



ISSN 2827-8151 (Online)
SRAWUNG (Journal of Social Sciences and Humanities)

<https://journal.ifpublisher.com/index.php/jssh>

Vol. 3, Issue. 1, (2024)

doi.org/10.56943/jssh.v3i1.445

The Effect of Leadership Styles on Staff Performance: A Case Study of Real Estate Companies in Phnom Penh, Cambodia

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ABSTRACT

Leaders in the real estate business in Cambodia have challenges that require them to use their leadership style in leading staff to work with high performance. The main objectives of this research are to identify the effect of leadership style on employee performance through motivation; to assess the effectiveness of leadership style and its effect on employee performance through motivation; to analyze the effect of leadership style on employee performance through motivation; to provide conclusions and implications about the effect of leadership style on employee performance through motivation; and to provide conclusions and implications about the effect of leadership style on employee performance through motivation in the real estate sector in Phnom Penh, Cambodia. The researcher selected 317 respondents to survey in eight real estate agency companies in Phnom Penh, Cambodia. In addition, key informants from middle and upper management were selected for semi-structured interview questions through purposive sampling technique. The research findings indicated that all five leadership styles including Transformational, Transactional, Democratic, Bureaucratic and Servant leadership styles are more effective towards employee motivation for private companies in the real estate sector in Phnom Penh, Cambodia. Transformational, Democratic and Servant leadership styles are more effective styles on employee performance for private companies in the real estate sector in Phnom Penh, Cambodia. While Transactional and Bureaucratic have no impact on employee performance for private companies in the real estate sector in Phnom Penh, Cambodia.

Keywords: Bureaucratic, Democratic, Servant, Transformational, Transactional

INTRODUCTION

Leadership serves an important role in creating a clear vision, mission, determining and setting goals, designing strategies, policies, and methods to achieve organizational goals effectively and efficiently and direct and coordinate organizational efforts and activities. According to Al Khajeh (Hamid, 2020) stated that the best leadership requires to be compatible with internal and external changes to fulfill the mission and vision of the organization. Nowadays, many companies have various challenges, such as organizational errors, high employee turnover rates, and poor financial performance. Leadership is a very important factor in the formulation and realization of organizational goals. Even the destruction and success of an organization, nation or other social entity is caused mostly because of the nature of its leadership style (Sakiru et al., 2013). The role of leadership is an absolute requirement to coordinate all activities and aspirations of a group. Leadership cannot be sustained without groups and groups cannot be sustained without leaders. It occurs as a result of the interdependence of the two concepts for organizational success. In fact, the term of leadership has different definitions from different people. The practice of influencing a social phenomenon is also described as leadership.

Performance measures how efficiently resources are used to achieve desired results. A company's success stems from efficient individual work and global collaboration, primarily driven by employee dedication. The interactions between a leader's demeanor or style and their workforce have come under increased scrutiny from many communities. Therefore, a leader's approach can either positively or negatively affect how an organization manages to increase productivity through the strategic vision of the organization (Sougui et al., 2015). The whole operating performance of a company, including income, market share, efficacy, efficiency, and devotion to fulfilling mission, is impacted by the leadership style employed. The success of most companies hinges on high-performing employees. Their efforts are the cornerstone of productive and profitable businesses. Cultivating the right leadership style is key to unlocking their full potential. Therefore, leadership style is one of the factors that influence employee performance.

According to Anugwu & Okolocha (2023) effective employees consistently execute assigned tasks, hit deadlines, collaborate seamlessly, and drive departmental progress. Different institutions and organizations, such as real estate businesses, need to have sound leadership styles, which include transformative approaches and democratic and *laissez-faire* approaches to leadership. However, in the real estate industry, there is often tension between personal responsibilities and roles. Because of the complexity of today's corporate world, leaders need more insight, skill, and style to lead their organizations to the desired level of success they envision. Solving these complex problems requires leaders to

improve their leadership styles, skills, and knowledge to become better leaders in the specific areas they manage. Leadership styles, public speaking, personality development, emotional intelligence, strategy development and execution, image building, corporate environment awareness, and other key knowledge or skill field. In Cambodia, Leadership in real estate businesses face challenges that require using their leadership styles to lead staff to work with high performance (CVEA, 2017). Therefore, this research aims to investigate the impact of leadership style on employee performance of real estate sector in Phnom Penh city, Cambodia.

LITERATURE REVIEW

The Definition of Leadership Styles, Employee Motivation, and Employee Performance

According to Sakiru et al (2013), leadership is a special type of leadership that motivates and influences individuals in organizations in all kinds of social situations, especially practical leadership that gets people to work together to achieve common goals and objectives. Korejan & Shahbazi (2016) refer to transformational leadership as leaders who aim to generate ideas and new perspectives to pave new avenues of growth and prosperity for the organization. By nurturing commitment, passion, and loyalty in management and employees, you can mobilize your organization's members, fundamentally transform your organization's foundations and fundamentals, and move your organization toward a new direction and the pinnacle of higher ideals. In addition, according to Odumeru & Ogbonna (2013), transactional leadership also known as managerial leadership which focuses on supervisory, organizational, and group performance roles and is a leadership style in which leaders encourage follower compliance through rewards and punishments.

Burlea-Schiopoiu & Idowu (2017) remark democratic leadership style influences the ability of other people to cooperate in order to achieve the achieved goals and then establishes some programs that are carried out jointly, that is, between superiors and subordinates. According to Gultom & Situmorang (2020), bureaucratic leadership revolves around following strict regulations. Mazarei et al (2013) defined that servant leadership as perception and action in such a way that a leader prefers others' benefits to his/her own. The core of servant leadership lies in fostering others' growth, leading to shared achievements. A. S. A. Ali et al (2013) refer to employee performance as the extent to which employees achieve desired outcomes through their work. They see good employee performance as a sign of a well-run organization. Burlea-Schiopoiu (2013) has defined motivation as the psychological and situational forces that align employee efforts with the direction set by the company. Employees realize organizational objectives into action through the lens of their own values and aspirations, resulting in a spectrum of motivated behaviors (Suprayitno & Ariati, 2022).

Sub-dimensions of Leadership Styles, Employee Motivation, and Employee Performance

Gerçeka (2018) identified a number of sub-dimensions of transformational leadership is comprised of inspiring charisma, individualized consideration, and intellectual stimulation (Table 1). In addition, Gerçeka (2018) stated that a number of sub-dimensions of transactional leadership is comprised of management by exception and contingent reward and active management (Table 1). İnce (2021) identified that a number of sub-dimensions of democratic is comprised of cognitive, affective, and behavioral cynicism (Table 1). Meanwhile, Mbindyo et al (2019) identified a number of sub-dimensions of bureaucratic leadership comprised of decision-making and delegation of authority (Table. 1). Rachmawati & Lantu (2014) identified that a number of sub-dimensions of servant leadership, including altruism, emotional healing, wisdom, persuasive mapping, and organizational stewardship (Table 1). Then, Permana et al (2019) identified two sub-dimensions of employee motivation including intrinsic motivation and extrinsic motivation (Table 1). In addition, Permana et al (2019) also identified that a number of sub-dimensions of Employee Performance is comprised of executing defined duties, meeting deadlines, team works and achieving departmental goals (Table 1).

Table 1. Sub-dimensions Definition of Leadership Styles, Employee Motivation, and Employee Performance

Variable	Sub-dimensions	References
Transformation Leadership	Inspiring charisma	Gerçeka (2018)
	Individualized consideration	
	Intellectual stimulation	
Transactional Leadership	Management by exception	Gerçeka (2018)
	Contingent reward and active management	
Democratic Leadership	Cognitive	İnce (2021)
	Affective	
	Behavioral cynicism	
Bureaucratic Leadership	Decision making	Mbindyo et al (2019)
	Delegation of authority	
Servant Leadership	Altruistic	Rachmawati & Lantu (2014)
	Emotional healing	
	Wisdom	
	Persuasive mapping	
	Organizational stewardship	
Employee Motivation	Intrinsic motivation	Permana et al (2019)
	Extrinsic motivation	
Employee Performance	Executing defined duties	Permana et al (2019)
	Meeting deadlines	

	Team works	
	Achieving departmental goals	

Source: Processed Data by Researchers

Hypothesis Development

Transformational Leadership and Employee Motivation

Transformational leadership is different because it creates a deep internal desire for motivation that is not sustained by transactions; and a leader who generates genuine inspiration or allows their followers to perceive a new point in purpose can create a lasting source of motivation (Kim & Yoon, 2015). Therefore, this research proposes the following hypothesis:

H₁ : Transformational style has a positive and significant impact on employee motivation.

Transactional Leadership and Employee Motivation

Longe (2014) stated that transactional leadership style has a positive impact on organizational performance. Transactional leadership creates a clear system where employees struggle for rewards, therefore improving individual and company performance. This leadership style addresses both the “how” and the “why” of work, ensuring not only smooth operations but also a shared passion for achieving organizational goals. Therefore, this research proposes the following hypothesis:

H₂ : Transactional style has a positive and significant impact on employee motivation.

Democratic Leadership Style and Motivation

Maqsood et al (2013) emphasized that as a conductor leads an orchestra, the leader leads the whole performance, but each musician’s voice contributes to the melody. Furthermore, this approach, which aligns goals, engages employees, and fosters adaptability, encourages a cycle of high performance that can be sustained over time. While ensuring compliance and sometimes immediate results, this leadership style strives to build trust and inspire lasting dedication from employees and positive evaluations of the organization (Northouse, 2021). Thus, this research proposes the following hypothesis:

H₃ : Democratic style has no positive and significant impact on employee motivation.

Bureaucratic Leadership Style and Motivation

According the research of Gultom & Situmorang (2020), there is a positive and significant influence between style of democratic leadership and bureaucratic

leadership style of teacher work motivation. Therefore, this research proposes the following hypothesis:

H₄ : Bureaucratic style has a positive and significant impact on employee motivation.

Servant Leadership Style and Motivation

Servant leadership is turning the leadership script on its side, emphasizing service and support over traditional traits such as dominance and control as well as behavioral and situational theories (Parris & Peachey, 2013). Thus, this research proposes the following hypothesis:

H₅ : Servant style has a positive and significant impact on employee motivation.

Transformational Leadership and Employee Performance through Motivation

General information regarding the definition of leadership indicates that the process involves personal ability to motivate and affect others (Rodrigues & Ferreira, 2015). Motivation and leverage ideally occur in a positive and respectful manner, contributing to the achievement of specific goals (Rodrigues & Ferreira, 2015). Therefore, this research proposes the following hypothesis:

H₆ : Transformational style has a positive and significant impact on employee performance.

Transactional Leadership and Employee Performance through Motivation

However, transactional leadership is not just about creativity; in today's dynamic and innovative workplace, depending on transactional leadership can prevent an organization from achieving its full potential. The lack of emphasis on creativity limits employees' solutions and approaches, limiting their ability to achieve optimal results (Sofi & Devanadhen, 2015). Thus, this research proposes the following hypothesis:

H₇: Transactional style has a positive and significant impact on employee performance.

Democratic Leadership Style and Employee Performance through Motivation

Bhargavi & Yaseen (2016) also analyzed the relationship between democratic leadership and organizational performance. According to their findings, democratic leadership has a positive impact on organizational performance because it provides employees with opportunities to express and implement creative ideas and participate in decision-making processes.

Thus, the research proposes following hypothesis:

H₈: Democratic leadership style has a positive and significant impact on employee performance.

Bureaucratic Leadership Style and Employee Performance through Motivation

Sougui et al (2015) also identified that bureaucratic leadership style has no impact on employee or organizational performance. This style is only useful if one needs to complete tasks over a long period of time using predetermined steps. Thus, this research proposes the following hypothesis:

H₉: Bureaucratic leadership style has a positive and significant impact on employee performance.

Servant Leadership Style and Employee Performance through Motivation

Parris & Peachey (2013) defined servant leadership is not only a management technique, but also is a way of life which begins with a natural feeling of wanting to serve and be the first to serve. Regarding specific research on the scope of servant leadership in the literature, servant literature research (SLR) has its origins in the fields of medicine, health care, and politics, and is primarily used in clinical and policy making (Parris & Peachey, 2013). Thus, the research propose following hypothesis:

H₁₀: Servant leadership style has a positive and significant impact on employee performance.

Employee Motivation and Employee Performance

Motivation is the process of persuading employees to work in order to achieve set organizational goals. The ways that this motivation is achieved differ between each employee and another based on their subjective vision. Provision of offices and equipment, learning the latest work techniques, competitive salaries and promotions are some of the motivational tools and incentives, each of which contributes in some way to improving employee performance and satisfaction. Unfortunately, not all motivation methods have lasting long-term effects (Burlea-Schiopoiu, 2013). Therefore, this research proposes the following hypothesis:

H₁₁: Motivation has a positive impact on employee performance.

Theoretical Foundation

In general, there are many theoretical frameworks on leadership styles and employee performance. Depending on the context of Cambodia, this research chose 3 models to study including from the research of Paracha et al (2012); Anyango (2015); Permana et al (2019). The tools used were servant variables, such as transformational; transactional; autocratic; laissez-faire; democratic;

bureaucratic; and servant to test questionnaires to 15 top management from 15 real estate companies in Phnom Penh. The scale used is a quantifiable scale, consisting of (1) not important; (2) less important; (3) important; (4) most important. The results of the weighted arithmetic mean are described as follows.

Table 2. The Result of Weighted Arithmetic Mean for Selecting Model

Variables	Sample	(\bar{X})	Std. D.	Interpretation
Transitional	15	3.20	0.41	Important
Transactional	15	3.66	0.48	Most Important
Laissez-Faire	15	2.33	0.89	Less important
Autocratic	15	2.33	0.61	Less important
Democratic	15	3.01	0.65	Important
Bureaucratic	15	2.93	0.88	Important
Servant	15	2.73	1.16	Important

Source: Processed Data by Researcher

There are only five variables such as transformational, transactional, democratic bureaucratic, and servant leadership are use as the tools for the present study (Table 2). Thus, we propose new conceptual framework as in Figure 1.

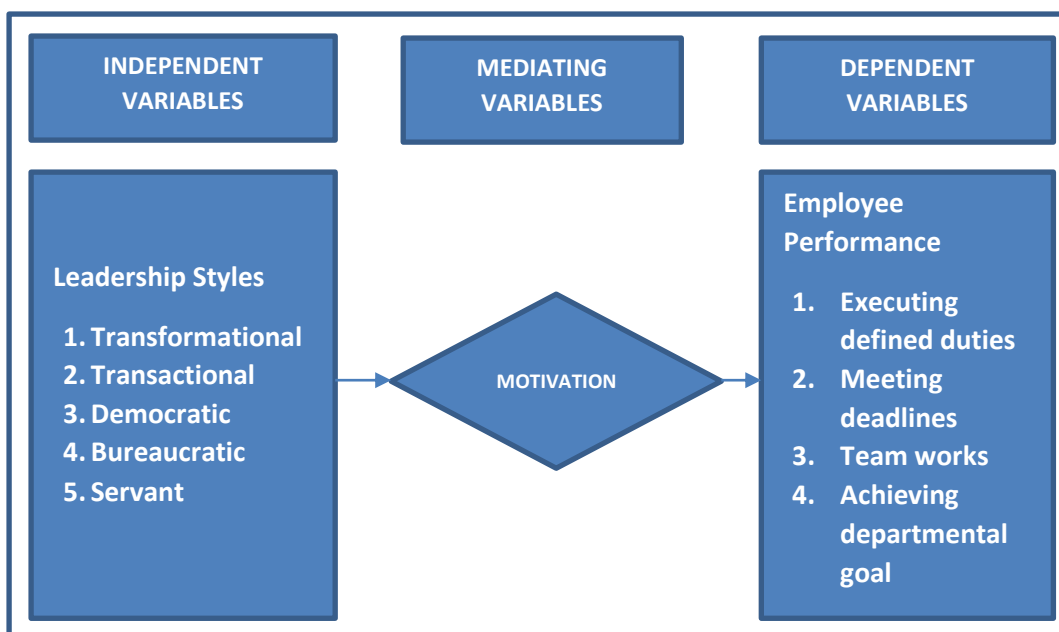


Figure 1. Proposing Model

Source: Processed Data by Researcher

RESEARCH METHODOLOGY

Sampling and Sample of Research

The sample size is the total number of respondents included in the study in order to guarantee that the overall sample fairly represents the whole population. Subgroups of this number are often created using factors such as area, gender, and age. The selecting an appropriate sample size is a critical step in any statistical investigation. Total populations of eight companies are 1,498. Therefore, 317 respondents are calculated for the research (Table 3). To carry out the present study in the capital city of Phnom Penh, the sample size from eight real estate companies has been determined on the basis of the following formula (Yamane, 1967):

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

Description:

n = Sample size

N = Population size

e = Margin of Error (MoE)

In order to calculate sampling of each target company, researcher use Stratified Sampling formula as follow (Parsons, 2014):

$$n_k \frac{N_k}{N} \times n$$

Description:

n_k = Sample size of strata

N_k = Number of strata

N = Population or universe

n = Sample size

Table 3. Sample Calculation

No	Company	Staff	Sample Calculated
1	Real Estate Company 1	243	51
2	Real Estate Company 2	159	34
3	Real Estate Company 3	182	38
4	Real Estate Company 4	145	31
5	Real Estate Company 5	204	43
6	Real Estate Company 6	182	38
7	Real Estate Company 7	205	43

8	Real Estate Company 8	178	38
Total		1,498	317

Source: Processed Data by Researcher

Statistical Tools

The statistical tools were used for data analysis by separating into three parts to find the results. First, the frequency and percentage of the respondents' identification were analyzed, such as age, gender, place of work, education, work experience, study skills, and so on. Second, the weighted arithmetic mean of the leadership styles of top management and middle management. The multiple regression performed is as follows:

1. Leadership Styles and Staff Motivation

The formula represented as follow:

$$Y_1 = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + e$$

Description:

Y_1 = Staff Motivation (SM)

X_1 = Transformational

X_2 = Transactional

X_3 = Democratic

X_4 = Bureaucratic

X_5 = Servant

b_0 = Intercept Term

$b_1, b_2, b_3, b_4,$ and b_5 are the coefficient of $X_1, X_2, X_3, X_4,$ and X_5 ; e = error term.

2. Leadership Styles and Employee Performance

The formula represented as follow:

$$Y_2 = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + e$$

Description:

Y_2 = Employee Performance (EP)

X_1 = Transformational

X_2 = Transactional

X_3 = Democratic

X_4 = Bureaucratic

X_5 = Servant

b_0 = Intercept Term

$b_1, b_2, b_3, b_4,$ and b_5 are the coefficient of $X_1, X_2, X_3, X_4,$ and X_5 ; e = error term.

3. Staff Motivation and Staff Performance

The formula represented as follow:

$$Y_3 = b_0 + bX + e$$

Description:

Y_3 = Employee Performance (EP)

X = Motivation

b_0 = Intercept Term

b = is the coefficient of X ; and e = error term.

Data Analysis

To analyze the effect of leadership styles on staff performance through staff motivation in the real estate business sector in Phnom Penh, the research has collected primary data from 317 staff and sale agents through a field survey. As explained in the methodology chapter, the samples, staff and sale agents were randomly picked up from eight different private real estate companies. For the purpose of analysis, the present section is divided into two parts. While in the first part, a detailed profile (gender, age, education, work experience and position) of the sample respondents has been presented, in the second part, such as the first section, the impact of leadership styles on staff performance through staff motivation; while the second section, the impact of leadership styles on staff performance through staff motivation are analyzed. Therefore, the conclusion has been remarked.

RESULT AND DISCUSSION

Research Results

Among 317 selected respondents, the percentage of male respondents was found to be slightly higher than their counterparts. While the representation of male respondents in the survey was 50.80 percent, it was 49.20 percent for female respondents as shown in Table 4.

Table 4. Characteristics of The Respondents

Demographic	Category(n=317)	Frequency	Percentage
Gender	Male	161	50.80
	Female	156	49.20
Age gap	18-30 years old	267	84.20
	31-40 years old	48	15.10
	41-50 years old	2	0.60
Educational Background	TVET	9	2.80
	Diploma	72	22.70

	Bachelor	223	70.30
	Master	12	3.80
	Other	1	0.30
Years of Experiences	Less than 3 years	184	58.00
	3-5 years	112	35.30
	6-10 years	21	6.70
Occupational Status	Chairman board of director	1	0.30
	Manager	22	7.00
	Staff/Sale Agent	294	92.70

Source: Processed Data by Researchers

Among 317 sample respondents, the highest, i.e., 84.20 percent was in the age-group of 18-30, followed by 15.10 percent in the age-group of 31-40. The other percentage sample respondents, i.e., 0.60 percent belonged to 41-50 age group. Thus, among the sample respondents' majority were in the age of 18-30 as shown in Table 4.

As revealed from the profile of sample respondents, the highest percentage, i.e., 70.30 percent respondents qualified Bachelor Degree followed by 22.70 percent involved in Diploma and 3.80 percent of Master Degree. The remaining 6.00 percent undertook TVET and other as shown in Table 4.

Among 317 sample respondents, the longest work experience, i.e., 58.00 percent was in the group of less than three years, followed by the same 35.30 percent in the group of three to five years and 6.70 percent belonged to group of six to ten years. Thus, among the sample respondents' majority had work experiences less than three years as shown in Table 4.

As revealed from the profile of sample respondents, the highest percentage, i.e., 92.70 percent of respondents are staff/sale agents followed by 7.00 percent involved in manager, remaining was chairman or board of director as shown in Table 4.

Effective of Transformational Leadership Style on Employee Motivation

Based on the statistical analysis, the regression results presented in Table 5 show that transformational style had significant impact on employee motivation of the real estate sector in Phnom Penh. It is revealed from the corresponding regression coefficient and its 't' and 'p' values. The regression coefficient of employee motivation is 0.127 and its 't' and 'p' values are 2.181 and 0.030. The regression results indicate that the dependent variable, i.e., employee motivation has been significantly impacted by transformational style and the level of significance was at one percent. Thus, based on the above results, the null hypothesis "H₁: Transformational style has no positive significant effect on

employee motivation of the real estate sector in Phnom Penh” is rejected. In other words, it can be concluded that transformational style had significant impact on employee motivation of the real estate sector in Phnom Penh.

Table 5. Contribution of Leadership Styles to Employee Motivation (Regression Results)

Dependent Variable	R=0.492 R ² = 0.242 R-Adjust =0.230		F=19.867 Sig.=0.000			
	Independent Variable	Regression Coefficient	t-value	P-value	Collinearity	
				Tolerance	VIF	
Employee Motivation	Transformational Leadership	.126	2.181	.030	.723	1.384
	Transactional Leadership	.212	2.283	.023	.448	2.231
	Democratic Leadership	.267	3.614	.000	.557	1.796
	Bureaucratic Leadership	.121	2.216	.027	.693	1.443
	Servant Leadership	.000	-.005	.996	.678	1.476

Source: Processed Data by Researchers

Effective of Transactional Leadership Style on Employee Motivation

Based on the statistical analysis, the regression results presented in Table 5 show that transactional style had significant impact on employee motivation of the real estate sector in Phnom Penh. It is revealed from the corresponding regression coefficient and its 't' and 'p' values. The regression coefficient of employee motivation is 0.168 and its 't' and 'p' values are 2.283 and 0.023. The regression results indicate that the dependent variable, i.e., employee motivation has been significantly impacted by transactional style and the level of significance was at two percent. Thus, based on the above results, the null hypothesis “H₂: Transactional style has no positive significant effect on employee motivation of the real estate sector in Phnom Penh” is rejected. In other words, it can be concluded that transactional style had significant impact on on employee motivation of the real estate sector in Phnom Penh.

Effective of Democratic Leadership Style on Employee Motivation

Based on the statistical analysis, the regression results presented in Table 5 show that democratic style had significant impact on employee motivation of the real estate sector in Phnom Penh. It is revealed from the corresponding regression coefficient and its 't' and 'p' values. The regression coefficient of employee

motivation is 0.239 and its 't' and 'p' values are 3.614 and 0.000. The regression results indicate that the dependent variable, i.e., employee motivation has been significantly impacted by transactional style and the level of significance was at one percent. Thus, based on the above results, the null hypothesis "H₃: Democratic style has no positive significant effect on employee motivation of the real estate sector in Phnom Penh" is rejected. In other words, it can be concluded that democratic style had significant impact on employee motivation of the real estate sector in Phnom Penh.

Effective of Bureaucratic Leadership Style on Employee Motivation

Based on the statistical analysis, the regression results presented in Table 5 show that bureaucratic style had significant impact on employee motivation of the real estate sector in Phnom Penh. It is revealed from the corresponding regression coefficient and its 't' and 'p' values. The regression coefficient of employee motivation is 0.131 and its 't' and 'p' values are 2.216 and 0.027. The regression results indicate that the dependent variable, i.e., employee motivation has been significantly impacted by transactional style and the level of significance was at two percent. Thus, based on the above results, the null hypothesis "H₄: Bureaucratic style has no positive significant effect on employee motivation of the real estate sector in Phnom Penh" is rejected. On the other hand, it can be concluded that bureaucratic style had significant impact on on employee motivation of the real estate sector in Phnom Penh.

Effective of Servant Leadership Style on Employee Motivation

The regression results presented in Table 5 show that servant style had insignificant impact on employee motivation of the real estate sector in Phnom Penh. This is revealed from the corresponding regression coefficient and its 't' and 'p' values. The regression coefficient of employee motivation is 0.000. The corresponding 't' and 'p-value' of the regression coefficients are -0.005 and 0.996. The regression results indicate that the dependent variables, i.e., employee motivation had not been significantly influenced by servant style and the level of significance was at larger than five percent. Thus, on the basis of the above regression results, the null hypothesis "H₅: Servant style has no positive significant effect on employee motivation of the real estate sector in Phnom Penh" is accepted. In other words, it can be concluded that the servant style has insignificant impact on employee motivation of the real estate sector in Phnom Penh.

Effective of Transformational Leadership Style on Employee Performance

Based on the statistical analysis, the regression results presented in Table 6 show that transformational style had significant impact on employee performance of the real estate sector in Phnom Penh. It is revealed from the corresponding regression coefficient and its 't' and 'p' values. The regression coefficient of

employee performance is 0.374 and its 't' and 'p' values are 6.387 and 0.000. The regression results indicate that the dependent variable, i.e., employee performance has been significantly impacted by transactional style and the level of significance was at one percent. Thus, based on the above results, the null hypothesis "H₆: Transformational style has no positive significant effect on employee performance of the real estate sector in Phnom Penh" is rejected. In other words, it can be concluded that transformational style had significant impact on employee performance of the real estate sector in Phnom Penh.

Table 6. Contribution of Leadership Styles to Employee Performance (Regression Results)

Independent Variable	Regression Coefficient	t-value	P-value	Collinearity	
				Tolerance	VIF
Employee Performance	R=0.479 R ² = 0.230 R-Adjust =0.217		F=18.537 Sig.=0.000		
Transformational Leadership	.348	6.387	.000	.723	1.384
Transactional Leadership	-.167	-1.902	.058	.448	2.231
Democratic Leadership	.193	2.624	.009	.557	1.796
Bureaucratic Leadership	-.078	-1.515	.131	.693	1.443
Servant Leadership	.201	3.705	.000	.678	1.476

Source: Processed Data by Researchers

Effective of Transactional Leadership Style on Employee Performance

The regression results presented in Table 6 show that transactional style had insignificant impact on employee performance of the real estate sector in Phnom Penh. This is revealed from the corresponding regression coefficient and its 't' and 'p' values. The regression coefficient of employee performance is -0.141. The corresponding 't' and 'p-value' of the regression coefficients are -1.902 and 0.058. The regression results indicate that the dependent variables, i.e., staff performance had not been significantly influenced by servant style and the level of significance was at larger than five percent. Thus, on the basis of the above regression results, the null hypothesis "H₇: Transactional style has no positive significant effect on employee performance of the real estate sector in Phnom Penh" is accepted. In

other words, it can be concluded that the transactional style has insignificant impact on employee performance of the real estate sector in Phnom Penh.

Effective of Democratic Leadership Style on Employee Performance

Based on the statistical analysis, the regression results presented in Table 6 show that democratic style had significant impact on employee performance of the real estate sector in Phnom Penh. It is revealed from the corresponding regression coefficient and its 't' and 'p' values. The regression coefficient of employee performance is 0.175 and its 't' and 'p' values are 2.624 and 0.009. The regression results indicate that the dependent variable, i.e., employee performance has been significantly impacted by democratic style and the level of significance was at one percent. Thus, based on the above results, the null hypothesis "H₈: Democratic leadership style has no positive significant effect on employee performance of the real estate sector in Phnom Penh" is rejected. In other words, it can be concluded that democratic style had significant impact on employee performance of the real estate sector in Phnom Penh.

Effective of Bureaucratic Leadership Style on Employee Performance

The results in Table 6 show that bureaucratic style had insignificant impact on employee performance of the real estate sector in Phnom Penh. This is revealed from the corresponding regression coefficient and its 't' and 'p' values. The regression coefficient of employee performance is -0.091. The corresponding 't' and 'p-value' of the regression coefficients are -1.515 and 0.131. The regression results indicate that the dependent variables, i.e., employee performance had not been significantly influenced by bureaucratic style and the level of significance was at larger than one percent. Thus, based on the above results, the null hypothesis "H₉: Bureaucratic leadership style has no positive significant effect on employee performance of the real estate sector in Phnom Penh" is accepted. In other words, it can be concluded that the bureaucratic style has insignificant impact on employee performance of the real estate sector in Phnom Penh.

Effective of Servant Leadership Style on Employee Performance

Based on the statistical analysis, the regression results presented in Table 6 show that servant style had significant impact on employee performance of the real estate sector in Phnom Penh. It is revealed from the corresponding regression coefficient and its 't' and 'p' values. The regression coefficient of employee performance is 0.224 and its 't' and 'p' values are 3.705 and 0.000. The regression results indicate that the dependent variable, i.e., employee performance has been significantly impacted by servant style and the level of significance was at one percent. Thus, based on the above results, the null hypothesis "H₁₀: Servant leadership style has no positive significant effect on employee performance of the real estate sector in Phnom Penh" is rejected. In other words, it can be concluded

that servant style had significant impact on employee performance of the real estate sector in Phnom Penh.

Effective of Motivation on Employee Performance

Based on the statistical analysis, the regression results presented in Table 7 show that motivation had significant impact on employee performance of the real estate sector in Phnom Penh. It is revealed from the corresponding regression coefficient and its 't' and 'p' values. The regression coefficient of employee performance is 0.314 and its 't' and 'p' values are 5.872 and 0.000. The regression results indicate that the dependent variable, i.e., employee performance has been significantly impacted by motivation and the level of significance was at one percent. Thus, based on the above results, the null hypothesis "H₁₁: Motivation has no positive significant effect on employee performance of the real estate sector in Phnom Penh" is rejected. In other words, it can be concluded that motivation had significant impact on employee performance of the real estate sector in Phnom Penh.

Table 7. Contribution of Motivation to Employee Performance (Regression Results)

Dependent Variable Employee Performance	R=0.314 R ² = 0.099 R-Adjust =0.096		F = 34.475 Sig. = .000
Independent Variable	Regression Coefficient	t-value	P-value
Employee Motivation	.295	3.705	.000

Source: Processed Data by Researchers

Assumption Check

The study confirms that the current study did not violate any regression assumptions before submitting the data to science research. Linear regression is a common tool in many fields, from science and healthcare to business and economics. It helps us understand relationships between variables and make predictions based on those relationships. The five main assumptions of regression are linear, normality, collinearity, and homoscedasticity. Collinearity checks are crucial to avoid muddying the data and leading to false conclusions. In this study, the assumption has been verified through collinearity statistics analysis, with tolerance scores over 0.20 and variance inflation factor scores significantly below 5. Normality checks show that the data is normally distributed, with zero at the center and data dispersed between -3 and +3. The P-P plot indicates good normality, and the data sample survey is perfectly aligned with minimal variation. Heteroscedasticity checks indicate that the plots are near the straight line, with the

data evenly distributed around zero and close to the center of zero. This suggests that the dependent variable and anticipated variables are connected.

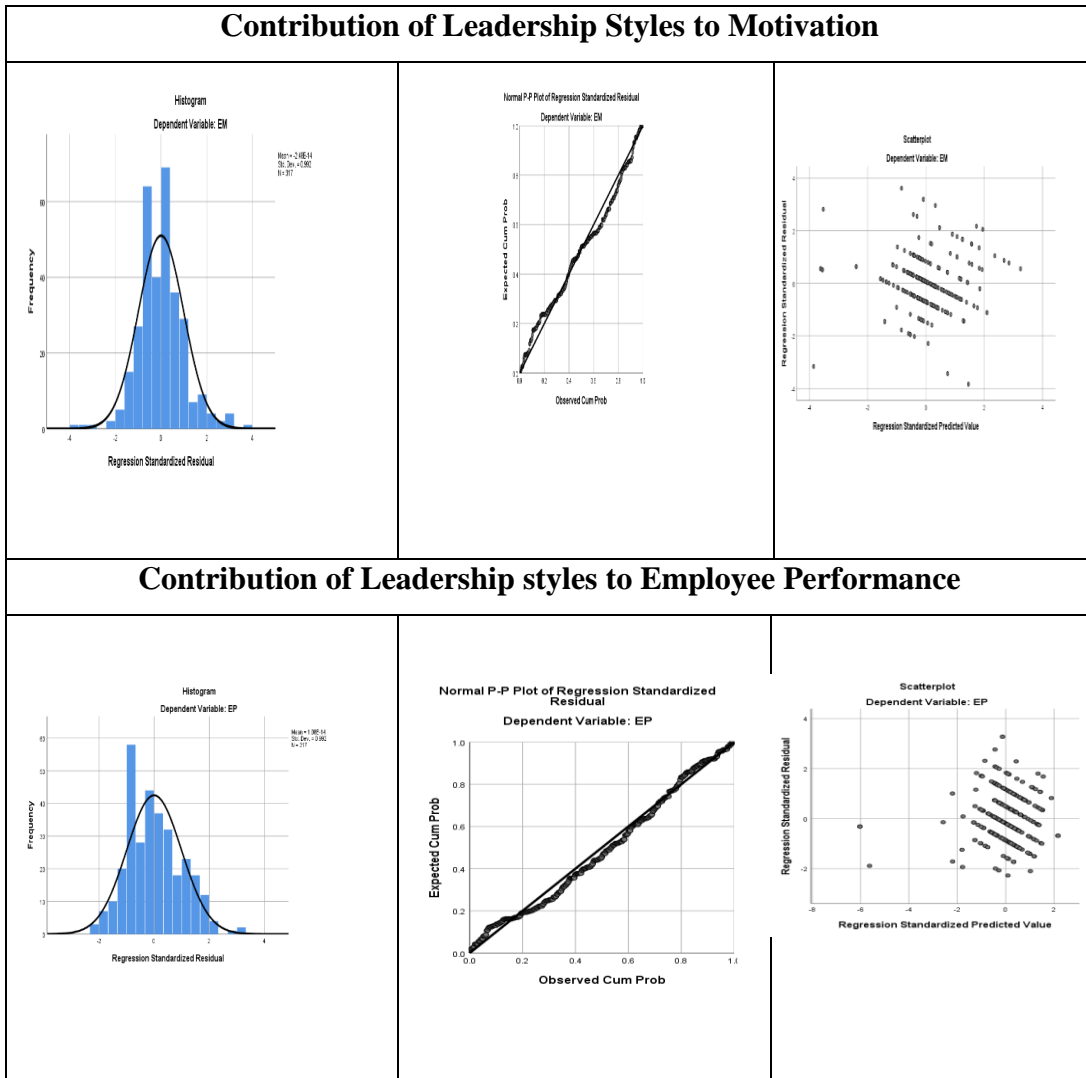


Figure 2. The Curva Analysis Result of Contribution of Leadership Styles to Motivation; and Contribution of Leadership Styles to Employee Performance
Source: Processed Data by Researchers

CONCLUSION

The study conducted in Phnom Penh, aimed to analyze the impact of various leadership styles on employee motivation and performance. The results showed that transformational style had a significant impact on employee motivation, while transactional style had no significant effect. Democratic style also had a significant impact on employee motivation, while bureaucratic style had no significant effect.

Servant style had an insignificant impact on employee motivation, while transformational style had a significant impact on performance. Transactional style had no significant effect on employee performance, while democratic style had a significant impact. Bureaucratic style had no significant effect on employee performance, while servant style had a significant impact on performance.

The results also revealed that the transformational style positively impacted employee performance, while the transactional style had no significant impact. The democratic style had a positive impact on employee performance, while the bureaucratic style had no significant impact. The servant style had a significant impact on employee performance, and the null hypothesis “H₁₀: Servant leadership style has no positive significant effect on employee performance of the real estate sector in Phnom Penh” was rejected. The study concluded that motivation had a significant impact on employee performance in the real estate sector in Phnom Penh. The null hypothesis “H₁₁: Motivation has no positive significant effect on employee performance of the real estate sector in Phnom Penh” was rejected, indicating that motivation had a significant impact on employee performance. In conclusion, the study provides valuable insights into the impact of different leadership styles on employee motivation and performance in the real estate sector in Phnom Penh.

Implications and Recommendation

Based on the previous conclusion, even if the most result existing are in good track record, the policy makers or planners of the real estate sector in Phnom Penh would take some action plan, such following below:

1. To motivate their employees and agents to work harder and produce better outcomes, managers at the top and middle levels of real estate companies can keep applying transformational, transactional, democratic, bureaucratic, and servant leadership styles.
2. To inspire employees and agents to work with greater performance, better outcomes, and more productivity, top managers and middle managers of real estate organizations should keep utilizing their transformational, democratic, and servant leadership philosophies.

Real estate company middle and top managers were unable to lead their employees and agents in the same way, namely through transactional and bureaucratic leadership styles. It will have a negative impact on employee and agent productivity, outcomes, and work performance.

Limitation of The Research

The impact of leadership styles, such as transformational, transactional, democratic, bureaucratic, servant leadership on employee performance on the real estate sector has been considered. This research can provide better results, if the

type of data analysis used is qualitative. Future researchers may consider a more diverse sample in other areas, such as campuses in other provinces.

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