

The Influence of Participative Leadership Style on Organizational Performance: A Case Study of The Central Corridor Transit Transport Facilitation Agency in Tanzania

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Abstract

Participative leadership is characterized by leaders involving employees in decision-making processes and valuing their input, has emerged as a critical factor in organizational effectiveness and success. This study investigates the influence of participative leadership style on organizational performance within the Central Corridor Transit Transport Facilitation Agency (CCTTFA). Employing a quantitative research design, data were collected through structured questionnaires administered to a purposive sample of 20 employees, including senior management, department heads, and frontline staff. The research aimed to quantify participants' perceptions and experiences related to participative leadership practices and their impact on organizational performance. Data were analysed using multiple regression analysis to identify the relationship between participative leadership and organizational performance. Findings indicate a significant positive relationship between participative leadership practices and organizational performance metrics within the CCTTFA. Employees who perceived higher levels of participative leadership reported greater engagement, job satisfaction, and overall organizational effectiveness. Based on these findings, this study recommends that CCTTFA senior management and policymakers adopt participative leadership practices to enhance employee engagement and productivity.

Keywords: *Leadership, Participative Leadership, Organization Performance, Leader Development, Employee Engagement*

INTRODUCTION

In today's rapidly evolving business landscape, effective leadership is essential for organizations to thrive and remain competitive. Among various leadership styles, participative leadership has emerged as a compelling approach that emphasizes collaboration, employee engagement, and shared decision-making (Aulia, Cik, & Digdowiseiso, 2024).

The significance of leadership in shaping organizational performance is widely acknowledged in academic literature and practical business settings.

Studies show that leadership style influences not only employee motivation, satisfaction, and commitment but also impacts organizational culture, innovation, and overall performance (Mpuangnan, Govender, Mhlongo, & Osei, 2024). This leadership style is characterized by leaders seeking input from team members and involving them in the decision-making process rather than making decisions unilaterally (Akpoviroro, Kadiri, & Owotutu, 2018).

Within the context of participative leadership, researchers have increasingly focused on understanding its effects on organizational outcomes, including productivity, profitability, and employee well-being. By empowering employees and soliciting their input, participative leaders can leverage the collective knowledge and expertise of their teams, leading to better problem-solving, innovation, and adaptability to change (Mpuangnan, Govender, Mhlongo, & Osei, 2024).

However, while the theoretical benefits of participative leadership are well-established, there is a need for empirical research to examine its influence on organizational performance in specific contexts and industries (Alsubaie, 2021). One such context is the CCTTFA, a regional organization tasked with facilitating transit transport along the Central Corridor in East, Southern, and Central Africa.

CCTTFA is a vital trade route connecting the landlocked countries of Burundi, Rwanda, Uganda, Malawi, and Zambia, as well as eastern and southern parts of the Democratic Republic of Congo, to the seaport of Dar es Salaam in the United Republic of Tanzania. Efficient and effective transit transport along this corridor is crucial for promoting regional trade, economic development, and integration in East, Southern, and Central Africa (CCTTFA, 2024).

Against this backdrop, this study aims to investigate the influence of participative leadership style on organizational performance within the CCTTFA. By examining the leadership practices of the executive team and their impact on key performance indicators such as transit times, trade facilitation, and stakeholder satisfaction, this study explores recent improvements in these areas. For example, in 2023, the Dar es Salaam port handled a total cargo throughput of 22,958,749 metric tons, an increase of 16% from 19,861,974 tons in 2022 (CCTTFA, 2024). Additionally, the ship

turnaround time at the Port of Dar es Salaam improved from an average of 10.0 days in 2022 to 9.2 days in 2023. Transit times also decreased by approximately 8 hours in 2023 compared to 2022, considering the various destination routes of Central Corridor member states (CCTTFA, 2024).

Further, two new member states, the Republic of Malawi and the Republic of Zambia, acceded to the CCTTFA Agreement in December 2023, recognizing the benefits experienced by other corridor member states. These achievements reflect the impact of CCTTFA's organizational efforts, and this research aims to deepen the understanding of the relationship between leadership style and organizational outcomes in such a unique and complex operating environment.

By highlighting the relationship between participative leadership and organizational performance within the CCTTFA, this study aims to provide valuable insights for policymakers, organizational leaders, and practitioners in the field of leadership and management.

Statement of the Problem

Effective leadership is widely recognized as a critical factor in driving organizational performance and success.

Among the various leadership styles, participative leadership has gained attention for its potential to empower employees, foster collaboration, and enhance organizational effectiveness (Khassawneh & Elrehail, 2022). However, despite the theoretical benefits attributed to participative leadership, there remains a gap in the literature regarding its influence on organizational performance within specific contexts, CCTTFA, highlighting the need for more focused research (Khassawneh & Elrehail, 2022).

CCTTFA is a vital trade route connecting the landlocked countries to the seaport of Dar es Salaam in Tanzania. This corridor plays a crucial role in promoting regional trade, economic development, and integration across East, Southern, and Central Africa.

By facilitating efficient and cost-effective transit transport, the Central Corridor helps reduce logistics costs, enhances the competitiveness of member countries in the global market, and supports the growth of small and

medium-sized enterprises (SMEs) by enabling quicker and more reliable access to international markets.

Additionally, the corridor contributes to socio-economic development by creating employment opportunities, fostering infrastructure investments, and stimulating economic activities in border regions and along trade routes. Improvements in transit times and reductions in congestion also enhance the movement of goods and services, reduce delays, and improve supply chain reliability for key industries, such as agriculture, mining, and manufacturing. The enhanced connectivity between landlocked and coastal nations supports regional integration initiatives and strengthens economic ties, thereby fostering political stability and cooperation across member states. By providing these wide-reaching socio-economic benefits, the CCTTFA significantly impacts the economic landscape of its member countries and plays an instrumental role in the broader development goals of the region (CCTTFA, 2024).

CCTTFA a vital trade route connecting landlocked countries in East Africa to the seaport of Dar es Salaam in Tanzania, plays a crucial role in promoting regional trade, economic development, and integration. Efficient and effective operations within the CCTTFA are essential for facilitating transit transport along the Central Corridor and supporting the socio-economic growth of member countries (CCTTFA, 2024).

Despite the strategic importance of the CCTTFA, there is limited empirical research examining the relationship between leadership style, particularly participative leadership, and organizational performance within the agency. This lack of empirical evidence hinders our understanding of how leadership practices influence organizational outcomes in this unique operating environment, potentially limiting opportunities to optimize CCTTFA's management practices for better performance (CCTTFA, 2024).

LITERATURE REVIEW

Participative Leadership

Leadership is a critical determinant of organizational success, influencing various aspects of organizational performance, including employee satisfaction, productivity, and innovation (Khassawneh & Elrehail, 2022; Alsubaie, 2021). Among the different leadership styles, participative leadership stands out for its focus on collaboration and inclusivity, creating

environments where employees are encouraged to contribute to decision-making processes (Ugoani, 2023). Understanding how leadership affects organizational performance is essential, as it not only impacts immediate outcomes but also shapes long-term growth, employee retention, and organizational adaptability (Ochieng, Koshal, & Bellows, 2023).

Leader Development

Leader development is a process focused on enhancing individuals' leadership capabilities through various structured approaches, including training, mentorship, and experiential learning. According to Day et al. (2014), leader development emphasizes building both personal skills and interpersonal relationships essential for effective leadership within organizations. This process includes developing competencies such as emotional intelligence, decision-making, and communication, which are critical for leading teams and fostering organizational growth.

Ely et al. (2010) further expand on this by arguing that leader development programs are essential for personal growth and contribute positively to organizational outcomes. They highlight that individualized learning paths, tailored to each leader's strengths and weaknesses, make these programs more effective. Additionally, DeRue and Myers (2014) suggest that leader development is an ongoing process, as leaders continuously refine their skills and adapt to new challenges over time. This approach to development not only prepares leaders to handle current responsibilities but also equips them for future organizational changes and complex leadership demands.

Employee Engagement

Employee engagement refers to the level of commitment, enthusiasm, and emotional investment employees have toward their work and organization. Schaufeli and Bakker (2010) describe engagement as a positive, fulfilling work-related state characterized by vigor, dedication, and absorption, which leads to improved job performance and satisfaction.

They suggest that engaged employees are more likely to go above and beyond in their roles, benefiting overall organizational performance. Kahn (1990), a foundational researcher in this area, proposed that employee engagement involves harnessing individuals' full selves in their work roles, leading to higher motivation and job satisfaction. Further, Saks (2006) emphasizes that engagement is influenced by the level of support and

recognition employees receive from their organization, which in turn affects their performance and commitment to organizational goals. Collectively, these studies highlight that employee engagement is a multidimensional concept with significant implications for productivity, job satisfaction, and retention, making it a critical focus area for organizations aiming to enhance workplace dynamics and performance.

Organizational Performance

Organizational performance is a multifaceted concept that reflects an organization's success in achieving its strategic goals and objectives. Scholars broadly define organizational performance in terms of financial outcomes, operational efficiency, customer satisfaction, employee engagement, innovation, and corporate social responsibility (Ochieng, Koshal, & Bellows, 2023; Brown & Spencer, 2022). According to Jackson and Wang (2023), high organizational performance also includes factors such as personal productivity and team collaboration, which contribute to a productive and cohesive workforce.

Studies show that leadership style, particularly participative leadership, has a significant impact on organizational performance. For instance, participative leadership fosters job satisfaction by involving employees in decision-making, which increases their sense of ownership and commitment to organizational goals (Smith & Green, 2021). This leadership style also positively influences motivation, as employees feel valued and supported, leading to higher engagement and willingness to contribute (Akpoviroro, Kadiri, & Owotutu, 2018).

Increased motivation, in turn, enhances personal productivity, as employees are more inclined to put forth their best efforts when they feel a strong connection to their work and leaders (Jackson & Wang, 2023).

Team collaboration is another critical variable impacted by participative leadership. By encouraging open communication and shared decision-making, participative leaders create an environment where team members are more willing to collaborate and support one another's goals (Brown & Spencer, 2022).

This environment also fosters innovation, as employees feel encouraged to contribute new ideas and approaches to problem-solving without fear of negative repercussions (Ochieng, Koshal, & Bellows, 2023).

Studies have found that organizations led by participative leaders tend to have higher levels of innovation and adaptability, as employees are actively involved in suggesting improvements and adapting to changes (Khassawneh & Elrehail, 2022).

Participative leadership's emphasis on inclusivity and collaboration has direct effects on critical organizational performance indicators, such as job satisfaction, motivation, personal productivity, team collaboration, and encouragement to innovate. Together, these factors contribute to a more engaged, productive, and innovative workforce, which ultimately enhances organizational performance and competitiveness.

Central Corridor Transit Transport Facilitation Agency

CCTTFA was established through an agreement on 2nd September 2006 to facilitate transit transport along the Central Corridor. This agency plays a crucial role in streamlining transit procedures and reducing delays, thereby promoting trade facilitation among member countries. By coordinating efforts among these countries and various stakeholders, CCTTFA supports regional economic integration and growth (CCTTFA, 2024).

The Central Corridor has a significant socio-economic impact on the engaged countries, fostering job creation, infrastructure development, and trade. However, the benefits are not distributed equally. While coastal nations like Tanzania benefit from increased port activities and associated infrastructure development, landlocked member states primarily gain from reduced transit times and access to international markets. These differences underscore the importance of collaborative strategies to ensure that all member states receive equitable benefits from the corridor's operations. Addressing such inequalities could enhance regional integration and collective economic resilience (CCTTFA, 2024; Mpuangan, Govender, Mhlongo, & Osei, 2024).

Theories of the study

Transformational Leadership Theory

Transformational Leadership Theory, initially developed by James MacGregor Burns (1978) and later refined by Bernard Bass (1985), describes

leadership as a dynamic process where leaders and followers elevate each other's motivation and morality. This theory is foundational in leadership studies because it emphasizes a leader's role in inspiring followers through four primary components: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These components help leaders foster creativity, innovation, and commitment within teams, ultimately supporting both personal and organizational growth (Bass & Riggio, 2006).

The motive for choosing Transformational Leadership Theory in this study is its relevance to the CCTTFA and the study's focus on participative leadership. Leaders in transformational roles often encourage a shared vision, teamwork, and individual empowerment qualities that align closely with participative leadership practices. At CCTTFA, transformational leadership can inspire employees to contribute proactively to organizational goals, improve job satisfaction, and deepen engagement.

These outcomes support the study's examination of how participative leadership positively impacts organizational performance, specifically in terms of employee satisfaction, motivation, and overall effectiveness (Wang et al., 2020; Avolio & Yammarino, 2021).

Recent literature supports these benefits. Wang et al. (2020) found transformational leadership to be associated with significant improvements in organizational outcomes and employee satisfaction. Avolio and Yammarino (2021) similarly identified transformational leadership as strongly correlated with increased organizational performance and employee commitment.

One primary strength of transformational leadership theory is its broad applicability across various organizational settings. It not only motivates employees but also creates a culture of continuous improvement. However, the theory's focus on charisma and visionary leadership can sometimes neglect the importance of operational management skills, which are equally critical for organizational performance, particularly in structured settings like CCTTFA.

Participative Leadership Theory

Participative Leadership Theory. Participative Leadership Theory, also known as democratic leadership, originated with Kurt Lewin, Ronald Lippitt,

and Ralph White in 1939, and it was expanded by Vroom and Yetton (1973) to focus on decision-making processes within organizations. This theory emphasizes leaders' engagement of employees in decision-making, fostering a culture of collaboration and shared responsibility. Leaders who adopt this style not only seek input from team members but also actively consider their opinions, creating a workplace where employees feel valued and motivated (Vroom & Jago, 1988).

The choice of participatory leadership theory in this study is grounded in its direct relevance to the research objectives. CCTTFA's organizational structure benefits from participative leadership, as this style enhances key performance indicators such as employee motivation, commitment, and job satisfaction. By involving employees in decision-making, participative leaders at CCTTFA can create a more cohesive, motivated workforce, which aligns with the study's focus on the impact of leadership style on organizational performance (Northouse, 2021).

According to recent studies, participative leadership yields positive outcomes in organizational performance. Mansaray (2022) observed that participative leadership leads to higher employee satisfaction and productivity, while Chiniara and Bentein (2023) showed that this leadership style improves job satisfaction, organizational commitment, and collaboration among team members.

Key variables in participative leadership theory that are particularly relevant to this study include involvement in decision-making, encouragement of idea sharing, effectiveness of feedback mechanisms, and influence on work decisions. These variables connect to the study's measurement of organizational performance by providing concrete ways in which participative leadership can enhance job satisfaction, motivation, and productivity within CCTTFA.

This study adopts both transformational and participatory leadership theories to explore their combined effects on organizational performance within CCTTFA. The two theories complement each other: transformational leadership emphasizes inspiring and motivating employees to achieve a shared vision, while participative leadership focuses on employee involvement and empowerment. Together, these theories provide a

comprehensive framework to analyze how different aspects of leadership can collectively improve employee satisfaction, innovation, and commitment.

RESEARCH METHODOLOGY

The study adopted a quantitative research design to examine the influence of participative leadership on organizational performance within CCTTFA. This approach enabled precise measurement of variables and facilitated the analysis of numerical data to identify significant relationships and potential causations (Creswell & Creswell, 2018).

Given the small population of 20 employees at CCTTFA, census sampling was employed, allowing the inclusion of all senior management, department heads, and frontline staff in the study. This comprehensive sampling ensured data accuracy and a full representation of perspectives within the organization (Kothari, 2016).

Data collection involved structured questionnaires with both closed-ended and open-ended questions to balance quantitative data with qualitative insights, improving the depth of findings (Bryman, 2016). The closed-ended questions used a 5-point Likert scale, while open-ended questions captured detailed perceptions.

Data analysis employed multiple regression techniques to evaluate the impact of participative leadership (independent variables) on organizational performance indicators (dependent variables). SPSS software was used for data coding, cleaning, and regression analysis, with decision criteria set at p-values below 0.05 for significance and standardized coefficients above 0.6 to identify strong relationships. This approach quantified the influence of participative leadership on organizational outcomes, examining both the significance and strength of the observed relationships.

PRESENTATION OF THE FINDINGS

Descriptive analysis

employee demographics, 50% middle management, 30% frontline, 20% executives—55% hold bachelor's or master's degrees, 55% have more than 4 years of experience. A seasoned and educated workforce is well-suited for participative leadership, as they are likely to value involvement in decision-making and contribute meaningfully.

Leadership Style Perceptions

100% describe leadership as participative; 75% report frequent involvement in decision-making; 80% find feedback mechanisms effective; high employee involvement and effective feedback channels suggest a culture that values employee input, fostering trust and engagement in organizational processes.

Organizational Performance Indicators

80% report high job satisfaction and motivation; 80% rate productivity as high or very high; 80% find team collaboration effective; 80% feel encouraged to innovate. High satisfaction, motivation, and productivity align with literature linking participative leadership to positive organizational outcomes. Innovation encouragement supports a climate conducive to creativity.

Correlation analysis

Table 1: Pearson Correlation Matrix

Variable	Job Satisfaction	Motivation Level	Personal Productivity	Team Collaboration	Encouragement to Innovate
Involvement in Decision-Making	0.72	0.65	0.68	0.61	0.70
Encouragement to Share Ideas	0.68	0.71	0.66	0.59	0.72
Effectiveness of Feedback Mechanism	0.60	0.59	0.62	0.58	0.65
Influence on Work Decisions	0.55	0.57	0.53	0.52	0.58

Author, (2024)

The Pearson correlation matrix highlights significant positive relationships between participative leadership variables such as involvement in decision-making, encouragement to share ideas, effectiveness of feedback mechanisms, and influence on work decisions and various organizational performance indicators. Specifically, strong positive correlations (above 0.65) between these leadership practices and outcomes like job satisfaction, motivation, personal productivity, team collaboration, and innovation encouragement underscore the impact of participative leadership.

These findings align with prior studies that emphasize the benefits of participative leadership on organizational outcomes. For instance, Zheng et al. (2020) found that involving employees in decision-making fosters job

satisfaction and commitment, as employees feel a greater sense of ownership and recognition. Similarly, Chaudhry and Joshi (2021) identified that encouraging idea-sharing and open communication enhances motivation and productivity, creating an environment where employees are more engaged and collaborative. Further, Liao et al. (2022) demonstrated that effective feedback mechanisms and influence over work-related decisions contribute significantly to team cohesion and innovative thinking.

Thus, findings that show strong correlations across key performance indicators support the broader consensus in existing literature that participative leadership practices, particularly those emphasizing decision-making involvement and idea sharing, are essential for creating a work environment conducive to high motivation, satisfaction, productivity, and innovation. This study contributes to the evidence that organizations can enhance performance by fostering leadership practices that empower employees and encourage active participation in decision-making processes.

Inferential analysis

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.85	0.72	0.70	0.38

The model summary provides a detailed view of how well the regression model aligns with the data, with clear decision criteria applied to gauge the model's strength and validity. The correlation coefficient (R) is 0.85, which meets the criterion for a strong positive relationship, as values above 0.7 typically indicate a significant association. The coefficient of determination (R square) at 0.72 suggests that 72% of the variance in organizational performance is explained by the independent variables in the model, meeting the threshold for a reliable fit (values above 0.6). This implies that the participative leadership factors measured contribute substantially to explaining and predicting job satisfaction, motivation, productivity, team collaboration, and innovation encouragement. The adjusted R square of 0.70, close to R square, shows that the model's explanatory power is robust and not inflated by the number of predictors. A standard error of 0.38 indicates relatively precise predictions, as lower standard errors imply better fit and predictive accuracy.

Table: 3: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig
Regression	65.34	4	16.34	28.691	<0.001
Residual	25.66	15	1.71		
Total	91.00	19			

The ANOVA table evaluates the overall significance of the model based on specific criteria. The F-statistic is 28.91, which is highly significant ($p < 0.001$), far below the 0.05 threshold that typically denotes statistical significance. This result confirms that the model, as a whole, significantly predicts organizational performance beyond chance levels. The large F-value and very low p-value reinforce the model's explanatory strength and validate the inclusion of participative leadership variables as influential predictors of organizational outcomes.

Table: 4: Coefficients

Variable	Coefficient	Standard Error	t-value	p-value
Intercept	0.32	0.15	2.13	0.045
Involvement in Decision-Making	0.45	0.12	3.75	0.002
Encouragement to Share Ideas	0.39	0.11	3.56	0.003
Effectiveness of Feedback Mechanism	0.28	0.09	3.12	0.008
Influence on Work Decisions	0.33	0.10	3.30	0.005

The coefficients table further clarifies the relationships between each participative leadership variable and organizational performance indicators. Using decision criteria for each variable, the p-values for each predictor fall below 0.05, meeting the criterion for statistical significance. This suggests that each variable meaningfully impacts organizational performance. The coefficient values indicate the strength of these relationships, with Involvement in Decision-Making (0.45) and Encouragement to Share Ideas (0.39) showing the strongest positive associations, as coefficients above 0.3 typically suggest meaningful effects. Additionally, the intercept coefficient of 0.32 reflects the expected baseline level of performance when all predictors are zero.

DISCUSSIONS OF FINDINGS

The multiple regression analysis conducted in this study reveals compelling insights into the relationship between participative leadership styles and key indicators of organizational performance. The findings indicate a significant positive association between aspects of participative leadership such as involvement in decision-making, encouragement of employee ideas, effective

feedback mechanisms, and influence over work decisions—and various organizational outcomes, including job satisfaction, motivation, personal productivity, team collaboration, and innovation. These results resonate with recent literature, highlighting the transformative impact of participative leadership in enhancing workplace dynamics and fostering organizational success.

Consistent with recent empirical studies, Smith et al. (2021) emphasized that participative decision-making processes contribute positively to employee morale and commitment, ultimately enhancing job satisfaction and productivity levels within organizations. Their research underscores the importance of inclusivity in leadership practices, where employees feel valued and empowered through active participation in decision-making processes. Similarly, Johnson (2023) explored employee perceptions of participative leadership and found that organizations practicing inclusive leadership styles tend to cultivate stronger employee engagement and loyalty, factors crucial for sustaining organizational performance over time.

Furthermore, insights from meta-analytical studies by Lee and Lee (2020) corroborate the findings of this study by demonstrating consistent positive correlations between participative leadership and organizational effectiveness across various sectors. Their meta-analysis suggests that organizations adopting participative leadership strategies are better positioned to leverage employee creativity and innovation, leading to enhanced competitive advantage and organizational agility. This aligns with the present study's emphasis on the role of participative leadership in fostering a collaborative culture that supports innovation and adaptive decision-making processes.

Moreover, the impact of participative leadership on organizational resilience and adaptability is underscored in research by Brown and Green (2023), who argue that inclusive leadership practices contribute to building organizational resilience against external disruptions and market uncertainties. Their findings suggest that participative leadership not only enhances employee satisfaction and retention but also strengthens organizational capabilities to navigate challenges and capitalize on opportunities effectively. This resonates with the current study's findings regarding the broader implications of participative leadership beyond individual performance metrics.

The findings of this study underscore the critical role of participative leadership in enhancing various facets of organizational performance,

including employee engagement, job satisfaction, motivation, personal productivity, team collaboration, and innovation.

By fostering an inclusive decision-making environment and promoting effective communication, participative leaders enable employees to feel valued and empowered. This approach encourages not only engagement and satisfaction but also increases motivation and productivity, strengthens team dynamics, and drives a culture of innovation. These outcomes collectively contribute to a more resilient and high-performing organization.

CONCLUSION

This study has explored the influence of participative leadership style on organizational performance across various dimensions, based on data collected from a diverse sample of respondents. The findings indicate that participative leadership positively correlates with job satisfaction, employee motivation, personal productivity, team collaboration, and innovation within the organization.

Specifically, employees who perceive their leaders as more participative report higher levels of satisfaction with their jobs and demonstrate increased motivation to perform at their best. Moreover, participative leadership fosters effective team collaboration and encourages employees to innovate and contribute new ideas to their work.

Furthermore, the regression analysis revealed significant associations between participative leadership behaviors, such as involving employees in decision-making processes and implementing effective feedback mechanisms, and enhanced organizational outcomes. Leaders who actively engage their teams in decision-making processes and create an environment where employees feel empowered to share their opinions tend to achieve better organizational performance metrics. These findings underscore the importance of adopting participative leadership practices as a means to cultivate a supportive and productive work environment.

Therefore, this study emphasizes the influence of participative leadership style on organizational performance. By promoting a leadership style that values employee input and collaboration, organizations can enhance overall performance and foster a culture of innovation and engagement among their workforce.

RECOMMENDATIONS

Based on the findings, this study recommends that senior management and policymakers within the CCTTFA actively incorporate participative leadership practices to improve organizational performance. Practically, adopting a participative leadership style could enhance employee engagement, job satisfaction, and overall productivity, leading to a more effective and cohesive organization. By involving employees in decision-making and valuing their input, leaders can create a culture of inclusivity and collaboration, which strengthens employee commitment and reduces turnover.

From a social perspective, implementing participative leadership within the CCTTFA can positively impact organizational culture by fostering a workplace that values diversity of thought and employee well-being. Such an approach can lead to a more motivated workforce, ultimately contributing to better service delivery and strengthening relationships with external stakeholders. This shift towards inclusive leadership can also serve as a model for other organizations within the transit and logistics sector, promoting a leadership style that values employee contributions and enhances organizational resilience in complex environments.

Furthermore, organizations should continuously evaluate the effectiveness of participative leadership initiatives through feedback mechanisms and performance metrics.

Regular assessments can help identify areas for improvement and refine leadership strategies to better meet the evolving needs of employees and the organization as a whole. By nurturing a culture that values employee input and promotes participative decision-making, organizations can foster innovation, enhance job satisfaction, and ultimately achieve higher levels of organizational performance.

AREAS IN FUTURE STUDY

There are several areas within the realm of participative leadership and organizational performance that warrant further investigation to deepen our understanding and refine existing practices. Firstly, future studies could explore the impact of cultural and contextual factors on the effectiveness of participative leadership. Cultural differences, organizational norms, and industry-specific dynamics can significantly influence how participative

leadership styles are perceived and implemented. Understanding these nuances can help tailor leadership approaches to diverse organizational contexts, thereby optimizing their impact on performance outcomes.

Secondly, longitudinal studies are essential to capture the long-term effects of participative leadership on organizational performance. While this study provides insights into immediate perceptions and correlations, longitudinal research could track how participative leadership influences organizational dynamics over extended periods. Such studies could explore how sustained engagement and adaptability in leadership styles contribute to organizational resilience, innovation, and employee retention. Additionally, longitudinal research can uncover potential shifts in leadership practices and their implications for organizational culture and performance metrics over time.

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