



TRANSFORMATIONAL LEADERSHIP PRACTICES AND OCCUPATIONAL SPACE IN POST COVID-19 PANDEMIC: A CASE OF ALIGHT RWANDA/ FORMERLY (AMERICAN REFUGEE COMMITTEE)

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Abstract

This research proposal is about the impact of transformational leadership practices on occupational space in Post Covid-19. Thus, transformational leadership is a way of managing organization or company and handle all changes appropriately, the researcher aimed to work on this topic due to the fact that most organizations were challenged by Covid-19 pandemic. In this research project the researcher selected Alight Rwanda with 80 Total populations in order to assess the impact of transformational leadership practices on occupational space in post Covid-19. The key objective is to evaluate the impact of transformational leadership in occupational space for Alight in Rwanda, To examine the influence of transformational leadership on preventing measures on occupational space at Alight Post Covid-19 period of COVID-19 from 2020-2021. To investigate the extent to which transformational leadership's positive impact on working environment and employee's performance at Alight Rwanda located in Gasabo district Post Covid-19 situation. To identify the correlation between transformational leadership and employees job risk prevention at Alight. The researcher used Yaman method in order to get sample size of the study, 67 is the sample size of the study from 80 target population. This research is cross-section research, whereby qualitative technique adopted qualitative technique helped the researcher to gather relevant information that was based on study object where questionnaires formulated and were forwarded to respondent of Alight Rwanda in Gasabo District. The research findings revealed that Remote working has high positive correlation of $r=0.975$ (97.5%) whereby effect of organization culture on employee performance with high positive correlation of $r=0.942$ (94.2%), the level of organization culture has a strong positive correlation by $r=0.962$ (96.2%), the indicator shows that transformation leadership at Alight organization led prevention of employees from posit Covid-19 infection, organization operations continued due to transformation leadership and organization. the researcher done analysis where revealed that transformation leadership led to the formulation of remote working such that prevent employees from infection and developed organization culture which led to change in Alight organization And motivated employees at work occupational in post Covid-19. In the conclusion transformation leadership has positive significant on employees' preventive measures and performance. The researcher recommended that needs to increase awareness about outbreaks not only post Covid-19 measures; this help Alight Rwanda to safeguard all employees. The researcher recommended Alight organization to set consistent measures to prevent employees from outbreaks

i. Introduction

Cultural change plays an important role in the study (Sulasmi, 2020). Studies show that cultural differences often predict performance and also affect employees' beliefs about the work tools provided by the organization (Hassi, 2019). However, some studies show that the impact of leadership can vary depending on the organization, environment, culture, and situation (Nawose Ingällan and Roussel, 2017). The World Health Organization (2020) declared coronavirus 2019 (COVID-19) The COVID-19 pandemic has forced many businesses to close and has caused unprecedented economic disruptions in many sectors. All activities in the organization should prioritize spending that does not add value to the environment and delaying work (Donthu, 2020). Due to COVID-19, most employees and companies are forced to work remotely, even if they have no knowledge of it and are not ready to work remotely (Kniffin, 2021). The COVID-19 pandemic has taught us an important lesson. The lockdowns of governments around the world following the COVID-19 pandemic have led to a significant shift in daily activities from factories and workplaces to families in a short time (Kylili, 2020).

Working on the phone can lead to poor performance. However, everyone has other responsibilities and priorities, such as looking after children or relatives. Working remotely can improve teamwork because it allows everyone to understand each other's situation and avoid feelings of anger and guilt that can arise from inequality (Phillips, 2020). As COVID-19 spreads across the world, many things have changed, one of which is culture. Compliance with PSBB (Batasan Sosial Berskala Besar/Large-Scale Social Restrictions) policies and health procedures requires managers to use new methods to protect organizations. Ken Wong, president of Lenovo Asia Pacific, said COVID-19 has been a force in accelerating digital transformation for many companies. After the COVID-19 pandemic, almost all companies have changed their communication methods and opened up more digital and traditional communication channels, so managers need to be very familiar with communication, especially digital media.

But digital or remote work is also accompanied by increased work. There is still much to be done when it comes to working from home; 37% of employees worldwide feel that their employers expect more from them. Therefore, company leaders also need to address employees' mental health issues. During the COVID-19 period, some workers were laid off or their salaries were reduced so that companies could go bankrupt (Compass, 2021). The global spread of COVID-19 has taught us an important lesson. During the COVID-19 pandemic, governments around the world have shut down, which has led to a significant shift in daily activities from offices and workplaces to family life for a short period of time (Kylili et al., 2020). Remote working can lead to irregular working patterns as coworkers work flexibly. However, everyone has other responsibilities and priorities, such as looking after children or caring for relatives.

Working remotely can improve teamwork because it allows everyone to understand each other's situations and avoid feelings of anger and guilt that can arise from inequality (Phillips, 2020). One of the growing issues following the COVID-19 pandemic is remote working. How are managers coping with the transition from flying to working? According to Laker (2020), many companies are extremely affected by the fear that working from home will reduce productivity. Considering the importance of the unprecedented situation caused by COVID-19, this study aims to evaluate the impact of cultural change on a Rwandan resort in the post-COVID-19 era. Alight is an international humanitarian organization founded in 1978. Neal Ball traveled throughout Southeast Asia and found himself facing health issues and needed a hands-on call to action. He returned to

the United States and founded the American Refugee Council, headquartered in Minneapolis, Minnesota, USA. (See www.wearealight.org/about).

The American Refugee Council came to Rwanda in 1994 to help with the return of Rwandans who had fled the country in 1959, 1962 and 1973. At the same time, there were still 3 million people who had fled the country to neighboring Congo, then Burundi, Uganda and Tanzania. At that time, Alette began to come down to help people return. But soon after, the Congo war broke out in 1998 and Congolese people fled their country and came to Rwanda. The first refugee camp was established in Kiziba in 1998, followed by many others at different times and places in Congo. To date, Alight has worked in all five refugee camps, which have hosted over 135,000 refugees, mostly Congolese and Burundians. ARC has provided and continues to provide services in the areas of health, nutrition, protection of children and women, health promotion, shelter and infrastructure in these camps.

In 2019, the American Refugee Council felt the need to rethink its approach 40 years after its founding. The world's human health is changing, new problems are emerging—conflicts are happening in every corner of the world, climate change is affecting everyone—droughts, fires, heavy rains, floods, storms, bad water from the world's atmosphere. The whole list of global impacts is causing major changes. In order for ARC to become the humanitarian organization of the 21st century, it must not only change its stereotypical name—"American"—but also its philosophy of deep intervention to help prisoners navigate the uncertainty of life. This change brings with it ideas like putting people first, starting with giving, doing more, encouraging joy, being brave enough to be good, making good choices, and finding others.

These became the priorities that the organization put at the center of its interventions and was renamed ALIGHT. 10 months after the rebrand, Alight was facing a new challenge that the world was not ready to deal with: Covid-19. The global pandemic known as Covid-19 emerged. By the end of March 2020 and the end of the summer of that year, many worlds were closed, including all Alight offices worldwide. While the rebrand was the beginning of a change, the transmission revealed all the other challenges of the competition; mainly, improving conservation and keeping the world running while preserving people's resources. Like all international organizations, Alight set out to develop a system that would provide services to migrants while maintaining donor relationships in the absence of change. These projects will focus less on the time of the Covid-19 pandemic and more on the post-Covid-19 era and how organizations like Alight can continually adapt and evolve. This study examines this change from both an employee and employer perspective. As we mentioned above, rebranding is not an action, it is a journey. The use of digital platforms is a necessary solution. The death of George Floyd in Minneapolis, Minnesota (the city where Alight is headquartered) led to an internal reflection within Alight to examine whether the organization could learn from this terrible situation and its aftermath: the global fight against racism and public debate. Inspired by the above incident, the Alight Belonging Project was launched. The project is being designed and completed online using digital tools (Microsoft Teams, Zoom and Slack). This marked the beginning of Alight's ongoing remote world planning. Accepting the new virtual reality is a completely new culture. At first, it was only used by the Kigali financial aid office. The new remote work plan has enabled organisations in Rwanda to integrate other areas, such as human resources management, and improve systems in the remote communities where Alight works. buy. This is a result of post-Covid rules.

Purchase application and then approval. All purchases and services are information-based. There are about four approval levels. The system has worked well for the organization for more than ten years. The fact that everyone uses it from the office and works eight hours a day makes it easy. Most of the time, it will be easy to write all the necessary signatures. One of the new plans is to move all purchases to digital systems like email, cloud platforms like One Drive, and then do the explanation by phone. In the post-Covid-19 era, this has taken on a new culture, face-to-face and remote. Terminal solutions for automation, management and tracking of Alight passengers and travelers worldwide. The security team will implement procedures to plan, protect and respond to known risks that Alight's business people may encounter while traveling around the world. The research objective was to evaluate the impact of transformational leadership in occupational space post Covid-19 in Alight Rwanda.

Specific Objective

- i. To examine the influence of remote work arrangement at occupational space at Alight Rwanda in Post Covid-19.
- ii. To explore the positive effect of organization culture on employee's performance at Alight Rwanda in Post Covid-19.
- iii. To identify the correlation between employee arrangement and employees performances at Alight Rwanda in post Covid-19.

1.4. Hypothesis of the Research

H₀₁ Remote work arrangement has no positive relationship in respecting and applying of preventive measures of COVID-19 epidemic disease at work occupational in alight Rwanda from 2020-2024. s

H₀₂ Organization culture has positive effect on employee's performance post COVID-19 period at Alight Rwanda from 2020-2022.

H₀₃ Employee arrangement has positive correlation with employee risk prevention and occupational in post Covid-19 from 2020-2024 in Alight Rwanda.

ii. Theoretical Literature

Literature confirms that among various leadership styles, transformational leadership is widely used in organizations and plays an important role in organizational performance (Arif and Akram, 2018). Many studies on transformational leadership have investigated how this culture affects the workplace as the basis for transformational leadership to always improve performance (Li, 2019). However, in a stressful environment, the work of employees with weak leadership styles will not be effective in improving performance (Manzoor, 2019).

Organization

Organization is the foundation of all management structures. Organization is concerned with creating a framework within which all activities are broken down into manageable elements to facilitate the achievement of goals or objectives. Organizations are, in other words, structures or processes (machines) that enable life to function together. An organization in the traditional sense is a structure or machine consisting of a group of people working together to achieve a common goal. According to Keith Davis, "An organization can be defined as a large or small group of people working together under the leadership of leaders to achieve specific goals (McKinley, W., Zhao, J. ve Rust K.G. 2017).

Transformational Leadership

According to Kadiyono et al. (2020) are experts who support the idea of transformational leadership. Transformational leaders can influence their followers by promoting common goals and helping them feel secure in their work. Transformational leadership means the best power, it is the charisma that the leader has, making him a role model and motivator for the members of the organization, the leader motivates the members and ensures that the members of the organization achieve their goals. The ability to stimulate creativity is the quality of a transformational leader who aims to encourage people to think of new ideas, creative ideas or new ways to achieve the brand plan.

Sunarsi (2020; Kadiyono, 2020) believes that transformational leadership is one of the popular leadership styles because it has a positive impact on economic development. Alt (2023) Transformational leaders ensure that employees put the interests of the organization ahead of personal interests and still strive to achieve the goals of the organization. This ideal will lead to a better relationship with the individual and the organization's work process goals. Change theory also examines how managers change leadership and the organization to meet management strategies to achieve organizational goals.

Conceptually, transformational leadership is defined as a leader's ability to change employees' work environment, work support, work patterns, and work results in a way that enhances performance to achieve goals (Virgiawan et al., 2021). However, in the difficult situation of the pandemic, employees working with poor leadership will not be able to improve their performance (Manzoor et al., 2019). In this context, more research is needed to understand how leadership style enables employees to work in a way that leaders have little control over. However, there is no strong research on the cultural change in the pandemic situation that has become the norm in Zimbabwe and has led to a new culture that has the potential to affect the global pandemic. The cultural change literature and the business literature recognize that any change in culture that affects the performance of a particular job can motivate and motivate employees to exceed their expectations: First, positive influence refers to the good behavior of a leader who sets an example for others and makes employees admire, respect and trust the leader (Hutagalung et al., 2021).

Finally, followers identify with the leader's goals, interests and values. Second, motivational skills are the ability of the leader to help followers think for themselves, challenge them by questioning and developing their beliefs, thoughts and values, and then encourage followers to be creative and innovative in problem solving (Magasi, 2021). Motivational support means that the leader has the ability to motivate people with passion and excitement about responsibility, not only by giving difficult tasks and encouraging positive expectations about what needs to be achieved, but also by demonstrating commitment to the shared vision (Muppudathi and Krishnan, 2021).

Finally, there is personal decision-making, where leaders help followers become clear by demonstrating the work of the individual (Alshamsi, 2020). However, the many different aspects of transformational leadership have different effects on performance and sometimes even conflict (Lai, 2020). This suggests that in unprecedented situations such as COVID-19, continuing to look at cultural change as a collective or collective action will not lead to deeper understanding and will not achieve sustainable results in a difficult environment. Instead, cultural change is better understood when broken down into factors and examined as variables. However, the few attempts to examine cultural change in isolation have been controversial. This may be partly due to the different environmental contexts in which these studies were conducted. Organizations were able

to rise to the occasion as the COVID-19 pandemic caused isolation, anxiety, fear of contagion, and uncertainty among workers.

Manzoor et al. While change leadership can improve job performance, change leadership involves a change process that changes the attitudes, beliefs, and utility of followers (Pasha and Ur Rehman, 2020). In this study, “work environment” refers to the physical work environment, rather than considering the work environment with features such as office climate, ventilation, office culture, etc. Since the outbreak of COVID-19, this expansion has expanded to include the rapidly changing nature of the “work environment.”

Working from home (WFH)

Working from home is also known as telecommuting. According to Bick et al. (2020), working from home is the practice of working outside the traditional office. This can be done at home or anywhere. Different researchers use different terms to describe working from home, such as communication, contact, communication, and work pace (Bloom et al., 2015; Grant et al., 2019; Felstead and Henseke, 2017; Galanti et al., 2021). According to Bonacini (2021), working from home refers to the use of technology to do work in a location other than home or the office.

Similarly, Mehta (2021) defines this approach as a work contract that allows individuals to complete their work from other locations by communicating with organizations through the use of the internet and technology. Wheatley (2012) defines remote work as paid work outside the traditional workplace (such as home) or frequent use of the telephone through information and communication technologies. In the wake of the Covid-19 pandemic, senior employees in the sector are creating problems in doing a good job while working with colleagues under social distancing and other Covid-19 prevention measures. This makes it difficult for managers and key leaders to make major decisions for the organization and rural culture or homework is very important vis-à-vis the business world.

As discussed in the previous section, the culture of remote work is not new, but it has seen record growth since the COVID-19 restrictions began. Xie (2020) said that the main problems of working from home during the crisis were lack of experience, limited knowledge, working from home, and professionalism. However, later on, with the help of training and experience, employees became confident in working remotely. Since then, working remotely or working from home has become the norm, and people still prefer to work remotely even as COVID-19 cases have decreased. Some companies, such as universities and IT companies have experienced the culture of remote work for the first time and are enjoying it. The company realized that this is also a good way to collaborate across the board without compromising the organization's mission and at the same time saves the organization's resources of sustainable development or what can be considered as sustainable development resources (Verma, 2022a). Remote work culture is not very popular in developed countries like India but the Covid-19 crisis has made employers realize that even working from home is possible and this can also make the company work efficiently because it can save resources for the organization. . However, it is difficult to say directly that working from home is not difficult because the organization's ideas have their advantages and disadvantages.

Reasons for working from home

The idea of working from home has been around for a long time. However, it is mostly used in developing countries (Jalagat & Jalagat, 2019). Urbaniec et al. (2022) noted that “stay at home” orders were issued due to the prevention of COVID-19, which changed the daily functioning of many organizations and caused organizations to move their employees from the office to their

homes. Even companies that did not consider working from home need to change (Radoviä-Markoviä, Stevanoviä & Milojeviä, 2021). McKinsey Global Institute (2021) emphasizes the importance and dimensions of physical activity. Jobs that require more contact may change after the pandemic, affecting people's jobs or employment.

Other researchers have found that working from home (WFH) due to the pandemic has caused a boundary between work and personal time (Wang et al., 2021; Vyas and Butakhieo, 2021). This involves a combination of work-life balance (WLB). According to Laker (2020), this makes it harder for people to feel "dissatisfied" with their jobs. People are spending more time working than commuting. The implications of this confusion are twofold. Some researchers take the view that evidence of improvement in performance is needed.

Research gap

The academic literature contains few studies related to the COVID-19 pandemic on the importance of work performance. As stated above, the COVID-19 was first discovered in late 2019 in Wuhan, China. The authors started their thesis recently. Hence, no significant amount of academic literature has been published relating to the subject of this thesis. However, it is important to highlight the work of Gardner and Matviak (2020). They argue that "the prospect of having to work from home is becoming increasingly likely for a wide group of workers and that if that occurs, normal work patterns, modes of communication and team dynamics will be disrupted" (Gardner and Matviak, 2020).

There is testimony to this, as limited studies have been conducted in the subject of transformational leadership in India in few sectors; strangely, studies on the effect of transformational leadership styles on various outcomes such as knowledge creation in Indian software industry (Athukorala, Perera and Meedeniya, 2016), employee' performance in banking industry (Chamika and Gunasekara, 2016), union and organizational commitment in public sector organizations in India (Dhammika, Ahmad and Sam, 2013), etc. But, still there is requirement for studies in the area of leadership styles in IT sector in India, where the cultural traits like beliefs, attitudes and behaviours vary remarkably. Besides this, earlier researches has distinctly applied varied types of leadership styles like transformational leadership, servant leadership and authentic leadership and task and people oriented leadership styles to study the elements of interest. Hence, gap exists in the present literature exploring the effects of transformational leadership style on team performance in Indian context.

Conceptual Frame Work

Mutai (2000) stated that conceptual framework is the relationship between variables in a study showing them graphically and diagrammatically. The purpose is to help the reader quickly see the proposed relationship of concepts (Orodho , 2004).

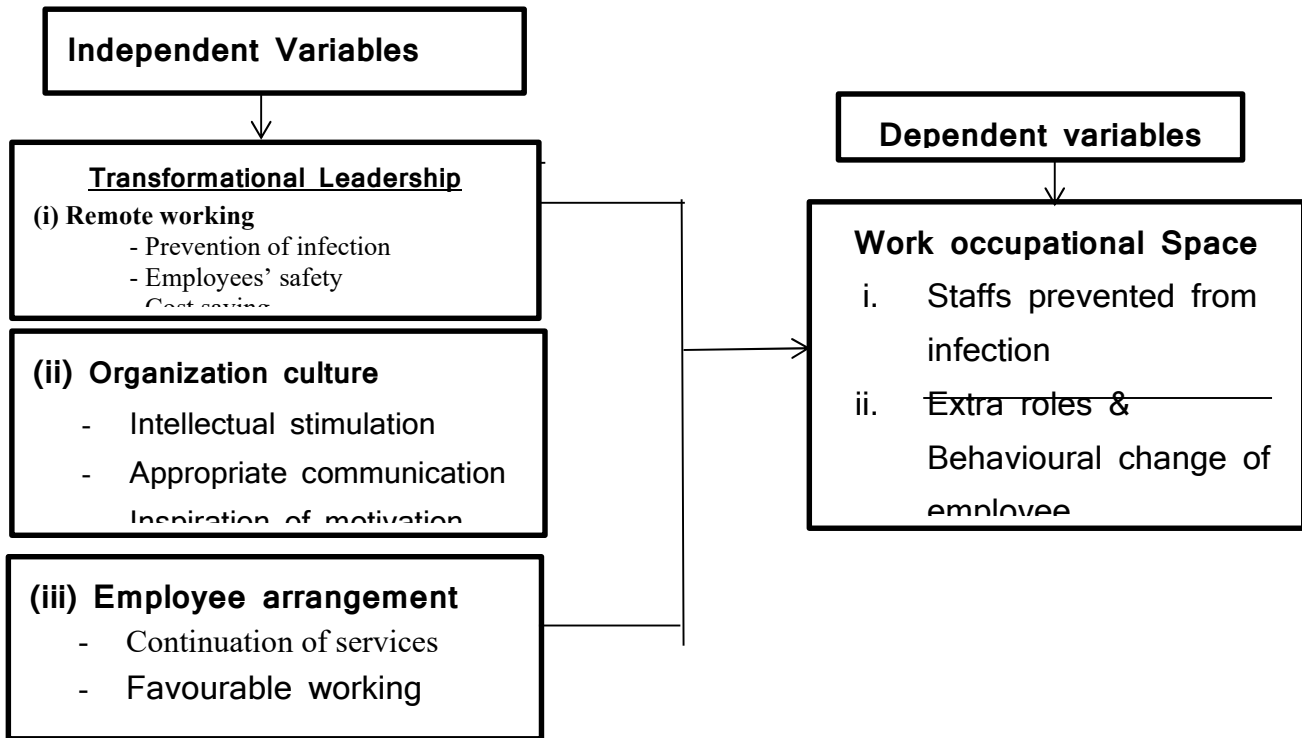


Figure1 Conceptual Framework

Source: Researcher,(2024)

Research Methodology

Research Design

This descriptive study aimed to evaluate the impact of workplace culture change in Alight organization in Rwanda. This study involves workers as mediators. In this study, response is considered a more appropriate concept because it is related to the views of naturalists and the measurement of the construct can be used to assess the positive relationship of the relationship (Saunders, 2016). Quantitative analysis is also required as well as deductive strategies. This study adopted a cross-sectional survey and observational methods to collect quantitative data from a self-administered questionnaire. Bougie and Sekaran (2016) stated that understanding can be measured using a questionnaire. In addition, cross-sectional studies are also useful in examining the relationship between factors and variables (Saunders, 2016).For data analysis SPSS 21 version tool used.

Inclusion Criteria

All staffs serve in Alight Rwanda that have diploma, Bachelor's, Master's and other equivalent educational qualification that willing to participate in this study was included.

Exclusion Criteria

All employees working at Alight Rwanda have certificates, bachelor's, master's and other equivalent qualifications and are willing to participate in this study.

Target population

Target population defined as a group of individuals with objects or items that selected for the matter statistical measurement (Sekaran and Bougie, 2016). In a large-scale study, it would be impossible to obtain data from the entire population for this analysis. As a result, a representative sample of the target population selected in order to provide the information that required for this study (Saunders, 2016).

There are two types of sampling techniques: probability sampling (also known as representative sampling) and non-probability sampling (Saunders, 2016). To the same extent Oso and Onen (2016) further explained that target population as the total number of subjects or environments of interest to the research. In this instance, the target population for this study is Alight organization with 80 employees. Since a list of potential respondents not readily available, convenience sampling was used instead. The sample size calculated using Yaman method. The required sample size is 40 that calculated based on the formula

Table 1 Target population from Alight Rwanda

Staffs	Target population
Administration and Management	12
Protection Team	28
SRH and HIV Team	40
TOTAL	80

Source: Primary source from Alight Rwanda (2024)

Sample Design

Sample design outlines a description of method that the researcher was to determine the sample size and the techniques that used in sampling. It is used to reduce the expenses and time to allow the researcher to estimate the information about the whole population.

Stratified random sampling

This technique was used the target population to manifest a variety of characteristics that contribute to division of this population into sub-groups also known as strata. CBHW(Community-based health worker), as the target population, are distributed in two groups (Administration staffs and Health department) that are considered as strata. It ensured that the collected sample were a representative of the population under study by collecting samples from each distinct strata of the population (Kothari, 2004).

Purposive sampling

This technique used to select the administrator and staff of Alight head offices located in Gasabo District; these staff selected purposely sampling to obtain more accurate data. Purposive sampling on the other hand used to select participants who provided adequate responses for the study. This technique was used based upon the judgment of the researcher that the selected sample population able to offer adequate responses that was reflect the objectives of the study.

The researcher used a sample from each of the staff of Alight. Stratum sample size using Bowley (1926) proportional allocation method: Given the proportional allocation of a given sample of size 67 to different strata such as the administrator and Health department with a steady sampling fraction throughout the 80 CHWs (Community health based-worker) population, the sample size in each of the k stratum calculated with regard to the proportion of the k stratum size, i.e., 12 Administrator and 28 staffs 40 CHWs (Community health based-worker) and Health department with. The stratum sample size is given as

Sample Size

Using Slovin’s (1967) formula a sample size was determined from a total population of 80 individuals and considered a representative of the real population for this study. The formula to be used is as follow: $n = \frac{N}{1+N(e)^2}$

Whereby n = Sample size

e = Probability of error (Its desired precision is 0.05)

N = the estimate of the population size.

Therefore; $n = \frac{80}{1+80(0.05)^2} = \frac{80}{1+80(0.0025)} \approx \frac{80}{1.2} = 67$

The sample size is 67 which comprises of 9.9 administrators, 23.3 staffs, 33.3 health department.

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

Where n is the sample size, N_k is the population size of the k strata, and N is the population size. Therefore, in our study with $N = 80$; $n = 67$ the sample size

For administrator $n_1 = \frac{66(12)}{80} \approx 9.9$

For staffs $= \frac{66.6(28)}{80} = 23.3$

For Health (HD) $n_2 = \frac{67(40)}{80} = 33.3$

Therefore, sample size is clarified in the table below:

Table 2 Sample size of the study from Alight Rwanda

Staff	Target population	Sample size
Administration and Management	12	9.9
Protection	28	23.3
SRH& HIV	40	33.3
TOTAL	80	67

Source: Primary data (2024)

Data collection Methods

Data collection methods are techniques by which data are collected from all the appropriate sources, to find responses, test hypotheses and assess the results of study. The method to be used in data collection can be divided into two categories: Primary and secondary data collection techniques (Hackett et al., 2018). Zhang et al. (2017)

The researcher used both primary and secondary data collection methods. The primary source of information for the study was dialed with the collection of the empirical data which collected using survey questionnaires. Secondary data, mainly composed of the literature review was sourced

from published and unpublished materials from online libraries and Mount Kenya University Library. They include journals, articles and books associate with the subject research project.

Data Collection Instruments

Onen and Oso (2016) described research instruments as all tools that were used by researcher to collect data for the study. This study used one research instrument namely questionnaire. The questionnaires were distributed the staff's of Alight, the study complies of two parts; A&B Section A is for demographic information of the participants and section B comprise research questions based on study objectives. It helped to collect data from Alight organization. The purpose of the interview guide was to provide supplementing information to what have been collected from questionnaires. The interview guide was considered to be suitable for this category of the respondents because they have limited time and various responsibilities. Therefore, interview schedule helped to access their views in the right ways.

Administration of Research Instruments

Questionnaires were used because it had an advantage of saving time. The questionnaire contains of closed ended and open questions that related to the study objectives and research questions and are easily and quickly understand by respondents who were participate in the study to express their understandings about asked questions.

Reliability and Validity of Research Tools

i. Validity

Many scientists have articulated the notion of validity in various ways. Validation, according to Polit and Hungler (2019), is explained as the extent to which data collection instruments measure what they are supposed to measure. When the observed and measured data are the same as what is being measured, research instruments are valid (Johnson and Christensen, 2012).

To a similar extent, Cozby (2016) defines validity as the truth and accurate presentation of a research instrument's content. The two primary types of validity are content and sampling validity. According to Alden (2017), content validity is concerned with the degree to which the test of items represents the domain of the traits being evaluated. Content validity is measured by how effectively the offered research instruments represent all the components of the variable to be measured (Brink, 2018).

Face and sampling validity was determined under content validity. To evaluate whether the proposed research tools are suitable and appropriate for the study, peer discussions and expert analysis was used. The validity of sampling was evaluated by the same specialists to see if measuring instruments were sampled adequately depending on the available population. The suggestions were used to evaluate and adjust the equipment.

ii. Reliability of Research Instruments

The consistency of scores over time is referred to as reliability (Mugenda & Mugenda, 2008). It refers to how free of errors measurements are and how consistent the results are. In this investigation, reliability begun with piloting. Pilot study is the primary test carried out by the researcher before widespread data collecting for the intended study, according to Pilit, Back, and Hunger (2011). The goal of the pilot study was to see if the research tools chosen for this investigation are internally consistent and clear. It also aided the researcher's familiarity with research tools.

This is based on McMillan and Schumacher's (2011) proposed that pilot testing only require a small number of elements, such as 10-50 persons or products. The goal of the pre-testing was to check if the items in the research instruments were clearly presented and that the participants understood them. It also assisted the researcher in identifying small issues such as item numbering, which served as a test run for data collecting. Pre-testing provides the basis to the researcher to redefine the instruments accordingly through elimination of typographical errors, spelling mistakes, unclear instructions and put in place clear use of the language. Piloting was conducted in Alight organisation before general data collection. Crown’ batch Alpha coefficient was computed to determine internal consistence of research instruments.

Data Analysis Procedure

Following data collection, SPSS 21 edition was used for coding and cleaning. After coding, descriptive (mean, frequency, and percentages) and inferential statistics (Karl Pearson correlation coefficient and regression model) were computed for quantitative data from questionnaires, the impact of transformational leadership was determined by using the same regression model. Data presented in tables, graphs, and textual models.

3.7. Ethical considerations

Shamoo and Resnik (2009) urged that the importance of research comes from professional associations, universities and government agencies have to adopt particular policies, rules and specific codes, rules and policies should be followed while conducting research. The researcher put into consideration ethical issues related to the research. The researcher considered things with confidentiality of the respondents by assigning consent form and coding the questionnaires, and giving of informed consent to the respondents to ensure that they first agree to be in the study out of their own independent choice. Research permit and letter from Mount Kenya University were forwarded to the Alight Rwanda so as to obtain permission to carry out the research study in Alight Rwanda according to the required rules and regulations of the organization.

iv. Research Findings

Table3 Present Influence of remote work arrangement at Alight Rwanda

Description	S	D	N	SA	Mean	Std
Organization helped to shift Technological and Operations from home	2	2. 4	5. 7	10. 19	28.3	35 52.2
Organization increased Flexibility and Work-Life Balance for us in posit Covid-19 period	1	1. 3	4. 4	9 13. 4	21 31.3	33 49.2
Organization leaders engaged in mental health by counselling ,advising and courage to the staffs	2	2. 3	4, 8	11. 20	28.3	34 50.7
		9	4	9		6.28 1.68

Organization leaders sated the strategies to supervise and support remote teams effectively	1	1.	3	4.	1	14.	18	26.8	35	52.2	6.32	1.69
Organisation culture of remote arrangement helped reduced organization retain employees and prevent absenteeism	2	2.	3	4.	1	16.	15	22.3	36	53.7	6.25	1.68

Source: Primary Field Data (2024)

Table3 above indicate the findings provided by respondents from Alight Rwanda whereby highlighted their opinions on the statement about influence of remote working arrangement in post Covid-19: (3.9% strongly disagreed, the statement, 5.9% disagreed, 10.4% stated that neutral, 28.3%% agreed and 52.2% strongly agreed), with mean of 6.276 and standard deviation of 1.68. The opinion on the statement of Organization increased Flexibility and Work-Life Balance for us in posit Covid period; (1.4% strongly disagreed, 4.4% disagreed, 13.4% stated that neutral, 31.3% agreed 49.2% strongly agreed this statement) the mean is 6.30 and standard deviation of 1.69. Respondents highlighted their opinions on the statement of due to transformation leadership there was safety and secure environment; (1.4% strongly disagreed, 4.4% disagreed, 11.9% stated that neutral, 28.3% agreed, and 50.7% highlighted strongly agreed with mean of 6.28) the standard deviation is 1.68.

Respondents highlighted their opinions on statement about Organization leaders sated the strategies to supervise and support remote teams effectively; (1.4% strongly disagreed, 4.4% disagreed, 14.9% stated that neutral, 26.8% agreed, 52.2% strongly disagreed the statement) with mean of 3.32, the standard deviation of 1.69. Opinions on the statement of organization culture of remote arrangement helped reduced organization retain employee whereby; (2.9% strongly disagreed, 4.4% disagreed, 16.4% stated that neutral, 22.3% agreed, 53.3% strongly agreed the statement) with mean of 6.25, and standard.

Based on information that provided by respondents whereby highlighted their opinions that Organization helped to shit Technological and Operations from home , Organization increased Flexibility and Work-Life Balance for us in posit Covid period, Organization leaders engaged in mental health by counselling ,advising and courage to the staffs , Organization leaders sated the strategies to supervise and support remote teams effectively, organisation culture of remote arrangement helped reduced organization retain employees and prevent absenteeism. The researcher done analysis whereby viewed that remote working helped to prevent employees from infections due to the fact that most of organization activities been operating from home.

D,Table 3 Present the positive effect of organizational culture on employee’s performance at

Description	SD	D	N	A	SA	Mean	Std					
Increased engagement and productivity of employees due to motivation of leaders.	2	2.9	4	5.9	8	11.9	16	23.8	37	55.2	6.299	1.69
Leaders were very strict at respecting prevention measures for all staffs at Alight Rwanda	3	4.4	4	5.9	7	10.4	19	28.3	34	50.7	6.19S	1.66
There is retention and lower turnover due to supportive and value of employee by organization leaders	1	1.49	3	4.4	10	14.9	17	25.3	36	53.7	5.54	1.49
I helped to adapt quickly myself and align with organization due the strong organization culture	2	2.9	5	7.4	7	10.4	17	25.3	36	53.7	6.26	1.6
Leaders of Alight Rwanda were encouraging us to protect ourselves in Post Covid-19 from infection of Covid-19	3	4.3	2	2.9	8	14.8	16	23.8	38	56.7	6.47	1.73

Alight Rwanda in Post Covid-19

Source: primary field Data (2024)

Table4 above shows the findings provided by respondents on about positive effect of organizational culture on employee’s performance at Alight Rwanda in Post Covid-19 whereby; (2.9% strongly disagreed , 5.9% disagreed,11.9% stated neutral, 23.8% agreed, and 55.3% strongly agreed the statement) with mean of 6.299 and standard deviation of 1.69s. Opinions on the statement of leaders were very strict at respecting prevention measures for all staffs at Alight Rwanda; (4.4% strongly disagreed, 5.9% disagreed,10.4% sated that neutral, 28.3%% agreed and 50.7% strongly agreed the statement) with mean of 6.19 and standard deviation of 1.66, The opinions on the statement of leaders allowed me to work from home in Post Covid-19; 1.4%agreed strongly 4.4% disagreed, 14.9% stated neutral, 25.3% agreed, 53.7% strongly agreed the statement) with score mean of 5.54. The opinions on the statement of I helped to adapt quickly myself and align with organization due the strong organization culture ; (2.9% were strongly disagreed, 7.4% disagreed, 10.4% stated that neutral, 23,8% agreed, 56.7% strongly agreed this statement) with strong score mean of 6.26 and standard deviation of 1.6. lastly respondents highlighted their opinions on the statement of leaders of Alight Rwanda were encouraging us to protect ourselves in Post Covid-19 from infection of Covid-19 whereby;4.3%, strongly disagreed, 2.9% disagreed, 14.8% stated that neutral, 23.8% agreed, 56.7% strongly agreed the statement) with mean of 6.47 and standard deviation of 1.73.

Based on findings gathered from the field that provided by respondents about positive effect of organizational culture on employee’s performance at Alight Rwanda in Post Covid-19, whereby

Description	SD	D	N	A	SA	Mean	Std					
Working arrangement provided the strategy of work few employee in the offices, the number reduced infection of Corona Virus	1	1.4	3	4.4	6	8.9	19	28.3	38	56.7	6.562	1.7680
The lightning system of team work staffs were working in shifts	3	4.4	4	5.9	5	7.4	18	26.8	37	55.2	6.296	1.6972
There was safety and secure environment, has physical security for all staffs	2	2.9	2	2.9	7	10.4	23	34.3	33	49.2	6.329	1.6930
Employee arrangement led to instant services	3	4.4	4	5.9	9	13.4	16	23.8	35	52.2%	6.16	1.638

highlighted their opinions on this statement, prevented from getting affected Corona Virus from 2019-2022, leaders were very strict at respecting prevention measures for all staffs at Alight organization Rwanda, There is retention and lower turnover due to supportive and value of employee by organization leaders, I helped to adapt quickly myself and align with organization due the strong organization culture , leaders of Alight organisation were encouraging us to protect ourselves Post Covid-19 from infection of Covid-19. After analysis done by the researcher on this statement viewed that organizational culture in post covid-19 period stimulated the motivation on performance at work in Alight Rwanda that led to success of employees.

Table 4 Present the relationship between employee arrangement and employees and performances

Source: primaryy Field Data (2024)

Table 5 above shows the information that provided by respondent about relationship between employee arrangement and employees performances at Alight Rwanda in post Covid-19 Whereby; (1.4% strongly disagreed, 4.4% disagreed, 8.9% stated that neutral, 28.3% agreed, 56.7% strongly agreed the statement) with mean of 6.562 and standard deviation of 1.76. Opinions from respondents on the statement of lightning system of team work staffs were working in shifts whereby; 4.4% strongly disagreed, 5.9% disagreed, 7.4% stated that neutral, 26.8% agreed, 55.2% strongly agreed the statement) the mean 6.396 and standard deviation of 1.69. the opinions on the statement of there was safety and secure environment, has physical security for all staffs; 2.9% of respondents strongly disagreed, 2.9% disagreed, 10.4% stated that neutral, 34.3% agreed, 49.2% strongly agreed the statement) with mean of 6.329 and standard deviation of 1.6. Opinions from respondents on about Employee arrangement led to instant services; 4.4% strongly disagreed, 5.9% disagreed, 13.4% stated neutral, 23.8% agreed the statement.

Based on the information provided by respondents agreed the statement whereby highlighted their opinions that working arrangement provided the strategy of work few employee in the offices, the number reduced by leader to prevent employee from infection of Corona Virus, the lightning system of team work staffs were working in shifts, there was safety and secure environment, has

physical security for all staffs, employee arrangement led to instant services, the researcher done analysis of all findings where viewed that employee arrangement in post Covid-19 played a big role on the work performance of employees sat work occupation at Alight Organization Rwanda.

Table 5 Correlation Analysis

		Positive effects of organization	Effects of organization culture	Relationship between
		n		
Positive effects of organisation culture	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	67		
Effects of organization culture	Pearson Correlation	.975**	1	
	Sig. (2-tailed)	.000		
	N	67	67	
Relationship between employee arrangement and performance	Pearson Correlation	.942**	.962**	1
	Sig. (2-tailed)	.000	.000	
	N	67	67	67

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

Source: Primary Field Data (2024)

By detailing all over variables tested the findings highlighted that there is a strong positive correlation between independent variables and dependent variables whereby, the findings indicated organization culture with high positive correlation of $r= 0.975$ (97.5%) whereby effect of organizational culture on employee performance with high positive correlation by $r=0.942$ (94.2%), the level of organizational culture has a strong positive correlation by $r=0.962$ (96.2%), the indicator shows that transformation leadership at Alight Rwanda led prevention of employees from Covid-19 infection, organization operations continued due to transformation leadership and organization.

Table 6 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.963 ^a	.927	.924	.25514

a. Predictors: (Constant), Effects of organizational culture on employee performance, Positive effects on employees.

Source: Primary Field Data (2024)

Table7 above shows Regressive analysis whereby indicated a positive correlation of (R=0.963a) for models predictors “Organization culture” R^2 (= 92.7%), and also the value calculated at ($R^3=92.4\%$) in the context of organization culture on work occupation performance this research suggested that independent variables bring about significance impacts over work occupation performance as well, organizational culture prevented employee from being affected in post

Covid-19 at work occupation of Alight in Rwanda. Therefore, the research indicators show that the independent variables inspired employees and motivated to work from home.

Table 7 Coefficients Analysis

Model		Standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	.806	.128		6.309	.000
	Positive effects	.063	.132	.073	.475	.637
	Effects of organization culture	.772	.133	.891	5.798	.000

a. Dependent Variable: Relationship between employee performances

Source: Primary data from the field (2024)

Table 6 above shows the analysis of regression coefficient of three variables whereby consist of Positive effects on employees, effects of organization culture. Meanwhile, this analysis signifies in the testing of hypothesis of the research that formulated by using the results. Whereby t-statistical and P= values which attained on about each indicator of the variable.

H¹. Remote work arrangement has no positive relationship in respecting and applying of preventive measures during post COVID-19 epidemic disease at work in alight Rwanda from 2020-2024.

Table 6 above present regression coefficients where (B₁ =0.806) for positive effects on employee preventive measures, that statistically significant (6.309, P=000) once the p=value is less than 5%. It mean that null hypothesis is rejected at 5% level of significance implies that organization culture is statistically essential to prevent and motivate employees. Furthermore, regression coefficient was positive, this means unit one accelerate in preventing employees at work occupation, it result to the organization service continuation at Alight organization. Therefore, the unit 0.806 remote working has positive effect on employees at working occupation of Alight organization Rwanda.

H₀₂. Organization culture has positive effect on employee’s performance post COVID-19 period at Alight Rwanda from 2020-2022.

Table 8 above shows analysis of regression coefficient of (B₂ = 0.891) for organization culture on preventive measures and employee motivation, it was statistically significant with (5.798, P= 000). Whereas P= value is less than 5% the null hypothesis is rejected at 5% level of significance thus implies that organization culture has a statistical significance on work occupation and employee performance at Alight organization. Furthermore, regression analysis positively signifies employees’ behaviour and performance at Alight work.

H₀₃.Employee arrangement has positive correlation with employee risk prevention in post Covid-19 from 2020-2024 in Alight Rwanda.

Table 8 above shows the analysis for every Regression Coefficient of (B₂ = 891) thus for employee arrangement that was statistically significance at, (t= 5.798, P= 0.000), once the present value is less than 5% level of significance, it indicate that employee arrangement is statically signifies the operation performance at Alight organization Rwanda. The regression coefficient was positive thus

5.3. Conclusion

The research was to evaluate the impact of transformational leadership practices in occupational space in post Covid-19 in Alight Rwanda, the researcher done analysis where viewed that transformation leadership led to the formulation remote working such that prevent employees from infection and developed organization culture which led to change in Alight Rwanda

And motivate employees at work. The researcher also viewed and concluded that transformation leadership has positive significant on employees' performance. It has the relationship as indicated in this research findings where revealed that organizational culture has high positive correlation of $r= 0.975$ (97.5%) whereby effect of organizational culture on employee performance with high positive correlation by $r=0.942$ (94.2%), the level of organizational culture has a strong positive correlation by $r=0.962$ (96.2%), the indicator shows that transformation leadership at Alight Rwanda led prevention of employees from Covid-19 infection, organizational operations continued due to transformation leadership and organization.

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