

**论文题目:THE IMPACT OF LEADERSHIP STYLES ON
EMPLOYEE PERFORMANCE AND SATISFACTION**

ABSTRACT

This study investigated the effects of two contrasting leadership philosophies—democratic and non-democratic—on employee performance in a variety of businesses using a quantitative research design. Our analysis of survey data from 100 employees showed a clear positive correlation between democratic leadership and increased worker output, underscoring the potential benefits of fostering inclusivity and collaboration. Non-democratic leadership ideologies, on the other hand, had no statistically significant impact on output. The study, which did not have this as its main goal, found a correlation between leadership ideologies and job satisfaction, suggesting that democratic leadership may have a positive impact on this component. These findings highlight the crucial role that leadership styles play in influencing organisational dynamics and provide insightful advice for businesses looking to improve their leadership strategies in light of the fact that strong leadership is a key factor in both employee performance and happiness.

KEYWORDS: Leadership, Democratic leadership, Non-Democratic leadership, Job satisfaction, Employee performance

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1 INTRODUCTION

Leadership is one of the most crucial aspects of organisational management. Leadership unfolds as a dynamic journey where a person wields their influence to guide and inspire others. It's a nuanced process that goes beyond mere directives, encompassing the art of inspiring, motivating, and steering individuals towards shared goals. This influence extends beyond formal titles, recognizing that leadership can emerge from anyone willing to foster positive change. It's about fostering connections, igniting passion, and cultivating an environment where collaboration and growth thrive. In essence, Northouse's definition encapsulates leadership as a transformative force that weaves through interactions, catalyzing progress and shaping the future through the power of human connection and inspiration (Northhouse, 2007). Strong leadership is essential to the organization's effectiveness and efficiency. Various leadership theories are used by organisations today, depending on their makeup and operational style. Different leadership philosophies will be effective in accomplishing organisational goals and objectives in specific workplace situations. Employee job happiness, retention, and eventually enhanced performance are all results of excellent management, all of which are correlated with managerial leadership practises. Therefore, the existence and growth of an organisation depends on its leaders. (Ethe et al., 2012).

Leadership emerges as the guiding force that propels an organization toward its aspirations and objectives, infusing these ambitions with purpose and direction. In the hands of adept leaders, goals become more than tasks; they evolve into shared visions that resonate with each individual's contributions. These leaders weave a narrative of unity and motivation, harnessing the collective talents of a diverse team and aligning them seamlessly with the organizational mission. Through their guidance, challenges are reframed as opportunities, and the pursuit of excellence becomes a shared endeavor, fostering a culture where accomplishments intertwine with personal growth. In this collaborative symphony, leadership transcends management; it becomes the conductor orchestrating harmonious progress, where each note of success resonates from a tapestry woven with empathy, dedication, and collective purpose (Nwokocha et al., 2015). Additionally, it is stated that a leader's style of behaviour utilised to motivate and influence followers to achieve the goals of the business is known as their leadership style. To optimise their potential and performance, people cannot be managed in the same manner. Different leadership theories are applied in professional settings. Each leadership

strategy has advantages and disadvantages. Depending on the culture and goals of the organisation, a particular leadership style may be best (Ethe et al., 2012).

Academic library leadership serves a complex purpose that goes beyond conventional authority, particularly in universities and colleges. However, their leadership extends much beyond the duties listed in those positions. It is true that managers frequently work as librarians in colleges and universities. They are truly leaders in the truest meaning of the word; they are not just managers. These people have the crucial responsibility of monitoring the decisions and actions of their teams, but their influence extends well beyond that. They are leaders who direct their libraries in a changing educational environment. They encourage learning, foster creativity, and stoke innovation while serving as role models for their personnel and the academic community they assist. More than just enforcing rules, their leadership aims to foster a culture where knowledge is available, ideas can flourish, and the library can develop into a vibrant centre for intellectual inquiry. In essence, they are stewards of academic success, defining the future of their institutions via their leadership, competence, and unrelenting dedication to promoting education and research in addition to managing resources (Ajibade 2010).

Leadership now plays a more important position in the modern organisational landscape, and institutions like libraries are particularly good examples of this change. This increased significance is being driven by several transformative processes. First off, the corporate environment is now more integrated and interdependent than ever before as a result of the continuous march of globalisation. Today's library leaders must think worldwide, taking into account how trends, markets, and collaborations on a global scale affect their local operations. Second, traditional library services and operations have been disrupted by the constant march of technological innovation. Leaders are expected to not just keep up with these developments but to fully utilise technology to improve library services and productivity. Finally, the workforce's expectations have changed considerably. In addition to cash compensation, today's workers seek meaningful work, personal development, and a feeling of purpose. Therefore, in order to maintain their teams' engagement and motivation, effective leaders in libraries must be adept at comprehending and exceeding these evolving expectations. In order to ensure relevance and success in today's dynamic environment, leadership in libraries, like in all modern organisations, must adapt and succeed in the face of globalisation, technology, and shifting worker demands

(Nwaigwe, 2015). Indeed, today's dynamics of globalisation, technological development, and shifting worker expectations necessitate effective leadership that is also flexible. The goal is to develop a workforce that is not just productive but also fervently dedicated to the organization's objective. It goes beyond simply managing resources effectively. In this sense, leadership involves both authority and influence. It involves the skill of inspiring and encouraging staff members to give their all in order to accomplish group objectives. It involves recognising and maximising each team member's potential and directing their abilities, passion, and drive towards the larger goals of the company. Successful leaders in this dynamic atmosphere must be able to inspire, induce, and encourage their team members in addition to being able to instruct them. It involves establishing a climate where workers freely and joyfully devote their efforts and abilities, not out of need but out of a real desire to contribute to the success of the organisation. This style of leadership is based on recognising and utilising each employee's distinct talents and skills, which results in a powerful synergy that advances the organisation in a time of transition and complexity (Nwachukwu, 2010).

In this research, the study focused on the leadership style in which two types of styles have been discussed such as; Non-democratic and Democratic leadership styles.

1.1 Democratic Leadership style

Democratic leadership takes on a pivotal role not only within organizational settings but also on a grander stage – in democratic movements that aim to shape societies. Leaders who embrace this style become champions of inclusivity and active participation, mirroring the very essence of democratic values. Their guidance isn't about dictating paths, but about nurturing a sense of shared purpose and empowerment among individuals.

This sort of leadership, sometimes referred to as participatory leadership, places a strong focus on inclusion in the atmosphere of problem-solving and decision-making. This tactic promotes an environment in the workplace where employees actively engage rather than observe. Leaders that use this approach are conscious of the value that diverse perspectives can contribute. They solicit team members' opinions, ideas, and knowledge when making decisions and conquering challenges. By doing this, they promote a culture of ownership and teamwork where everyone's voice is valued. This leadership style is like opening a door to a space where creativity and collaboration flourish, allowing the team's collective wisdom to direct the team's

course of action. (Swarup, 2013). In the world of democratic leadership, leaders do more than simply dictate from a distance; they dive right into the action alongside their team. It's a style that gracefully balances guidance with openness – they offer their insights while creating room for others to contribute their viewpoints. Imagine a leader who steps into the circle, not above it. They're not just directing, but actively participating, like a musician harmonizing with the ensemble. Instead of dominating discussions, their aim is to initiate and nurture conversations, cherishing every voice. This type of leadership is like a collaborative dance, where ideas gracefully sway and meld together, leading to solutions enriched by the collective wisdom of the group (Cherry, 2006).

Democratic leadership isn't just a style; it's a bridge that connects leaders and followers in a way that sparks remarkable outcomes. When leaders embrace this approach, a cascade of positive effects ripples through the team. Imagine being part of a group where your thoughts and ideas are genuinely welcomed, where your voice isn't just heard, but valued. This kind of leadership plants the seeds of trust and engagement. When individuals feel that their contributions matter, they're more invested in their work. It's like creating a tapestry woven from a shared vision where everyone has a hand in its design. This deep sense of involvement fosters not only productivity but also a unique kind of satisfaction – the kind that comes from knowing you're making a meaningful impact. And as the commitment to the team's goals deepens, so does the bond between leader and follower. Democratic leadership becomes a channel through which leaders and their teams journey together, transforming work from mere tasks into a collaborative mission that everyone takes pride in (Hackman & Johnson, 1996). In the realm of democratic leadership, leaders not only share authority but also offer unwavering support and guidance when faced with demanding tasks. Imagine having a leader who not only entrusts you with responsibility but also stands by your side as you navigate challenges. They possess a unique ability to see beyond the surface – understanding the needs of their team and making sure those needs are met. It's like having someone who knows just when to provide a helping hand or a word of encouragement. This kind of leadership plants the seeds of success and longevity. By fostering an environment of collaboration and shared vision, these leaders cultivate organizations that not only thrive but also leave a lasting mark. The satisfaction among team members flourishes under such leadership, as they find themselves in an ecosystem where their contributions are appreciated, their potential is nurtured, and their aspirations are supported. It's

like being part of a united family working towards a common purpose, with a leader who not only believes in the team's capabilities but also empowers them to soar (Sharma and Singh, 2013).

Democratic leadership, especially in democratic movements, is essential not only within organisations but also in larger societal contexts. By fostering a sense of empowerment and common purpose, leaders that adopt this style uphold diversity and active involvement. This leadership fosters a culture of teamwork in the workplace by valuing varied viewpoints and encouraging active engagement. It's like opening a door to collaboration and innovation where everyone's voice counts. This leadership style is characterised by leaders who actively participate in a collaborative dance of ideas rather than just directing it. It serves as a link between leaders and followers, promoting participation, trust, and a sense of purpose. Democratic leadership fosters situations where contributions are recognised by having leaders who share power and provide unwavering support.

1.2 Non-democratic Leadership style

Non-democratic leadership styles refer to a category where leadership decisions remain centralized, with minimal or no involvement of followers in the decision-making process. Non-democratic leadership approaches fall under the category of leadership techniques where followers have little to no input in the decision-making process and where decision-making remains mostly centralised. The autocratic leadership style and the laissez-faire leadership style call for investigation within this framework. An authoritative style to decision-making that places the leader in a position of great authority and control, frequently making judgements without much input from others, is the hallmark of autocratic leadership. The laissez-faire leadership style, on the other hand, uses a hands-off, minimal intervention approach, where the leader offers no direction or advice, giving group members a great deal of autonomy in decision-making and problem-solving. These non-democratic leadership philosophies are very dissimilar from democratic leadership, which places a strong focus on collaboration and shared decision-making between leaders and followers. It is crucial to comprehend these non-democratic approaches because they have a profound effect on group dynamics, organisational culture, and ultimately, the results of leadership in many contexts. This dissertation will examine two specific variations within this framework: the autocratic leadership style, characterized by authoritative decision-

making, and the laissez-faire leadership style, marked by a hands-off, minimal intervention approach.

1.2.1 Autocratic leadership style

Autocratic leadership embodies a style where the leader assumes full decision-making authority and anticipates unquestioning compliance from their followers. This approach can prove effective in scenarios demanding swift decisions or when the leader possesses specialized expertise. However, it carries a dual nature. Although it can speed up decisions and actions, it may also result in lower employee satisfaction and a decline in morale. This leadership dynamic is driven primarily by the leader's instructions, striking a unique balance between authority and its possible effects on the team's engagement and well-being.

Autocratic managers adopt a hands-on style, frequently monitoring workers' actions to make sure that duties are completed correctly. To inspire their workforce, they employ a mix of rewards, penalties, and even threats as management techniques. This particular leadership approach puts a lot of focus on the leader's instructions and keeping a close eye on the followers' behaviour. The leader takes the lead, giving directives and directing how duties are carried out. In this situation, the decision-making process is mostly driven by the leader, demonstrating an organised and directive management style. (Lewin et al., 1939).

Authoritarian leadership focuses on a significant amount of control that executives exercise over their staff members. With this strategy, executives claim extensive control over the team's or organization's general direction, work allocations, and decision-making procedures. This command-and-control dynamic frequently emphasises the strict adherence to the leader's instructions, leaving little space for team members to contribute independently. While such a leadership approach might encourage quick execution and conformity with the leader's vision, it also has the potential to stifle subordinates' creativity and sense of agency. Understanding the effects of authoritarian leadership styles requires striking a balance between maintaining control and encouraging a collaborative and engaged workforce. (farooqui, 2020). These leaders depend on their position of power, which is frequently reinforced by long-standing organisational structures, to demand unquestioning obedience from their followers. This type of leadership is characterised by leaders who prioritise their own instructions while being constrained by the existing structures and who anticipate complete compliance from the members of their teams.

The authority of the leader becomes a motivating factor, and subordinates are expected to follow the established line of command. This strategy may result in clear lines of authority and maybe quick decision-making, but it may also foster an atmosphere where candid communication and original problem-solving are discouraged (Deery. 2008).

Unfavourable performance outcomes, complex relationships between leaders and followers, and a noteworthy propensity for followers to look for other alternatives are all typically associated with autocratic leadership styles. When it comes to team performance and overall organisational success, this leadership style, which is characterised by centralised decision-making and minimal input from team members, can occasionally provide less than ideal results. Because of the leader's concentration on power and control, there may be a lack of transparency and cooperation in the workplace and strained relationships between leaders and followers. Moreover, the inherent rigidity of this style may contribute to followers feeling unheard and undervalued, leading to a heightened likelihood of considering other avenues. In essence, the impact of authoritarian leadership extends beyond just directives, influencing not only immediate performance but also the vitality of the leader-follower relationship and the desire of team members to remain engaged within the organization (Schaubroeck et al. 2017). For example, Chiang et al. (2020) showed that, when authoritarian leaders choose to stifle the emotions of their subordinates, the overall work environment tends to take a negative turn. This occurs because when leaders suppress the feelings and expressions of their team members, it creates an atmosphere where authentic communication is stifled. Employees might feel that their emotions are not acknowledged or valued, leading to a sense of disconnect and frustration. In turn, this can erode trust and camaraderie within the team. A healthy work climate thrives on open and respectful exchanges, where individuals can express their thoughts and emotions constructively. When authoritarian leaders enforce emotional suppression, it not only dampens the work atmosphere but also hampers the potential for collaboration, innovation, and overall employee well-being. In understanding the dynamics of leadership, it's crucial to recognize that nurturing a supportive environment that embraces emotions can lead to a more productive and harmonious workplace Schuh et al. (2012).

In exploring autocratic and authoritarian leadership styles, we uncover a spectrum of approaches that influence organizational dynamics. Autocratic leadership, where leaders hold

decision-making power and expect compliance, can expedite decisions but might impact employee satisfaction. Similarly, authoritarian leadership's control-focused dynamic can foster efficiency but potentially restrict creativity and empowerment among subordinates. These styles underscore the intricate interplay between authority and engagement within teams. Researchers highlighted that, the negative impact of suppressing emotions on the work environment. Fostering an inclusive atmosphere that values emotions can enhance collaboration and overall well-being. Acknowledging the nuances of leadership styles and their repercussions, organizations can chart a course that balances directive control with collaborative empowerment, contributing to a productive and harmonious workplace.

1.2.2 Laissez-faire leadership style

Laissez-faire leaders are akin to giving employees the reins, granting them a considerable degree of freedom to operate. In this style, guidance takes a back seat, and employees are tasked with finding solutions independently. Imagine a workplace where you're entrusted with the autonomy to navigate challenges on your terms, with minimal interference. It's a scenario where creativity and self-reliance flourish, as you're not just following orders, but actively shaping the course of action. However, this approach is a double-edged sword. While it can encourage innovation and ownership, it may also create uncertainties due to the limited guidance. Essentially, it's about leaders creating a space where employees can be captains of their own ship, steering through uncharted waters while grappling with the balance between freedom and the need for some level of direction.

This sort of leadership style works well when the leader provides the materials and information required for the project's launch. Since only they are better aware of their talents, self-motivated group members will naturally carry out the activities of their competence under laissez-faire leadership without needing supervision or tasks allotted by their leaders suitably. Because of this, the team members who are all highly qualified, motivated, and capable of working autonomously will be able to do their tasks with the least amount of oversight. One of the drawbacks of laissez-faire leadership, in contrast, is the absence of role understanding. For instance, the roles of the group members are not clearly defined when certain situations are addressed in this way. They are unsure of their position in the group and their capacity to complete the assignment within their own capacities because the task also requires little

instruction from the group leaders. Additionally, Laissez-Faire leaders are commonly viewed by the group as aloof and uninvolved, which may be a factor in the organization's lack of cohesiveness and low member participation. Additionally, because their leaders have already acted in a similar way, followers may not be as worried about what is happening in the company as they should be (Iqbal et al., 2015).

Every leadership style casts a significant influence on both employee retention and performance within the organization. The choice of leadership approach shapes the interactions, expectations, and overall environment within the workplace, which in turn affect how employees feel about their roles and their attachment to the organization. An autocratic style might impact retention by either driving compliance or fostering discontent among employees seeking a more participative environment. In contrast, a laissez-faire style could enhance retention among individuals seeking autonomy, yet it might also lead to frustration when clear direction is lacking. Similarly, authoritarian leadership can yield disciplined performance but may also contribute to turnover if employees feel stifled. On the other hand, democratic leadership, fostering engagement and collaboration, could contribute to both improved performance and a desire to remain within the organization. Each leadership style's intricate impact on employee retention and performance underscores the critical role leadership plays in shaping the organizational landscape and the people who contribute to its success (Dotse and Asumeng, 2014 and Nwokocha and Iheriohanna, 2015).

1.3 Leadership and Employees Performance

Leadership is one of the most flexible consequences of interactions between people and the organisation itself, playing a crucial part in the complex world of organisational behaviour. This becomes further clearer when we examine how leadership affects worker performance. Leadership is a dynamic force that can have a significant impact on how personnel behave inside an organisation. It is not a static idea. Employees can be inspired, motivated, and guided by effective leadership to give their best effort. It establishes the tone for the culture, communication, and decision-making of the organisation. An atmosphere of mutual respect, open communication, and trust may all be fostered by a strong leader, all of which are supportive of improved worker performance. On the other hand, ineffective or weak leadership can have negative consequences, including low morale, subpar performance, and even high turnover rates.

Since it highlights the crucial role leaders play in influencing the behaviour, productivity, and contentment of the workforce, knowing the flexible and dynamic character of leadership is essential to understanding its impact on employee performance (Obiwuru et al., 2011). There is no denying the importance of leadership in determining project success and, consequently, staff performance. It's comparable to the conductor of an orchestra, where various leadership philosophies are comparable to various methods of conducting. Just like a musical composition can elicit different emotions and reactions based on how it is performed, different leadership philosophies can produce different outcomes depending on the situation. For instance, a democratic leadership approach, like a conductor who welcomes feedback from every musician, can provide a peaceful and cooperative workplace that frequently improves employee morale and performance. While it may be appropriate in some circumstances where prompt and decisive action is required, a more autocratic leadership style, similar to a conductor dictating every note, can inhibit innovation. There can be no doubt about how crucial leadership is to a project's success and, by extension, to the performance of the team. Similar to the conductor of an orchestra, different leadership philosophies can be compared to diverse conducting techniques. Different leadership philosophies can result in various outcomes depending on the circumstance, much as a musical composition can provoke various feelings and reactions depending on how it is played. A democratic leadership style, such as a conductor who accepts criticism from all musicians, for instance, can create a calm and cooperative workplace that frequently boosts worker morale and productivity. A more authoritarian leadership style, akin to a conductor dictating every note, might stifle innovation, even though it might be suitable in particular situations where quick and decisive action is necessary (Khan et al., 2012).

Employee motivation and propulsion towards greater levels of growth and development are facilitated by effective leadership. Imagine it as a compass that not only directs the ship but also feeds the organization's progress engine. Employees who experience effective leadership are motivated, empowered, and given a clear sense of purpose and direction, which has a positive effect on their performance. The influence of leadership on employee performance in this situation is comparable to the wind beneath a bird's wings as it soars. Strong leaders recognise the special abilities, potential, and goals of each team member, and they use this understanding to foster an atmosphere in which people are not just employees but actively involved in the success of the company. Leaders may foster a sense of ownership and commitment among employees by

open communication, clear goal-setting, and a supportive approach. A leader orchestrates the group's collaborative efforts to ensure harmony, coordination, and synchronised performance, much like a conductor does for a symphony. Employee performance rises when they are driven, valued, and in line with the organization's mission. They generate greater levels of engagement, creativity, and willingness to put in extra effort, all of which lead to increased productivity and eventually support the expansion and improvement of the organisation. Through open communication, precise goal-setting, and a supportive attitude, leaders can encourage a sense of ownership and dedication among their workforce. Similar to how a conductor directs a symphony, a leader directs the group's cooperative efforts to guarantee harmony, coordination, and synchronised performance. When workers feel motivated, appreciated, and aligned with the organization's objective, their performance improves. Increased levels of involvement, inventiveness, and willingness to put in extra effort are all produced by them. These factors eventually help the growth and development of the company by increasing productivity (Fry, 2003).

Improved productivity, financial success, and customer satisfaction can result from individuals being inspired and motivated to work towards shared objectives. There are a variety of leadership philosophies, and the one that works best will change based on the circumstances. However, some broad leadership traits, such as vision, communication, trust, empowerment, and reward and recognition, are linked to better organisational performance. Employees are more likely to feel inspired, involved, and productive when leaders demonstrate these traits. In terms of financial results, earnings, and product quality, this may result in improved organisational performance. Employees can remain motivated and focused under the direction of a leader who is clear about the organization's mission and goals. Building rapport and trust with staff members through efficient communication can enhance employee engagement. Employees might feel more accountable and responsible for their outcomes when their supervisor gives them the freedom to take ownership of their job. A leader can also increase motivation and morale by praising and rewarding workers for their contributions. The likelihood that the organisation will succeed in achieving its aims and objectives increases when workers are inspired, engaged, and productive. This is why leadership is crucial to the effectiveness of an organization (Koontz and Donnell, 1993).

The leadership philosophies that executives choose within an organization have a significant influence on the relationship that exists between staff members and their managers, which in turn has an effect on how effectively employees perform. The method of leadership a person chooses sets the tone for the entire workplace and influences how subordinates and employees interact. Employees feel valued, heard, and respected when leaders use a helpful and empowering leadership style. Employees are motivated to go above and beyond in their work as a result of the trust and loyalty this develops. On the other side, leaders that take an autocratic or dictatorial stance can foster an atmosphere of fear and unrest, which would stifle employee motivation and impair their performance. By valuing each employee for who they are and encouraging open communication, a leader's leadership style has the power to humanize the workplace and enable everyone to realize their full potential. Leaders may unleash the full potential of their workforce, resulting in improved performance and overall organizational success, by cultivating positive relationships and fostering a supportive work environment (Jeremy et al., 2012). Unquestionably, the leadership qualities enacted inside an organization's structure determine whether it succeeds or fails. In order to guide the business toward its goals and objectives, effective leadership is crucial. A leader's capacity to inspire and motivate their team depends on having the proper qualities, such as vision, strategic thinking, and effective communication. By fostering a sense of purpose among all employees, they help the company achieve its goals. Furthermore, effective leadership promotes an environment where people feel respected, empowered, and inspired to contribute their best work. On the other hand, bad leadership can be harmful to the organization. Employee disengagement, low morale, and decreased productivity can be caused by inadequate communication, a lack of direction, and a failure to inspire. All aspects of the business are impacted by a leader's qualities, including decision-making, staff satisfaction, and overall performance. In order to ensure organizational success, drive growth and innovation, and foster a positive workplace culture, it is crucial for businesses to place a high priority on developing and cultivating effective leadership traits (Masevo, 2022).

Leadership is essential to corporate behavior because it affects worker productivity and success as a whole. A positive workplace culture is fostered through effective leadership, which also inspires and motivates workers to match their activities with the organization's objective. It sets the tone for interactions, judgments, and employee conduct. Performance improves when

strong leaders foster an environment of trust, open communication, and respect. On the other hand, poor leadership can lead to low spirits, poor performance, and high turnover rates. Different leadership philosophies can result in a variety of outcomes since leadership is dynamic and adaptable. The capacity of a leader to inspire and direct subordinates is akin to that of an orchestra conductor. Effective leadership inspires, empowers, and drives employees towards growth and development. They feel involved and valued, which boosts productivity and benefits the organisation. Vision, communication, trust, empowerment, and recognition are examples of leadership qualities that are associated with improved organisational success. Executive leadership affects how managers and employees interact, which has an effect on employee productivity. An encouraging work atmosphere is fostered by a supportive and empowering leadership style, but an autocratic style can hinder enthusiasm. Leaders may unleash the full potential of their staff, resulting in greater performance and organisational success, by appreciating employees and promoting open communication. In the end, strong leadership is essential for driving the company towards its objectives, motivating workers, and creating a positive work environment.

1.4 Aim of the study

The aim of this study is to delve into the diverse leadership styles (Democratic and Non-democratic) and their distinct impacts on employees' satisfaction and performance within organizations. Through comprehensive exploration and analysis, we seek to uncover how different leadership approaches influence the dynamic interplay between employees' commitment to the organization and their effectiveness in their roles. By shedding light on these intricate connections, we aim to provide valuable insights that can guide organizations in cultivating leadership strategies that not only optimize performance but also nurture a workforce inclined to remain engaged and committed.

1.5 Objectives of the study

The objectives of the study is to:

1. Find the impact of Democratic leadership style on employee performance?
2. Find the impact of non-democratic leadership style on employee performance?

1.6 Research Questions:

- 1. What is the impact of Democratic leadership style on employee performance?**
- 2. What is the impact of non-democratic leadership style on employee performance?**

1.7 Significance of the study

The significance of this study rests in its ability to provide insightful knowledge about the field of leadership and its consequences on interdependent teams of people. By understanding how different leadership styles influence employee retention and performance, organizations can make informed decisions to create healthier work environments and enhance productivity. This study can guide leaders in adopting strategies that align with their organizational goals and workforce dynamics, ultimately contributing to improved employee satisfaction, better performance, and a more sustainable future for the organization as a whole.

2 REVIEW OF LITERATURE

This chapter is divided into four separate sections, each of which contains a thorough analysis of earlier studies. The first section offers a thorough analysis of research on job performance, exploring the many facets and elements that affect a person's capacity to significantly advance organisational goals. The second section's emphasis switches to leadership as a whole, covering a variety of leadership ideas, styles, and their effects on both individual workers and entire organisations. The democratic leadership style is the focus of the third section, which provides a thorough analysis of its distinguishing traits, benefits, and prospective impacts on worker productivity and job satisfaction. The fourth section, on the other hand, focuses on non-democratic leadership styles, highlighting their distinguishing characteristics and outlining any potential negative effects they can have on employees and organisational performance. This chapter provides a strong basis for understanding the complex relationships between leadership ideologies, employee performance, and job happiness by methodically analysing these connected fields of research, laying the groundwork for our empirical analysis.

2.1 Performance

Otley (1999) said that, performance of organizations and individual performance are two diverse kinds of organizational performance. The term "job performance" can also refer to employee performance. The efficiency of an organization, he continued, is determined by the work that its workers do as well as other factors like the environment in which it works. It is important to distinguish between two separate but related dimensions. First and foremost, organisational performance refers to the accomplishments, effectiveness, and efficiency of a given organisation overall. This includes a number of elements, such as monetary success, the achievement of strategic goals, and the capacity of the organisation to carry out its aims. Individual performance, which is frequently used interchangeably with job performance, is focused on the activities, contributions, and productivity of specific people within the company. He added that an organization's performance is influenced by external elements as well as its overall workforce, such as the current environmental circumstances and the competitive landscape. This distinction is crucial for a thorough understanding of how organisations work because it highlights the complex interaction between the performance of the collective and that of individuals.

Rotundo and Rotman (2002) defined that the activities and behaviours that people may actively manage while performing their jobs and which are all intended to advance the goals of the organisation are collectively referred to as "job performance." Employees' visible and quantifiable efforts that enjoy a high degree of autonomy over their contributions define it. Effective job performance varies between roles, with distinct performance criteria for each. It also aligns with the organization's overarching goals. This idea supports constant improvement through instruction, criticism, and experience rather than being stagnant. Job performance and job satisfaction are inextricably intertwined, and both have a significant impact on an organization's overall success since they have an immediate impact on competitiveness, customer satisfaction, and adaptability. Job performance is a crucial component of the employment relationship since regular evaluation and feedback systems ensure that employees' efforts continue to be in line with organisational goals.

Ramlall (2008) said that any organization's success unquestionably depends on the originality, inventiveness, and passion of its workers, hence strong employee performance is crucial. To survive and succeed in the fast-paced, fiercely competitive business environment of today, organisations must constantly innovate and adapt. Since they are the ones connecting with clients, resolving issues, and coming up with fresh concepts and tactics, employees are what spur this innovation and creativity. When workers are giving their all, they go above and beyond the call of duty, offering original ideas and creative solutions. Additionally, their commitment to their work leads to higher productivity and efficiency, which lowers operational costs and raises overall performance indicators. Furthermore, a high-performance culture frequently correlates with greater rates of work satisfaction and staff retention. Employees that feel appreciated and recognised for their work are more engaged and committed to the company. In turn, this lowers turnover rates and the related expenses of hiring and training new employees. Additionally, a contented and motivated workforce is more likely to work together successfully, fostering teamwork and synergy inside the business.

Ones (2000) concluded that the ability of an organisation to innovate, succeed, and maintain its competitiveness in business environment depends heavily on the performance of its employees. The success of an organisation is based on its personnel' capacity to come up with novel solutions to challenges of a complicated nature and to work with steadfast dedication.

Therefore, any organisation seeking to achieve long-term growth and prosperity should place the highest priority on creating an atmosphere that promotes and rewards great performance.

Macky and Johnson (2000) pointed out that, increased staff productivity may also result in increased company's productivity. A company's survival depends on how well it performs overall. In light of this, The researcher can draw the conclusion that worker success affects departmental success, which affects organizational success. Therefore, individual achievement is essential to an organization's total success.

Armstrong (2014) remarked that performance is concerned with how something is done, while rewards are concerned with how people should be rewarded for performing something. The stabilization of the economy depends on elements like boosting earnings, raising living standards, increasing the quantity of goods that are available for consumption, and other things that are influenced by increased productivity and good work performance. He also argued that society as a whole is affected by the achievement of an individual employee.

Sinnented and Frese (2002) stated that, for the individual to function at a high level on the work, their skills are crucial. The employee must be extremely productive and able to deliver exceptional results. Additionally, he said that a key idea in organizational and work psychology is individual performance.

Viswesvaran and Ones (2020) described that, action that yields results is referred to as performance. Performance is affected by performance management because it equips individuals with the information necessary to enhance their performance and enables them to comprehend what excellent performance entails. Reward management has an impact on performance by recognizing and rewarding good work as well as providing incentives to boost it. He further explained that job performance is a wide phrase that includes measurable actions, conduct, and output that employees undertake or generate and that is related to and supportive of organisational goals.

Lewis and Gilman (2013) suggested that effective leadership practices have a big influence on how well employees perform, which eventually boosts productivity in all areas of the economy. Employees are motivated, engaged, and more inclined to put up their best effort when leaders embrace successful leadership strategies, such as empowering and supportive styles. These leadership beliefs encourage a successful workplace where employees feel valued,

respected, and motivated to contribute their skills and expertise. By establishing challenging goals, providing clear direction, and offering resources and support, leaders enable their people to realize their full potential. Additionally, effective leaders encourage collaboration, trust, and open communication, all of which improve employee cooperation and teamwork. Employees become more effective, creative, and dedicated to accomplishing organisational goals as a consequence.

Rist (2020) added that leaders have switched their attention away from strategic issues to the inescapable challenges related to the workforce they manage in light of the COVID-19 epidemic. Leaders need to use management techniques that show employees that they are cared for carefully and with empathy. This entails paying close attention to their worries, being open with them, and resolving any doubts. The resources and assistance staff need to meet the problems the epidemic presents should be provided by leaders. Leaders may increase trust and support among their team members and have a beneficial influence on their motivation, well-being, and overall productivity by demonstrating empathy and understanding. This change in leadership style is essential for guiding organisations through the pandemic's uncertainty and supporting their recovery and success.

Avolio (2007) stated that a loss in employee productivity can ultimately result in a drop in business revenues due to factors like a lack of desire, job unhappiness, and unfavourable attitudes at work. When workers aren't motivated, they could lose interest in their jobs, be less dedicated to them, and be less inclined to give it their all. Decreased production quality, missed deadlines, and decreased productivity may result from this. Similar to this, job discontent can be caused by a variety of things, including poor management, a lack of recognition, little prospects for progress, or a mismatch between skills and job responsibilities. Employee dissatisfaction can lead to poorer job satisfaction, increased turnover rates, and a general lack of enthusiasm for one's work. For businesses, this churn can be expensive in terms of hiring, training, and lost institutional knowledge. Additionally, unfavourable attitudes at work can spread and harm both team chemistry and overall productivity. Negative workers can propagate their unhappiness, demotivation, and pessimism to others, resulting in a poisonous workplace that prevents innovation and collaboration. As a result, these elements work together to lower employee productivity, which in turn results in higher costs and, eventually, lower company profitability. To maintain a motivated and content workforce that fuels corporate success, it is essential for

organisations to address these concerns pro-actively by building a healthy workplace culture, offering chances for advancement and recognition, and encouraging open communication and employee participation.

Wolor et al. (2020) stated that leadership has faced considerable obstacles as a result of the present pandemic when it comes to encouraging employee growth and overseeing employees from a distance. Recognizing this, the researcher made a careful effort to pinpoint the most suitable leadership philosophies that could motivate personnel at Turnall Holdings to develop their competence and commitment, finally resulting in effective delivery of required performance. As remote work becomes the norm, leaders must change the way they lead to ensure effective support, communication, and collaboration. Competence and dedication can be fostered by leadership philosophies like transformational leadership, which engages workers through a shared goal and individualised care. In order to improve employee performance and skills, leaders can also use a coaching leadership style, offering direction, feedback, and chances for improvement.

Contextual performance refers to behaviors exhibited by employees that go beyond their formal job requirements and directly contribute to the smooth functioning and success of the organization. It includes not only actions such as helping coworkers or being a dependable team member but also actively engaging in suggesting improvements to work procedures. Employees who engage in contextual performance demonstrate a proactive attitude towards their work and the organization as a whole. They willingly offer their time, knowledge, and expertise to support their colleagues, fostering a collaborative and supportive work environment. They improve total team performance by being trustworthy and dependable team members, which results in improved team morale and cohesiveness. Their dedication to innovation and constant development is also demonstrated by their suggestions for process changes. Such conduct demonstrates their commitment to boosting productivity, efficiency, and organisational procedures. Employees that actively participate in offering ideas show their commitment to the success of the company and help to foster a culture of learning and development. Contextual performance is essential for organisations because it improves overall performance and effectiveness, fosters a healthy work environment, and increases employee engagement and happiness. Employees' contextual performance may be encouraged and recognised, which can

help to foster a culture of cooperation, teamwork, and continual development, eventually enhancing the organization's long-term success and competitive edge.

According to the literature, employee performance is a complicated phenomena that is impacted by a wide range of variables, such as the skills of the individual employee, the objectives of the organisation, and the performance management system. However, there is general agreement among experts that an organization's ability to execute well thanks to its employees. It also highlighted how important effective leadership is in influencing how effectively workers perform. Democratic leadership theories have been proven to be superior than non-democratic beliefs in terms of both employee performance and happiness. Democratic leaders encourage a more inspiring and collaborative work atmosphere by doing this, which will increase employee motivation and engagement.

The effectiveness of a company is inextricably linked to the work that its people produce. It's a mutually beneficial relationship where the commitment, skill, and productivity of the workers play a key role in the organization's success. Organisations must adopt a diversified strategy to improve employee performance. First and foremost, it's crucial to provide personnel with the necessary knowledge and abilities through training and development programmes. This not only gives them the tools they need to complete their tasks successfully, but it also cultivates a sense of expertise and assurance. The importance of creating a positive work atmosphere cannot be overstated. Employees are more likely to give their responsibilities their all when they feel appreciated, respected, and supported. In addition, implementing a strong performance management system that establishes clear standards, provides helpful criticism, and recognises and rewards exceptional efforts may be a tremendous incentive. Organisations that prioritise employee performance by funding their personal development and wellbeing are more likely to have a productive and engaged workforce, which ultimately helps the organisation succeed.

Overall, the effectiveness of an organization depends heavily on employees performance. By equipping workers with the required knowledge and tools, fostering a positive work environment, and putting in place a successful performance management system, organizations may increase employee performance.

2.2 Leaders and Leadership

Yukl (2010) defined that Leadership is the process of persuading others of what needs to be done and how to go about it while supporting both individual and group efforts to achieve common goals. Building relationships based on trust and respect, inspiring and encouraging others to work towards a common goal, fostering cooperation and teamwork, and adjusting to new situations and difficulties are all aspects of effective leadership.

Rowe and Guerrero (2011) stated that influence is a crucial component of leadership, it must be used morally and properly. While simultaneously encouraging moral behavior and decision-making, ethical leaders utilise their influence to inspire and encourage their followers to achieve common goals and objectives. A commitment to directing people towards a morally upright conclusion is necessary for effective ethical leadership. These requirements include having a thorough awareness of one's followers as well as the organisation.

Northouse (2010) elaborated that leadership is the method in which one person convinces a group of people to accomplish a shared objective. The capacity of the leader to persuade and direct the group towards a common goal is highlighted in this description. The group must secondly be persuaded of the leader's vision and objective through effective communication. Effective communication abilities are required for this, including active listening, empathy, and the capacity to motivate and inspire people. Thirdly, the group must be directed and steered by the leader in order to achieve the objective that each member has set for themselves. The overall purpose must be supported while setting priorities, making choices, and allocating resources. Finally, effective leadership must possess the capacity to adjust and change course as necessary. The leader must be able to respond to criticism and new information by modifying the approach as needed.

Durbin (2007) stated that, an essential component of effective leadership in accomplishing organizational goals is a leader's capacity to inspire individuals with confidence and support. A pleasant and encouraging work atmosphere is produced by a leader who can instill confidence, passion, and a sense of trust in their team. Employee morale and devotion to the mission of the company are boosted when they have faith in their leader. A self-assured team leader sets the example for team behaviour and work ethics. Employees feel free to voice their thoughts and concerns because they are approachable and receptive to criticism. This encourages

people to work together and innovate while putting forth their best work. Moreover, individuals are more likely to be engaged and committed to accomplishing organisational goals when they feel their leader is there to support them. The ability of a leader to inspire support and trust not only boosts team and individual performance but also increases the organization's overall cohesion and effectiveness.

Porter *et al.* (2006) described that by utilising the talents of their team members effectively, leaders play a crucial role in accomplishing organisational goals. They are crucial in determining the organization's direction and vision, establishing specific goals and objectives that are in line with the overarching purpose. Leaders inspire and encourage their team members to join in the shared goal and dedicate themselves to accomplishing it by presenting a compelling vision. Leaders may cultivate a sense of loyalty and devotion in their team by developing trust and connection with them via good communication and interpersonal skills. They distribute tasks in a way that fully utilises each person's abilities while also taking into account their weaknesses. Additionally, by actively listening to the concerns and recommendations of their team, leaders promote open communication and a sense of inclusion. By including team members in decision-making processes and valuing their contributions, leaders may empower their teams and boost their feeling of ownership and responsibility.

Bill George (2013) said that, leadership is a complex process that centres on the ability of motivating and directing people to voluntarily devote themselves to accomplishing common objectives. It entails influencing individuals to contribute their best efforts, utilizing their unique capabilities and skills to advance towards the desired outcomes. An effective leader possesses the ability to foster a sense of purpose and enthusiasm within the team, motivating them to work with dedication and passion. The willingness of individuals to commit to the organizational objectives is not coerced but rather driven by a sense of intrinsic motivation, nurtured by the leader's vision and communication. A crucial aspect of leadership lies in steering individuals towards goals, aligning their efforts with the overarching mission. This might involve making decisions or adopting approaches that differ from the preferences of team members. However, a successful leader communicates the rationale behind such choices, engendering trust and support from the team. By acknowledging the diverse perspectives and capabilities of their followers, leaders can cultivate a collaborative and inclusive environment that encourages innovation and

creativity. Ultimately, effective leadership harnesses the collective potential of individuals, propelling them towards excellence and organizational success.

According to several academics, leadership is a complex process that involves influencing and directing people or groups towards common goals. It emphasizes the importance of influence, ethical behaviour, and moral decision-making and involves the art of establishing trust, respect, and encouraging collaboration. Strong communication abilities, empathy, and the capacity to change with the needs of the organisation are necessary for effective leadership. Inspiring team members with confidence and support, fostering a pleasant work environment, and promoting cooperation are essential components. By coordinating the team's efforts with the overarching aim, allocating work in accordance with individual strengths, and encouraging open communication, leaders play a crucial role in accomplishing organisational goals. In order to achieve organisational success, leadership must eventually inspire people to willingly devote themselves to group goals, promote intrinsic drive, and establish a collaborative atmosphere that brings out the best in each team member.

Job Satisfaction

Hristov and Chirico (2019) said that, employee satisfaction is an important Key Performance Indicator (KPI) that has a big impact on projects' success and sustainability, especially at the regional and destination levels. Employee engagement, productivity, and commitment are all more likely when people are happy in their positions. This results in increased consumer loyalty and better service, both of which are advantageous to the area or destination. Customer satisfaction and repeat business are boosted when staff are happy because they are more likely to deliver superior customer service. The region or destination benefits from this by gaining a competitive advantage and added value in the tourism sector. Furthermore, greater job satisfaction spurs economic growth by luring more tourists, enhancing regional businesses, and igniting a circle of growth.

Peters et al. (2019), explained that the core of the complex and nuanced concept of job satisfaction is the apparent congruence between a person's expectations and what they perceive their career provides. Beyond just job content, it looks at emotional and social aspects of work happiness. When workers feel their employment meets their requirements and provides what they value, they report higher levels of job satisfaction. Numerous factors, including the

workplace, interactions with coworkers and superiors, prospects for advancement, work-life balance, and growth opportunities, all have an impact on how people see their jobs. He pointed out the hospitality sector and elaborated that job satisfaction is particularly crucial in the hotel business because of how much it emphasizes services. Customer service quality is directly impacted by how satisfied employees are at work. Customer loyalty and satisfaction are better when staff satisfaction is high because content personnel are more likely to be engaged, driven, and devoted to providing outstanding service. Interactions between staff, customers, and other stakeholders have a significant impact on co-creating value in the hotel sector. Positive interactions among staff members promote a friendly and cohesive work environment that enhances the entire guest experience. The prosperity of the industry obviously depends on how happy employees are at work. Organizations that place a high priority on employee welfare and foster a positive workplace culture are more likely to attract and retain talented workers. Production and efficiency are higher due to contented employees' readiness to go above and beyond the call of duty. This boosts sales and creates a beneficial feedback loop where contented workers offer better service, which in turn boosts customer satisfaction and encourages return business. This stresses how crucial it is to support a supportive workplace culture and make investments in employee wellbeing. As a result, measuring job satisfaction is crucial for determining an organization's overall performance and sustainability.

Kim (2012) presented a definition that job satisfaction is a broad idea that includes an employee's feelings and attitude towards their job and profession as a whole. It incorporates a number of aspects related to their work environment and goes beyond simple job satisfaction. These factors could include the actual working environment, the organisational culture, the chances for development and progress, the level of autonomy and control they have over their job, and their interactions with coworkers and superiors. An employee's sense of fulfilment and enjoyment in their job is ultimately influenced by a complex interaction of these factors, which is acknowledged by a comprehensive understanding of job satisfaction. Job satisfaction is influenced by a positive and supportive work environment, including factors like respect, appreciation, and physical conditions. Fair compensation and positive relationships with colleagues and superiors also play crucial roles in fostering job satisfaction and commitment to the organization. From this multifaceted definition it becomes clear that understanding employee wellbeing and organisational performance depends on work satisfaction. The likelihood that an

employee will be devoted, engaged, and productive at work increases with employee satisfaction, which boosts overall company performance. An emphasis on encouraging job satisfaction can lead to lower turnover rates, higher employee retention rates, and higher morale among staff members. Additionally, businesses that put a high priority on and invest in employee satisfaction are more likely to draw top talent, enhancing their employer brand and solidifying their place in the competitive labour market. Organizations may foster a pleasant work environment that fosters employee well-being and propels organizational success by acknowledging the multifaceted character of job satisfaction and addressing the different factors that contribute to it.

Khan et al. (2012) described that, the term "job satisfaction" refers to an employee's attitudes and feelings towards their work. It encompasses the emotional component of how people view and experience their work environment and extends beyond only being pleased with job-related things. Employees' positive and upbeat attitudes towards their employment, which can be a reliable indicator of their overall contentment, are a reflection of their attitudes. Positive attitudes increase an employee's motivation, engagement, and commitment to their work. The wellbeing of employees and their general pleasure with their work are significantly impacted by their level of job satisfaction. A happier and more fulfilled work life is a common trait among contented employees, and this has a beneficial knock-on effect on their performance and loyalty to the company. From this perspective, Employees' general attitudes towards their occupations are influenced by a supportive and encouraging work environment that promotes job satisfaction. This in turn has an impact on their perception of career fulfilment and general job satisfaction. Employees are more likely to feel respected, supported, and appreciated when they are happy in their jobs, which raises the degree of total job satisfaction. Employees may experience disconnection and disengagement when their job happiness is low, which lowers levels of general contentment.

Armstrong (2006) analyzed that, the success of an organization is significantly influenced by employees' work happiness. Employee motivation, engagement, and commitment are all more probable when they are happy in their positions. Employee satisfaction has a favorable impact on the operation of the business since happy workers are frequently more productive, innovative, and proactive. To accomplish shared objectives, they are prepared to go above and beyond, show

initiative, and cooperate with their coworkers. Additionally, a pleasant work atmosphere is fostered by job satisfaction, and this results in improved staff morale, lower turnover rates, and higher employee retention. Customers are more likely to be loyal and satisfied when they receive exceptional service from happy personnel, which further improves the company's reputation. On the other side, unfavorable attitudes and unacceptable behaviour on the part of employees can negatively impact workplace satisfaction. Conflicts, low morale, and lower productivity can result from negative attitudes in the workplace. Unwanted behaviour can sabotage team chemistry and impede success, such as tardiness, absenteeism, or a lack of cooperation. The capacity of an organisation to recruit and retain top talent as well as achieve long-term success may all be impacted by an unhappy staff, which can also result in greater turnover rates, higher recruiting and training expenses, and reputational harm. As a result, improving worker satisfaction and creating a supportive workplace are crucial for assuring an organization's success and long-term growth.

According to the literature, employee satisfaction, especially in regional and destination contexts, is essential to the success and sustainability of projects due to its significant impact on worker engagement, productivity, and devotion. As a result, areas or destinations see increased customer loyalty, higher-quality services, and more competitiveness. Workplace circumstances, relationships with coworkers and superiors, opportunities for advancement, and work-life balance are just a few of the complicated aspects that affect job satisfaction. Job happiness has a big impact on customer service quality, loyalty, and satisfaction in industries like hospitality. For increasing job happiness, reducing turnover rates, and improving organisational performance, a supportive workplace culture and investments in employee well-being are essential. Job satisfaction also includes general attitudes and sentiments towards work, going beyond satisfied with job-related factors. The success of an organisation is ultimately fueled by a positive work environment that fosters dedication, staff morale, and job satisfaction. Because work satisfaction affects employee performance, retention rates, and an organization's general reputation in the labour market, it is crucial to understand and prioritise it for an organisation to expand and succeed over the long term.

2.3 Democratic Leadership

Mat (2008) stated that, participative leader is a type of leader who actively involves their staff in problem-solving and decision-making processes related to daily operational matters. A collaborative and inclusive attitude is what this leadership style is known for, and the leader values and solicits feedback from the team. The participatory leader values each employee's duties and contributions while also acknowledging the knowledge, skills, and distinctive viewpoints that they each bring to the table. The leader encourages involvement because it gives the team members a sense of empowerment and ownership, which makes them feel valued and respected. This tactic enhances the quality of decisions and problem-solving while also strengthening the bond between the leader and their team. Higher employee engagement and job satisfaction are the results of creating a friendly workplace where collaboration and open communication flourish. Involving the workforce in decision-making also fosters a culture of accountability and responsibility since they have a stronger stake in the outcomes of their decisions. Finally, the participatory leadership method fosters a sense of shared accountability, collaboration, and innovation, driving the organisation towards higher levels of success and performance.

Nwokocha and Iheriohanma (2015) specified that, Before making decisions or issuing orders, the leader who practises democratic leadership actively solicits and cherishes the team members' opinions. With this approach, every team member takes part in a transparent and collaborative process where the team leader encourages open communication. By including people in the decision-making process, the leader fosters a sense of empowerment and ownership within the team, making them feel valued and respected. The staff's collective input and contributions influence the team's direction, fostering a feeling of shared accountability and commitment to the team's goals. Since it demonstrates that the leader appreciates the information and perspectives of all members, this participative technique promotes respect and trust between the team and the leader. When attempting to garner varied opinions, come to an agreement, or promote an environment that values invention and creativity, the democratic leadership style is highly beneficial. The democratic leadership style can result in greater employee engagement, job happiness, and overall team success by encouraging a culture of cooperation and involvement.

Cherry (2006) elaborated that A leader is considered to have a democratic leadership style if they actively encourage and include their team in organisational decision-making. This approach fosters an environment of inclusivity, teamwork, and open communication where employees' ideas and opinions are valued and taken into consideration. The team members are encouraged to share their expertise and ideas by offering feedback and input in a scenario typified by democratic leadership. Employees gain a sense of ownership and responsibility as a consequence, which also helps them make better decisions. By allowing individuals to participate in decision-making, the leader demonstrates their belief in and respect for their abilities, which boosts employee morale and engagement. The democratic leadership style is very useful in situations where problem-solving, inventiveness, and creativity are essential for organisational success. Employees are more dedicated to the goals of the organisation and more motivated to perform their duties when they feel heard. This fosters teamwork and commitment. Ultimately, a democratic leadership style encourages a joyful and supportive work environment where employees feel valued and motivated to exert their best effort in support of the organization's success.

Literature revealed that, democratic leadership is a leadership style that encourages cooperation, inclusion, and open communication. It is characterized by the active participation of team members in decision-making and problem-solving procedures. This type of leadership values the expertise, viewpoints, and abilities that each team member provides, and values their opinion. Employee empowerment, ownership, and respect are fostered by this method, which improves decision-making and problem-solving. Additionally, it improves the relationship between the team and the leader, which boosts worker happiness and engagement. Additionally, since team members have an interest in the results of decisions, democratic leadership fosters a culture of accountability and responsibility. It fosters a culture that values different viewpoints and encourages creativity and innovation.

2.4 Non-Democratic Leadership

Dinh *et al* (2014) defines that an authoritarian style of leadership is one in which the leader has total control over decision-making and task delegation. With this tactic, the leader takes choices independently without seeking input from or consulting with followers. Employees are expected to follow instructions without challenging them or suggesting alternative courses of

action. Authoritarian leadership may lead to decreased employee morale, work satisfaction, and creative thinking even if it might occasionally be necessary to take quick and decisive action. They also stress how a bad work environment brought on by authoritarian leadership may lower employee engagement and motivation. Employee disengagement and low employee value can reduce output and stifle innovation.

Janse (2018) said that authoritarian management is based on an autocratic approach, is viewed as an outmoded style of leadership that frequently causes significant employee opposition. The word "authoritarian" comes from the Greek, where "auto" means "self," and "cratic" means "rules." In this leadership style, the authoritarian leader delegated jobs as needed but made all decisions without consulting or involving the workforce. These managers have a propensity to reprimand, monitor, and control their staff strictly. When results are unsatisfactory or when they expect inferior performance, they may turn to harsh and rapid penalties. To deter unwanted behaviour, the authoritarian leader uses their authority to threaten punishments, such as dismissal. The well-being and professional advancement of the team members who contribute to the results are given less importance by the authoritarian leader than results and tasks. This kind of leader tends to be dismissive of input, steer clear of conversations, and uphold strong control because they operate under the presumption that workers lack ambition, shirk responsibility, and pursue individualised interests. As a result, people frequently view this leadership style as harsh, domineering, and insensitive. Employee opposition is encouraged by the authoritarian leader's lack of social skills since they feel inferior and underappreciated. This leader's feedback is often unfavourable, unconstructive, and occasionally accompanied by overt displays of rage. In general, the authoritarian leadership style deters collaboration, fosters a climate of fear, and lowers staff morale and participation. Effective leaders, in contrast, place a high priority on employee development, encourage open communication, support individual autonomy, and advance a supportive and inclusive workplace culture that boosts output and happiness.

Dotse and Asumeng (2014) explained that in an authoritarian leadership style, the leader has complete control and takes choices on their own without consulting their team. The only person who can make decisions, define goals, and delegate work to team members is the team leader. It is expected of subordinates to obediently carry out instructions without inquiry or

comment. A top-down approach is one in which the team members are communicated with in a one-way, top-down manner by the authoritarian leader. This strategy may be helpful when there is not enough time for in-depth discussion, such as in situations that need quick and immediate action, including emergencies or crisis scenarios. Employee morale, job satisfaction, and innovation may all suffer under an authoritarian leadership style. Employees who experience alienation and underappreciation may be less motivated and productive. Employee engagement and dedication to the organization's goals may suffer if they aren't participating in decision-making. While autocratic leadership may be advantageous in some circumstances, managers must take into account the possible effects on employee engagement and satisfaction.

Zervas and David (2013) explored that the duties and responsibilities of team members are frequently set up by authoritarian CEOs with certain expectations. Powerful and in charge, they work to ensure that everyone is aware of what has to be done, when it needs to be finished, and how it should be done. By setting up unambiguous expectations, which leaves minimal room for ambiguity or doubt, autocratic leaders offer a structured and well-defined approach to work. This can be especially useful in situations when quick decisions are needed and where it's important to give precise directions in order to achieve the desired outcomes. When activities are repetitive, rigorous protocol compliance is required, or quick action is required, the autocratic leadership style can be effective. Autocratic leaders must, however, maintain a balance between giving explicit instructions and encouraging initiative or originality among team members. Although it is crucial for leaders to consider creating a climate that promotes open communication, feedback, and chances for workers to share their opinions and ideas, it is also important to note that having clear standards may increase productivity and responsibility. Autocratic leaders may maximise team performance and sustain a supportive and collaborative work environment by balancing transparency with a certain amount of empowerment.

Kark et al. (2020) concluded that, Laissez-faire leadership is characterised by the leader not getting involved or giving much direction or counsel. This leadership style gives its subordinates a considerable lot of autonomy and decision-making ability. While this approach might inspire extremely skilled, self-driven people, it can also lead to issues when those same people lack clear direction or support. Lax leadership can result in lower performance and productivity when staff members need guidance or encounter issues, they added. Furthermore, a

lack of active leadership engagement could make it difficult to coordinate, hold people accountable, and be clear throughout the entire organisation. Laissez-faire leadership may be beneficial in settings where workers require the flexibility to explore and create, such as in creative or research-focused cultures.

Al-Malki and Juan (2018) stated that Laissez-Faire leadership is frequently regarded as a type of delegative leadership, displays a hands-off attitude by leaders, allowing group members the authority to make decisions. Depending on the situation, it may have benefits or problems, like other leadership philosophies. Laissez-Faire leadership may be the best approach in some circumstances to get the best results. This type of leadership is often characterised by leaders giving followers a great deal of discretion in making decisions. Group members are expected to be independent problem solvers even though leaders give the required resources and tools. This leadership style is significant because it gives followers complete authority, and leaders take accountability for decisions and deeds, even if they were mostly carried out by their team.

In some situations and fields, giving subordinates total freedom over all choices pertaining to the workplace might enhance employee performance. The study also highlighted the fact that when group members with decision-making capacity are provided, such as professors, physicians, engineers, and others, the laissez-faire leadership style may be considered to be the most successful. By letting people to assert their autonomy and take responsibility of their work, this management style fosters creativity, innovation, and a sense of ownership. By giving employees the freedom to make decisions within their areas of expertise, managers may benefit from the knowledge and experience of their workforce. This boosts productivity, satisfaction at work, and employee motivation.

The literature review emphasises the importance of leadership styles, job satisfaction, and staff performance to the success of an organisation. It emphasises the idea that a variety of factors, such as the working environment, equitable compensation, and interactions with coworkers and superiors, affect job satisfaction. In addition, the review examines how democratic, autocratic, and laissez-faire leadership philosophies affect job satisfaction and organisational performance. It underlines how important it is to take into account staff members' well-being and their contributions to achieving organisational goals in general.

3 RESEARCH METHODOLOGY

To give readers a clear understanding of our study methods, we have divided the discussion in this chapter into a number of important areas. The research design is described in Section 3.1, which also explains the methodological strategy we used to look into the complex connection between leadership practises and worker performance. We go into detail on the characteristics of the people from whom we collected data in Section 3.2 to ensure a thorough study of our sample and population.

The methods and instruments we used to collect the data are described in Section 3.3, with a particular emphasis on the dissemination and retrieval of surveys. The conceptual framework for our study is presented in Section 3.4, which also outlines the roles of independent variables like leadership styles and their effects on dependent variables like employee performance and job satisfaction.

In section 3.5, We investigate the statistical methods used to examine our data. This talk also covers the reliability test, which verified the dependability and consistency of the survey items. We also explore correlation analysis, revealing the connections between leadership philosophies and worker performance. Finally, we go over the regression analysis that was used to examine how well different leadership philosophies may predict differences in employee outcomes. These parts work together to present a thorough grasp of our research process, enabling a nuanced comprehension of our investigative strategy.

3.1 Research Design

A research design acts as a well designed road map for a study, answering important inquiries regarding how, when, and from whom data will be collected. It serves as the foundation for all research projects, much as how a traveller organises a trip by deciding on the scheduling, choosing their travel partners, and being ready for all circumstances. This elaborate structure and systematic roadmap are designed to address certain study topics or issues, assisting scholars in their quest for knowledge. To guarantee a cohesive and meaningful research process, similar to a well-orchestrated programme, it coordinates components including data gathering methodologies, sample procedures, and analysis tools. This master plan essentially serves as a map, giving researchers a clear framework to negotiate the difficulties of their study and finally

come up with insightful answers to their problems or queries (Millan & Schumacher, 2010; Polit et al., 2001).

This research has used a rigorous methodology in our work that blends quantitative analysis with statistical tools. This decision was made on purpose to enable a more in-depth analysis of the intricate relationships between democratic and non-democratic leadership styles, as well as their impact on performance and job satisfaction. We are able to quantify the outcomes as well as the underlying causes that influence this relationship by combining numerical data with statistical knowledge.

Based on the feedback from staff members at various organizations, the researcher conducted this study using descriptive quantitative survey research. This kind of research was appropriate for the quantitative survey approach since it provides a quantitative account of the sample group's opinions, knowledge, and viewpoints. a meticulous investigation you carried out on your own. A questionnaire was distributed to the target audience, and it was then picked up a week later. they came from questionnaires that a survey of employees' perspectives. (Browell, 2003).

The primary data for this study was mostly collected by distributing questionnaires to the employees. The majority of academics employed a range of techniques to bring out their study, depending on the objective of the study and the kind of required data. All quantitative experiments result in the generation of a hypothesis that is either verified or rejected, with a few minor inter-disciplinary variances. The hypothesis must be tested by means of statistical methods because it forms the basis for the entire experimentation (Shuttleworth, 2008). This study aims to ascertain in what way various leadership ideologies affect employees' job performance and satisfaction with their work.

3.2 Population and Sample Size

In quantitative research projects, the sample size is determined by the characteristics of the variables under investigation. But in order to complete the thesis research study on schedule, the researcher decided to collect data from a sample of 100 respondents who worked for various firms. The target population is fairly represented, and statistical analysis and generalisations are possible even if the sample size may be smaller than in more extensive research. The researcher carefully selected the sample to ensure variety and representation across multiple organisations

and job roles in order to obtain a wide range of perspectives and experiences. Despite the difficulties caused by time constraints, the sample of 100 respondents provides insightful information and findings that significantly advance the study's goals and answer its specific research questions.

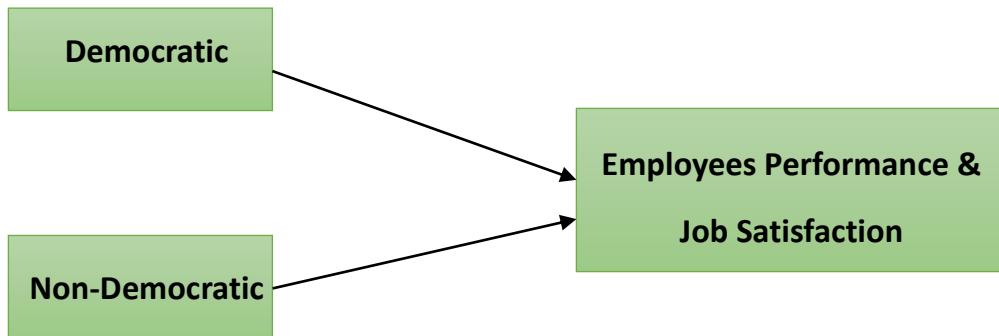
3.3 Data Collection

This study collects primary data by giving out questionnaires to organization employees. Questionnaires provided the majority of the study's primary data. Data collection for this experiment used questionnaires. A 18 – item questionnaire served as the study's primary data collection tool. The questionnaires contained questions that required respondents to score their responses. The sentences were obviously condensed and organized to avoid any misinterpretation. A copy of the questionnaires was provided as an appendix to this study.

3.4 Conceptual Framework

The following conceptual framework for this study was developed based on the literature cited above. Employee happiness and performance were dependent variables in the conceptual framework that is explained below, whereas leadership styles were independent variables.

Leadership Styles



3.5 Statistical Techniques

The methodology used a variety of statistical tools to assess the data after data collection. Descriptive statistics were used to summarise and describe the main aspects of the data, providing information on patterns, dispersion, and core tendencies. Inferential statistics were also used to infer and draw inferences about the population from the sample data using methods like confidence intervals and hypothesis testing. Additionally, visual presentations were created using the appropriate graphs and tables in order to clearly convey the results and trends discovered

throughout the data analysis. The statistical software programme SPSS (Statistical Package for the Social Sciences) was utilised for the data analysis because it provides a dependable and user-friendly platform for performing statistical calculations and generating insightful results. These statistical techniques and SPSS were used to conduct a complete and rigorous analysis of the data, allowing the researcher to draw significant conclusions and insights from the study.

3.6 Reliability test

A reliability test was done to make sure the questionnaire was trustworthy. In order to make sure that the survey items accurately measured the important components, this test evaluated the questionnaire items' internal consistency. The extent to which the items within each construct were measuring the same underlying notion might be ascertained by the researcher by evaluating the internal consistency. This assessment aids in proving the validity and consistency of the questionnaire as a tool for measurement. A common measure of internal consistency is Cronbach's alpha, which provides a coefficient indicating the degree of item interrelationship. A high Cronbach's alpha value indicates strong internal consistency, which means that the items are accurate and consistently assess the intended constructs. For the survey data to be legitimate and of high quality, this reliability test is crucial. This will allow for a precise and reliable examination of the research variables.

3.7 Correlation Analysis

The relationships between democratic leadership, non-democratic style of leadership, and performance of an employee were examined in this study using correlation analyses. The goal of these analyses was to evaluate the significance and direction of these associations. The researcher was able to ascertain the degree of correlation between variables by calculating correlation coefficients, such as Pearson's correlation coefficient. Positive correlations imply that higher employee performance levels are directly connected with better ratings for democratic leadership, whereas lower employee performance levels are correlated with lower ratings for non-democratic leadership. The correlation studies gave important details about how various leadership philosophies and worker performance relate, as well as on potential effects these philosophies may have on organisational results.

3.8 Regression Analysis

In this study, regression models were used to examine how leadership styles affected employee retention and performance. These research aimed to ascertain how well different leadership ideologies might foresee variations in employee performance. The researcher employed regression models to examine the effects of various leadership ideologies, such as democratic and non-democratic leadership, on employee productivity and retention. The evaluation of the impacts of significant predictors on the outcome variables as well as the determination of their significance were made possible by the regression analysis. This research contributed to a deeper knowledge of the elements influencing these outcomes by giving precise information about the particular effects of various leadership philosophies on employee performance and retention.

In order to improve strategic decision-making and the creation of successful leadership practises, the researcher was able to quantify relationships and evaluate the relative relevance of various leadership styles in predicting employee outcomes through the use of regression analysis.

Chi-square test for association

In this study, the degree to which democratic leadership style and employee performance were connected with one another as well as with non-democratic leadership style was determined using the Chi-square test for association. The link between two category variables may be examined using this statistical test to see if there is a significant reliance or relationship between them. Using the Chi-square test, the researcher was able to assess whether there is a statistically significant association between the different leadership styles and the outcomes of the employees' performance. The test's results provide meaningful data on the impact of leadership style on employee performance, which advances knowledge of the factors influencing organisational success.

4 RESULTS AND DISCUSSION

Our research efforts have culminated in Results and Discussion. The statistical findings, including correlations and regression coefficients, that illuminate the nuanced interactions between democratic and non-democratic leadership philosophies and worker performance are painstakingly presented and examined in the Results section. To improve clarity, visual aids like tables and graphs are used. We then

engage in a thorough assessment of these results in the Discussion section, addressing our research questions and objectives and connecting them to the body of prior knowledge in the subject. We place a strong emphasis on the practical applications of our findings, particularly the pronounced benefits of democratic leadership approaches on worker productivity and job satisfaction.

4.1 Analysis of Performance and Job Satisfaction

Section 1: Employee Individual Performance & Satisfaction	Cronbach's Alpha
1. I consistently meet the performance targets set for me.	
2. I actively seek opportunities to improve my skills and knowledge.	
3. I take ownership of my tasks and responsibilities.	
4. I am proactive in identifying and solving problems in my work.	
5. I effectively collaborate with my team members to achieve common goals.	
6. The company give rewards and recognizes according to my performance	0.998

The provided table provides an evaluation of the reliability of a tool for measuring the effectiveness of the democratic leadership style. Reliability here refers to an instrument's ability to consistently and steadily measure the things that it is designed to measure. In this instance, a set of six questions was used as the measurement tool to evaluate the democratic leadership style.

Cronbach's Alpha, a widely used metric to evaluate internal consistency reliability, is the crucial reliability statistic shown in the table. If a measurement tool consistently measures the same construct, it is said to have internal consistency reliability. The construct in this situation is democratic leadership style.

Cronbach's Alpha is expressed as a number between 0 and 1. Internal consistency reliability generally requires a threshold of 0.60 or higher. If Cronbach's Alpha is higher than this value, the measurement tool's questions (items) appear to be very reliable in their assessments of the construct.

The Cronbach's Alpha score for this study is 0.998, which is higher above the accepted upper limit of 0.60. This shows that our questionnaire's questions are accurate indicators of the effectiveness and contentment of our workforce. To put it another way, the questions appear to function well together to provide a thorough comprehension of what we are attempting to learn.

4.2 Reliability of Non-democratic Leadership Style

Section 2: Non-democratic Leadership Style	Cronbach's Alpha
1. My supervisor rarely seeks my input before making decisions.	
2. I often feel disempowered and undervalued by my supervisor.	
3. My supervisor rarely provides clear expectations for my tasks.	
4. I feel like I have little autonomy and decision-making authority in my role.	0.973
5. My supervisor rarely offers guidance or support when I encounter difficulties.	
6. My supervisor makes all the decisions.	

In the above table, the reliability of Non-democratic leadership style has been measured the total number of questions were 6. As it can be seen that the value of Cronbach's Alpha for non-democratic leadership style is 0.973 (higher than 0.60), which shows the internal consistency of the questions (1-6) related to Non-democratic leadership style.

4.3 Democratic Leadership Style

Section 3: Democratic Leadership Style	Cronbach's Alpha
1. My leader actively seeks and values the opinions and suggestions of the team.	0.986
2. I feel empowered and respected in my role due to my leader's inclusive approach.	

3. My leader involves the team in decision-making processes and encourages participation.	
4. I feel a sense of shared responsibility and dedication to achieving team goals.	
5. I feel like my leader trusts me.	
6. I am comfortable with my supervisor when I work. I am satisfied with his leadership style.	

Above table is about the reliability of democratic leadership style has been measured the total number of questions were 6. As it can be seen that the value of Cronbach's Alpha for democratic leadership style is 0.986 (higher than 0.60), which shows the internal consistency of the questions (1-6) related to Non-democratic leadership style.

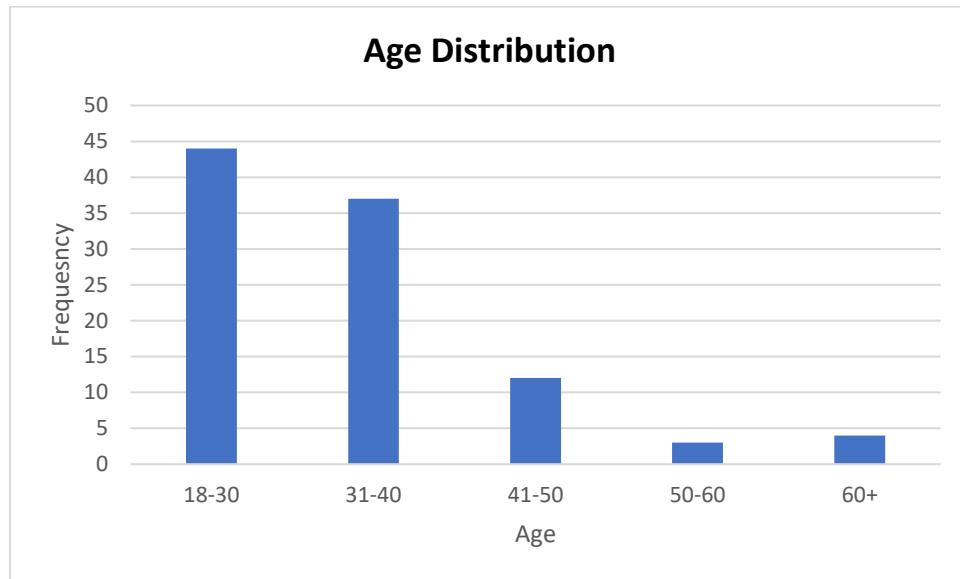
Descriptive statistics

This study has carried out an analysis to obtain significant insights from the demographic variables in our study using descriptive statistics. In the context of our research, these demographic factors—age, gender, and tenure—hold special relevance. Researcher seek to acquire a thorough grasp of the makeup of our sample group and any potential ramifications for our study by closely evaluating these characteristics.

Age

		Frequency	Percent	Valid	Cumulative
				Percent	Percent
Valid	18-30	44	43.6	44.0	44.0
	31-40	37	36.6	37.0	81.0
	41-50	12	11.9	12.0	93.0
	50-60	3	3.0	3.0	96.0
	60+	4	4.0	4.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		

Total	101	100.0
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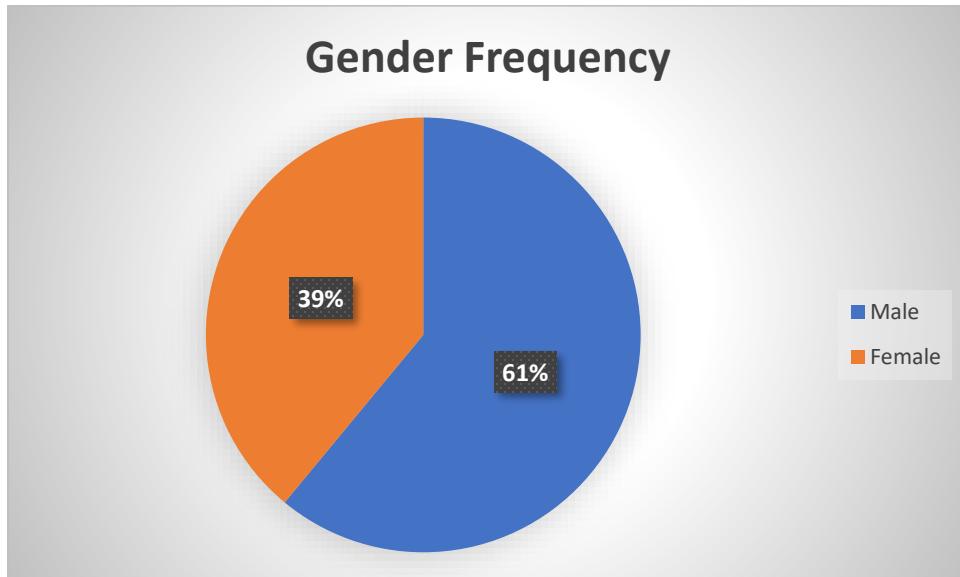
The age distribution of the respondents to the survey is the subject of the data given here, which is an important demographic aspect of our study. It sheds light on the age groups that are represented in our sample group and provides information about its makeup.

The bulk of our respondents—44% of the entire sample—are between the ages of 18 and 30. This suggests that there were many younger people in our research, which may have an impact on how our findings should be interpreted. Ages 31 to 40 make up the second-largest group and account for 37% of the sample. 12% of respondents are between the ages of 41 and 50, 12% are between the ages of 50 and 60, and 3% and 4%, respectively, are beyond 60.

It is crucial to comprehend the age distribution since various age groups may view and react to leadership approaches differently. Younger employees, for example, could be more drawn to collaborative leadership styles, whilst older employees might choose a more directive style. Because it enables us to take into account any age-related changes in responses and behaviors, this demographic data will be essential for analyzing the association between leadership styles and employee performance in our study.

Gender Frequency

Gender		Valid	Cumulative		
		Frequency	Percent	Percent	Percent
Valid	Male	61	60.4	61.0	61.0
	Female	39	38.6	39.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		



Men make up the majority of respondents, making up 61% of the sample. This demonstrates that a large portion of the research participants who identify as guys.

Women make up 39% of the respondents in the sample. Despite being smaller than the male group, this group nonetheless accounts for a sizable portion of the study's participants.

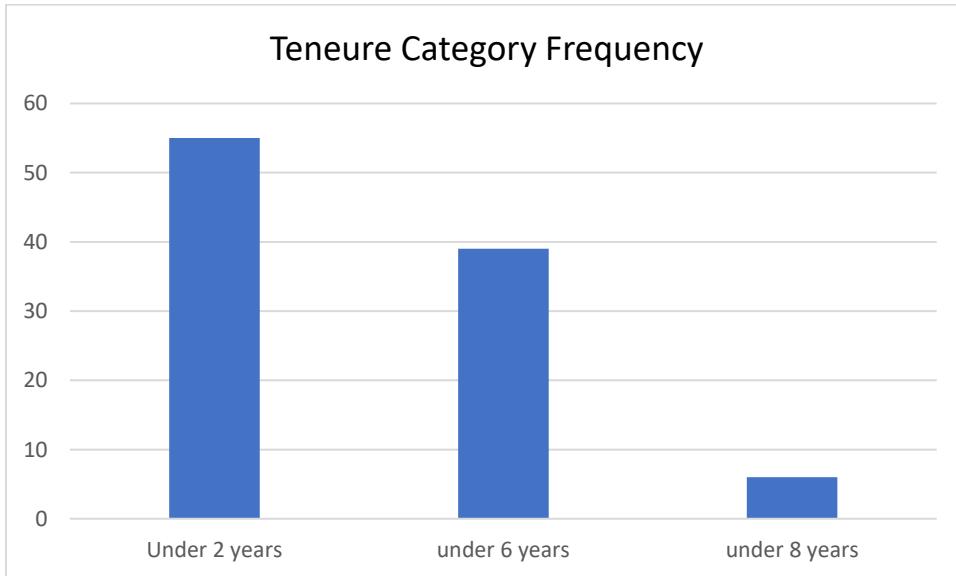
Overall, Gender Distribution: It's important to notice that all sexes are represented, despite the fact that our sample has a higher percentage of males than women. The gender makeup of your sample may be an important demographic factor to consider when studying the

impact of leadership styles on worker performance. The way that different genders respond to different leadership styles may be influenced by gender disparities in experiences and expectations at work.

Tenure Distribution

Tenure Category Frequency

		Frequency	Percent	Valid	Cumulative
				Percent	Percent
	Under 2 years	2	55	54.5	55.0
Valid	under 6 years	39	38.6	39.0	94.0
	under 8 years	6	5.9	6.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
	Total	101	100.0		



Less than 2 years: According to 55% of respondents, the average tenure inside their organisations is under 2 years. This suggests that a sizable proportion of your sample is made up of employees who are relatively recent hires. 39% of responders had tenures of under 6 years,

which is the average. In contrast to the "under 2 years" group, members in this category have remained with their organisations for a longer amount of time.

Less than 8 years: A lesser proportion, about 6%, falls under the "tenure" group. This category probably consists of employees who have worked for their companies for a fair period of time.

With a large part of respondents having less than two years of tenure, the tenure distribution within your sample demonstrates that a sizable number of respondents are relatively new to their organisations. When examining the effects of various leadership philosophies on worker performance, this distribution must be taken into account. Employees with different degrees of tenure may have different viewpoints, expectations, and experiences in respect to leadership styles, which is conceivable.

The demographic information gathered for this study offers important insights into how the sample group is made up. Notably, the age distribution shows a wide range, with 44% of respondents between the ages of 18 and 30 and 37% between the ages of 31 and 40. This age variety is significant because it might result in different reactions to different leadership philosophies. The gender disparity that is shown by the fact that 61% of respondents are men and 39% are women may have an impact on how various genders see leadership. Within organisations, 55% of employees have less than two years of tenure, 39% have less than six years, and only 6% have less than eight years. When examining the effect of leadership styles on employee performance, it is critical to take into account the substantial representation of relatively young employees in the sample, as is shown by this tenure distribution.

4.4 Correlations Analysis

		Employees Performance	Non Democratic Style	Democratic Style
Employees Performance	Pearson Correlation	1	.090	.993**

	Sig. (2-tailed)	.373	.000
	N	100	100
	Pearson Correlation	.090	1
Non Democratic Style	Sig. (2-tailed)	.373	.304
	N	100	100
	Pearson Correlation	.993**	.104
Democratic Style	Sig. (2-tailed)	.000	.304
	N	100	100

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

We have meticulously through an extensive correlation analysis to dive into the complex web of interactions that exist within the constructions of our study. The main goal of this investigation was to identify the complex relationships between several important factors, including employee performance, job satisfaction, democratic leadership style, and non-democratic leadership style. We hope to gain important insights into how leadership styles, both democratic and non-democratic, interact with worker performance and job satisfaction by methodically investigating the strength and direction of connections between these essential elements. This thorough investigation establishes the foundation for a deeper comprehension of the forces at work in our research framework, eventually enhancing the depth and scope of our study's conclusions.

4.5 Employee Performance and Non-Democratic Leadership Style:

The Pearson correlation coefficient between employee performance and the non-democratic leadership style is 0.090. This positive correlation suggests a weak relationship between these two variables. In other words, as the non-democratic leadership style increases, there is a slight tendency for employee performance to also increase. However, this correlation is not statistically significant ($p = 0.373$), indicating that this relationship could have occurred by chance in the sample of 100 participants.

4.6 Employee Performance and Democratic Leadership Style:

The Pearson correlation coefficient between employee performance and the democratic leadership style is 0.993. This strong positive correlation indicates a highly significant

relationship between these two variables ($p < 0.01$). If the democratic leadership style are more practicing, the performance of the employee will increase. This finding aligns with the hypothesis that a democratic leadership style positively impacts employee performance.

4.7 Non-Democratic Leadership Style and Democratic Leadership Style:

The Pearson correlation coefficient between non-democratic leadership style and democratic leadership style is 0.104. This positive correlation suggests a weak relationship between these two leadership styles. It's important to note that this correlation is not statistically significant ($p = 0.304$), indicating that there might not be a strong association between the two leadership styles in this sample.

These correlation results provide insight into the relationships between leadership styles and employee performance. The strong positive correlation between employee performance and the democratic leadership style supports the notion that a leadership approach involving participation and inclusivity can have a significant impact on employee performance. On the other hand, the lack of a significant correlation between non-democratic leadership style and employee performance suggests that other factors might play a more substantial role in influencing employee performance under such leadership.

These findings could be used to guide organizations in understanding the potential benefits of adopting democratic leadership styles to enhance employee performance.

Regression Analysis

We used the analytical capability of regression analysis to dive deeper into the complex relationship between worker performance and the opposing leadership ideologies of democracy and non-democracy. Our compass, which helped us navigate this relationship's intricacy, was this statistical approach. We carefully considered how these various leadership philosophies affect and provide light on the variances we detect in employee performance using regression analysis. With this method, we were able to comprehensively assess how leadership styles affected worker performance and learn important details about the underlying mechanisms at work, which improved our comprehension of this crucial facet of organisational dynamics.

To measure the impact of "Non-democratic style" and "democratic style" on "performance," we took the average of the responses in each section of the questionnaire. Each

section had 6 questions. This approach allowed us to assess how these leadership styles influenced performance collectively. It's a way to see the bigger picture and understand their overall effect.

Mathematical Regression model

$$EP = \beta_0 + \beta_1 ND + \beta_2 D\varepsilon$$

Where;

β_0 = Intercept of the model

β_1 = Slope of the model

EP = Employees performance

ND = Non-Democratic Style

D = Democratic Style

ε = error term

Summary of the model

Model Summary					
Model	R	R Square	Adjusted R Square	R Std. Error of the Estimate	of
	.993 ^a	.986	.986	.12047	

The regression analysis's findings are informative. According to the model summary, when both democratic and non-democratic leadership styles are taken into account, they significantly contribute to lowering the variance in employee performance (R = 0.993, R Square = 0.986). In plainer terms, this indicates that the interaction of different leadership styles accounts for a sizeable portion—roughly 98.6%—of the variations in employee performance within the research.

This result is even more reliable due to the adjusted R Square value of 0.986. This adjusted value is a more conservative estimate of the variance explained and accounts for the number of predictors in the model. In essence, it means that even after taking both democratic and non-democratic leadership styles into account, a fairly large fraction of the variability in employee performance is still attributable to them.

In practical manner, this suggests that leadership styles really have a big impact on how well employees perform in organisations. According to this study's measurements of democratic and non-democratic leadership styles, employee task performance appears to be closely related

to these forms of leadership. This realization emphasises the significance of leadership strategies in shaping employee outcomes and emphasises the potential influence that leadership development and training may have on business performance and employee happiness.

ANOVA testing for Regression Analysis

The analysis of variance, as presented in the ANOVA table, provides strong evidence supporting the significance of the regression model used to explore the relationship between employee performance and the two leadership styles—democratic and non-democratic.

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	98.898	2	49.449	3407.065	.000 ^b
Residual	1.408	97	.015		
Total	100.306	99			

An important indication in this investigation is the F-statistic, which now has a significant value of 3407.065. The F-statistic measures whether the model's explanation of the variance in employee performance is significantly more than what would be predicted by chance. The regression model is extraordinarily significant in this example, as indicated by the extremely high F-value. In other words, it is extremely unlikely that the associations between leadership styles and employee performance that have been seen are merely coincidental.

Additionally, the corresponding p-value (p-value = 0.001) is very low, highlighting the robustness of the model's importance. The p-value denotes the likelihood that the observed correlation between the predictors (democracy and non-democracy) and employee performance is merely a matter of chance.

Practically speaking, these results support the idea that the model's combination of democratic and non-democratic leadership styles substantially helps to understanding the variances in employee performance. This statistical confirmation underlines the necessity for organisations to think about and grow effective leadership techniques in order to improve employee outcomes by highlighting the practical significance of leadership styles in affecting how effectively people perform inside organisations.

Regression Coefficients

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	.131	.063		2.086	.040
Non Democratic Style	-.015	.014	-.013	-1.103	.273
Democratic Style	.988	.012	.994	82.208	.000

Coefficients:

The estimated regression model is;

$$\widehat{EP} = 0.131 - 0.15\widehat{ND} + 0.988\widehat{D}$$

Now let's take a closer look at the coefficients for each predictor:

Constant: The constant term in the model is 0.131. This value represents the estimated employee performance score when both democratic and non-democratic leadership styles are at zero. It's statistically significant ($t = 2.086$, $p = 0.040$), indicating that even without considering the leadership styles, there is a baseline level of employee performance.

Non-Democratic Style: The coefficient for the non-democratic leadership style predictor is -0.015. While this coefficient is negative, indicating a potential decrease in employee performance with an increase in non-democratic leadership style, it is not statistically significant ($t = -1.103$, $p = 0.273$). This suggests that the non-democratic leadership style might not have a substantial impact on employee performance in this context.

Democratic Style: The coefficient for the democratic leadership style predictor is 0.988. This coefficient is not only statistically significant ($t = 82.208$, $p < 0.001$) but also highly meaningful. It indicates that for each unit increase in the democratic leadership style score, there is an estimated increase of 0.988 units in employee performance. This aligns with the findings of the strong positive correlation between democratic leadership style and employee performance seen earlier.

Overall, according to the regression analysis, democratic leadership considerably affects employee performance, but non-democratic leadership does not appear to have a statistically significant effect. These findings imply that in order to improve employee performance, organisations may profit from developing a democratic leadership climate. However, it's crucial to take into account other characteristics and contextual elements that could also have an impact on how well employees perform in particular organisational contexts.

Association between Performance and Democratic leadership style

Chi-square test for association

Employees Performance * Non Democratic Style Crosstabulation

		Non Democratic Style					Total
		SDA	DA	N	A	SA	
Employees Performance	SDA	5	1	1	1	0	8
	DA	0	3	0	6	5	14
	N	8	7	3	14	4	36
	A	5	7	1	12	2	27
	SA	4	3	2	4	2	15
Total		22	21	7	37	13	100

The chi-square association test conducted between the average "Performance" and the average of "Non-Democratic Style" in the crosstabulation table produced intriguing results. The table presents the distribution of employees' performance ratings, ranging from SDA (Significantly Below Average) to SA (Significantly Above Average), against their perceived experience of a Non-Democratic Leadership Style.

Upon a closer look at the table, several observations emerge. It's noticeable that employees who rated their performance as SDA are predominantly associated with the Non-Democratic Style. Similarly, there is a higher concentration of employees who assessed their performance as A (Average) and N (Below Average) in conjunction with the Non-Democratic Leadership Style.

Conversely, as one moves towards the higher performance categories (DA and SA), the frequency of employees who reported experiencing

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	22.321 ^a	16	.133
Likelihood Ratio	24.060	16	.088
Linear-by-Linear Association	.001	1	.973
N of Valid Cases	100		

The chi-square test results reveal some interesting insights when examining the relationship between employees' performance and their experience of a Non-Democratic Leadership Style. This statistical test assesses whether these two variables are connected in a meaningful way.

First, let's look at the Pearson Chi-Square value, which is 22.321. This value is used to determine whether there's a significant association between the variables. The associated p-value is 0.133. In simpler terms, this p-value suggests that there isn't strong evidence to conclude that employees' performance is significantly linked to their experience of a Non-Democratic Leadership Style. In other words, the two factors might not be closely connected.

The Likelihood Ratio, another way to analyze this relationship, yields a similar conclusion. It produces a Chi-Square value of 24.060 with a p-value of 0.088. Again, this suggests that there might not be a strong and significant association between employee performance and experiencing a Non-Democratic Leadership Style.

The Linear-by-Linear Association test, on the other hand, provides a p-value of 0.973. This high p-value indicates that there's no substantial linear relationship between the two variables. In plain language, this means that as employee performance doesn't consistently increase or decrease with changes in the experience of a Non-Democratic Leadership Style.

Symmetric Measures

		Value	Approx. Sig.
	Phi	.472	.133
Nominal	by Cramer's V	.236	.133
Nominal	Contingency Coefficient	.427	.133
N of Valid Cases		100	

The symmetric measures provide additional insights into the relationship between employees' performance and their experience of a Non-Democratic Leadership Style.

First, let's look at Phi, which has a value of 0.472 and an associated p-value of 0.133. Phi measures the strength and direction of association between two categorical variables. In this case, it suggests a moderate positive relationship between employees' performance and their experience of a Non-Democratic Leadership Style. However, the p-value of 0.133 indicates that this relationship is not statistically significant at the conventional significance level of 0.05. So, while there seems to be a moderate connection, it might not be strong enough to draw firm conclusions.

Cramer's V is another measure, and it yields a value of 0.236 with the same p-value of 0.133. Cramer's V is an extension of Phi and also assesses the strength of association. The value of 0.236 suggests a moderate relationship between the two variables. However, like Phi, the p-value indicates that this relationship is not statistically significant.

Finally, the Contingency Coefficient provides a value of 0.427 with a p-value of 0.133. This coefficient quantifies the degree of association between two categorical variables, with higher values indicating stronger relationships. In this case, it suggests a moderate association between employees' performance and their experience of a Non-Democratic Leadership Style, but, once again, the p-value suggests that this association might not be statistically significant.

These measures consistently point to a moderate association between employee performance and experiencing a Non-Democratic Leadership Style, but the lack of statistical

significance means that we can't be certain about the strength and direction of this relationship. It's essential to consider these results cautiously and in the context of other factors that might influence employee performance in the workplace.

Association between Performance and Democratic leadership style

Chi-square Test

Employees Performance * Democratic Style Crosstabulation

		Democratic Style					Total
		SDA	DA	N	A	SA	
Employees Performance	SDA	2	2	1	2	1	8
	DA	1	11	1	0	1	14
	N	3	5	21	1	6	36
	A	4	4	7	10	2	27
	SA	0	3	1	2	9	15
Total		10	25	31	15	19	100

The crosstabulation between employees' performance and their experience of a Democratic Leadership Style provides some valuable insights into the relationship between these two crucial aspects in the organizational context.

Here, we can see that there are variations in the counts across different levels of employee performance (ranging from SDA to SA) and different levels of experiencing a Democratic Leadership Style (SDA to SA).

For instance, among those who perceive a strong Democratic Leadership Style (SDA), we have 2 employees with SDA performance, 2 with DA performance, 1 with N performance, 2 with A performance, and 1 with SA performance. This pattern repeats across the different levels of Democratic Leadership Style.

The highest number of any performance level, 9 employees, identify a Democratic Leadership Style as SA in the SA performance category, which is noteworthy. This suggests that when a

strong Democratic Leadership Style is present, a higher percentage of staff members believe they perform at an SA-level.

On the other hand, the DA level in the DA performance category has the highest number of employees who perceive a democratic leadership style, at 11 people. This may indicate a tendency for employees who perceive their performance as DA to perceive the leadership style in a similar manner.

Overall, this crosstabulation enables us to investigate how employees' perceptions of the Democratic Leadership Style affect the distribution of performance levels. It offers a place to start when figuring out how leadership perceptions and worker performance might be related. The analysis is expanded upon below.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	69.964 ^a	16	.000
Likelihood Ratio	63.897	16	.000
Linear-by-Linear Association	12.091	1	.001
N of Valid Cases	100		

The results of the Chi-Square test show a significant relationship between employees' levels of performance and their opinions of a democratic leadership style.

With 16 degrees of freedom and a p-value of .000, the Pearson Chi-Square value is 69.964, which is less than the usual significance level of 0.05. This suggests that the variables have a very significant relationship. A significant association is also shown by the Likelihood Ratio test, which has a value of 63.897.

Additionally, the Linear-by-Linear Association test demonstrates a linear relationship between the variables with a statistic of 12.091 and a p-value of .001. This suggests that there is a trend in employee performance levels as perceptions of a democratic leadership style rise or fall.

It is noteworthy that the minimum expected count is .80 and that the expected counts for a significant portion of the cells in the contingency table (18 out of 25, or 72%) are less than 5. The overall statistical significance suggests that the observed associations are unlikely to have happened by chance, even though this does point to some limitations caused by low expected frequencies.

These Chi-Square tests demonstrate a significant and linear relationship between employees' performance levels and their opinions of democratic leadership, emphasising the significance of leadership styles in this study's effects on employee performance.

Symmetric Measures

		Value	Approx.
		Sig.	
	Phi	.836	.000
Nominal	by Cramer's V	.418	.000
Nominal	Contingency Coefficient	.642	.000
N of Valid Cases		100	

The Symmetric Measures shed more light on the relationship between workers' levels of performance and how they view a democratic leadership style.

With a value of .836 and a corresponding p-value of .000, the Phi coefficient shows a significant correlation between the two variables. This implies that there is a proportionate increase or decrease in employees' performance levels depending on how they perceive a democratic leadership style.

The strength of this association is also highlighted by Cramer's V, which has a value of .418 and a p-value of .000. A value of .418 in this statistic, which assesses the strength of association, denotes a moderate to strong correlation between the variables.

The contingency coefficient emphasises the robustness of this association even more with a value of .642 and a p-value of .000. This coefficient, which assesses the dependence or contingency

between the variables, shows a significant correlation between employee performance and their opinions of a democratic leadership style. A correlation with a value of .642 is considered to be significant.

Taking everything into account, these symmetric measurements consistently demonstrate a strong and significant correlation between employees' performance levels and their perceptions of democratic leadership. This bolsters the findings of the Chi-Square test and highlights how important leadership styles are in influencing worker performance for the purposes of this study.

5 CONCLUSION

This long study was designed to look into the complex dynamics of leadership philosophies with an emphasis on democratic and non-democratic leadership styles and their substantial consequences for worker productivity and job satisfaction across a variety of organisational settings. Our study's main objective was to acquire a thorough grasp of how these distinct leadership styles affect employee performance and to determine the linkages between them in accordance with our particular research goals. We set out on a mission to discover the complex effects of leadership on the workforce within various organisational contexts using a precisely crafted study framework. In addition to determining how different leadership philosophies directly affect workers' performance, we also looked into how they might be connected and affect how well workers are treated at work and how satisfied they are with their jobs.

Our research was motivated by a sincere desire to learn more about the complicated connections between leadership ideologies and their effects, recognising that these connections can be intricate and multifaceted. We sought to offer organisations useful insights into how their chosen leadership method might affect the output and satisfaction of their workforce by analysing the effects of both democratic and non-democratic leadership. This study was essentially an effort to close the knowledge gap about how leadership practises translate into observable results in the workplace. By doing this, we hope to provide organisations looking to improve their leadership strategies with evidence-based advice, ultimately creating an environment where workers can thrive, give their all, and feel fulfilled in their work.

We used surveys to acquire primary data from employees and then thoroughly analysed the data using statistical methods that were painstakingly planned out. We were able to reach important findings and discover significant insights thanks to this method.

Our findings demonstrated the significant impact of democratic leadership on labour force productivity. When the democratic leadership style was utilised more frequently, we discovered a substantial positive connection that demonstrated that employee performance increased significantly. This realisation implies that organisations ought to consider implementing democratic leadership to increase the output of their workforce. Our research essentially shows through hard data that adopting democratic leadership practises can result in a striking increase in worker productivity. This result is very applicable and pertinent for organisations of all sizes and sorts, in addition to being statistically sound. It emphasises the significant impact that a company's daily operations can be affected by a leader's ideology.

It follows that organisations can unleash the full potential of their workforce by implementing democratic leadership ideas into their leadership strategy. Employees are more inclined to put their time and effort into their work when they feel empowered, engaged, and like they have a say in the decision-making process, which leads to better performance outcomes. This insight inspires a strong call to action for businesses to seriously explore implementing democratic leadership as a way to increase the output of their workforce.

In contrast, the non-democratic leadership style in our study did not have a statistically significant impact on worker performance. Even while a very little positive link was seen, there wasn't enough of one to be taken seriously statistically. This suggests that under non-democratic leadership, other factors might have a greater impact on how well employees perform.

This study looked at the association between democratic and non-democratic leadership philosophies and worker performance. While the results showed an insignificant relationship between employee performance and a non-democratic leadership style and a lack of statistical significance, a significant and linear correlation was found between employee performance and a democratic leadership style. These findings highlight the significance of leadership behaviours in affecting worker performance, with a democratic leadership style having a favourable effect. Employing a democratic leadership style that values employee input, empowers staff members,

and promotes participation can improve morale and productivity at work, which will ultimately lead to organisational success.

Moreover, although it wasn't a primary focus of our study, we noticed that leadership philosophies can also affect workers' job satisfaction. Our results indicated that a democratic leadership style, which promotes inclusivity and involvement, may help employees feel more satisfied with their jobs. Non-democratic leadership philosophies, on the other hand, might not have the same favourable effects on job satisfaction.

Overall, this study highlights how important leadership styles are in determining how well employees perform at work and are satisfied with their jobs. Organisations should think about implementing democratic leadership because it appears to be a powerful driver of improved employee performance. It's important to understand that leadership is context-dependent and that varied circumstances may necessitate using different leadership philosophies. Effective leadership, in general, is more than just giving orders; it also serves as a catalyst for establishing work environments where individuals flourish, excel, and find fulfilment in their contributions. These insights provide organisations looking to optimise their leadership strategies for the benefit of both their workforce and overall performance with useful advice.

6 Recommendations

Based on the comprehensive analysis conducted in this study regarding the relationships between leadership styles, employee performance, and job satisfaction, several practical recommendations emerge for organizations aiming to enhance their leadership approaches and overall workforce outcomes.

6.1 Embrace Democratic Leadership

The study's results really underscore the importance of embracing a democratic leadership style. It's pretty clear that this approach can make a big difference in both employee performance and job satisfaction. For organizations, this means creating an environment where open communication, teamwork, and involving employees in decisions are strongly encouraged. When leaders actively seek input from their team and make decisions together, it not only boosts performance but also creates a more engaged and happier workforce.

6.2 Provide Leadership Training

To make democratic leadership work well, organizations should invest in leadership training programs. These programs should focus on helping leaders become better at things like communication, delegation, and empowering their team. When leaders are equipped with these skills, they can create a work atmosphere that's supportive and inclusive. This, in turn, has a positive impact on how employees perform and how satisfied they are with their jobs.

6.3 Tailor Leadership Styles to the Situation

While democratic leadership is a winner, we also need to remember that leadership isn't a one-size-fits-all thing. Different situations and teams might call for different approaches. So, organizations should look at what they're dealing with and adjust their leadership styles accordingly. Sometimes, fast decisions might need a more direct approach, while collaborative decision-making could be better when planning for the long term.

6.4 Foster a Feedback Culture

Giving and getting feedback is like fuel for employee growth. So, companies should make it a thing to encourage regular feedback between leaders and their teams. This doesn't just help employees improve their skills, but also makes the relationship between leaders and employees stronger. When employees know their opinions count and their growth matters, they're likely to be happier in their jobs.

6.5 Promote Work-Life Balance

Remember, happy employees do better. That's why it's crucial for companies to support work-life balance. This can mean things like flexible working hours, wellness programs, and stress management initiatives. Leaders should also set an example by showing that it's important to have a balance between work and personal life. When employees feel supported in their well-being, they tend to do their best.

6.6 Continuously Monitor and Adjust

Things change, and so do organizations. It's a good idea for companies to keep an eye on how their leadership styles are working and be ready to change things up if needed. Regular surveys,

performance evaluations, and feedback can give a good sense of how leadership is impacting things. Being flexible and open to change is a smart move.

6.7 Encourage Leadership Diversity

Just like people, leadership styles come in all shapes and sizes. Encouraging leaders with different approaches to collaborate and share experiences can bring fresh perspectives. Having a mix of leadership styles can lead to innovative thinking and give employees a range of leadership approaches to learn from.

6.8 Strategies for Enhancing Employee Satisfaction

Organisations should put a high priority on recognition and appreciation programmes that help employees feel valued in order to increase employee satisfaction. Job satisfaction can be increased by offering flexible scheduling and opportunities for professional development. Maintaining a positive work environment requires open communication, effective workload management, and effective conflict resolution procedures. Implementing wellness programmes and promoting diversity and inclusion help to create a better workplace culture. Continuous improvement is supported by regular feedback mechanisms, leadership development initiatives, and supportive work environments for employees.

To sum it all up, this study makes it clear that leadership styles really matter when it comes to employee performance and job satisfaction. While democratic leadership shines bright, it's important for organizations to be adaptable. By embracing democratic leadership, investing in training, promoting open communication, and caring about well-being, companies can create an environment where employees thrive and love what they do. After all, leadership isn't about one fixed formula – it's about adapting and making a positive impact.

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APPENDIX

Topic: THE IMPACT OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE AND SATISFACTION

Questionnaire

Demographic Information

Age	18 – 30 , 31 – 40 , 41 – 50, and 50+
Gender	Male/ Female
Years of experience at current job	Under 2 years , under 6 Years, under 8 years

Section 1: Employee Individual Performance & Satisfaction	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I consistently meet the performance targets set for me.					
2. I actively seek opportunities to improve my skills and knowledge.					
3. I take ownership of my tasks and responsibilities.					
4. I am proactive in identifying and solving problems in my work.					
5. I effectively collaborate with my team members to achieve common goals.					
6. The company give rewards and recognizes according to my performance.					

Section 2: Non-democratic Leadership Style	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. My supervisor rarely seeks my input before making decisions.					
2. I often feel disempowered and undervalued by my supervisor.					
3. My supervisor rarely provides clear expectations for my tasks.					
4. I feel like I have little autonomy and decision-making authority in my role.					
5. My supervisor rarely offers guidance or support when I encounter difficulties.					
6. My supervisor makes all the decisions.					

Section 3: Democratic Leadership Style	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. My leader actively seeks and values the opinions and suggestions of the team.					
2. I feel empowered and respected in my role due to my leader's inclusive approach.					
3. My leader involves the team in decision-making processes and encourages participation.					
4. I feel a sense of shared responsibility and dedication to achieving team goals.					
5. I feel like my leader trusts me.					
6. I am comfortable with my supervisor when I work. I am satisfied with his leadership style.					