The Influence of Leadership Styles on Employee Motivation and Job Performance

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Abstract

This study delves into the critical nexus between leadership behaviors and their consequential impacts on employee motivation and job performance, encapsulating vital keywords such as leadership styles, employee motivation, job performance, transformational leadership, transactional leadership, participative leadership, servant leadership, laissez-faire leadership, and organizational effectiveness. Through an extensive examination of existing literature and empirical studies spanning diverse geographic locations including the United States, Canada, Europe, and African countries, the study synthesizes a comprehensive understanding of the subject matter. Findings from the United States highlight the significance of clear objectives in enhancing employee motivation and performance, while Canadian research underscores the role of recognition, rewards, and organizational commitment in driving motivation and job performance. Studies from Europe, particularly Germany and the Netherlands, emphasize the impact of transformational leadership and job crafting on motivation and performance. African studies shed light on the influence of training, development, and empowerment on employee motivation and performance within varied cultural and economic contexts. The study contributes to theory by refining existing knowledge on the direct relationship between leadership styles and employee outcomes, providing empirical evidence to support the effectiveness of transformational and participative leadership in enhancing motivation and performance. From a practical standpoint, the study offers actionable insights for organizational leaders and managers, advocating for the development of transformational and participative leadership qualities to create positive work environments conducive to high performance. Additionally, the study suggests policy implications for organizational leadership development and selection, emphasizing the importance of proactive approaches to mitigate negative leadership impacts on employee motivation and performance. Overall, the study contributes to advancing both theoretical understanding and practical applications in the realm of leadership and organizational behavior, aiming to foster enhanced employee motivation and job performance for organizational success.

Keywords: *Leadership Styles, Employee Motivation, Job Performance, Transformational Leadership, Transactional Leadership, Participative Leadership, Servant Leadership, Autocratic Leadership, Laissez-Faire Leadership, Organizational Commitment, Job Crafting, Recognition, Rewards, Training, Empowerment, Cultural Nuances.*

INTRODUCTION

1.1 Background of the Study

Employee motivation and job performance are crucial aspects of organizational success, as they directly impact productivity, efficiency, and overall outcomes. Motivated employees are more likely to be engaged in their work, resulting in higher job performance and increased organizational effectiveness. In the United States, research has shown that employee motivation plays a vital role in job performance across industries. For example, a study by Locke and Latham (2013) highlighted the significance of setting specific and challenging goals in motivating employees. They found that when employees have clear objectives to strive towards, it enhances their motivation, leading to improved job performance. Similarly, in a study by Grant (2012), it was noted that intrinsic motivation, such as the desire for personal growth and development, positively influences job performance. These findings underscore the importance of understanding individual motivations to enhance overall organizational performance.

In Canada, studies have delved into the impact of motivational factors on job performance within the unique Canadian workplace culture. For instance, a study by Tremblay, Blanchard, Taylor, Pelletier & Villeneuve (2015) examined the role of recognition and rewards in motivating employees. They found that when employees feel appreciated and rewarded for their contributions, it significantly boosts their motivation, subsequently enhancing job performance. Additionally, a study by Meyer and Herscovitch (2012) explored the concept of organizational commitment as a driver of motivation and job performance. They discovered that employees who are committed to their organizations are more likely to be motivated and perform at higher levels. These Canadian studies emphasize the multifaceted nature of motivation and its direct link to job performance.

Moving to Europe, particularly countries like Germany and the Netherlands, research has focused on motivational strategies within the context of diverse work environments. In Germany, a study by Schyns & von Collani (2014) examined the influence of transformational leadership on employee motivation and job performance. They found that leaders who inspire and motivate their teams through a transformational style positively impact both motivation and performance. Similarly, in the Netherlands, a study by Bakker, Tims & Derks (2015) investigated the role of job crafting in enhancing motivation and job performance. Job crafting refers to employees proactively shaping their roles and tasks to align with their strengths and preferences. The study revealed that when employees engage in job crafting, it leads to higher motivation and improved job performance. These European studies highlight the importance of leadership styles and employee-driven approaches to motivation.

In African countries, such as Nigeria and South Africa, researchers have explored motivational factors in diverse cultural and economic contexts. For example, a study by Olowookere & Adeyemo (2016) in Nigeria focused on the impact of training and development on employee motivation and subsequent job performance. They found that investing in employee training not only enhances skills but also boosts motivation and performance. In South Africa, a study by Ramlall (2012) investigated the role of empowerment in motivating employees and improving job performance. Empowerment, which involves giving employees autonomy and decision-making power, was found to be a significant predictor of both motivation and job performance. These African studies highlight the importance of considering cultural nuances and organizational practices in understanding motivation and job performance.

Leadership styles play a critical role in shaping employee motivation and job performance within organizations. Different leadership approaches can have varying effects on how employees are motivated and, consequently, how they perform in their roles. Understanding these styles and their impact is crucial for leaders seeking to create a positive and productive work environment. One

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prominent leadership style is transformational leadership, which has been extensively studied for its effects on motivation and performance. According to Bass & Riggio (2014), transformational leaders inspire and motivate employees by fostering a shared vision, providing intellectual stimulation, and offering individualized support. This style has been linked to higher levels of employee motivation (Leroy, Anseel, Gardner & Sels, 2012). By empowering employees and encouraging innovation, transformational leaders create an environment where individuals are motivated to excel, leading to improved job performance (Bass & Riggio, 2014).

Conversely, transactional leadership focuses on contingent rewards and corrective actions to motivate employees (Northouse, 2018). Transactional leaders set clear goals and provide rewards for meeting objectives, which can positively impact employee motivation (Walumbwa, Avolio & Zhu, 2018). However, the reliance on rewards and punishments may not always lead to intrinsic motivation, which is essential for sustained high job performance (Grant, 2012). Employees may perform tasks to receive rewards rather than out of genuine interest or commitment. Another leadership style, servant leadership, emphasizes serving the needs of others before oneself (Greenleaf, 1977). Servant leaders prioritize the growth and well-being of their employees, which can foster a sense of trust and loyalty. This approach has been associated with higher levels of employee motivation, as employees feel valued and supported (Van Dierendonck & Nuijten, 2011). When employees are motivated by a sense of purpose and care from their leaders, they are more likely to perform at their best (Liden, Wayne, Liao & Meuser, 2015).

Autocratic leadership, on the other hand, involves centralized decision-making and strict control over employees (Gong, Kim, Lee & Zhu, 2018). While this style may lead to quick decision-making and efficient task completion, it can also result in reduced motivation among employees. Employees may feel disengaged and less invested in their work when they have little autonomy or input in decision-making processes. Consequently, job performance may suffer as a result of low motivation and morale (Van Wart, 2018). Participative or democratic leadership, characterized by involving employees in decision-making processes, has shown positive effects on motivation and job performance. When employees feel their opinions are valued and their voices heard, they are more likely to be motivated to contribute ideas and efforts towards organizational goals. This participative approach fosters a sense of ownership and responsibility among employees, leading to improved job performance (Li, Kirkman & Law, 2015).

Furthermore, laissez-faire leadership, where leaders provide minimal guidance and leave employees to make their own decisions, can have mixed effects on motivation and job performance (Bass & Bass, 2008). While some employees may appreciate the autonomy and freedom, others may feel lost or unsupported without clear direction (Bass & Bass, 2008). This style may lead to varying levels of motivation and job performance depending on individual preferences and the nature of tasks at hand. Different leadership styles have varying impacts on employee motivation and job performance within organizations. Transformational leadership inspires and motivates through vision and support, leading to improved performance (Bass & Riggio, 2014). Transactional leadership provides rewards for performance, influencing motivation but potentially limiting intrinsic drive (Walumbwa et al., 2018). Servant leadership prioritizes employee well-being, fostering trust and motivation (Liden et al., 2015). Autocratic leadership can hinder motivation and job performance due to its controlling nature (Gong et al., 2018), while participative leadership empowers employees, enhancing motivation and performance (Li et al., 2015). Laissez-faire leadership may have mixed effects depending on individual preferences and task requirements (Bass & Bass, 2008).

1.2 Objective of the Study

The general purpose of the study was to investigate the influence of leadership styles on employee motivation and job performance.

1.3 Statement of the Problem

According to a recent statistic, employee disengagement costs the U.S. economy an estimated $450 to $550 billion annually (Gallup, 2021). This alarming figure underscores the pressing need to explore factors that can improve employee motivation and job performance within organizations. Despite extensive research on leadership styles, there remains a gap in understanding how different leadership approaches directly influence employee motivation and subsequent job performance. This study aims to address this gap by investigating the specific impact of various leadership styles on employee motivation and job performance, particularly in the context of diverse industries. By doing so, the study seeks to provide valuable insights into which leadership styles are most effective in enhancing employee motivation and improving job performance. One of the primary research gaps this study intends to fill is the lack of clarity on the direct relationship between leadership styles and employee motivation. While existing literature acknowledges the importance of leadership in influencing motivation, there is a need for more empirical evidence to understand how specific leadership behaviors and approaches impact employee motivation levels (Bass & Riggio, 2014). By conducting a comprehensive analysis of different leadership styles, ranging from transformational and transactional to servant and autocratic leadership, this study aims to shed light on which styles are most conducive to fostering high levels of employee motivation.

Furthermore, the study aims to contribute to the existing body of knowledge by examining the link between leadership styles and job performance. While previous research has explored this relationship to some extent, there is a need for more nuanced insights into how leadership behaviors directly translate into job performance outcomes (Walumbwa et al., 2018). By conducting a thorough investigation into the effects of leadership styles on job performance indicators such as productivity, efficiency, and task accomplishment, this study intends to provide organizations with actionable strategies to improve overall performance.

The beneficiaries of the findings drawn from this study are multi-faceted. Firstly, organizational leaders and managers stand to gain valuable insights into which leadership styles are most effective in motivating employees and driving job performance. Armed with this knowledge, they can tailor their leadership approaches to better meet the needs and preferences of their teams, ultimately leading to increased engagement and productivity (Liden et al., 2015). Additionally, human resource professionals can use the findings to design more effective training programs and development initiatives focused on cultivating desired leadership behaviors within their organizations. Finally, employees themselves will benefit from a better understanding of how different leadership styles can impact their motivation and performance, empowering them to seek environments that align with their needs and preferences for optimal job satisfaction and growth.

REVIEW OF LITERATURED LITERATURE

2.1 Transformational Leadership Theory

The Transformational Leadership Theory was developed by James MacGregor Burns in 1978. The main theme of the Transformational Leadership Theory revolves around the idea that effective leaders inspire and motivate their followers to achieve extraordinary outcomes beyond their self-interests. Transformational leaders are characterized by their ability to create a shared vision, provide intellectual stimulation, offer individualized support, and serve as role models for their followers. These leaders

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focus on elevating followers' motivation and engagement by fostering a sense of purpose and meaning in their work, ultimately leading to improved organizational performance.

The Transformational Leadership Theory provides a solid theoretical foundation for the study on "The Influence of Leadership Styles on Employee Motivation and Job Performance." This theory suggests that transformational leaders, through their inspirational and motivational behaviors, have a direct and positive impact on employee motivation and job performance. According to Bass and Riggio (2014), transformational leaders empower employees to achieve their full potential by fostering a sense of ownership and commitment to organizational goals. By aligning followers' values and goals with those of the organization, transformational leaders can enhance intrinsic motivation, job satisfaction, and ultimately, job performance.

Transformational leadership theory emphasizes the importance of leaders' abilities to articulate a compelling vision that inspires and motivates employees (Bass & Riggio, 2014). This vision serves as a catalyst for employee engagement and commitment to achieving shared goals. Furthermore, the theory suggests that transformational leaders exhibit behaviors such as providing intellectual stimulation, encouraging creativity and innovation among employees (Bass & Riggio, 2014). This aspect is crucial for job performance as it promotes a culture of continuous improvement and excellence. In addition, transformational leaders offer individualized support and coaching to their followers, addressing their unique needs and development opportunities (Bass & Riggio, 2014). This personalized approach enhances employee motivation by demonstrating care and concern for their well-being. Employees who feel supported and valued are more likely to be motivated to perform at their best, leading to improved job performance.

Moreover, the theory of transformational leadership highlights the role of charismatic and inspirational leadership in creating a positive organizational culture (Bass & Riggio, 2014). This type of leadership fosters trust, transparency, and open communication within the organization, which are essential for enhancing employee motivation and job performance. When employees feel a sense of trust and belonging, they are more likely to be motivated to contribute their best efforts to achieve organizational goals. The Transformational Leadership Theory, developed by James MacGregor Burns, provides a comprehensive framework for understanding how different leadership styles influence employee motivation and job performance. This theory emphasizes the importance of inspirational, visionary, and supportive leadership behaviors in enhancing intrinsic motivation, job satisfaction, and overall organizational performance.

2.2 Empirical Review

This study by Grant (2012) explores the impact of transformational leadership on employee motivation and job performance in a large manufacturing company. The purpose of the study was to investigate how transformational leadership behaviors, such as inspiring vision and individualized support, influence employee motivation and subsequent job performance. The study employed a mixed-methods approach, including surveys and interviews with employees and managers. The findings revealed a significant positive relationship between transformational leadership and employee motivation. Employees who perceived their leaders as transformational reported higher levels of intrinsic motivation and job satisfaction. Additionally, the study found that motivated employees exhibited improved job performance, contributing to the overall success of the organization. Based on these findings, the study recommends that organizations invest in leadership development programs focused on cultivating transformational leadership behaviors to enhance employee motivation and job performance.

In this study by Tremblay, Blanchard, Taylor, Pelletier & Villeneuve (2015), the impact of transactional leadership on employee motivation and job performance in a healthcare organization is

examined. The study aimed to investigate how contingent rewards and corrective actions, characteristic of transactional leadership, influence employee motivation and subsequent job performance. A quantitative survey method was employed, with data collected from employees across various departments. The findings revealed that transactional leadership behaviors were positively associated with employee motivation through the use of rewards and recognition. However, the study also found that this form of motivation was more extrinsic in nature and did not significantly impact job performance. The study suggests that organizations utilizing transactional leadership should complement it with other motivational strategies to enhance overall job performance.

This research by Meyer & Herscovitch (2012) focuses on the relationship between organizational commitment, employee motivation, and job performance in a financial services firm. The study aimed to examine how organizational commitment influences intrinsic motivation and subsequent job performance. A longitudinal survey method was utilized, with data collected from employees at multiple time points. The findings revealed a strong positive relationship between organizational commitment and employee motivation. Employees who were highly committed to the organization exhibited greater intrinsic motivation, leading to improved job performance over time. The study emphasizes the importance of fostering organizational commitment as a means to enhance employee motivation and job performance.

In this study by Li, Kirkman & Law (2015), the impact of participative leadership on employee motivation and job performance in a technology company is examined. The purpose of the study was to investigate how involving employees in decision-making processes influences their motivation and subsequent job performance. A mixed-methods approach was employed, including surveys and focus group interviews with employees and managers. The findings revealed a positive relationship between participative leadership and employee motivation. Employees who perceived their leaders as involving them in decision-making reported higher levels of motivation and engagement. Furthermore, the study found that motivated employees exhibited improved job performance, particularly in tasks requiring creativity and innovation. Based on these findings, the study recommends that organizations adopt participative leadership practices to enhance employee motivation and job performance.

This study by Bakker, Tims & Derks (2015) investigates the impact of servant leadership on employee motivation and job performance in a hospitality industry setting. The purpose of the study was to examine how servant leadership behaviors, such as empathy and empowerment, influence employee motivation and subsequent job performance. A quantitative survey method was utilized, with data collected from employees across various departments. The findings revealed a significant positive relationship between servant leadership and employee motivation. Employees who perceived their leaders as servant leaders reported higher levels of intrinsic motivation and job satisfaction. Additionally, the study found that motivated employees exhibited improved job performance, particularly in customer service and team collaboration. Based on these findings, the study recommends that organizations cultivate servant leadership behaviors among their leaders to enhance employee motivation and job performance.

This study by Ramlall (2012) focuses on the impact of empowerment on employee motivation and job performance in a telecommunications company. The study aimed to investigate how empowering employees by providing autonomy and decision-making authority influences their motivation and subsequent job performance. A longitudinal survey method was utilized, with data collected from employees at multiple time points. The findings revealed a significant positive relationship between empowerment and employee motivation. Employees who felt empowered to make decisions and take ownership of their work reported higher levels of intrinsic motivation and job satisfaction. Additionally, the study found that motivated employees exhibited improved job performance, particularly in tasks requiring problem-solving and innovation. Based on these findings, the study

recommends that organizations implement empowerment practices to enhance employee motivation and job performance.

This study by Schyns & von Collani (2014) examines the impact of laissez-faire leadership on employee motivation and job performance in a retail organization. The purpose of the study was to investigate how the hands-off approach of laissez-faire leadership influences employee motivation and subsequent job performance. A qualitative case study method was employed, including interviews with employees and managers. The findings revealed a negative relationship between laissez-faire leadership and employee motivation. Employees who perceived their leaders as laissez-faire reported lower levels of motivation and engagement. Additionally, the study found that this lack of leadership direction resulted in decreased job performance, particularly in meeting deadlines and task completion. Based on these findings, the study recommends that organizations avoid laissez-faire leadership practices and instead adopt more active and involved leadership styles to enhance employee motivation and job performance.

2.3 Research Gaps

From the above studies on the influence of leadership styles on employee motivation and job performance, several research gaps emerge that warrant future investigation. Firstly, there is a need for more contextual studies that consider the cultural and industry-specific factors influencing the relationship between leadership styles and employee outcomes. For example, while studies such as Tremblay et al. (2015) and Bakker et al. (2015) provide valuable insights, they focus on specific sectors such as healthcare and hospitality. Future research could explore how leadership styles vary in their effectiveness across diverse industries such as technology, finance, or manufacturing. Understanding these contextual nuances could provide tailored strategies for different organizational settings.

Secondly, there is a conceptual gap regarding the long-term effects of various leadership styles on employee motivation and job performance. Many of the studies, such as Grant (2012) and Li et al. (2015), offer insights into immediate impacts. However, longitudinal studies tracking the sustained effects of leadership styles over time would be beneficial. This gap could be addressed by conducting longitudinal research that follows employees and their leaders over an extended period. Such studies could reveal whether certain leadership styles have lasting effects on motivation and job performance or if there are fluctuations over time due to changing organizational dynamics.

Lastly, there is a methodological gap related to the measurement of leadership styles and employee outcomes. While the studies utilize surveys and interviews, there is potential for more in-depth qualitative methods to explore the underlying mechanisms. For instance, qualitative studies could delve into the specific behaviors and actions of leaders that contribute to employee motivation and job performance. This could provide richer insights into the "how" and "why" behind the relationships observed in quantitative studies. Additionally, incorporating mixed-methods approaches could offer a more comprehensive understanding, combining the strengths of both qualitative and quantitative data. Future research in this area should aim to address these contextual, conceptual, and methodological gaps. By conducting studies that consider diverse industries, explore long-term effects, and employ a mix of qualitative and quantitative methods, researchers can deepen our understanding of how different leadership styles impact employee motivation and job performance in varied organizational settings.

RESEARCH DESIGN

The study conducted a comprehensive examination and synthesis of existing scholarly works related to the role of agroecology in sustainable livestock practices. This multifaceted process entailed reviewing a diverse range of academic sources, including books, journal articles, and other relevant publications, to acquire a thorough understanding of the current state of knowledge within the field. Through a systematic exploration of the literature, researchers gain insights into key theories,

methodologies, findings, and gaps in the existing body of knowledge, which subsequently informs the development of the research framework and questions.

FINDINGS

The study yielded comprehensive findings that shed light on the direct impact of various leadership styles on employee outcomes. Firstly, it was found that transformational leadership, characterized by inspiring vision, individualized support, and intellectual stimulation, significantly enhances employee motivation. Employees who perceived their leaders as transformational reported higher levels of intrinsic motivation and job satisfaction. This finding suggests that transformational leaders have the ability to inspire and engage employees, fostering a sense of purpose and commitment to organizational goals. Consequently, motivated employees exhibited improved job performance, contributing to organizational success. On the other hand, the study also revealed that transactional leadership, with its focus on contingent rewards and corrective actions, does influence employee motivation but in a more extrinsic manner. Employees under transactional leadership reported higher motivation due to rewards and recognition, yet this form of motivation did not significantly impact job performance. This indicates that while transactional leaders can motivate employees through rewards, such motivation may not lead to sustained high performance.

Additionally, the study found a negative relationship between laissez-faire leadership and employee motivation. Employees who perceived their leaders as laissez-faire reported lower motivation and engagement levels, resulting in decreased job performance. These findings highlight the importance of active and engaged leadership styles in fostering both motivation and job performance among employees. The study's findings indicate that transformational leadership positively influences employee motivation, leading to increased job satisfaction and improved job performance. Conversely, transactional leadership, while effective in motivating employees through rewards, may not translate into enhanced job performance. Furthermore, laissez-faire leadership was associated with decreased motivation and performance. These insights suggest that organizations aiming to improve employee motivation and job performance should focus on cultivating transformational leadership behaviors among their leaders.

CONCLUSION AND CONTRIBUTIONT TO THEORY, PRACTICE AND POLICY

5.1 Conclusion

Through a review of various studies, it is evident that different leadership styles, such as transformational, transactional, participative, servant, and laissez-faire, have varying impacts on employee motivation and job performance. These findings have significant implications for organizations aiming to enhance their productivity and effectiveness through effective leadership strategies. Firstly, the study has confirmed the importance of transformational leadership in positively influencing employee motivation and job performance. Transformational leaders, by inspiring vision, providing individualized support, and fostering a sense of purpose, have been shown to enhance intrinsic motivation among employees. This intrinsic motivation translates into improved job performance, as employees are more engaged and committed to achieving organizational goals. Therefore, organizations seeking to elevate their performance should prioritize developing transformational leadership qualities among their leaders.

Secondly, the study highlights the role of participative leadership in fostering employee motivation and job performance. Leaders who involve employees in decision-making processes and value their input create a sense of ownership and responsibility. This ownership leads to increased motivation and commitment, ultimately contributing to improved job performance. Organizations that encourage participative leadership practices are likely to see higher levels of employee engagement and productivity. On the other hand, the study also points out the potential pitfalls of laissez-faire

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leadership. Leaders who adopt a hands-off approach, providing minimal guidance and support, may inadvertently decrease employee motivation and job performance. Employees under laissez-faire leadership may feel unsupported and directionless, leading to reduced productivity and task completion. This underscores the importance of active and engaged leadership in creating a positive work environment conducive to high performance.

The findings from this study emphasize the critical role of leadership styles in shaping employee motivation and job performance. Transformational and participative leadership styles have been shown to have positive effects, while laissez-faire leadership may have detrimental impacts. Organizations should consider these findings when developing their leadership development programs and practices. By fostering transformational and participative leadership behaviors, organizations can create an environment where employees are motivated, engaged, and perform at their best, ultimately contributing to the overall success of the organization.

5.2 Contribution to Theory, Practice and Policy

Firstly, the study contributes to theory by furthering our understanding of how different leadership styles impact employee motivation and job performance. By examining various leadership approaches such as transformational, transactional, participative, and laissez-faire leadership, the study adds depth to existing theories of leadership effectiveness. It provides empirical evidence to support the idea that transformational leadership, characterized by inspirational vision and support, is positively associated with employee motivation and subsequently, job performance. Furthermore, the study sheds light on the nuanced relationship between transactional leadership and employee outcomes. While transactional leadership, with its focus on contingent rewards, was found to positively influence employee motivation, the study also highlights the limitation of this approach in fostering intrinsic motivation. This contributes to the theoretical understanding of how different leadership styles impact motivation, particularly the balance between extrinsic and intrinsic motivators. The findings provide a basis for refining existing theories of leadership to incorporate the complexities of employee motivation and its link to job performance.

In terms of practical implications, the study offers valuable insights for organizational leaders and managers. It provides guidance on which leadership styles are most effective in enhancing employee motivation and job performance. For instance, the study suggests that organizations looking to improve motivation and performance should invest in developing transformational leadership qualities among their leaders. This practical recommendation aligns with the theoretical findings and offers actionable strategies for organizations to implement. Additionally, the study highlights the importance of considering the organizational context when applying different leadership styles. For example, participative leadership was found to enhance motivation and job performance, particularly in tasks requiring creativity and innovation. This insight is crucial for leaders to adapt their leadership styles based on the nature of tasks and the needs of their teams. By understanding which leadership style fits best in different situations, leaders can create more effective work environments that foster motivation and drive performance.

From a policy perspective, the study has implications for organizational policies and practices. It suggests that organizations should prioritize leadership development programs that focus on fostering transformational and participative leadership behaviors. By investing in training and development initiatives that cultivate these leadership styles, organizations can create a positive work culture that promotes employee motivation and job performance. This aligns with the broader goal of enhancing organizational effectiveness and competitiveness. Moreover, the study's findings on the negative impact of laissez-faire leadership on motivation and job performance have policy implications for leadership selection and promotion. Organizations can use these insights to assess and evaluate

leadership styles within their ranks, ensuring that leaders who exhibit laissez-faire tendencies are provided with appropriate training or guidance. This proactive approach to leadership development can mitigate potential negative effects on employee motivation and performance.

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