

## The impact of leadership styles on employee performance in Hyderabad Electric Supply Company, Sindh, Pakistan

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### Abstract:

The research focused on leadership styles and employee performance conducted within HESCO, a Sindh-based energy distribution company in Pakistan. A convenience sampling approach was used for this study, involving 131 participants. The research methodology primarily utilised quantitative techniques, with a structured questionnaire as the data collection tool. A Likert scale assessed the impact of various leadership styles on employee performance. Data collected from the surveys were comprehensively analysed using the SPSS software. This analysis encompassed descriptive statistics, normality testing, and an assessment of reliability (Cronbach's Alpha). Among the leadership styles studied, the democratic approach had the most significant positive impact on employee performance. Subsequently, the laissez-faire and authoritarian leadership styles followed in terms of their effects on employee performance. The outcomes showed that authoritarian leadership is successful over the long run and can be problematic in many circumstances. Conversely, in situations where team members demonstrate high competence, motivation, and self-sufficiency, the laissez-faire leadership style can prove beneficial. Consequently, it has been established that leadership styles positively and substantially impact personnel performance.

**Keywords:** styles of leadership, performance of employee, employee conduct, democratic leadership, autocratic leadership, authoritarian leadership, laissez-faire leadership.

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## 1. Introduction

This study seeks to analyze how leadership styles impact employee performance at HESCO, an Electricity Distribution Company in Sindh, Pakistan. HESCO's responsibility involves supplying electricity to all Sindh districts, excluding Karachi and Sukkur Region. To uphold seamless customer service and uninterrupted power supply, HESCO's structure comprises 12 districts, 4 operation circles, 15 operation divisions, and 67 operation sub-divisions. The company is dedicated to maintaining efficient business operations. Igbaekemen (2014) defines leadership as the ability to guide individuals toward willingly pursuing goals” encompassing interpersonal relationships that aid coordination, support, and organization to achieve objectives. In comparison to the United States and the European Union, Pakistan has a large power distance (Peltokorpi, 2018). According to certain research (Ahmad Bodla et al., 2019; Nazir et al., 2020) authoritarian leadership discourages extra-role behaviours in the Pakistani environment. Leadership directly or indirectly impacts employee performance. Organizational leaders are responsible for promoting a culture that fosters knowledge sharing and employee loyalty (Wen, 2019).

Workplace rules and democratic leadership philosophies can also have an impact on employee productivity. One aspect of strong human resources management that must be followed to sustain the standard of human resources focused on customer satisfaction and boost consumer loyalty is work discipline (Alam et al., 2021). To completely comprehend how authoritarian leadership affects employee performance, it is essential to investigate various authoritarian leadership influencing processes from different angles (Hiller et al., 2019). The performance of subordinates at work will be impacted indirectly in both good and bad ways by laissez-faire leaders' differing assessments of subordinates with various goal orientations (Zhang et al., 2023).

Amid competitive landscapes, businesses count on managers to drive innovation and secure an edge over rivals. Employees play a pivotal role in organizational growth. Augmenting operational effectiveness and employee welfare pose noteworthy trials, especially for leadership. Organizations often grapple with issues like high employee turnover, limited dedication, and work-induced stress, which curtail productivity and hinder the attainment of business objectives (Asrar-ul-Haq & Kuchinke, 2016). Effective leadership plays a key role in not only improving job performance but also motivating employees to go beyond job requirements (Nawoseing'ollan & Roussel, 2017). This study tries to close a gap in the body of knowledge and help executives enhance employee productivity and subsequent job performance.

The specific objectives of study are (1) to investigate how democratic leadership affects how well employees perform at work (2) to examine how autocratic leadership affects how well employees perform at work (3) to ascertain how laissez-faire leadership affects the productivity of employees. By exploring these objectives, the study aims to contribute to a better understanding of how various leadership styles can affect the job performance of employees.

## 2. Literature review

According to Skoogh (2014) leadership involves exerting personal influence through communication processes to accomplish specific goals. Northouse (2017) defines leadership

as the act of guiding a group towards desired objectives. According to Omolayo (2007) effective leadership is a person's deliberate use of relationships and organizational structures to influence subordinates. Emphasizes that leadership encompasses communication, motivation, and management techniques used by leaders to interact with employees. According to Haq and Kochinki (2016) leadership is the act of encouraging people to accomplish tasks. Democratic leadership affects individuals through upholding values like self-determination, negotiation, and equitable involvement. Akor (2014) highlights the role of democratic leaders in encouraging group decision-making and discussion. Zanabazar (2023) suggests that democratic leaders possess characteristics such as effectiveness, helpfulness, competency, active listening, encouragement, respect, and contextual awareness.

Zareen et al. (2014) discovered in their study that the democratic leadership style places a strong emphasis on a team and people-oriented approach. On the other side, authoritarian management, according to Khan et al., (2015) gives managers unrestricted discretion over decisions. According to Sakiru (2013) authoritarian leaders are crucial to organizational operations and decision-making. Researchers disapprove of authoritarian leadership styles because they tend to be more authoritative or forceful in their attempts to manage subordinates (Shen et al., 2019; Qalati et al., 2022; Anwar et al., 2023). Authoritarian leaders are described as having an "I say it" mindset (Iqbal et al., 2015). Olukayode (2014) contends that good leadership is expressed by unspoken acts, whereas authoritarian leadership is a passive style of leadership that lacks energetic engagement. Iqbal et al., (2015) emphasis how a democratic leadership style promotes innovation, cooperation, and creativity, which enhances performance, work satisfaction, and productivity. According to Wen (2019) democratic leaders improve goal attainment through encouraging employee engagement and soliciting their perspectives. Democratic leaders develop the next generation of leaders by actively including every team member in the decision-making process.

Jallow (2014) pointed out that democratic leaders allow employees to participate in decision-making but retain the final authority and provide guidance based on their expertise. Democratic leadership has been recognized as an effective style and is associated with increased productivity, satisfaction, participation, and advocacy (Sharma & Singh, 2013). Democratic leaders delegate authority, offer support, and value input and participation from employees. Iqbal et al. (2015) further argued that democratic leadership improves performance and job satisfaction. The style promotes employee satisfaction, trust, and effective teamwork, and it involves stakeholders in decision-making while considering majority opinions. Democratic leaders are associated with higher employee performance, motivation, and morale (Anderson, 1991). They encourage subordinates to contribute, assist them in completing tasks, and empower them to be good leaders and contribute to employee development (Akyereko, 2021). In contrast, autocratic leadership involves the leader making decisions without seeking employee input (Boehm et al., 2015). Autocratic leaders exert control, rarely involve subordinates in decision-making, and issue orders without explanation (Zareen et al., 2014). This formal leadership style places managers as influential decision-makers (Zahed-Babelan et al., 2019) and is suitable for quick decision-making in crisis situations (Mullins, 2007). Autocratic leaders tend to be assertive, task-oriented, and focused on their own authority (Dubrin, 2006). While autocratic leadership can produce quick results in certain circumstances, it may lead to fear, distrust, and limited follower involvement (Jooste & Fourie, 2009). Due to the lack of engagement and direction from a leader, laissez-faire styles result in low self-esteem and a lack of attention in the workplace. Teams are more likely to be motivated because

democratic leaders engage every member of the group and operate under a limited time frame (Makhdoom et al., 2021).

Laissez-faire leadership grants autonomy to team members, who make decisions based on their skills and abilities. While it can increase job satisfaction and performance under certain conditions, it may result in organizational chaos if not managed effectively (Martin et al., 2013; Monzani et al., 2015). Leaders employing laissez-faire style provide minimal direction, allowing subordinates to act independently (Zhang et al., 2023). This hands-off approach can be characterized as permissive leadership, where followers are responsible for their goals but may lack guidance and accountability. Non-intervention leaders may experience slower decision-making and conflicts, leading to errors (Akpala, 1993). Although some studies suggest a negative relationship between laissez-faire leadership and organizational promise (Garg & Ramji, 2013) further research is needed to determine its impact (Chen et al., 2005). As per Makhdoom et al. (2021) laissez-faire leadership embodies a delegation-oriented approach where leaders maintain a hands-off stance, granting followers decision-making authority. Autocratic leadership, in contrast, entails the leader making decisions independently with minimal follower input, relying primarily on the leader's own viewpoints and judgments. On the other hand, democratic leadership represents a participatory style, where leaders offer comprehensive guidance and support, encouraging followers to engage actively in decision creation and implementation.

Overall, the democratic leadership style emphasizes collaboration, employee participation, and shared decision-making, while autocratic leadership focuses on centralized decision-making and control. Laissez-faire leadership grants autonomy to subordinates but may lack necessary guidance. Each style has its own advantages and limitations, and their effectiveness depends on the context and situation.

According to Ahmed et al. (2021), this study only looked at authoritarian and laissez-faire leadership; future scholars should investigate different types of leadership. Additionally, demonstrating how to manage diverse human resources will help practitioners. Therefore, this study's goal is to investigate how different leadership styles impact the job performance of employees in this context. By conducting a comprehensive literature search, this research aims to fill these gaps and contribute valuable knowledge that can benefit management in enhancing employee performance in Pakistan's electricity distribution companies. The literature review highlights the scarcity of studies on leadership style and employee job performance specifically in electricity distribution companies, particularly in developing countries like Pakistan. This research addresses this gap and provides valuable insights that can support management in improving employee performance within the electricity distribution sector in Pakistan.

## **5. Hypotheses and conceptual framework**

The hypotheses of the study propose to look at the effects of various leadership philosophies on workforce productivity. We want to know how much each leadership approach affects how well employees perform, so we've done research to find out.

*H1: Employee performance favourably connected with the use of a democratic leadership style.*

*H2: Employing an authoritarian leadership style relates to improved employee performance.*

*H3: Employing a laissez-faire leadership style has a beneficial effect on worker performance.*

A conceptual framework based on leadership styles demonstrates the relationships between these three variables.

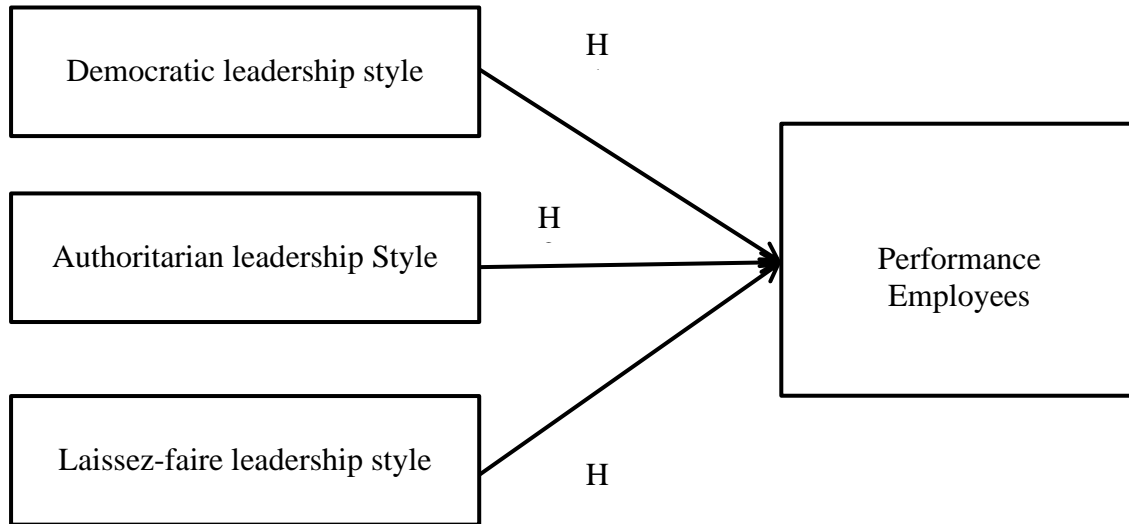


Figure 1: Theoretical Framework

#### 4. Methodology

Secondary research techniques were employed to gather study data. These sources included books, research papers, journals, and publications that could be found in libraries and online. For primary data collection process total 200 Close-ended questionnaires were distributed for this study, and 198 of them were returned. 131 questionnaires were chosen for the final analysis out of these. Likert scales were created by organizational psychologist Rensis Likert in 1932, to compile research's data five-point Likert scale utilized which was ranging from "1-Strongly Disagree" to "5-Strongly Agree. Participants in the research were employees of the four operational teams of HESCO in Sindh, Pakistan. Non-probability methods, such as convenience and quota sampling, were used to obtain the data.

There were two components to the survey. The participants' demographic information was gathered in the first portion, and their opinions on the study's numerous variables such as democratic, authoritarian, laissez-faire, and employee performance were gauged in the second. The questionnaire had a total of 22 items, of which 17 were linked to the primary topics of the research study and 5 to the personal profiles of the participants. With values of 0.834 for democratic leadership, 0.879 for authoritarian leadership, 0.870 for laissez-faire leadership, and 0.759 for employee performance, the reliability of the questionnaire questions was evaluated using Cronbach's alpha. 250 questionnaires were issued; 131 were returned and checked for accuracy before being utilized for analysis. Software such as SPSS 22 and clever PLS were used for the data analysis.

#### 5. Analysis, results and discussion

To establish and test the hypotheses in this study, the Smart PLS Structural Equation Modelling

was employed for analysis. The outcomes indicated that organizational employee performance had a significantly positive impact on democratic, autocratic, and laissez-faire leadership styles. The reliability of the study items was assessed using Cronbach's alpha, with values above 0.7 generally considered appropriate (Cronbach, 1951; Forman & Nyatanga, 2001; Hair et al., 2000; Sekaran, 2000). All variables in this study displayed high Cronbach's alpha values, thus confirming the item validity. Specifically, the results show that the democratic leadership style exhibited Cronbach's alpha of 0.834, the autocratic leadership style scored 0.879, the laissez-faire leadership style recorded 0.870, and the employee performance variable registered 0.759.

All the variables in this investigation demonstrated robust average variance extracted (AVE) values, exceeding the threshold of 0.5 defined by Fornell and Larcker (1981). Among them, the democratic leadership style achieved the highest AVE of 0.8706, while employee performance showed the lowest value. Convergent validity pertains to the correlation between similar concept measures (Fornell & Larcker, 1981), while discriminant validity deals with the differentiation between theoretically related concepts (Hair et al., 2010). Composite reliability, which measures construct reliability, was assessed with a threshold of 0.7 or higher (or 0.6 or higher for exploratory research) (Bagozzi & Yi, 1988). R-squared was utilized to determine the proportion of variability explained by the independent variables (Hair et al., 2006). The functional performance measure in this study exhibited substantial AVE, composite reliability, and alpha reliability values, with an AVE of 0.665, composite reliability of 0.761, and alpha reliability of 0.759.

The alpha reliability was 0.737, the composite reliability was the square root of 0.741 (0.863), and the lowest AVE value for the laissez-faire leadership style was 0.558. The democratic leadership style had the greatest AVE (0.843), composite reliability (0.961), square root (0.587), and alpha reliability (0.800) values. It also had the highest AVE value. The authoritarian leadership style had a composite reliability of 0.899, an alpha reliability of 0.799, an AVE of 0.758, and a square root of 0.185 (0.430). The variation explained by the independent variables was measured using R-squared (Hair et al., 2006).

Table 1. AVE, Composite Reliability & R-Square

	AVE	Composite Reliability	R Square	Cronbach's Alpha
EP	0.665	0.761	0	.759
DLS	0.843	0.961	0.345	.800
ALS	0.758	0.899	0.185	.799
LLS	0.558	0.741	0.172	.737

The data collection targeted participants with many males, out of the 131 participants, 93 were males and 38 were females. Regarding marital status, 65.6% of individuals, or an 86-frequency ratio, were married. In terms of age, the majority of employees belonged to the age group of 41 to 50 years, comprising 68.7% of the sample with a frequency ratio of 41. Demographically, it was observed that most employees held master's degrees, representing 40% of the participants, and had 6 to 10 years of experience. The profile of the respondents is presented in Table 2 below.

Table 2. Profile of the Respondents

Demographics	Categories	Frequency	Percentage
Gender	Male	93	71.0
	Female	38	29.0
Marital Status	Married	86	65.6
	Single	45	34.4
Age Group	21-30	22	16.8
	31-40	27	20.6
	41-50	41	31.3
	51 & above	41	31.3
Education/Degree	131	1	3
	Bachelor	75	57.3
	Master	52	39.7
	PhD	4	3.1
Experience	1-5 years	10	7.6
	6-10	59	45.0
	11-15 years	46	35.1
	20 years & above	2	1.5

Factor loading, sometimes referred to as factor variable correlations or cross loading, describes how closely related variables and the factors to which they belong are. Employ performance (EP) factor loading in this study were EP1 (0.7782), EP2 (0.786), EP3 (0.7429), EP4 (0.7968), EP5 (0.769), and EP6 (0.7432). Factor loading was found for the Laissez-Faire Leadership Style (LLS) factor: LLS1 (0.8075), LLS2 (0.8048), and LLS3 (0.7111). Following loading for the Democratic Leadership Style (DLS) factor were seen: DLS1 (0.8318), DLS2 (0.916), DLS3 (0.8958), and DLS4 (0.8357). Finally, ALS1 (0.7367), ALS2 (0.7111), ALS3 (0.8035), and ALS4 (0.7306) had the highest factor loading. These factor loadings indicate that each construct has a strong association with its respective factor in the table-3.

Table 3. Cross Loading

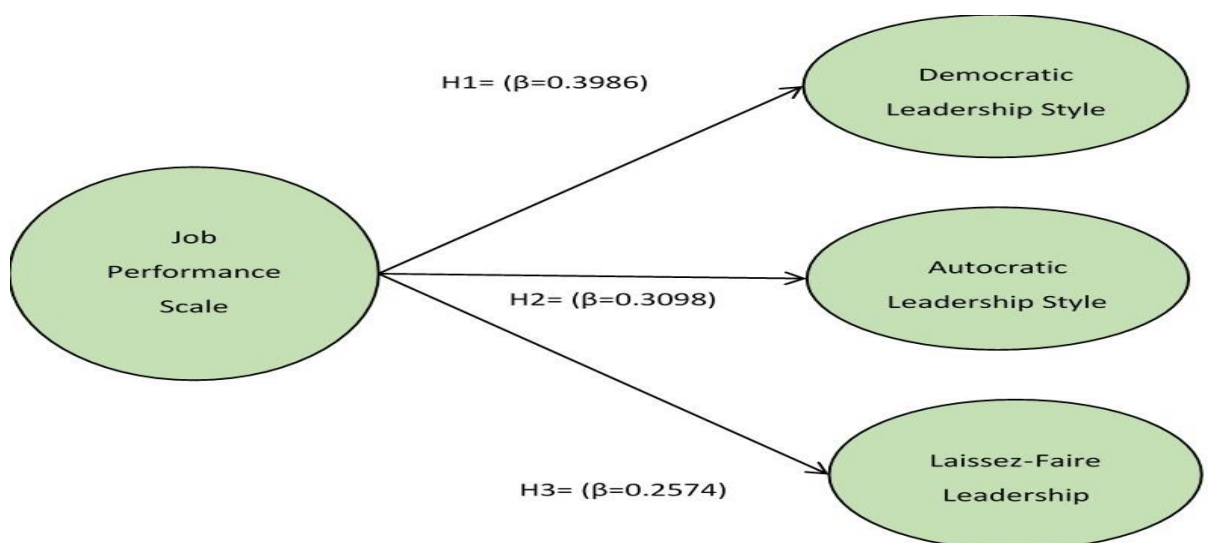
	ALS	DLS	LLS	EP
ALS1	0.7367	0.000	0.000	0.2666
ALS2	0.7111	0.219	0.000	0.2169
ALS3	0.8035	0.000	0.200	0.1094
ALS4	0.7306	0.219	0.219	0.1846
DLS1	1.000	0.8318	0.219	0.2112
DLS2	0.219	0.916	0.219	0.2666
DLS3	0.219	0.8958	1.000	0.2169
DLS4	1.000	0.8357	-0.022	0.1094
LLS1	0.219	1.000	0.8075	0.1846
LLS2	0.219	1.000	0.8048	0.2112
LLS3	1.000	0.219	0.7111	0.2666
EP1	-0.022	0.105	0.105	0.7782
EP2	0.042	0.101	0.101	0.786
EP3	-0.009	0.087	0.087	0.7429
EP4	0.989	0.207	0.207	0.7968
EP5	0.213	0.971	0.971	0.769
EP6	0.184	0.975	0.975	0.7432

A structural model was built during the second phase of the route analysis, and statistical guesses of the standard deviations for loadings and path coefficients were obtained using the bootstrap resampling approach with 500 iterations (Hair et al., 2010). The path coefficient effects, total effects, beta values, and t-statistics for each item in the dimensional model are shown in Tables 4 and Figure 2, respectively. According to Hair et al. (2010), a coefficient is considered significant when the t-statistic is more than 1.96 for marketing research and 1.65 for exploratory research. The significant correlations between the variables are shown in Table 4 and Figure 2. With a correlation of 0.550, the Democratic leadership style (DLS) shows a substantial and favourable link with employee performance (EP). With a correlation of 0.550, the Authoritarian leadership style (ALS) also exhibits a substantial and favourable link with Employee Performance (EP). Additionally, with a correlation of 0.431, the Laissez-Faire Leadership Style has a substantial and favourable association with Employee Performance (EP). With a beta path coefficient of 0.3098, employee performance is a critical variable that strongly and directly influences the Democratic leadership style. Similarly, with a beta path coefficient of 0.3098 for the authoritarian leadership style and a beta path coefficient of 0.2574 for the laissez-faire leadership style, employee performance is directly and strongly correlated. In the context of the Hyderabad Electricity Supply Company (HESCO) in Sindh, Pakistan, several correlations were noted.

Table 4. Path Coefficient

	Beta	Sample Mean (M)	Standard Error	t Statistics
DLS->EP	0.3986	0.3297	0.0398	7.9872
ALS->EP	0.3098	0.3186	0.0396	7.8281
LLS->EP	0.2574	0.2604	0.0379	6.7889

The coefficient values, which track the many relationships between exogenous and endogenous components, are part of the structural model of the Hyderabad Electricity Supply Company (HESCO) in Sindh, Pakistan (Fidell et al., 2007). T-values, such as  $t = 2.58$  ( $p 0.01$ ),  $t = 1.96$  ( $p 0.05$ ),  $t = 1.64$  ( $p 0.10$ ), and  $t = 2.326$  ( $p 0.01$ ), are used in this context to assess the importance of coefficients (Hair et al., 2006). In statistical analysis, these thresholds are frequently employed to evaluate the significance of connections (Keil et al., 2000).



At significance level  $\rho = 0.05$ .

The results of the study corroborate the issue statement and demonstrate that all of the model's variables have been adequately justified. Among the leadership styles, leaders who exhibit ethical values, empower employees, and foster trust contribute to higher employee satisfaction. Trust in the leader is a critical factor affecting employee performance, regardless of the leadership style employed. The HESCO-Hyderabad study explored the effect of different leadership styles on workers performance and found that both authoritarian and democratic leadership styles had positive and significant effects on employee performance. It was observed that these extreme leadership styles could either enhance or impede employee performance. On the contrary, a laissez-faire leadership approach is known for its detrimental effect on employee performance. A leader with robust leadership abilities, particularly when employing an authoritarian style, can effectively steer a team by delegating tasks to team members and establishing well-defined project timelines. This leadership method empowers subordinates to focus on their assigned responsibilities without the burden of making complex decisions.

This leadership style facilitates the development of specialized skills among subordinates, which can benefit the team. However, the authoritarian leadership style may have limitations in the long run, as it relies on highly talented and motivated team members. The laissez-faire leadership style can be beneficial in situations where team members face challenges due to inadequate skills or information needed for task execution and decision-making. This leadership approach involves adopting a hands-off attitude and fostering open communication and input from the team. However, a drawback of the laissez-faire leadership style arises when team members encounter difficulties in managing their tasks, setting deadlines, and independently generating solutions. Insufficient direction and feedback from leaders can lead to project failures and missed deadlines. Within the unique setting of HESCO in Sindh, Pakistan, the primary focus revolves around employee performance, establishing a clear and significant link with the Democratic Leadership Style (DLS), Autocratic Leadership Style (ALS), and Laissez-Faire Leadership Style (LLS) (with path coefficients of 0.3986, 0.3098, and 0.2574, respectively). Although earlier studies indicate a limited impact of laissez-faire leadership on employee performance, this empirical investigation highlights a substantial correlation between employee performance and the hands-off leadership style.

Based on the stated objectives and constructs of this research, a path analysis was conducted to examine the relationships between variables within an electricity distribution company in Sindh, Pakistan and the findings provide support for all of them.

*H1: The adoption of a democratic leadership style is positively associated with employee performance.*

The findings that demonstrate a favorable and considerable connotation between Democratic leadership and employee performance, as well as the structural modelling test, support the acceptance of Hypothesis I. Democratic leadership has a favorable influence on employee performance, according to empirical data that supports Hypothesis 1 and the findings of structural modelling tests. This attests to the Democratic leadership style's success in encouraging workers to perform at a higher level. The positive and significant relationship between Democratic leadership and employee performance suggests that when leaders adopt a participative and inclusive approach, it positively influences employee motivation and productivity. Staff members experience a sense of empowerment and recognition, contributing to their dedication to accomplishing the organization's objectives. The democratic leadership

style cultivates an atmosphere of transparent communication and participation, enabling employees to share their thoughts and perspectives. When employees believe their voices carry weight and their contributions are meaningful, it fosters greater contentment and involvement. Consequently, this can lead to enhanced performance and overall job contentment.

*H2: The implementation of an authoritarian leadership style is positively associated with employee performance.*

Autocratic leadership entails centralized decision-making and the leader exercising a significant degree of control and authority. Although debates surround its effectiveness and impact on employees, this study posits a favourable association between autocratic leadership and employee performance. It's crucial to emphasize that the acceptance of a hypothesis and the identification of a statistically significant relationship affirm the findings. Nevertheless, it remains essential to contextualize these results, considering potential study limitations and their alignment with existing knowledge on leadership and employee performance. Additional research and replication of these findings can enhance our holistic comprehension of this relationship.

*H3: The practice of a laissez-faire leadership style is positively linked to employee performance.*

The findings of this study support Hypothesis 3, affirming a significant and positive link between the Laissez-Faire leadership style and employee performance. Laissez-faire leadership grants employees the freedom to explore novel ideas, think creatively, and innovate. With minimal oversight, individuals are more inclined to take risks and experiment, fostering inventive problem-solving approaches. Laissez-faire leaders typically entrust employees with considerable autonomy and confidence, encouraging them to take ownership of their work, cultivate self-motivation, and exhibit self-management capabilities. This sense of responsibility and accountability often translates into heightened productivity and job satisfaction. In cases where employees possess substantial expertise and experience, Laissez-faire leadership proves effective. Leaders' hands-off approach allows these skilled individuals to leverage their knowledge and make informed decisions, resulting in more efficient and effective outcomes.

Importantly, this approach hinges on the leader's recognition and respect for the competence of their team members. Furthermore, Laissez-faire leadership introduces flexibility and adaptability to address dynamic work environments. When employees have the latitude to make decisions and respond to challenges independently, they can swiftly adapt to changing circumstances and seize emerging opportunities. By promoting autonomy and independence, Laissez-faire leaders create fertile ground for personal and professional growth. Employees may improve leadership skills, decision-making abilities, and problem-solving capabilities through their experiences in a less directive environment.

## **6. Implications of research findings and conclusion**

In summarizing the current study, its implications can be categorized into two perspectives: theoretical and administrative. The subsequent section provides a brief overview of the potential effects of this research.

### **6.1. Theoretical implications**

The main determination of this study is to enhance the current understanding HESCO in Pakistan by contributing to the limited body of knowledge. To achieve this objective, a model constructed using data collected from HESCO in Sindh, Pakistan, to look at the connection between employee performance and the DLS, ALS, and LLS leadership philosophies. SEM PLS, a standardized analytical technique that is extremely uncommon in Pakistan, is used in this study's quantitative research approach to analyze the data gathered. The findings of this research will provide valuable insights into the specific interconnections among the variables under investigation.

Moreover, specifically, in respect to HESCO's DLS, ALS, and LLS, the findings of this study will offer light on the condition of employee performance in the organizational environment. This will facilitate the identification of leadership styles that significantly influence employee performance within the organization. The study contributes significantly to the remaining body of literature in the field of administration, especially in the context of developing countries like Pakistan, by providing a reliable and valid data collection tool along with appropriate tests. Furthermore, the developed model has undergone rigorous testing and validation within the Pakistani context.

The results are consistent with earlier studies that have shown a positive relationship between employee performance and DLS, ALS, and LLS. By empirically supporting the structural model and contributing to the literature, this study provides evidence that can be applied in the Pakistani context, taking into consideration the influence of various socio-economic factors on worker behaviour and attitudes. The measurement and structural models developed in this study can be extended to other industries to predict and manage workplace dynamics.

### **6.2. Managerial implications**

The outcomes of this study provide important new understandings of HESCO's management procedures in Sindh, Pakistan. The results partially validate the relationship between employee performance metrics and the DLS (Democratic Leadership Style), ALS (Autocratic Leadership Style), and LLS (Laissez-Faire Leadership Style). They suggest that when employees are granted autonomy and entrusted with authority in their roles, it fosters a sense of ownership, resulting in heightened motivation and optimal job performance.

Furthermore, employee involvement exhibits a positive correlation with leadership style, as it augments comprehension of outcomes. Additionally, when employees receive feedback concerning their work performance, it further enhances their effectiveness by promoting a deeper understanding of their performance results. These findings enrich our understanding of how various leadership styles can impact employee performance and offer practical insights for management practices within HESCO.

### **6.3. Limitations of study**

One important limitation of this study is the lesser sample size, as all applicants were drawn from a single service sector. This limited sample may have influenced their job performance and perceptions of rewards, as different industries and practices can vary significantly.

Therefore, the generalizability of the results to other industries or even within the same industry may be limited. Additionally, this study employed a quantitative research technique, using SEM to test the relationship between employee performance measures and DLS, ALS, and LLS. However, it should be acknowledged that the focus was specifically on HESCO and not representative of the entire country. It should be noted that the primary objective of this study is to ascertain the impact of leadership style on employee performance inside an electrical distribution firm in the Pakistani province of Sindh. Additionally, while the structural model presented in this study indicates that the variables have positive relationships, it is vital to recognize that it could not accurately reflect the nuances and complexity of real-world dynamics.

#### **6.4. Future research directions**

While this study employed a quantitative research approach, future researchers should consider incorporating other research methodologies as well. As this study was self-funded, the focus was primarily on the population of HESCO to obtain initial data. However, to validate the findings, it is recommended to expand the sample size in the future to encompass the entire country rather than solely targeting HESCO. Additionally, scholars are encouraged to employ numerous methods such as qualitative or mixed methods and utilize a number of data collection tools, including in-depth interviews, group decision, online forums, field experiments, and other relevant techniques. It should be emphasized that this study's main goal is to determine how leadership style affects workers' productivity at an electricity distribution company in Sindh, Pakistan. It's also crucial to recognize that, even though the structural model used in this study displays positive correlations between the variables, it could not accurately reflect the nuances and complexity of real-world dynamics. This all-encompassing strategy will offer a more thorough grasp of the dynamics at work.

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