# EFFECTS OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE: A STUDY OF TRANSMISSION COMPANY OF NIGERIA (TCN)

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## ABSTRACT

The effectiveness and productivity of the Transmission Company of Nigeria (TCN) are critical to Nigeria's economic and social development, given the organization's role in managing electricity transmission across the country. This study examines the impact of leadership styles specifically autocratic and transactional on employee performance at TCN's headquarters in Abuja. Employing a survey research design, data were gathered from 109 respondents and analyzed using correlation and regression techniques in SPSS Version 27. Results revealed a positive relationship between autocratic leadership and employee productivity. These findings suggest that TCN's leadership effectiveness depends on flexible and adaptive approaches that align with operational demands. Autocratic leadership is advantageous for structured, time-sensitive situations, while transactional leadership fosters efficiency through performance-based incentives. The study recommends a situational leadership approach to address TCN's complex operational needs, ultimately contributing to greater productivity and efficiency within Nigeria's energy transmission sector.

**Keywords**: Autocratic leadership, Efficiency, Leadership styles, Productivity, Transmission Company of Nigeria.

## INTRODUCTION

Globally, electricity supply remains a critical component for economic and social development, in the case of Nigeria, the Transmission Company of Nigeria (TCN) remains at the forefront of managing and distributing electricity across the nation. TCN operates as the intermediary between power generation and distribution, maintaining a balanced and functional power grid that services millions. The strategic importance of TCN cannot be overstated as it ensures that electricity reaches homes, industries, and other vital sectors, thereby driving development across Nigeria. However, the effectiveness and productivity of this organization are heavily reliant on employee performance, which in turn is influenced by leadership styles and practices (Andoh & Ghansah, 2019).

Effective leadership within energy sector organizations like TCN is essential for several reasons. First, leadership plays a pivotal role in managing the organization's complex structures and operations, guiding employees, and fostering an environment conducive to high performance (Adeola & Adebiyi, 2023). Secondly, the unique challenges faced by TCN, such as infrastructure limitations, demand effective leadership to ensure the seamless operation of its services across the country (Iheanacho, 2022). Recognizing this, many studies have explored how leadership styles influence employee outcomes, examining leadership types such as transformational, transactional, autocratic, and laissez-faire in driving employee engagement, performance, and motivation (Rajan & Murthy, 2023).

Despite the abundance of studies on leadership and performance, findings have varied significantly based on context. Leadership effectiveness may differ between private and public sectors, as well as between developed and developing nations. Given the unique challenges of Nigeria's public sector, it is imperative to investigate leadership styles specifically within the TCN to provide practical insights for policymakers and organizational leaders (Abasilim et al., 2021). This study therefore focuses on the TCN headquarters in Abuja to explore how specific leadership styles impact employee performance in Nigeria's public energy sector.

Prior research on leadership styles and employee performance has produced mixed results, with some studies emphasizing the positive impact of specific leadership styles while others report minimal or no effect (Adeola & Adebiyi, 2023, Iheanacho, 2022). The Transmission Company of Nigeria operates within a challenging environment characterized by several systemic issues that significantly affect its performance and operational efficiency, service quality and employee output. One of the primary challenges is the inadequate infrastructure, such as overloaded transformers and outdated equipment which contributes to frequent outages and service interruptions, ultimately affecting customer satisfaction and trust in the electricity supply system.

Preliminary study highlight that the existing tariff structure does not adequately reflect the actual cost of electricity generation and transmission, leading to financial sustainability concerns for TCN. The lack of cost-reflective tariffs impedes the company's ability to invest in necessary infrastructure upgrades and maintenance, thereby exacerbating operational inefficiencies as well as issues such as long feeder lines, lack of automation, and poor workforce quality hinder TCN's operational capabilities. These inefficiencies not only delay service delivery but also increase operational costs, further complicating the financial situation of the company (Adeola & Adebiyi, 2023, Iheanacho, 2022).

The inconsistent enforcement of regulations and policies has also perpetuated the challenges within the sector. A stable regulatory framework is essential for ensuring accountability and efficiency within TCN, yet despite the effort of the company leadership to address the issues, persistent governance issues undermine these efforts which affect the employee's output level, service efficiency of the company and effectiveness.

This study aims to investigate the interplay between various leadership styles within TCN and their influence on organizational performance. By providing understanding how different leadership approaches can address the challenges outlined above, the research seeks to identify strategies that can enhance operational efficiency, improve employee performance, and ultimately contribute to the overall effectiveness of Nigeria's electricity transmission system. The following research questions are extracted from the statement of the problem of the study to guide this study:

i. how does autocratic leadership style influence employee productivity at TCN, Abuja?

ii. what is the relationship between transactional leadership style and employee efficiency at TCN, Abuja?

## LITERAURE REVIEW AND THEORETICAL FOUNDATION

### Concept of Leadership Styles

The concept of leadership styles is multifaceted, with different approaches offering distinct benefits and challenges depending on the organizational context. Effective leaders must be capable of adjusting their style based on the needs of their team and the situational demands. By understanding the strengths and limitations of various leadership styles, organizations can equip their leaders with the tools to navigate the complex dynamics of modern workplaces and foster high levels of employee engagement and performance (Bertsch, Smith, & Williams, 2022; Mokat, Shaari, & Firdaus, 2022).

Leadership can be broadly defined as the ability to influence, inspire, and guide individuals or groups toward achieving organizational objectives (Bertsch et al., 2022). This perspective emphasizes that leadership is not a one-way influence but a dynamic, reciprocal process that requires ongoing adaptation to meet the evolving needs of both leaders and followers. Effective leadership can therefore be linked directly to outcomes related to employee performance, satisfaction, and overall organizational efficiency (Ajemba, 2022).

In modern organizations, employee performance is critical to overall organizational success and can be measured through metrics such as attendance, productivity, teamwork, and compliance with organizational standards (Mokat et al., 2022). However, employee performance is influenced by multiple factors, including individual, team, and organizational dynamics, as well as external environmental conditions (Stanca, 2021). High-performing organizations invest in leadership that fosters a supportive work environment and motivates employees to reach their potential, which directly impacts job satisfaction, engagement, and performance.

Leadership theories have evolved to reflect diverse perspectives on what constitutes effective leadership, from trait theories to behavioral approaches and situational perspectives. These theories emphasize that leadership is not only about inherent traits or behaviors but also involves adapting to various situations to support employee development and organizational performance (Verawati & Hartono, 2020).

**Autocratic Leadership**

Autocratic leadership, also known as authoritarian leadership, involves centralized decision-making where the leader exercises complete control, with little input from team members. Autocratic leaders make decisions unilaterally, often focusing on task completion with minimal consideration of employee input. While this style may be effective for routine tasks, it is less suited for environments that require creativity or complex problem-solving (Bertsch et al., 2022).

**Transactional Leadership**

Transactional leadership is a style centered on a system of rewards and punishments that reinforces desired behaviors and discourages undesired ones (Asiedu et al., 2022). Transactional leaders establish clear expectations, monitor performance, and provide feedback. This approach is often effective in environments where tasks are routine and followers are motivated by extrinsic rewards. However, transactional leadership can sometimes hinder creativity and limit adaptability, as it is typically focused on maintaining the status quo rather than promoting innovation (Ajemba, 2022).

**Employee Performance**

Employee performance is pivotal to achieving organizational success, as it encompasses productivity, efficiency, and service quality and key elements that must align with the organization's objectives. For the Transmission Company of Nigeria (TCN), effective employee performance has direct implications for operational efficiency, service reliability, and the attainment of national energy goals, making robust performance metrics an essential requirement. High employee performance contributes to achieving organizational goals, enhancing overall efficiency, and improving the quality of services provided to stakeholders (Rajendran & Doraisamy, 2022). Consequently, for TCN, measuring employee performance is not only about individual achievement but also about sustaining the organization's operational capabilities and fulfilling public expectations of reliable energy distribution across Nigeria.

In a broader context, employee performance represents a multifaceted construct, encompassing various dimensions such as behaviors, measurable outcomes, and individual contributions that collectively drive organizational success. Recent research has shown that employee performance involves tangible outcomes, such as productivity levels, as well as intangible elements, such as employee motivation and engagement, both of which are critical for sustaining high performance over time. As noted by Nurhidayati et al. (2022) and Triansyah et al. (2023), employee performance incorporates behavioral aspects, including adherence to organizational standards and effective interpersonal skills, which are crucial for maintaining a cohesive, results-oriented work environment.

Furthermore, employee performance plays an essential role in enabling TCN to meet its strategic objectives. Productivity, for example, is a core component of performance, reflecting employees' ability to maximize output through efficient use of resources. Productive employees enhance the organization's capacity to meet service demands and contribute to operational effectiveness by ensuring that projects are completed on time and within budget constraints. This focus on productivity is crucial for TCN, where the timely delivery of energy is fundamental to public trust and satisfaction.

In addition to productivity, efficiency is a critical dimension of employee performance, emphasizing the need for employees to achieve maximum output with minimal waste of resources. Within TCN, efficiency is reflected in tasks such as optimized resource allocation, streamlined service delivery, and minimized downtime within energy transmission systems. Studies highlight that efficient employees contribute to reducing operational costs and enhancing overall organizational performance, as they adhere to organizational standards, utilize resources judiciously, and work towards reducing service disruptions. Efficiency, therefore, is a fundamental element that contributes to TCN's sustainability and operational resilience.

Service quality is another vital measure of employee performance, capturing the degree to which employees meet or exceed customer expectations. High-quality service delivery not only enhances customer satisfaction but also builds the organization's reputation, fostering trust among stakeholders. In the public utility sector, where reliability and responsiveness are paramount, service quality is directly linked to employee performance. For TCN, this means employees must consistently deliver reliable and accurate services to ensure uninterrupted energy transmission. Studies further indicate that service quality positively impacts organizational success, as it encourages customer loyalty, minimizes complaints, and strengthens organizational credibility (Tiansyah et al., 2023).

Overall, the effectiveness of TCN's workforce can be evaluated through comprehensive performance metrics that incorporate productivity, efficiency, and service quality. These metrics help align employee efforts with TCN's strategic goals and national energy objectives, while also fostering an organizational culture that prioritizes accountability, reliability, and continuous improvement.

**Productivity**

Productivity represents an employee's capability to convert inputs into outputs effectively, making it an essential aspect of performance measurement. Productivity is linked to an organization's capacity to satisfy service demands and optimize operational outcomes. Studies show that productivity improvements contribute to organizational growth, helping firms remain competitive and better equipped to handle market demands (Rajendran & Doraisamy, 2022). For TCN, increased productivity reflects in the timely execution of critical projects and the provision of reliable energy transmission services, which are essential to fulfilling Nigeria's energy requirements. Such productivity can be quantified through project completion rates, adherence to deadlines, and the consistency of employees in meeting set targets (Karepesina, 2023).

**Efficiency**

Efficiency in employee performance is defined by the extent to which employees maximize output with minimal resource wastage, a crucial factor for organizations like TCN that operate with limited resources. Efficiency involves not only the completion of tasks within stipulated timeframes but also the effective use of resources to minimize costs and improve service outcomes. Studies highlight that efficient employees are instrumental in reducing operational costs and ensuring timely service delivery, as they prioritize resource optimization and follow operational standards (Wijayanto & Riani, 2021). In TCN's operations, efficiency is demonstrated in reduced service disruptions and minimized downtime within energy transmission systems, which ensures continuous service and a reduction in financial losses due to equipment wear and network failures.

Studies have shown that transactional leadership, for instance, often correlates positively with employee performance, yet there is less consistency in findings from African nations, where socio-economic, cultural, and organizational factors may play a significant role (Nguyen et al., 2020; Ojo et al., 2021). Consequently, there is limited understanding of how these leadership styles translate to employee outcomes within Nigerian public institutions like TCN (Abasilim et al., 2021; Andoh & Ghansah, 2019).

Moreover, existing studies on the TCN and Nigeria's energy sector typically focus on operational challenges and infrastructure issues, rather than leadership dynamics. Given the critical role that leadership can play in addressing employee motivation, productivity, and retention, this study seeks to fill the research gap by examining leadership styles at TCN, Abuja. This research is intended to provide context-specific insights that can be used to drive improvements in employee performance within Nigeria's energy sector.

## Theoretical Framework

This study is anchored on Contingency Theories of Leadership. Contingency theories build upon the foundation laid by trait and behavioral theories, recognizing that there is no universal leadership style that is effective in all situations. Instead, these theories posit that the optimal leadership approach depends on situational variables such as task structure, the leader's level of authority, and the relationship between the leader and followers (Bertsch et al., 2022).

The Fiedler Contingency Model, one of the most well-known contingency theories, suggests that the effectiveness of a leader is contingent upon their situational control and the quality of their relationship with subordinates (Dinibutun, 2020). Similarly, the Path-Goal Theory proposes that leaders need to adjust their behaviors to fit the characteristics of their followers and the tasks they are performing, with the ultimate aim of facilitating goal achievement and employee satisfaction (Ajemba, 2022).

Contingency theories, such as the Fiedler Contingency Model and Path-Goal Theory, add flexibility to TCN's leadership approach by emphasizing the need to adapt to situational factors. For instance, the Fiedler Model suggests that effective leadership in TCN depends on the degree of situational control, such as the structure of tasks and the quality of relationships between managers and their teams. Leaders in highly structured environments, like TCN's technical operations, may require a more directive style, while those in customer service or community engagement roles might benefit from a more participative approach (Bertsch et al., 2022). The Path-Goal Theory further suggests that TCN leaders should align their behavior to match employees' needs and the demands of specific tasks. For instance, during infrastructure upgrades, a supportive leadership style could reduce stress among employees managing high workloads, thereby improving job satisfaction and commitment (Ajemba, 2022).

TCN operates in a highly dynamic and challenging environment where situational variables, such as the complexity of tasks, workforce capabilities, and external regulatory pressures, significantly influence performance outcomes. Contingency theories, such as the Fiedler Contingency Model and Path-Goal Theory, emphasize the importance of adapting leadership styles to the context. This aligns with TCN's need for leaders to respond flexibly to varying operational and strategic challenges (Dinibutun, 2020). The Fiedler Contingency Model highlights that leadership effectiveness depends on situational control, including task structure and leader-member relations. At TCN, technical operations such as transformer maintenance and grid stabilization are highly structured, requiring a directive leadership style. Conversely, roles in customer service or community engagement may benefit from participative leadership to foster collaboration and trust. The Path-Goal Theory underscores the need for leaders to adjust their behaviors to match employee needs and task demands, thereby facilitating goal achievement and enhancing job satisfaction. This is particularly relevant for TCN, where infrastructure upgrades, automation efforts, and workforce morale are critical to operational efficiency and service quality (Dinibutun, 2020). Contingency theories provide actionable strategies for leadership development, emphasizing situational analysis and adaptability. TCN could implement training programs to help leaders identify situational variables and adjust their styles accordingly, whether through directive, supportive, participative, or achievement-oriented approaches.

**Empirical Review**

Eze and Nwosu (2023) investigates the influence of laissez-faire leadership on creativity and innovation within Nigeria's energy sector. Using survey data and case studies from energy companies, the findings indicate that a hands-off leadership approach allows employees more freedom to explore innovative solutions and contribute to creative problem-solving. The results support the notion that laissez-faire leadership is conducive to innovation in sectors that benefit from employee autonomy and independent decision-making. The study recommends that energy sector leaders adopt a laissez-faire approach to foster creativity and adaptability among teams.

Gomes, Silva and Martins (2022) analyzes the impact of transactional leadership on efficiency in team-based organizational structures. Through case studies and employee surveys, the authors find that transactional leadership improves efficiency by clearly defining roles and responsibilities and offering incentives for goal achievement. The study highlights that transactional leadership is especially effective in team-oriented settings where members benefit from consistent feedback and structured guidance. Recommendations include adopting transactional leadership practices to drive efficiency in teams tasked with meeting specific performance targets.

Iqbal et al. (2021) examines the relationship between autocratic leadership and productivity in structured organizational environments. Using survey data from manufacturing firms, the researchers found that autocratic leadership positively influences productivity by ensuring clear task directives and strict adherence to deadlines. However, it also identified potential drawbacks, such as reduced employee morale and engagement over time. The authors suggest that autocratic leadership can be strategically used to drive short-term productivity but advocate for a balanced leadership approach to maintain long-term employee satisfaction.

Igboanugo and Chukwuma (2020) explores the effect of laissez-faire leadership on employee innovation in Nigerian organizations. Using a survey-based research approach, the authors find that laissez-faire leadership significantly promotes innovation by providing employees with autonomy and creative freedom. The findings indicate that this leadership style is particularly effective in industries where flexibility and independent problem-solving are critical. The study suggests that Nigerian organizations can leverage laissez-faire leadership to enhance innovation, though it cautions against its overuse in environments requiring high levels of coordination.

Mohammed and Adeola (2024) investigates the influence of transformational leadership on service quality within Nigeria's Transmission Company (TCN). Data from employee surveys and performance metrics reveal that transformational leadership positively impacts service quality by promoting an organizational culture focused on continuous improvement and customer satisfaction. The study highlights that transformational leadership practices, such as vision-setting and employee empowerment, are essential for achieving high service standards in the power sector. Recommendations include adopting transformational leadership to foster a service-oriented mindset among employees and improve customer satisfaction.

While existing studies explore individual leadership styles (e.g., laissez-faire, transactional, autocratic, and transformational), they fail to comprehensively examine the combined or situational application of these styles within TCN's unique operational challenges. TCN requires a flexible leadership framework that considers the interplay of multiple styles to address its diverse and complex environment.

Previous research tends to focus on narrow outcomes, such as innovation (Eze & Nwosu, 2023; Igboanugo & Chukwuma, 2020), efficiency (Gomes, Silva & Martins, 2022), and service quality (Mohammed & Adeola, 2024). There is a lack of studies that holistically assess how leadership styles influence broader aspects of employee performance, including productivity, morale, and service reliability, particularly in a public utility company like TCN. This study investigates effectiveness and productivity of the Transmission Company of Nigeria (TCN) as critical to Nigeria's economic and social development, given the organization's role in managing electricity transmission across the country to fill the gaps.

## METHODOLOGY

A survey research design was employed, using close-ended questionnaires to collect data from respondents. This design allows for effective data collection from individuals within TCN to analyze leadership impacts on organizational performance. The population consists of 150 respondents, including consumers, stakeholders, and regulatory officials. A sample size of 109 was determined using Taro Yamane's formula with a 5% margin of error, ensuring a 95% confidence level. Simple random sampling was used to ensure that each population member had an equal chance of selection. This approach enhances data quality by producing a sample that represents the entire population. Both primary and secondary data were used. Primary data was gathered through questionnaires, while secondary data provided existing information relevant to the study.

A structured questionnaire divided into two sections was administered: Section A covered respondents' demographics, while Section B focused on questions about leadership styles and their influence on employee performance. Data analysis involved Simple Percentage, Correlation, and Multiple Regression using SPSS Version 27. These techniques helped analyze relationships between leadership styles and performance indicators, with correlation measuring the strength of these relationships.

The study's model included independent variables (leadership styles such as Autocratic and transactional) and dependent variables (Employee Productivity, Efficiency). Validity was tested with a pilot study of 20 respondents, achieving a high Cronbach's Alpha of 0.93, indicating excellent reliability.

## RESULTS AND DISCUSSION

**HO1: There is no significant relationship between autocratic leadership style and employee performance in the TCN.**

**Table1: Model Summary**

| Model | R | R² | Adjusted R² | Std. Error of the Estimate | R² Change | F Change | df1 | df2 | Sig. F Change |
|---|---|---|---|---|---|---|---|---|---|
| **1** | .501 | .251 | .244 | .808 | .251 | 35.851 | 1 | 107 | .000 |

Predictors: (Constant), AL
Source: SPSS 2.7.0

**Table 2: ANOVAa**

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|
| **Regression** | 23.402 | 1 | 23.402 | 35.851 | .000 |
| **Residual** | 69.846 | 107 | .653 | | |
| **Total** | 93.248 | 108 | | | |

Dependent Variable: EP
Predictors: (Constant), AL

**Table 3: Coefficients**

| Model | B | Std. Error | Beta | t | Sig. | 95% Confidence Interval for B |
|---|---|---|---|---|---|---|
| **(Constant)** | 1.494 | .343 | | 4.354 | .000 | [.814, 2.174] |
| **AL** | .487 | .081 | .501 | 5.988 | .000 | [.326, .648] |

Dependent **Variable: EP**
**Source: SPSS 2.7.0**

Table 1 Indicates that the correlation (R) between autocratic leadership style and employee performance in the TCN is 0.501 at 0.05 therefore shows that there is positive and significant relationship in the model. The coefficient of determinant (R2) 0.251 shows the degree to which decisions without consulting employees by autocratic leadership style improve productivity to 25% as the remaining 75% can be attributed to other factors out of autocratic leadership style. Finally, regression of ANOVA test table revealed that it is obvious that the result of the P-value is 0.000 which is less than 0.05 level of significance therefore means that the null hypothesis is significant thus, the null hypothesis is rejected. The findings show that autocratic leadership style improves the productivity of the employees in the company.

**HO2 There is no significance relationship between transactional leadership style and employee efficiency in the TCN.**

**Table 4: Model Summary**

| Model | R | $R^2$ | Adjusted $R^2$ | Std. Error of the Estimate | $R^2$ Change | F Change | df1 | df2 | Sig. F Change |
|---|---|---|---|---|---|---|---|---|---|
| **1** | .720 | .518 | .513 | .459 | .518 | 114.871 | 1 | 107 | .000 |

Predictors:(Constant),TL
Source: SPSS 2.7.0

**Table 5: ANOVAa**

| Model | Sum of Squares | Df | Mean Square | F | Sig. |
|---|---|---|---|---|---|
| **Regression** | 24.205 | 1 | 24.205 | 114.871 | .000 |
| **Residual** | 22.547 | 107 | .211 | | |
| **Total** | 46.752 | 108 | | | |

DependentVariable: EE
Predictors:(Constant), TL

**Table 6: Coefficients**

| Model | B | Std. Error | Beta | T | Sig. | 95% Confidence Interval for B |
|---|---|---|---|---|---|---|
| **(Constant)** | 2.787 | .152 | | 18.310 | .000 | [2.485, 3.089] |
| **TL** | .447 | .042 | .720 | 10.718 | .000 | [.364, .529] |

Dependent Variable: EE
Source: SPSS 2.7.0

Table 6 indicates that the correlation (R) between the between transactional leadership style and employee performance in the TCN is 0.720 at 0.05 therefore shows that there is positive and significant relationship in the model. The coefficient of determinant (R2) 0.518 shows the degree to which transactional leadership style influenced employee performance in the TCN to 51% as the remaining 49% can be attributed to other factors out of transactional leadership style. Finally, regression of ANOVA test table revealed that it is obvious that the result of the P-value is 0.000 which is less than 0.05 level of significance therefore means that the null hypothesis is significant thus, the null hypothesis is rejected. The findings show that transactional leadership style has influenced employee efficiency at TCN

**Discussion of Findings**

The findings from this study revealed a positive correlation between autocratic leadership and employee productivity. These results align with the observations of Gkorezis (2021), who noted that autocratic leadership can enhance employee productivity in highly regulated and operationally complex environments, such as public utility sectors, where compliance with protocols is critical. Similarly, Dessler and Al Ariss (2023) emphasized that while autocratic leadership may reduce employee autonomy, it can foster efficiency by eliminating delays in decision-making and promoting accountability in hierarchical organization

The study also identified a strong positive relationship between transactional leadership and employee efficiency. This finding is supported by Bass and Riggio (2022), who highlighted that transactional leadership is highly effective in structured and target-oriented settings, where clear goals and rewards encourage employees to maintain high levels of efficiency. Similarly, research by Podsakoff et al. (2021) demonstrated that transactional leadership enhances employee performance by reducing uncertainty in task expectations and promoting accountability through systematic monitoring and feedback mechanisms.

**CONCLUSION AND RECOMMENDATION**

The findings of this study underscore the crucial role that leadership styles play in influencing employee performance at TCN. Each leadership style affects various performance metrics, highlighting the importance of a flexible, adaptive leadership approach to meet TCN's diverse needs.

Autocratic leadership has a positive effect on productivity in highly structured and time-sensitive situations, where centralized decision-making allows for precision, efficiency, and rapid execution while Transactional leadership enhances efficiency through a performance-based rewards system that drives employees toward measurable objectives, ensuring alignment with organizational goals.

These insights reveal that a balanced, situational approach to leadership is essential for optimizing performance at TCN. By integrating autocratic and transactional as needed, TCN's leaders can foster an environment that supports immediate operational objectives and long-term growth. This adaptability is key to achieving high levels of productivity and efficiency, positioning TCN for sustained success in Nigeria's energy sector.

**Recommendations**

1. To enhance leadership effectiveness and improve employee performance at TCN, the following recommendations are proposed:

2. TCN should invest in training programs to equip leaders with the skills to apply different leadership styles based on situational needs. Training should focus on helping leaders recognize when autocratic or transactional approaches are beneficial for productivity and efficiency and when transformational or laissez-faire styles are more appropriate for fostering creativity, innovation, and service quality.

3. Given its positive impact on service quality, TCN should encourage leaders to

adopt motivational and inspirational practices. Leaders should be trained to foster a sense of purpose, communicate a clear vision, and support employees in aligning their goals with organizational objectives, which can significantly improve service standards and customer satisfaction.

## IMPLICATION AND SUGGESTION FOR FURTHER STUDIES

This study contributes to the literature on leadership and employee performance within Nigeria's power sector, particularly at TCN. It provides evidence on how specific leadership styles influence different employee performance metrics, which is critical in industries such as power generation and distribution. The study demonstrates that autocratic and transactional leadership styles can enhance productivity and efficiency, respectively, through structured and reward-based approaches. Laissez-faire leadership encourages creativity and innovation through autonomy, essential for strategic roles, while transformational leadership fosters a customer-focused, improvement-driven culture that enhances service quality. These findings offer valuable insights for organizations in Nigeria's energy sector, emphasizing the benefits of situational leadership approaches that address the diverse needs of an organization.

### Suggestions for Further Studies

To expand on this study's findings, future research could consider the following areas:

1. Future studies could investigate the long-term implications of different leadership styles on employee retention, job satisfaction, and morale, particularly within Nigeria's power sector, where employee engagement is crucial for sustained performance.

2. A broader cross-sectional study across different electricity companies in Nigeria could provide a deeper understanding of the effectiveness of leadership styles in the power sector. This would allow for broader generalizations and industry-wide recommendations.

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