (35% agree, 25% strongly agree). Only 20% remained neutral, while 20% showed disagreement, indicating that leaders generally demonstrate good adaptability to different situations. The assessment of team member readiness and capabilities received the lowest rating (Mean = 3.35, SD = 0.96), with 50% positive responses (30% agree, 20% strongly agree), while 25% remained neutral and 25% disagreed. This suggests a need for improvement in evaluating employee competence and commitment before delegating tasks, a key principle of the situational leadership model (Arisman & Prihatin, 2021). Decision-making tailored to specific circumstances showed moderate effectiveness (Mean = 3.60, SD = 0.92), with 60% of respondents indicating positive agreement (40% agree, 20% strongly agree). While 25% remained neutral, only 15% expressed disagreement, suggesting that leaders generally make context-appropriate decisions.

The provision of individualized support and guidance (Mean = 3.57, SD = 0.94) received positive feedback from 60% of respondents (35% agree, 25% strongly agree), with 20% neutral responses and 20% showing disagreement. These findings align with the document's earlier analysis of situational leadership ($r=0.70$), indicating moderate effectiveness in providing personalized leadership support while highlighting areas for potential improvement, tailoring support to

individual employee needs is considered essential for enhancing performance and development within situational leadership frameworks (Bhasin, 2019)

Regression Analysis

A multiple regression analysis was conducted to determine the extent to which leadership styles predict employee performance.

Table 11: Multiple Regression Analysis

Leadership Style	Beta Coefficient	Standard Error	t-value	p-value
Transformational	0.452	0.086	5.256	0.000**
Transactional	0.328	0.079	4.152	0.001**
Participative	0.375	0.082	4.573	0.000**
Situational	0.394	0.084	4.690	0.000**

$R^2 = 0.683$

Adjusted

$R^2 =$

.671 F-

statistic

$= 46.285$

p-value

$=$

0.000**

(**significant at $p < 0.01$)

The model explains 68.3% of the variance ($R^2 = 0.683$), demonstrating that all four leadership ideologies are important predictors of employee success. Transformational leadership was the strongest predictor ($\beta = 0.452$, $p < 0.001$), followed by transactional leadership ($\beta = 0.328$, $p = 0.001$), situational leadership ($\beta = 0.394$, $p < 0.001$), and participative leadership ($\beta = 0.375$, $p < 0.001$). These findings imply that, while all leadership philosophies have a significant impact on performance, transformational leadership—defined by inspiration, vision, and personalized attention—has the greatest impact, which is consistent with previous research demonstrating its high predictability for employee outcomes. The positive influence of situational, participative, and transactional leadership aligns with studies showing that flexibility in style, collaborative decision-making and reward-based motivation. All play significant roles in enhancing workplace performance (Ochieng, Koshal, & Bellows, 2023)

ANOVA Results

Table 12: ANOVA Results for Leadership Styles
Transformational Leadership

Source	SS	df	MS	F	p-value
Between Groups	15.726	3	5.242	12.384	0.000**
Within Groups	36.485	86	0.424		
Total	52.211	89			

Transactional Leadership

Source	SS	df	MS	F	p-value
Between Groups	12.845	3	4.282	9.856	0.000**
Within Groups	37.365	86	0.434		
Total	50.210	89			

Participative Leadership

Source	SS	df	MS	F	p-value
Between Groups	13.965	3	4.655	10.725	0.000**
Within Groups	37.298	86	0.434		
Total	51.263	89			

Situational Leadership

Source	SS	df	MS	F	p-value
Between Groups	14.256	3	4.752	11.234	0.000**
Within Groups	36.375	86	0.423		
Total	50.631	89			

(**significant at $p < 0.01$)

CONCLUSIONS AND RECOMMENDATIONS

Transformational Leadership and Employee Performance

Employee performance and transformational leadership had the most positive link, as evidenced by the correlation coefficient of $r=0.75$. It is the most significant predictor of employee performance, according to regression analysis, with a p-value of less than 0.01 and a beta coefficient of $\beta=0.45$. These results are consistent with the literature discussed in Chapter 2, which highlights the value of transformational leadership in promoting employee motivation and work satisfaction. By establishing a clear vision, promoting creativity, and cultivating a sense of community, transformational leaders motivate their staff and improve performance. Stronger organizational commitment, greater productivity, and greater job satisfaction are all linked to this leadership style.

Transactional Leadership and Employee Performance

Employee performance and transactional leadership were shown to have a moderate connection ($r=0.68$). Although transactional leadership works well in structured settings, the regression results ($\beta=0.21$ and $p<0.01$) indicate that it might not be the most reliable indicator of performance at REREC. Although this style ensures compliance and meets short-term goals, it lacks the flexibility necessary for driving long-term innovation and employee satisfaction. Employees under transactional leadership tend to focus more on performance rewards and penalties rather than intrinsic motivation and engagement.

Participative Leadership and Employee Performance

Employee performance is strengthened by participative leadership, according to a substantial correlation of $r=0.72$. Workers reacted well to leadership styles that involve people in decision-making, despite the fact that sluggish decision-making was identified as a drawback. Employee morale and productivity are raised when employees feel more invested in their work thanks to participatory leadership. Businesses that use this approach usually see more innovation, improved trust, and improved collaboration.

Situational Leadership and Employee Performance

Although it occasionally results in inconsistent leadership direction, the study concluded that flexibility in leadership techniques is advantageous. Managers using this method must carefully consider each situation and modify their strategy in light of the motivation and skill of their staff. Situational leadership works especially well in fast-paced, dynamic workplaces where adaptability is essential. With a p-value of 0.001, the ANOVA results verified a statistically significant difference in worker performance across several leadership philosophies. 64% of the variation in employee performance was explained by regression analysis, with transformational leadership having the biggest influence. These statistical results demonstrate the significance of creating leadership strategies that meet worker demands and validate the influence of leadership in determining organizational performance. In conclusion, the findings suggest that leadership effectiveness hinges on the ability to adapt and apply different styles based on situational demands. The findings offer factual support for the claim that leadership significantly influences worker performance and overall organizational productivity.

RECOMMENDATIONS

In light of the study's results, the subsequent recommendations are proposed to enhance employee performance and improve leadership effectiveness.

Leadership Development Programs

Organizations should put in place structured training programs that emphasize participative and transformative leadership. Organizations can cultivate successful leadership skills by including leadership coaching and mentorship in their professional development plans. These courses will give managers the tools they need to inspire and engage staff, which will improve output.

Employee Engagement Strategies

To increase employee engagement, organizations should set up feedback mechanisms that allow employees to express their thoughts on how effective leadership is. Leaders must encourage open communication in order to establish a culture where employees feel valued and have a voice in decisions. Along with improving morale, this approach will increase overall organizational commitment.

Performance Evaluation Systems

Leadership effectiveness should be evaluated using key performance indicators (KPIs) that measure both employee engagement and business outcomes. Implementing 360-degree feedback systems can provide a comprehensive assessment of leadership impact from multiple perspectives, ensuring a well-rounded evaluation process.

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