

# Impact of Leadership Style on Employees' Performance; Public Sector Study

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**Abstract:** The study examines the impact of leadership styles on employees' performance at the Board of Revenue Sindh. The quantitative research design was adopted by conducting a survey using a questionnaire. The data was collected from the employees of the Board of Revenue Sindh. The total number of respondents were 201. The purposive random sampling, a non-probability sampling, was employed for data collection. The primary data was collected using questionnaires. A simple linear regression technique was employed to test the hypotheses. The SPSS software was used for data analysis. The findings suggest that autocratic leadership, democratic leadership, and laissez-faire leadership styles significantly positively impact employees' performance at the Board of Revenue Sindh. Adopting any leadership style at the Board of Revenue Sindh enhances employees' job performance. It is recommended that management adopt all three leadership styles because they positively affect employee performance and create a good working environment.

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## 1. Introduction

The study's objective is to examine the influence of leadership styles on employee performance of the Management of the Board of Revenue Sindh. Basit et al., (2017) believe that the historical view of leadership indicates that leadership has recently been used as a practical, effective management approach to managing public, private, and semi-private organizations in Pakistan. Manually transforming personnel management with human resource practices has resulted in leadership-style integration into employee performance (Suleg & Iqbal, 2023). When leaders are called upon to have effective leadership, it means ensuring that they adapt to different situations (Al-Harthly & Yusof, 2016; Al-Malki & Juan, 2018; Shafie et al., 2013).

Different guiding styles were used based on decision-making power, the amount of empowerment, and the directions (Martínez-Moreno et al., 2021). To manage employee performance in an institute, the role of the leader is crucial. Leaders work hard to link employee performance closely through proper management and are executed independently (Asbari et al., 2021; Rasool et al., 2015). Due to a lack of leadership strategy and direction, employee performance is affected, and they face difficulty

handling daily tasks. The researcher identified several factors in the literature; one of the key factors was a leadership style that was participatory, independent, and democratic (Cui & Yu, 2021; Chu et al., 2021). The prior literature had a severe lack of data collected in the context of militias, primarily on employee performance of an institute and the leadership in the public sector.

Khoza et al. (2016) examine the influence of leadership style on employee performance in an empirical study in South Africa. All leadership styles were considered dominant in the literature of the past. However, research has yet to be done among the employees of the Board of Revenue Sindh to examine the extent to which style of leadership has led its employees affected (Fakhri et al., 2021; Hussain et al., 2020; Insan, 2021). According to Saragih et al. (2018), performance results from an individual's efforts to meet job criteria. Meanwhile, according to Fakhri et al. (2021), an employee in a firm can accomplish and depend on their different responsibilities and power to fulfill firm objectives legally and ethically. The current study focuses on three leadership styles. The first one is the autocratic leadership style. The leader needs to consult their team members' agreement before making decisions. It usually applies when team consensus is not crucial for successful outcomes and a quick decision is needed. Democratic leadership is defined as the process by which leaders encourage modernism, joint effort, and ingenuity, under which individuals often engage in projects with leaders who have led to better performance and productivity (Basit et al., 2017). The Laissez-Faire leadership style entirely relies on the performance of team members' abilities, skills, and competencies (NawoseIng'ollan & Roussel, 2017). The researcher seeks to investigate the connection between leadership style and the performance of employees based on the preceding background in the Board of Revenue Sindh. As a result, a new research question is raised: Does management's leadership style affect employee performance in the Board of Revenue Sindh?

The research is limited to full-time/permanent Board of Revenue Sindh employees working under the supervision of management in the Government of Sindh. The permanent staff has worked for the Board of Revenue Sindh for years. The study could also be expanded to non-management personnel at lower levels in Pakistani government organizations to assess the leadership styles of the supervisors who manage them. The study might be extended to other provinces of Pakistan and even globally. The scope of the study is restricted to Karachi, Sindh, specifically to the Department of the Board of Revenue Sindh.

Dastane (2020) stated that, despite the relationship of leadership performance suggested by some researchers, it is difficult to interpret the current results to make proportional and direct comparisons, which are practically difficult. They prioritize the need for further studies based on the subject. According to Mawoli and Haruna (2013), leadership traits evolve occasionally. There is a need to realize how the performance of employees can be improved if management possesses an effective leadership style, and there are gaps and unanswered questions. It is pointed out that limited literature is available in the context of Pakistan's public sector. However, it is crucial to study the current phenomena from this perspective. Researchers investigating the effect of leadership style on employee performance have noted a need to explore the phenomena because academic research needs to catch up and is particularly noteworthy.

The present study was conducted to answer the question: What leadership style is possessed by the management of the Board of Revenue Sindh? Does the leadership style of management of the Board of Revenue Sindh affect the employees' performance? The two goals researchers want to accomplish are as follows: Recognize the leadership style of management in the Board of Revenue. Analyze the influence of the Board of Revenue management's leadership style on employees' performance. The study will assist the government organization in such a way that it will help the management decide how to improve employee performance, what impact the leadership style has on the performance of employees of the Board of Revenue Sindh, and how to motivate the employees to improve the performance, to serve the public in the best way possible and

to attain the organization objectives. Besides, this study examines how the constructions relate from the viewpoint of Karachi's public sector. The management of other public sectors would also benefit from this study's recommendations for enhancing staff performance. Further, this study will benefit Pakistan's public sector's internal and external stakeholders. The prior literature needed more literature and data collected in the context of militias, primarily on an organization's employee performance and the leadership in business services, industrial sector, commercial sector, and public sector of Sindh Pakistan. All three of these guiding styles of leadership were considered dominant in the prior studies, and limited research has been done in the industrial, commercial, and public sectors of Sindh Pakistan, to the best of researchers' knowledge (Fakhri et al., 2021; Insan, 2021). Research has been done on adopting leadership styles in various private sectors in Pakistan. However, the public sector is untouched or has yet to be explored.

Section 1 of the study thoroughly introduces leadership style and how it affects employee performance at the Board of Revenue Sindh. The rest of the article is structured as follows. The empirical research on the connection between leadership styles and employee performance, theories and concepts, and the theoretical framework are included in Section 2. The connection between leadership styles and the productivity of Board of Revenue Sindh employees is examined experientially in Section 3. The analysis uses the regression Technique. The estimation of results, analysis of the research findings, correlation of the model's variables, and testing of the hypothesis are all demonstrated in Section 4. The conclusion and policymakers' recommendations are found in Section 5.

## 2. Literature Review

Leadership is "interpersonal influence exercised in a situation and directed, through the communication process, toward the attainment of specialized goal or goals" (Ali, 2012). Yukl (2008) states that leadership is a purposeful influence process exerted by one person over a group within an organization, encompassing aspects of relationship-building, structural guidance, and direction. As per Fishkin (1991), Democratic leadership aligns with democratic principles such as deliberation, equal participation, inclusiveness, and self-determination. Leaders following a democratic approach actively promote group decisions and discussions, strongly emphasizing collaboration and shared decision-making. Characteristics of a democratic leader include being influential, helpful, knowledgeable, a good listener, encouraging, guiding, respecting, and situation-centered. Some researchers argue that democratic leadership prioritizes people and fosters greater interaction within the group.

On the contrary, autocratic leadership, as described by Khan et al., (2015), involves a manager retaining maximal power and decision-making authority. Autocratic leaders are high-handed individuals who centralize control, making them the focal point of all organizational activities. Iqbal et al. (2015) emphasized the "I tell" philosophy associated with autocratic leaders, who dictate instructions without much input from others. The autocratic style is one where leaders exclusively make decisions, prioritizing production over human considerations. Deluga (1992) states that laissez-faire leadership is associated with unproductiveness, ineffectiveness, and dissatisfaction. Hartog and Van Muijen (1997) characterize laissez-faire leaders as avoiding making decisions, providing rewards, and delivering positive/negative feedback to subordinates. Jones and Rudd (2007) describe laissez-faire leadership as inactive, marked by a reluctance to be actively involved and believing that effective leadership arises from detachment from activities. Leaders adopting the laissez-faire style tend to refrain from actively participating in goal-setting responsibilities and avoid involvement when leadership direction is required (Ejimabo, 2015). Lewin (1948) identified three classical leadership styles: autocratic, democratic, and laissez-faire. According to Gastil (1994), democratic leaders endorse group participation and majority rule, while autocratic leadership imposes tight

control and expects obedience. Laissez-faire leadership involves low involvement, allowing matters to be handled by followers with minimal participation in decision-making. The "Grid" model introduces two dimensions of leadership: "Concern for People" and "Concern for Production." Concern for People reflects the leader's attentiveness to team members' needs and personal development, while Concern for Production relates to the leader's focus on company productivity, efficiency, and objectives.

### **2.1. Theories and Concepts**

Researchers in prior literature give several definitions of leadership. Dastane (2020) states, "Leadership is the art of encouraging individuals to act towards attaining the set goals." Another definition of leadership is given by Chua et al., (2018). A leader is an influencer who influences individuals. However, the link between two constructs must be beneficial for both parties, and it must be mutually exclusive. According to Andoh and Ghansah (2019), when an individual tries to influence the behavior of another individual, they must possess a leadership style. The literature shows various leadership styles, such as democratic, strategic, team, facilitative, participatory, and laissez-faire (Norris et al., 2021; Mawoli & Haruna, 2013; Fakhri et al., 2020; Rasool et al., 2015). The study emphasizes the most prominent leadership styles: autocratic, democratic, and laissez-faire leadership. To the best of the researchers' knowledge, the given leadership styles are not explored in the context of the public sector in Sindh, Pakistan.

### **2.2. Authoritarian Leadership Style**

A group of authoritarian leaders makes choices only after seeking consensus from their team. It usually occurs when hasty decision-making is required, and team consensus is optional for good outcomes (Basit et al., 2017). In addition, team members in an organization are given very little chance to give their recommendations on this type of leadership, whether in favor of the organization or team members (Chua et al., 2018). The leader's decisions are based on personal decisions and opinions, which rarely include his followers, and the leader has complete control over the group's leadership (Specchia et al., 2021; Soha et al., 2016). Authoritarian leaders do not consider the intentions of their followers, and they often issue orders without considering the relevant factors and the future outcome (Norris et al., 2021). The autocratic leadership style significantly emphasizes task-related skills, including task delegation, supervision, role clarification, and operational planning. This approach assumes a high level of managerial control, anticipates superior or average results, focuses internally, and relies on motivation through rewards and punishments. Widely recognized in the classical management literature (Fayol, 2016; Gulick & Urwick, 2004) and contemporary management literature as seen in reengineering with a top-down analytical approach, the autocratic style is characterized by its authoritative nature. This style, rooted in classical management, is often associated with negative connotations. Communication transforms into dictation, expression becomes dominant or authoritarian, planning takes on the form of micromanagement, and explanation may come across as threatening. Autocratic leadership is sometimes labeled as leadership-centered, rigid, lacking input from others, and treating subordinates interchangeably. It is particularly suitable during times of crisis or when there is a need for significant organizational change.

### **2.3. Democratic Leadership Style**

Democratic leadership generally promotes modernism, teamwork, and inventiveness, encouraging people to work on projects with leaders who have improved job satisfaction, performance, and productivity (Basit et al., 2017). Moreover, according to Rasool et al. (2015), independent leaders must make recommendations. They look for and seek out other people's opinions. This kind of direction motivates everyone in the team to participate in the final decision-making process and to set up the complete

procedure to accomplish their objectives (Moreno et al., 2021). Chua et al. (2018) claim that even while democratic leaders retain ultimate decision-making authority, team members are encouraged to participate in critical decision-making processes. Democratic leaders guide their subscribers on what to do and how to do it while individuals talk about their propositions, knowledge, and commendations (Basit et al., 2017). The democratic leadership style proves highly effective, resulting in enhanced contributions from team members, increased productivity, and elevated morale among subordinates. A democratic leader actively engages with subordinates, seeking their input, considering their opinions, offering guidance and suggestions, and fostering a creative and amicable work environment for employees. Behaviors associated with democratic leadership encompass human resource development, personnel coordination, counseling, motivation, team building, management, and conflict management (Wart, 2014). This leadership style operates on the premise of moderate control and strongly emphasizes discussions and involvement in decision-making and problem-solving processes. However, it is important to note that the democratic style may encounter challenges, such as communication errors in cases where group member roles are unclear or instances of suboptimal decision-making when the group lacks expertise or possesses limited knowledge.

#### **2.4. Laissez-Faire Leadership Style**

The said leadership style entirely relies on workforce performance for team members' abilities, skills, and competencies (NawoseIng'ollan & Roussel, 2017). Accordingly, group individuals are free to make their own decisions, while leaders give them the independence to act independently and make big decisions (Shafie et al., 2013). Nevertheless, several renowned researchers have hypothesized that leasing increases job happiness and improves worker performance. It may harm employees if the management team needs to manage their time or work independently properly, avoiding promoting their practical jobs. Furthermore, because everyone in the group believes in their leader, this leadership style typically results in division. The laissez-faire leadership style is marked by a need for more motivational incentives for followers, low expectations and goals, and minimal control exercised by the leader. This approach reflects a manager's inattention to the organization's internal and external aspects or a partial focus on one aspect, leading to a laissez-faire atmosphere. Leaders employing this style often face significant challenges, as they may believe their sole responsibility is to address problems and crises when subordinates struggle to fulfill their tasks adequately. Consequently, when faced with adverse events, the laissez-faire leader intervenes decisively, taking firm action to rectify the situation. This intervention can portray the leader as a hero who initiated corrective measures, resolved the problem, and administered consequences. While various structural elements can influence an organization's productivity, a leader's leadership style and behavior play a crucial role. Setting low-performance expectations and goals indicates poor leadership performance, typically associated with a laissez-faire style.

#### **2.5. Employee Performance**

Performance is a complex idea and a vital indicator of an organization's success or failure (Obicci, 2014). Observing and assessing a worker's behavior concerning a task constitutes an employee's performance. Employees' performance is determined by how well they contribute to the company's objectives. Employee performance is the degree to which employees meet job criteria. Employee performance is a good indicator of an organization's effectiveness. The performance of management and employees is a crucial building component of a business, and aspects that establish the groundwork for outstanding performance must be examined. Different methods are used to measure performance, such as profit margins, market share, increased production, lower costs, and return on investment. Changes in the behavior of employees, development and

learning capabilities, staff dedication, skill, and competency enhancement are all subjectively measured as proofs of leadership success. The performance of the employees is based on the job satisfaction. If the employee is satisfied with his or her job, he or she performs better. Ali et al., (2022) conducted a study on the well-being of the employees. The better the employee performs, the better the business performance. The firm's profitability increases because employee job satisfaction motivates them to perform well for business (Mughal et al., 2022).

## 2.6. Leadership Styles & Employees' Performance:

The three traditional leadership styles recognized in literature are autocratic, democratic, and laissez-faire (Billig, 2015). Gastil (1994) defines democratic leaders as those who advocate for majority rule in decision-making and teamwork, while autocratic leaders are characterized by strict control and the demand for loyalty. On the other hand, laissez-faire leaders exhibit limited activity participation, delegate decision-making to followers, and engage minimally in activities (Billig, 2015). In the Ethiopian banking sector context, Tsigu and Rao (2015) observed that transformational leadership outperformed transactional leadership in explaining variations in employee performance. The researchers recommended the adoption of transformational leadership practices in the banking sector for the benefit of employees. Basit et al. (2017) employed convenience sampling to investigate the impact of leadership styles on worker performance. Their findings indicated that democratic and laissez-faire leadership styles positively influenced worker performance, whereas autocratic leadership had a detrimental impact.

Ojokuku et al. (2012) conducted a study on the Nigerian banking sector, utilizing regression analysis to explore the relationship between leadership style and business success. Their results suggested a significant negative association between employee performance and leadership style. Specifically, both transformational and democratic leadership styles were found to favor the performance of employees and followers. In another investigation into the association between academic leaders and business effectiveness, researchers employed correlation techniques and a Likert Scale-based questionnaire. Through pilot testing and Cronbach's Alpha assessment for consistency and reliability, they found that leadership behaviors were significantly and positively related to organizational performance.

Based on the insights from prior literature, the following research hypotheses are formulated to address the research objectives, which involve examining the impact of leadership style on employee performance at the Board of Revenue Sindh.

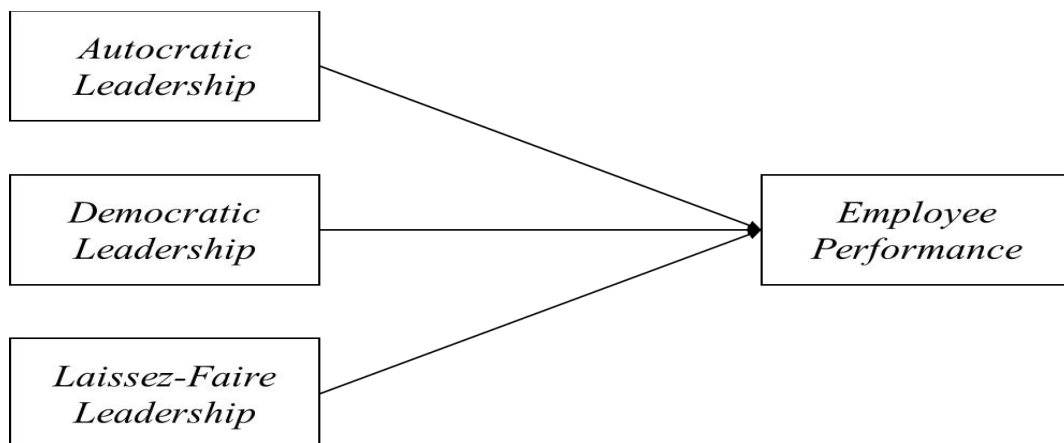
**H<sub>1</sub>:** Autocratic leadership styles have a significant impact on employees' performance.

**H<sub>2</sub>:** Democratic leadership styles have a significant impact on employees' performance.

**H<sub>3</sub>:** Laissez-Faire leadership styles have a significant impact on employees' performance.

## 2.7. Theoretical Framework

Considering the theoretical and practical perspectives, the researcher developed a theoretical framework. This framework is a modification of the framework used by the researchers (Dastane, 2020; Andoh & Ghansah, 2021) to investigate the influence on employees' performance of leadership style. The theoretical framework is shown below:



**Figure 1.** Theoretical Framework

The above-given theoretical framework is designed to limit the scope of relevant data. The researcher focuses on the specific variables to define the viewpoint of the Board of Revenue Sindh. The model mentioned above is a modification of the theoretical framework used by the researchers (Dastane, 2020; Andoh & Ghansah, 2021). This model has been used for different public and private sectors in different countries. The results for this framework differ from industry to industry. Specific variables are selected based on the requirements of the public sector (Fakhri et al., 2020). A thorough assessment of the literature led to the developing the aforementioned theoretical framework. Figure 1 shows that the leadership styles are the independent variable, i.e., employees’ performance is the dependent variable. The researchers use the mentioned variables as the primary variables; practitioners add or subtract the variables according to the scope of the study. Literature suggests that there are several leadership styles every individual possesses. The most prominent are transformational and transactional leadership styles (Fakhri et al., 2020) and autocratic, democratic, and laissez-faire leadership styles (Dastane, 2020; Andoh & Ghansah, 2019).

**3. Research Methodology**

This research explores the influence of leadership styles on the performance of employees within the Board of Revenue Sindh. The study is grounded in a positivist philosophy, leading to the adoption of a deductive approach. A quantitative research design was employed to fulfill the research objectives, utilizing cross-sectional data. The data analysis employed a simple regression model to test the hypotheses, with primary data collected through a questionnaire. The survey was distributed among Board of Revenue Sindh employees from BPS-07 to BPS-16, who are currently serving in various departments across Sindh. These specific scale officers were chosen due to their experience working under management supervision, and their roles are promotion-based. The Board of Revenue Sindh, as per the company website, has a workforce of over 5000 employees, making this the total population for the study. The purposive sampling technique, a non-random approach, focused on the total number of employees from BPS-07 to BPS-16 currently employed by the Board of Revenue Sindh. It is important to note that officers from BPS-17 to BPS-19 are considered the management of the Board of Revenue Sindh, overseeing the work of departmental employees within the organization. The research aims to develop a model for estimating the equation that identifies the leadership style exhibited by the Board of Revenue Sindh management.

*Equation-1:*  $Y = \beta_0 + \beta_1 AL + e$  [1]

*Equation-2:*  $Y = \beta_0 + \beta_2 DL + e$  [2]

*Equation-3:*  $Y = \beta_0 + \beta_3 LFL + e$  [3]

Where;

Y = Employees’ Performance

- $\beta_0$  = Constant
- AL = Autocratic Leadership
- DL = Democratic Leadership
- LFL = Laissez-Faire Leadership
- $e$  = Error Term

The data is collected over time to achieve the research objectives using the said technique to generalize the results to the population. First, the basic demographics table is generated to pattern the respondents' demographics. The data's reliability and validity are essential for any research, so some basic statistical tests are run to test the reliability and validity of the data. The researcher uses the linear regression technique to estimate the relation between the variables by using IBM SPSS. The correlation matrix is assessed to check the association among the endogenous and exogenous variables. The model selection was guided by empirical studies and theories for the model's estimation. This research used different researchers' modified versions of the estimation model (Dastane, 2020; Chua et al., 2018).

#### 4. Findings and Discussion

##### 4.1. Demographic Analysis

The goal of the current study is to examine how the leadership style of the Board of Revenue Sindh affects employee performance. The questionnaire was floated to the Board of Revenue Sindh employees working in Sindh from BPS-07 to BPS-16. By using Google Forms, n=201 responses were received, as shown in Table 1 below:

**Table-1:** Total Number of Respondents Statistics

		Gender	Age	Education	Experience
N	Valid	201	201	201	201
	Missing	0	0	0	0

The data is collected from the employees of the Board of Revenue Sindh. The total number of Respondents is 201, of which 28 were females, and 173 were males, which shows that the number of male staff is more in the Board of Revenue Sindh than females. Working in dignity, safety, and fairness conditions is integral to human welfare. The Board of Revenue Sindh should give women access to this right. The results show a considerable gender gap. Reducing the gender gaps in the Board of Revenue Sindh could substantially boost its performance.

**Table-2:** Demographic Analysis

		Frequency	Percent
<b>Gender</b>	Male	173	86.1
	Female	28	13.9
	Total	201	100.0
<b>Age</b>	upto 20 years	21	10.4
	21-30 Years	71	35.3
	31-40 Years	59	29.4
	41-50 Years	24	11.9
	greater than 50 Years	26	12.9
	Total	201	100.0
<b>Education</b>	Middle	16	8.0



	Matric	15	7.5
	Intermediate	42	20.9
	Graduate	72	35.8
	Masters	43	21.4
	Doctorate	13	6.5
<b>Experience</b>	less than 5 Years	68	33.8
	5-10 Years	44	21.9
	11-15 Years	43	21.4
	16-20 Years	24	11.9
	greater than 20 Years	22	10.9
	<b>Total</b>	201	100.0

The data is collected from the staff of the Board of Revenue Sindh. The total number of Respondents is 201, out of which 28 were females, which is only 13.9% of the total sample, and 173 were males, which represents 86.1% of the sample, which shows that the number of male staff is more in the Board of Revenue Sindh as compared to females. Most participants are from the age bracket of 21-30 Years; 71 out of 201 respondents were from the said age bracket, which is 35.3% in total; 59 out of 201 were from 31-40 Years, which is 29.4%, 26 were from >50 Years, which is 12.9%, 24 were from 41-50 Years, which is 11.9% and the least participants were from the age bracket of <20 Years, which is 10.4%. Table 2 shows the participants' education. Most Board of Revenue Sindh employees have a Bachelor's Degree in total, 72 out of 201. The number of respondents who have completed a Master's is 43 out of 201; 42 out of 201 were intermediate, 15 were Matric pass, and only 16 employees were middle pass. Most of the employees are fresh employees having experience of fewer than five years, which is 68 out of 201; 44 out of 201 have experience of 5-10 years, 43 have 11-15 years of experience, and 24 have 16-20 years of experience. Only 22 respondents have more than 50 years of experience.

**4.2. Reliability Statistics**

Researchers measure the constructs' reliability and internal consistency using Cronbach's Alpha test. The standard criteria for Cronbach Alpha are that results must be greater than 0.6, and the reliability statistics show the value of 0.113 for the Autocratic leadership style, which shows a low level of internal consistency. Given that Cronbach's Alpha is 0.786, which indicates that the data is trustworthy and consistent for the democratic leadership style, it can be said that it is internally consistent. The Laissez-Faire Leadership Style has a low level of internal consistency, as evidenced by Cronbach's Alpha value of 0.346, which is lower than the required 0.6. Employees' performance Cronbach's Alpha is 0.519, below the benchmark, demonstrating low internal consistency.

**Table-3: Reliability Statistics**

	<b>Cronbach's Alpha</b>	<b>N of Items</b>
<b>Autocratic Leadership</b>	0.113	4
<b>Democratic Leadership</b>	0.786	4
<b>Laissez-Faire Leadership</b>	0.346	4
<b>Employees' Performance</b>	0.519	4

**4.3. Descriptive Statistics**

The mean autocratic leadership style is 3.133, with a 0.641 standard deviation, -0.002 skewness, and a 0.859 kurtosis. The mean for democratic leadership style is 3.854,

while the standard deviation, skewness, and kurtosis are -1.255 and 0.874, respectively. The Laissez-faire leadership style has a mean of 3.374, an SD of 0.790, a skewness of -0.152, and a Kurtosis of 0.108. Employee performance is distributed with a mean of 3.789, a standard deviation of 0.620, a skewness of -0.445, and a Kurtosis of 0.494.

**Table-4:** Descriptive Statistics

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Autocratic_Leadership	201	3.1331	.64178	-.002	.172	.859	.341
Democratic_Leadership	201	3.8545	.87480	-1.255	.172	1.571	.341
Laissez-Faire_Leadership	201	3.3748	.79018	-.152	.172	.108	.341
Employees'_Performance	200	3.7892	.62035	-.445	.172	.494	.342
Valid N (list wise)	200						

**4.4. Correlational Analysis**

The findings of r-statistics are provided in the table above, ranging from -1 to +1 (perfect negative correlation to perfect positive correlation). The relationship between autocratic and employee performance reveals a positive correlation of 0.330 between "autocratic" and "employee performance," indicating that as autocratic scores rose, so did employee performance one score and that this association was statistically significant at the 0.01 level. The association among democratic and employee performance reveals a positive correlation of 0.148 between "democratic" and "employee performance," indicating that as democratic scores increased, so did employee performance one score, which was statistically significant at the 0.01 level. The association among laissez-faire and employee performance reveals a positive correlation of 0.436 between "laissez-faire" and "employee performance," indicating that as democratic scores increased, so did employee performance one score, which was statistically significant at the 0.01 level.

**Table-5:** Correlational Analysis

<b>Correlation Matrix</b>				
	Autocratic Leadership	Democratic Leadership	Laissez-Faire Leadership	Employee Performance
Employees' Performance	0.236**	0.490**	0.330**	1

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

**4.5. Regression Analysis**

*Equation - 1:*  $Y = \beta_0 + \beta_1AL + e$   
*Estimated Equation - 1:*  $Y = 3.075 + 0.228AL + e$

The model's r-square value is 0.056, indicating that autocratic leadership styles account for just 5.6% of the variation in employees' performance, while the other 64.4% could be attributed to other factors.

**Table-6:** R-Square Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.236 <sup>a</sup>	.056	.051	.60431

a. Predictors: (Constant), Autocratic\_Leadership

At a significance level of 0.05, the results indicate a significant impact of the independent factors on dependent variable, and the whole model is fit.

**Table-7: ANOVA**  
**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	4.275	1	4.275	11.707	.001 <sup>b</sup>
	Residual	72.307	198	.365		
	Total	76.582	199			

a. Dependent Variable: Employees’\_Performance

b. Predictors: (Constant), Autocratic\_Leadership

The estimation of Linear Regression show that the autocratic leadership style has a significant positive influence on the employees’ performance at Board of Revenue Sindh, indicating that the autocratic leadership style affects performance. This finding is significant at the level of 0.05. We accept Hypothesis 1 because employee performance increases by 22.8% due to the change in authoritarian leadership. Our findings align with the body of research (Ojokuku et al., 2012; Basit et al., 2017).

**Table-8: Regression Analysis**  
**Coefficients<sup>a</sup>**

Model	Unstandardized			t	Sig.	
	Coefficients					
	B	Std. Error	Beta			
1	(Constant)	3.075	.213	14.437	.000	
	Autocratic_Leadership	.228	.067	.236	3.422	.001

a. Dependent Variable: Employees’\_Performance

**Equation - 2:**  $Y = \beta_0 + \beta_1 DL + e$   
**Estimated Equation - 2:**  $Y = 2.454 + 0.347DL + e$

The model’s r-square value is 0.240, indicating that democratic leadership styles account for just 24% of the variation in employee performance. The other 76% could be attributed to other factors not addressed in the study.

**Table-9: R-Square**  
**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.490 <sup>a</sup>	.240	.236	.54225

a. Predictors: (Constant), Democratic\_Leadership

At a significance level of 0.05, the results indicate a significant impact of the independent factors on dependent variable, and the whole model is fit.

**Table-10: ANOVA**

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	18.364	1	18.364	62.455	.000 <sup>b</sup>
	Residual	58.218	198	.294		
	Total	76.582	199			

a. Dependent Variable: Employees’\_Performance  
b. Predictors: (Constant), Democratic\_Leadership

At the 0.05 significance level, the estimation of Linear Regression reveal that at the Board of Revenue Sindh, the democratic leader has a substantial positive effect on worker performance, implying that a change in democratic leadership style results in a positive change of 34.7% on performance of employees, which lead us to accept the Hypothesis-2. According to the data, employee performance was positively correlated with democratic leadership style. Our findings align with the body of research (Andoa et al., 2019).

**Table-11: Regression Analysis**

**Coefficients<sup>a</sup>**

Model	Unstandardized			Standardized	t	Sig.
	Coefficients			Coefficients		
	B	Std. Error	Beta			
1	(Constant)	2.454	.173		14.166	.000
	Democratic_Leadership	.347	.044	.490	7.903	.000

a. Dependent Variable: Employees’\_Performance

**Equation - 3:**  $Y = \beta_0 + \beta_1 LFL + e$   
**Estimated Equation – 3:**  $Y = 2.916 + 0.259LFL + e$

The model's r-square value is 0.109, indicating that laissez-faire leadership styles account for just 10.9% of the variation in employee performance, while the other 89.10 could be attributed to other factors.

**Table-12: R-Square**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.330 <sup>a</sup>	.109	.105	.58698

a. Predictors: (Constant), Laissez-Faire\_Leadership

At a significance level of 0.05, the results indicate a significant impact of the independent factors on dependent variable, and the whole model is fit.

**Table-13: ANOVA**

**ANOVA<sup>a</sup>**

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	8.361	1	8.361	24.267	.000 <sup>b</sup>
	Residual	68.221	198	.345		

Total	76.582	199
a. Dependent Variable: Employees' _Performance		
b. Predictors: (Constant), Laissez-Faire_Leadership		

At the 0.05 significance level, the linear regression results reveal that at the Board of Revenue Sindh, the laissez-faire style positively impacts employee performance, which leads us to accept Hypothesis 3. Employees have a strong sense of belonging and can complete tasks with few commands (Triandis, 2018). Sougui et al., (2015) back up that laissez-faire leaders allow people to do their work without leadership restrictions.

**Table-14:** Regression Analysis

Model	Coefficients <sup>a</sup>			t	Sig.	
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
1	(Constant)	2.916	.182		16.015	.000
	Laissez-Faire_Leadership	.259	.053	.330	4.926	.000

a. Dependent Variable: Employees' \_Performance

**5. Conclusion and Recommendations**

The public institutions are headed by the management and are expected to lead their subordinates to serve the public best. Management could employ any leadership style to serve the public. The conclusion is that the management of the Board of Revenue Sindh possesses all three leadership styles, which led us to achieve our first objective, i.e., to identify the leadership style possessed by the management of the Board of Revenue Sindh. The findings suggest that the said leadership styles significantly favor the performance of the Board of Revenue Sindh employees.

In conclusion, employing all three leadership styles in the public sector can improve organizational performance. Future research could look into the moderating effect of variables between the constructs. A broader scope of participants will increase the sample size, and aiming diverse businesses for involvement, such as the oil industry, financial institutions, tourism industry, hoteling, and hospitality, would be fascinating research. The Laissez-Faire style works best when personnel are well-versed in their responsibilities and possess the necessary technical knowledge. This technique can be used when leaders have much faith in their employees and are willing to take responsibility for any mistakes they make while on the job.

The study's primary purpose is to identify the leadership style of management of the Board of Revenue Sindh. The primary data is collected from the public sector in Sindh, Pakistan, limiting our study's research scope to the public sector. Limited studies have been conducted by researchers focusing on government organizations. The data is collected through questionnaires from the Board of Revenue Sindh employees from BPS-07 to BPS-16. The data collected through questionnaires is the primary source of data. Luqman et al., (2020) say that it must be borne in mind that the result obtainable is as good as the quality of the data used. However, the limitations do not challenge the outcome and conclusions reached in the study.

The recommendation for management of the Board of Revenue Sindh is to encourage top management to embrace democratic and autocratic leadership styles. The leaders must affirm that the followers involve teams and participate in decision-making, as these leaders improve employees' performance. Leaders should encourage teamwork, creativity, and innovation to increase employee satisfaction, productivity, and profitability. On the contrary, autocratic leaders have a considerable positive impact on

the Board of Revenue Sindh's staff performance. It demonstrates that employees' performance improves when an authoritarian method is used. Employees' performance is positively influenced by laissez-faire; the results show an increase in employee performance when any of the leadership styles is adopted by management.

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