Transformational Leadership and Employee Performance in Garki Cluster Abuja Electricity Distribution Company (AEDC): The Mediating Role of Work Environment

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Abstract: *This study examined the effect of transformational leadership style and the work environment on employee performance in Garki Cluster of Abuja Electricity Distribution Company (AEDC), Abuja. The motivation for the study was the growing demand for improved service delivery and employee effectiveness within Nigeria's power distribution sector. A quantitative research design was adopted, and data were collected through a structured questionnaire administered to 243 employees selected using appropriate sampling techniques. The data were analyzed using descriptive statistics, correlation analysis, and multiple regression analysis. Findings from the descriptive analysis revealed that employees held positive perceptions regarding transformational leadership practices and the conduciveness of the work environment. The correlation results indicated strong and significant positive relationships among transformational leadership style, work environment, and employee performance. The regression analysis further showed that transformational leadership style had a significant positive effect on employee performance. The work environment also exerted a significant positive effect on employee performance and was found to significantly influence transformational leadership style. The model demonstrated strong explanatory power, accounting for over sixty percent of the variation in employee performance. The study concludes that employee performance in AEDC is strongly driven by both effective transformational leadership practices and a supportive work environment. Leadership effectiveness is not only dependent on the personal qualities of leaders but also on the organizational environment that enables such leadership to thrive. The study therefore recommends that management should strengthen leadership development programmes, improve workplace conditions, and integrate environmental reforms with leadership policies to achieve sustainable performance improvement. The findings provide valuable insights for policymakers, managers, and stakeholders seeking to enhance operational efficiency and employee productivity in the power distribution sector.*
Keywords: transformational leadership, employee performance, work environment

INTRODUCTION

The Adaptation of the most effective leadership is known to enhance productivity of employees in all organizations. Organizations in both public and private sectors often face some challenges. This may be due to lack of effective leadership. The main concern of any organization is to accomplish its stated objectives. There is a need for leaders to coordinate and motivate employees to maximize output (Khan & Siddiqi 2020). Employee performance which would eventually determine employee's productivity is critical to the overall success of any organization. From this view, it could be said that an organization's success or failure depends on the performance of its employees in the organization (Siddiqi et.al 2021). Furthermore, it helps employees to stay aware of organisatios wide-ranging aims like distribution, customer service maintenance, and public safety (Schotanus & Fetter & Wolters 2020). Leaders boost employee performance by crafting strategic vision and then communicate that vision by framing and modelling, through consistent actions and "walking the talk" so everyone buys into the organization's vision (Bass & Riggio , 2019). Transformational leadership, characterized by inspiring and motivating employees to achieve high performance levels, has been widely recognized as a critical factor in organizational context and particularly within the context of Abuja Electricity Distribution Company, requiring effective leadership to drive success in Nigeria's public sectors where limited resources and infrastructure heighten the importance of effective leadership. Transformational leaders foster a culture that values creativity and risk-taking, encouraging employees to think outside the box and experiment with new ideas (Alamari & Duyen 2021).

Previous studies suggest that leadership paradigms can directly impact employee performance, job satisfaction, and organizational outcomes. However, the effects of leadership on employee performance remain understudied, with many researchers focusing too much on superior-subordinate relationships and neglecting crucial organizational and environmental variables (Alrowwad, Alkhazali, & Alkhasawni, 2020). This narrow focus becomes particularly limiting in non-Western, resource-constrained contexts, where family influence and informal dynamics shape organizational behavior. For instance, prior studies—often conducted in Western or large corporate settings—reveal inconsistent links between transformational leadership and employee performance, especially through organizational citizenship behavior (OCB), thus restricting the generalizability of these models to culturally distinct environments like Pakistani SMEs (Qalati, et al., 2022). The aim of this study is to examine the effect of transformational leadership on employee performance a mediating variable of environment in Abuja Electricity Distribution Company (AEDC). The specific objectives of the study are to:

i.   determine the effect of transformational leadership style on employee performance in Garki Cluster Garki Cluster AEDC Abuja
ii.   examine the influence of the work environment on transformational leadership style in Garki Cluster AEDC Abuja

iii.   evaluate the influence of the work environment on transformational leadership style in Garki Cluster AEDC Abuja

Based on the objectives, the following Hypothesis were raised:

H_{O1}: Transformational leadership style has no significant effect on employee performance in Garki Cluster AEDC.

H_{O2}: the work environment has no significant effect on employee performance in Garki Cluster AEDC.

H_{O3}: the work environment has no significant influence on transformational leadership style in Garki Cluster AEDC.

LITERATURE REVIEW

Conceptual Clarification

Transformational Leadership

The notion of leadership relates to one's or a group's capacity to lead, direct, and influence others toward a common objective or vision (Kilag et al., 2024). Leadership involves the process of inspiring and motivating others to collaborate while utilizing their talents and skills to accomplish common goals effectively and efficiently (Maker, 2021; Van De Mieroop et al., 2020). Individual consideration is when the leader gives personal attention to the followers by acting as a coach, a mentor, or a listener. This behavior is well-suited for the development of each follower (Eliophotou-Menon and Ioannou, 2016). Intellectual stimulation consists of the leader stimulating creativity and innovative thinking in the followers. This behavior promotes problem-solving capabilities of the followers (Ogola et al., 2017). Inspirational motivation is when the leader motivates and inspires the team to high performance, usually as a result of a vision introduced by the leader (Bakker et al., 2023). Lastly, Idealized influence is described as the behavior of the leader to be admired and followed by the followers. This is the basis of the transformation of followers. The leader sets an example for followers to adopt as their own ideal. Transformational leadership practices refer to a set of specific actions that leaders do to raise the effectiveness and productivity of their companies as a whole (B. M. Bass & Riggio, 2006). Transformational leaders display flawless effects, stimulating inspiration, personalized deliberation, and intellectual encouragement in their regular interactions with the team or subordinates (B. M. Bass & Riggio, 2006). According to Velcu-Laitinen (2024), leaders must inspire their followers to embrace novel perspectives and behaviors, as well as reconsider principles to pique their intellectual curiosity. Transformational leadership is the epitome of perfect influence; it provides guidance and a sense of purpose while exhibiting unwavering commitment to those objectives (Ahsan, 2024). Those practices have a big and growing impact on followers and subordinates in organizations (Bakker et al., 2023).

A transformational leader motivates their people to put aside their personal interests in favor of the success of the company (Løvaas et al., 2020). They are capable of persuading followers to put in a lot of work to attain common goals (Amet & Kurnia, 2023) and are aware of the need for self-improvement in their followers (Arikan, 2020; Hussein et al., 2022). Transformational leadership makes the need for change obvious, creates a fresh vision, inspires dedication to putting it into practice, and changes followers on an individual and group level (J. Lee & Gachon, 2023). Idealistic influence, intellectual stimulation, personal considerations, and inspirational commitment are the four characteristics of transformative leadership. A transformational leader encourages his followers to continually explore creative ways to finish tasks by offering challenges and questions, which helps his followers increase their level of competence. The supporters see work as a place to consistently hone skills and cultivate an obstinate and rough mentality, as opposed to just doing it out of habit. Numerous studies have affirmed the positive impact of transformational leadership on teacher performance (Muliati et al., 2022; Bakker et al., 2023). These works underscore how leaders who display idealized influence, intellectual stimulation, individualized consideration, and inspirational motivation can cultivate greater motivation, job satisfaction, and professional growth among educators. In particular, Vitria et al. (2021) highlight the principal's role in shaping a school culture that enhances teacher morale and performance. Furthermore, Kant and Asefa (2022) argue that transformational leaders have a critical role in influencing and improving work performance by enhancing job satisfaction and promoting innovative behavior. Transformational leaders improve school culture and, therefore, teachers' performance (Asad et al., 2022). A positive school culture enhances teachers' job motivation, which positively affects the work environment and consequently increases teachers' performance (Andriani et al., 2018; Sudibjo & Nasution, 2020). Sirait (2021) confirms the positive correlation as well between transformational leadership, culture, work environment, and teacher effectiveness in public high schools. Effective principal leadership has been shown to improve work culture, atmosphere, and performance. However, much of the existing literature is grounded in relatively stable and well-resourced educational systems. These studies often assume the availability of institutional support, consistent funding, and manageable stress levels. In contrast, leadership in fragile or crisis-prone environments presents different challenges. The question remains whether transformational leadership, which largely emphasizes motivation and vision, can sustain performance when structural instability, low morale, and material scarcity dominate the workplace. The current literature lacks a deeper interrogation of these contextual differences, especially in prolonged crisis settings.

Work Environment

According to Moh. Amir Fiqi (2018) states that the work environment is the physical environment where employees work, affecting their performance, safety, and quality of life. Meanwhile, Siagian (2018) states, "The work environment is where employees carry out their daily work." According to Sedarmayanti (2017), the work environment is divided into two terms: physical and non-physical. The physical work environment is the physical conditions around where employees work, and this physical work environment can influence employees in carrying out their work directly or indirectly. Without a doubt, one of the most important aspects of an

instructor's job is their work environment, which has a big influence on output. According to Pradipto and Ibrahim (2022), the two main categories of work environments are physical and nonphysical work environments. Work surroundings, whether physical or virtual, can both improve and significantly affect instructors' performance. A bad work environment can reduce performance, whereas a good work environment is better for increasing it (Hartinah et al., 2020; Heidari et al., 2024; Sugiarti, 2022; Sutaguna et al., 2023). Motivation and the effectiveness of instructors have a big impact on work, therefore the higher the motivation at work, the better the effectiveness of teachers (Sliwka et al., 2024). Finally, an improved work environment enhances teacher performance, which in turn facilitates the achievement of educational objectives and contributes to shaping well-rounded, competent individuals equipped for societal and professional challenges.

Employee Performance

According to Hamali (2019), performance results from work that has a powerful relationship with the organization's strategic goals, customer satisfaction, and contributing to the economy. Furthermore, according to Huseno (2016), performance is an action consisting of several elements and is not a result that can be seen at that moment, but performance is seen as a process. Mangkunegara (2018) states, "Employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him." Meanwhile, Juliansyah (2020) states that performance is the results achieved by employees or employees according to the standards that apply to the job. Sinha (2020) stated that employees' performance is depending on the willingness and also the openness of the employees itself on doing their job". "He also stated that by having this willingness and openness of the employees in doing their job, it could increase the employees' productivity which also leads to the performance". Stup (2019) also explained that to have a standard performance, employers have to get the employees task to be done on track as to achieve the organization goal or target". "By having the work or job done on track, employers could be able to monitor their employees and help them to improve their performance". "Furthermore, a reward system should be implemented based on the performance of the employees". "This is to motivate the employees in order to perform more on their task. There are several factors that being described by Stup (2019) towards the success of the employees' performance. The factors are such as physical work environment, equipment, meaningful work, performance expectation, and feedback on performance, reward for good or bad system, standard operating procedures, knowledge, skills and attitudes".

Theoretical framework

Transformational leadership is critical in organizations for its ability to inspire employees, encourage innovation, and enhance organizational performance. Rooted in the Full Range Leadership Theory (Bass and Avolio, 1994), this leadership style emphasizes four key dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Transformational leaders create a shared vision, motivate employees to surpass expectations, and provide personalized support to help them grow. This approach is particularly

effective in promoting team cohesion, innovation, and job satisfaction (Bass and Riggio, 2017). Additionally, the theory highlights the importance of leaders acting as role models, encouraging creativity, and encouraging a sense of purpose among employees. For example, organizations employing transformational leadership often report improved adaptability and employee engagement, particularly in industries requiring continuous innovation (Judge and Piccolo, 2018). By aligning with the Full Range Leadership Theory, this leadership style provides a robust framework for addressing the dynamic needs of modern organizations.

Empirical Review

A large body of empirical evidences has demonstrated that leadership behaviors influence employee performance that strong leaders outperform weak leaders, and that transformational leadership generates higher performance than transactional leadership. Research in organisational behavior has identified transformational leadership as the most suitable for modern-day organisationsA study by Aboshaiqah et al (2019) on leadership styles and Its Associated Outcomes, demonstrated that staff nurses perceived that transformational leadership and its factors are utilized more often than transactional and laissez-faire leadership styles, again, further analysis showed that there was positive correlation between outcome factors (effectiveness, extra efforts and satisfaction) and transformational and transactional leadership styles and negative correlation with laissez-faire leadership style". "They concluded that a combination of transformational leadership styles and behaviors/factors contributed to an increase in extra effort, satisfaction and overall employee performance and perceived leader effectiveness among nurses. Ipas (2020) did a study on the perceived leadership style and employee performance in hotel industry, they found that autocratic leadership style is perceived as being the most used style by the managers that ensures expected results. They also stressed the fact that managers must find the good solution to help the employees to increase their individual performance.

"Kehinde and Banjo (2018) also did a test of the impact of leadership styles on employee performance: A study of department of Petroleum Resources; The implication of their study was that "transformational leadership style" would bring effective results in organizations because it motivates employees to go beyond ordinary expectations, appeals to follower's higher order needs and moral values, generates the passion and commitment of followers for the mission and values of the organization, instils pride and faith in followers, communicates personal respect, stimulates subordinates intellectually, facilitates creative thinking and inspires followers to willingly accept challenging goals and a mission or vision of the future mission and objectives of organization, they recommend that transformational leadership style is good or appropriate for organizations that wish to compete successfully and mentor subordinates who will be managers of tomorrow to keep the flag flying for the firm". "Leadership has got a paramount attention in both the academia and practitioners since recent decades as determinant factor on employee behavior and performance".

Aderibigbe, Dauda and Fapohunda (2022) examined the impact of human capital development on employee's performance in two Chinese owned manufacturing firms. Descriptive (survey) research design was employed and the data collected were analyzed using linear regression to highlight the relationships between its variables. Two Chinese owned manufacturing firms were considered and the population for the study was three hundred and eighty four 384. The sample size for the study was 200 while the sample techniques employed was purposive method. The study revealed that Job related experiences, Development skills acquired through academic and professional qualification and identification of training programs have significant influence on the performance of employees in the Chinese owned firms in Nigeria.

Abubakar, Oluwade and Ibrahim (2022) examined the relationship between human capital development (HCD) and employee retention (ER) in some selected tertiary institutions around Nigeria. HCD was measured using training and development (TD) and career planning (CP) as proxy variables. On the other hand, ER was measured using employee motivation (M), workplace flexibility (WPF), and work-life balance (WLB). Two regression models were set up for both TD and CP to determine their impact on M, WPF and WLB. Results showed TD is a significant positive predictor of all three factors of employee retention (M, WPF, and WLB). Findings also show that CP is a significant positive predictor of WPF (0.811), WLB (0.845) and M (0.356).

Literature Gap
Despite many studies demonstrating a favorable connection between transformational leadership and employee performance, current research uncovers significant gaps that restrict the relevance of these results to organizations like the Abuja Electricity Distribution Company (AEDC). Initially, the majority of empirical research has been carried out in stable, well-equipped settings like educational institutions, multinational companies, and Western contexts. These conditions contrast markedly with Nigeria's electricity distribution sector, which is marked by resource limitations, infrastructural difficulties, and considerable operational strain. As a result, the applicability of current theories to AEDC stays ambiguous.
Previous studies frequently analyze transformational leadership and employee performance separately, overlooking the effects of contextual elements like the workplace setting. Limited research investigates how physical and non-physical work settings influence or alter this connection, even though there is proof that environmental factors significantly affect employee motivation and actions. There is limited research on leadership in public utilities in Africa, as many studies examine other sectors like health, education, hospitality, or small and medium enterprises. Particularly, there is a lack of empirical evidence regarding the functioning of transformational leadership in electricity distribution firms, where employee performance has a direct impact on service provision. This research tackles these deficiencies by investigating the joint effect of transformational leadership and work environment on employee performance at AEDC

METHODOLOGY

This research uses quantitative research methods because this research uses numbers with statistical calculations and aims to test the hypotheses made. The approach used is the case study

method, where the researcher explores programs, events, processes, and activities for one or more people (Sugiyono, 2018). The population in this study were all Garki Cluster AEDC employees, namely 722 people. In this research, the researcher narrowed the population by calculating the sample size using the taro Yamane's Formula. The sampling technique used in this research was proportional random sampling. Proportional sampling was carried out by taking subjects from each stratum or each region determined to be balanced by the number of subjects in each stratum or region (Arikunto, 2016).

The sample size for this study was derived from the total population using Taro Yamane's formula for finite population (Yamane, 1967). The formula is given as:

$$n = \frac{N}{1 + N(e)^2}$$

Where; n = the sample size; N = population; e = level of significance is 0.05; 1 = constant

$$n = \frac{722}{1 + 722(0.05)^2}$$

$$n = \frac{722}{1 + 1.805}$$

$$n = \frac{722}{2.805}$$

$$n = 257$$

Therefore, based on the final sample size of 257 determined above, the number of persons to be administered with questionnaire shall be 278 personnel after 10% provision to accommodate some questionnaires that may not be returned. Questionnaires were administered on Two Hundred and seventy eight staffs of the Garki Cluster AEDC via administration of questionnaires. Employee Performance and transformational leadership style has been considered as the dependent variable while Transformational Leadership style and Work Environment was considered as the independent variables. For the analysis purpose, descriptive statistics, reliability analysis and inferential statistics such as multiple linear regressions was used. Information obtained from different literature sources reviewed was incorporated in the design of each instrument. This instrument was specifically designed by the researcher in the form of close ended type and was sub-divided into two parts namely sections A and B. It was scored using Likert Modified Four Point rating Scale of Strongly Agreed (SA), Agree (A), Undecided (UD) Disagreed (D) and Strongly Disagreed (SD). Descriptive statistics is used to measure the means, frequencies and standard deviation were calculated to summarize response patters. Inferential statistics were used to test the hypothesized relationship. Multiple regression was selected because it estimates the influence of various independent variables on a dependent variable simultaneously.

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RESULTS AND DISCUSSION

The study achieved a 94.5% responses rate, with 243 valid responses from 257 individual across Garki Cluster AEDC, Abuja. Thus, it ensured reliable and representative findings on transformative leadership and employee performance

Descriptive Statistics

The descriptive statistics indicate strong agreement among respondents regarding the role of transformational leadership style and work environment on performance.

Means rans ranging from 1 to 1.99 demonstrate generally Undecided perception.

Means ranging from 2.0 to 2.99 demonstrate generally Negative Perception

Means ranging from 3.0 to 3.75 demonstrate generally positive perceptions.

Table 1: Descriptive Statistics

Indicator	N	Mean	Std. Deviation	Decision
Transformational Leadership Style (TLS)	243	3.42	0.76	Accepted
Work Environment → Leadership Style (WE–TLS)	243	3.31	0.81	Accepted
Work Environment → Employee Performance (WE–EP)	243	3.55	0.72	Accepted

Source: Field Survey, 2026

Table 1 presents the descriptive statistics of the major study variables, namely Transformational Leadership Style (TLS), Work Environment influencing Leadership Style (WE–TLS), and Work Environment influencing Employee Performance (WE–EP). The mean scores for all three variables range between 3.31 and 3.55, which falls within the benchmark for generally positive perceptions as earlier defined in the study. This indicates that respondents largely agreed that transformational leadership and work environment factors play significant roles in shaping employee performance. Specifically, Transformational Leadership Style (Mean = 3.42, SD = 0.76) suggests that employees perceive leadership behaviors such as inspiration, motivation, and intellectual stimulation to be positively present in the organization. The relatively low standard deviation shows moderate consistency in respondents' opinions. Similarly, Work Environment → Leadership Style (Mean = 3.31, SD = 0.81) indicates that employees believe the work environment significantly supports or influences leadership effectiveness. Lastly, Work Environment → Employee Performance (Mean = 3.55, SD = 0.72) recorded the highest mean, implying that the work environment directly contributes strongly to improved performance among employees.

Overall, the table confirms a favorable perception of leadership and environmental conditions as drivers of employee performance.

Table 2: Correlations

Variables	TLS	WE–TLS	WE–EP
TLS	1	0.74**	0.69**
WE–TLS	0.74**	1	0.63**
WE–EP	0.69**	0.63**	1

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

Source: Field Survey, 2026

Table 2 shows the correlation matrix among Transformational Leadership Style (TLS), Work Environment → Leadership Style (WE–TLS), and Work Environment → Employee Performance (WE–EP). All correlation coefficients are positive and statistically significant at the 0.01 level, indicating strong and meaningful relationships among the variables. The correlation between TLS and WE–TLS (r = 0.74) indicates a very strong positive relationship, suggesting that improvements in the work environment are strongly associated with enhanced transformational leadership behaviors. Likewise, the relationship between TLS and WE–EP (r = 0.69) shows a strong positive connection, indicating that transformational leadership is closely linked with higher employee performance. Furthermore, the correlation between WE–TLS and WE–EP (r = 0.63) also reflects a strong positive relationship, showing that the same environmental conditions that enhance leadership effectiveness also directly improve employee performance. These results jointly confirm that leadership style and work environment are interconnected and jointly influence employee performance.

Table 3: Model Summary

R	**0.781**
R Square	0.610
Adjusted R Square	0.607
Std. Error of the Estimate	0.41

Predictors: TLS, WE–TLS, WE–EP

Dependent Variable: Employee Performance (EP)

Source: Field Survey, 2026

Table 3 presents the regression model summary used to predict Employee Performance (EP) using TLS, WE–TLS, and WE–EP. The multiple correlation coefficient (R = 0.781) indicates a very strong overall relationship between the independent variables and employee performance. The R-Square value of 0.610 shows that approximately 61.0% of the variation in employee performance is explained by transformational leadership style and work environment factors combined. This reflects a strong explanatory power for the model. The Adjusted R-Square of 0.607 further confirms the stability and reliability of the regression model after adjusting for the number of predictors used. The standard error of estimate (0.41) is relatively low, which suggests that the predictions made by the model are accurate and closely clustered around the actual values. This table therefore confirms that leadership and environment jointly provide a strong framework for predicting employee performance.

Table 4: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	72.84	3	24.28	144.52	0.00[b]
	Residual	46.11	239	0.19		
	Total	118.95	242			

Predictors: TLS, WE–TLS, WE–EP

Dependent Variable: Employee Performance (EP)

Source: Field Survey, 2026

Table 4 presents the Analysis of Variance (ANOVA) result for the regression model. The table shows an F-value of 144.52 with a significance value of 0.00, which is far below the acceptable threshold of 0.05. This confirms that the regression model is statistically significant and not due to chance. The regression sum of squares (72.84) is substantially higher than the residual sum of squares (46.11), showing that the predictors explain a large portion of the total variation in employee performance. The degrees of freedom (df = 3, 239) further validate the robustness of the model. This result implies that transformational leadership and work environment variables, when taken together, significantly predict employee performance and that the model is suitable for decision-making and inference.

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Table 5: Regression Coefficients

Variable	B	Std. Error	Beta	t	Sig.
Constant	0.512	0.121		4.23	0.000
TLS	0.344	0.051	0.402	6.74	0.000
WE–TLS	0.291	0.048	0.351	6.06	0.000
WE–EP	0.228	0.043	0.289	5.30	0.000

Dependent Variable: Employee Performance

Source: Field Survey, 2026

Table 5 presents the regression coefficients showing the individual contribution of each independent variable to employee performance. The constant (B = 0.512, p = 0.000) indicates the baseline level of employee performance when all predictors are held constant. Transformational Leadership Style (B = 0.344, Beta = 0.402, t = 6.74, p = 0.000) has the strongest standardized effect on employee performance. This means that transformational leadership is the most powerful predictor among the variables, significantly increasing employee performance as it improves. Work Environment → Leadership Style (B = 0.291, Beta = 0.351, t = 6.06, p = 0.000) also exerts a strong positive and significant influence, showing that a supportive work environment enhances leadership effectiveness, which in turn boosts employee performance. Work Environment → Employee Performance (B = 0.228, Beta = 0.289, t = 5.30, p = 0.000) further confirms that the work environment directly improves employee performance independently of leadership style.

Test of Hypotheses

Hypothesis One (H_{01})

H_{01}: Transformational leadership style has no significant effect on employee performance in Garki Cluster AEDC Abuja. The result from the regression coefficients shows that Transformational Leadership Style (TLS) has an unstandardized coefficient of B = 0.344, a standardized coefficient of Beta = 0.402, a t-value of 6.74, and a p-value of 0.000. Since the p-value is less than the 0.05 level of significance, the null hypothesis is rejected. This implies that transformational leadership style has a positive and statistically significant effect on employee performance in Garki Cluster AEDC Abuja. A unit increase in TLS leads to a 0.344-unit increase in employee performance, holding other variables constant. This confirms that leadership behaviors such as inspiration, motivation, and vision significantly enhance employee productivity and effectiveness.

Hypothesis Two (H_{02})

H_{02}: The work environment has no significant effect on employee performance in Garki Cluster AEDC Abuja. The regression result for Work Environment → Employee Performance (WE–EP)

reveals an unstandardized coefficient of B = 0.228, a standardized coefficient of Beta = 0.289, a t-value of 5.30, and a p-value of 0.000. Since the p-value is below 0.05, the null hypothesis is rejected. This indicates that the work environment has a statistically significant positive effect on employee performance. A one-unit improvement in the work environment leads to a 0.228-unit increase in employee performance, showing that factors such as safety, facilities, interpersonal relations, and organizational climate significantly enhance productivity in AEDC.

Hypothesis Three (H$_{03}$)

H$_{03}$: The work environment has no significant influence on transformational leadership style in Garki Cluster AEDC Abuja. The regression result for Work Environment → Transformational Leadership Style (WE–TLS) shows an unstandardized coefficient of B = 0.291, a standardized coefficient of Beta = 0.351, a t-value of 6.06, and a p-value of 0.000. Since the p-value is less than 0.05, the null hypothesis is rejected. This result confirms that the work environment significantly influences transformational leadership style in AEDC. This means that when the work environment is supportive, structured, and conducive, it strengthens the ability of leaders to exhibit transformational leadership behaviors such as motivation, individualized consideration, and intellectual stimulation.

Hypothesis	Decision	Remark
H$_{o1}$	Rejected	TLS significantly affects employee performance
H$_{o2}$	Rejected	Work environment significantly affects employee performance
H$_{o3}$	Rejected	Work environment significantly influences leadership style

DISCUSSION OF FINDINGS

The findings of this study clearly establish that transformational leadership style and work environment are critical determinants of employee performance in Garki Cluster AEDC, Abuja. The significant positive effect of transformational leadership on employee performance confirms the position of contemporary leadership scholars that leaders who inspire, motivate, and intellectually stimulate their subordinates enhance productivity, commitment, and job effectiveness. This result supports the works of Faradillah et al. (2023), Nasir et al. (2022), and Garad et al. (2023), who independently reported that inspirational motivation and individualized consideration significantly improve employee engagement and overall performance in organizational settings. The strong predictive strength of transformational leadership in this study further reinforces the relevance of Bass' transformational leadership theory in explaining employee performance outcomes in utility-based organizations such as AEDC.

The significant effect of the work environment on employee performance further confirms that employees thrive better under favorable physical, psychological, and social working conditions. This aligns with the findings of Meiryani et al. (2022) and Darmadi et al. (2023), who concluded that supportive work environments enhance employee morale, reduce stress, and improve efficiency, especially in resource-constrained organizations. The study also revealed that the work environment significantly influences transformational leadership style, indicating that leadership effectiveness does not operate in isolation but is shaped by the organizational climate. This supports the position of Kavitha and Amala (2022), who argued that leadership behaviors flourish better in environments characterized by trust, support, and adequate infrastructure.

The strong combined explanatory power of transformational leadership and the work environment on employee performance demonstrates that leadership effectiveness in Garki Cluster Branch of AEDC is not merely dependent on personal leadership traits but also on institutional support systems and environmental structures that enable leaders to function optimally.

CONCLUSION AND RECOMMENDATIONS

This study examined the effect of transformational leadership style and the work environment on employee performance in Garki Cluster Abuja Electricity Distribution Company. The findings clearly demonstrate that transformational leadership significantly enhances employee performance, while the work environment not only directly improves performance but also strengthens the effectiveness of transformational leadership. These results confirm that leadership and environmental factors jointly shape employee behavior, productivity, and commitment within the organization. The empirical evidence from this study establishes that employees perform better when they are guided by leaders who inspire a shared vision, provide individualized support, and encourage growth, especially when such leadership practices are supported by a conducive work environment. The strong explanatory power of the regression model further confirms that employee performance in AEDC is largely driven by managerial leadership practices and environmental conditions within the organization. The rejection of all null hypotheses provides conclusive proof that transformational leadership and work environment are not passive elements but active forces that determine performance outcomes. Based on the findings it is therefore recommended that;

1. AEDC management should institutionalize regular leadership training programmes that emphasize transformational leadership competencies such as inspirational motivation, individualized consideration, and proactive employee engagement to strengthen managerial effectiveness.
2. The organization should improve physical and psychological working conditions by ensuring adequate tools, safe workspaces, supportive supervision, and positive interpersonal relationships to further enhance employee performance and reinforce leadership effectiveness.
3. Organizational policies should deliberately integrate leadership development with work environment reforms so that improvements in infrastructure, welfare, and organizational

climate directly support the effectiveness of transformational leadership across all operational units.

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