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COLOMBO JOURNAL OF  
MULTI-DISCIPLINARY RESEARCH

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MULTI-DISCIPLINARY RESEARCH

Volume 09 - No. 01 & 02 - March & November 2024

Faculty of Graduate Studies - University of Colombo

## Impact of Leadership Approaches of Managerial Employees on Their Employee Performance: A Study of the Public Sector in the Ampara District, Sri Lanka

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### Abstract

Effective leadership is crucial for enhancing employee performance, particularly in the public sector. This study examines the impact of various leadership styles autocratic, democratic, and free reign of managerial employees on their employee performance, focusing specifically on the public sector in the Ampara District, Sri Lanka. Using a quantitative approach, data were collected from 132 managerial employees through a structured questionnaire and random sampling. The findings indicate a positive correlation between autocratic and democratic leadership styles and employee performance, emphasising their effectiveness in structured, policy-driven environments. Conversely, free-reign leadership showed minimal impact, reflecting challenges in hierarchical public sector institutions. Based on these insights, the study recommends leadership training programmes to balance autocratic and democratic practices, policy reforms to promote participative decision-making, and hybrid mechanisms to integrate structured control with employee engagement. Recognising its limitations, the study suggests future research incorporate broader samples and qualitative approaches for a deeper understanding of leadership dynamics. These findings offer practical strategies to optimise leadership practices and enhance employee performance in public sector settings.

**Keywords:** Autocratic Leadership, Democratic Leadership, Free Reign Leadership, Employee Performance

Received:  
19 July 2024

Accepted revised version:  
17 November 2024

Published:  
30 November 2024

Suggested citation: Marliyas A., Ummah M. A. C. S., & Gunapalan S. (2024). Impact of leadership approaches of managerial employees on their employee performance: A study of the public sector in the Ampara district, Sri Lanka. *Colombo Journal of Multi-Disciplinary Research*, 09 (01 & 02), 99-112.

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DOI: <https://doi.org/10.4038/cjmr.v9i1-2.82>

ISSN: 2362-0633

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## **Introduction**

In today's complex and challenging organisational landscape, particularly during financial crises, effective leadership is increasingly recognised as a critical determinant of organisational performance. The leadership skills of managerial employees significantly influence how organisations navigate uncertainties and maintain operational efficiency. The role of leadership becomes even more vital in addressing multifaceted challenges such as resource constraints, employee performance, employee engagement, and institutional development. Despite the extensive focus on leadership in global research, a clear gap exists in understanding the specific impact of leadership styles in public sector organisations, especially in geographically and economically distinct regions such as the Ampara district of Sri Lanka.

In the realm of employment, a noticeable discrepancy exists between the performance levels of individuals in the public and private sectors. This observation, as underscored by Opatha (2003), has prompted recommendations for implementing mechanisms to elevate employee performance within the public sector. Specifically, in the Ampara district, most government institutions find themselves lacking essential facilities required to uphold office standards, a concern emphasised by the Ampara District Secretary during a 2019 meeting with graduate trainees. This deficiency, coupled with prevalent financial constraints, compounds the formidable challenges faced. Consequently, the application of effective leadership strategies by managerial personnel becomes imperative to enhance not only their performance but also that of their subordinates and overall institutional efficacy. Notably, despite the Central Bank Annual Report of 2022 indicating a total public sector employment figure of 1.6 million, the government has regrettably paid scant attention to optimising employee performance, thus hindering the pursuit of national goals and objectives.

This study focused on government institutions, specifically the district secretariat and divisional secretariat in the Ampara district. The selection of public sectors in Ampara district is based on its status as the largest district in the eastern region, housing the highest number of 20 divisional secretariat offices, as documented in the District Handbook by the Statistical Department (2023). These institutions not only bear the responsibility of managing administrative affairs but also assume a crucial role in fostering sustainable development. Their mandate extends to the conception and execution of a diverse array of programs, encompassing initiatives such as small business development, poverty alleviation, improvements in educational performance, provision of social services, coordination of cultural events, and the facilitation of plantation extension programs.

As per the findings reported by Weerakkody (2006), the performance evaluation system within numerous organisations in Sri Lanka exhibits notable deficiencies. These shortcomings stem from a dearth of objective evidence pertaining to performance, inadequacies among managerial personnel, ambiguity in role delineation, and biases influenced by factors such as gender, race, age, or culture. Furthermore, the study highlights a prevalent lack of substantive and constructive evidence available to managerial employees when assessing an individual's performance.

It was difficult to find previously published studies on the impact of managerial employees' leadership approaches on their employee performance concerning the public sector in the Ampara district or relevant studies. Hence the topic of the study is a very novelty not only to the public sector but also private institutions in this research domain. It is expected to investigate the impact of leadership approaches of managerial employees on their employee performance and to see whether there is a meaningful relationship between these variables.

## **Literature Review**

Leadership is the process of influencing and guiding individuals or teams to achieve organisational goals while fostering collaboration, motivation, and commitment. It involves a leader's ability to communicate a clear vision, inspire trust, and empower employees to maximise their potential. In an organizational context, effective leadership is critical as it directly impacts employee performance, job satisfaction, and overall organisational success. Recent studies, such as Carter et al. (2023), emphasise that strong leadership enhances adaptability in rapidly changing environments, while Ismail et al. (2021) highlight its role in fostering innovation and maintaining a positive organisational culture. As organisations face increasing global competition, leadership has become a pivotal factor in driving strategic alignment, improving productivity, and achieving long-term sustainability.

### ***Autocratic Leadership and Employee Performance***

Autocratic leadership, often characterised by centralised decision-making and strong control by the leader, can have a positive relationship with employee performance in certain contexts. Recent studies suggest that this leadership style can enhance performance, particularly in environments requiring quick decision-making, clear direction, and structured tasks. For instance, in high-pressure or crisis situations, autocratic leaders can provide clear instructions and reduce ambiguity, enabling employees to focus on task execution efficiently (Smith et al., 2022). This approach can lead to improved performance outcomes, especially when employees rely on the leader's expertise and guidance.

Moreover, autocratic leadership can foster higher employee performance in organisations with rigid hierarchies or where employees prefer clear directives. A study by Johnson and Lee (2023) found that in industries such as manufacturing or healthcare, autocratic leadership positively correlated with employee productivity, as it minimised confusion and ensured adherence to standardised procedures. Employees in such settings often perform better when they have a clear understanding of expectations and limited autonomy, as it reduces decision fatigue and allows them to concentrate on task completion.

Additionally, autocratic leadership can enhance performance in teams with limited experience or skill diversity. By providing explicit instructions and closely monitoring progress, leaders can ensure that employees meet performance benchmarks effectively (Brown et al., 2021). This is particularly evident in organisations where employees are new or require significant oversight to achieve desired outcomes. While autocratic leadership is often criticised for its rigidity, it can positively influence employee performance in structured,

high-pressure, or inexperienced work environments. By providing clear direction and reducing uncertainty, this leadership approach can help employees achieve their performance goals more effectively.

### ***Democratic Leadership and Employee Performance***

Democratic leadership, as highlighted by Demirtas and Karaca (2020), is characterised by open communication, the free exchange of ideas, and a collaborative approach to decision-making. Often referred to as participative or collective leadership, this style actively involves team members in the decision-making process (Cherry, 2019). In democratic leadership, decision-making authority is decentralized, with a strong emphasis on valuing and encouraging high-quality input from all team members (Puni et al., 2014).

Democratic leaders are known for fostering collaboration, actively seeking input from their team, and carefully considering their opinions and suggestions before making decisions (Miloloza, 2018). A key feature of this leadership style is the promotion of open and transparent communication within the organisation. Democratic leaders create an environment where employees feel comfortable sharing their ideas, voicing concerns, and offering suggestions. They also practice active listening, ensuring that team members' feedback is acknowledged and valued (Fiaz et al., 2017).

Another critical aspect of democratic leadership is its emphasis on collaboration and teamwork (Jiang, 2014; Liggett, 2020). Democratic leaders actively encourage cooperation among team members, fostering a sense of unity and shared purpose in achieving organisational goals (Tajpour & Razavi, 2023). This collaborative environment is shown to enhance creativity, problem-solving abilities, and overall team performance (Hilton et al., 2021; Moneva & Pedrano, 2019). Additionally, democratic leaders demonstrate trust in their team members' capabilities and provide opportunities for their professional growth, leading to increased job satisfaction and motivation (Dyczkowska & Dyczkowski, 2018; Munir & Iqbal, 2018). Democratic leadership is a participative approach that values the active involvement of team members in decision-making. By encouraging open communication, collaboration, and inclusivity, democratic leaders foster a positive organisational culture that enhances innovation, creativity, and employee performance. This leadership style is particularly effective in promoting engagement, motivation, and a sense of ownership among team members, ultimately contributing to improved organisational outcomes.

### ***Laissez-Faire Leadership / Free-Reign Leadership and Employee Performance***

The free-reign leadership approach, also known as laissez-faire leadership, has a positive relationship with employee performance when implemented in the right context. This leadership style, characterised by minimal interference and a high degree of autonomy, empowers employees to take ownership of their tasks and make independent decisions. According to Cherry (2019) and Dasborough and Scandura (2022), free-reign leaders adopt a hands-off approach, providing subordinates with the freedom to shape their work and exercise

discretion without constant oversight. This autonomy can foster creativity, innovation, and a sense of responsibility among employees, which are critical drivers of performance.

When employees are entrusted with decision-making authority, as highlighted by Breevaart and Zacher (2019), they are more likely to feel motivated and engaged, leading to improved productivity and job satisfaction. In environments where tasks require creativity, problem-solving, or self-direction, the free-reign approach can be particularly effective. For instance, in creative industries or research-oriented roles, the absence of micromanagement allows employees to explore new ideas and approaches, ultimately enhancing their performance.

However, the success of this leadership style depends on the competence and self-motivation of employees. When team members are skilled, experienced, and capable of working independently, the free-reign approach can lead to higher levels of efficiency and innovation. By contrast, in situations where employees require more guidance or structure, this style may fall short. Despite its potential drawbacks, when applied appropriately, the free-reign leadership approach can create a positive work environment that encourages initiative, accountability, and high performance. The free-reign leadership approach positively influences employee performance by granting autonomy, fostering creativity, and empowering employees to take ownership of their work. When aligned with the right team and context, this style can lead to enhanced productivity, innovation, and job satisfaction.

## **Research Methodology**

This study adopts a quantitative approach characterised by the use of numerical data to analyse relationships and test hypotheses. The research methodology is grounded in deductive reasoning, which involves testing pre-established theories through empirical observation. The research design is a cross-sectional, correlational survey design, which entails collecting data at a single point in time to examine relationships between variables. As part of explanatory research, the study aims to identify and understand the cause-and-effect relationships between the chosen variables, offering insights into how specific factors interact within the studied context.

## ***Variable Association and Hypothesis Development***

In empirical research studies, researchers commonly design surveys to test hypotheses through statistical techniques. In line with this approach, three hypotheses have been formulated to assess the influence of leadership approaches on employee performance. These hypotheses are articulated as follows:

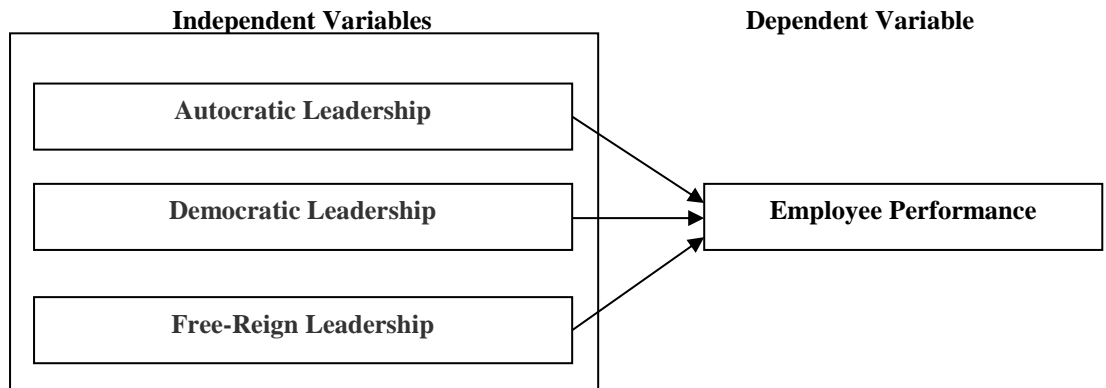
H<sub>1</sub>: There is a significant positive impact of autocratic leadership on employee performance in the selected public sector organisation in the Ampara district.

H<sub>2</sub>: There is a significant positive impact of democratic leadership on employee performance in the selected public sector organisation in the Ampara district.

H<sub>3</sub>: There is a significant impact of free-reign leadership on employee performance in the selected public sector organisation in the Ampara district.

**Figure 01**

*Conceptual Framework*



*Population and Sampling*

For the research endeavor, a deliberate selection process was undertaken to identify a representative sample of 132 managerial employees from the population of 200 managerial employees situated within the specified public sector in the Ampara district. The sampling methodology employed a random selection approach and the determination of the sample size adhered to the guidelines outlined in the Krejcie and Morgan table.

*Data Collection*

The collection of data employed a set of quantitative structured questionnaires. The questionnaire is structured into two main sections: personal information and research information. the personal information section collects details about employees, including the name of the organisation, job category, gender, marital status, age group, educational qualifications, and years of experience. The research information section is further divided into two sub-sections: Section A contains 30 items, with 10 items per dimension, designed to assess the independent variables related to leadership styles. These items were adapted from Clark (1998) and measured using a five-point Likert scale, ranging from 5 (Almost Always True) to 1 (Almost Never True). Section B includes 5 items evaluating the dependent variable, employee performance, based on the framework developed by Wiedower (2001). Like Section A, all items are measured on a five-point Likert scale, ranging from 5 (Almost Always True) to 1 (Almost Never True). Secondary data were sourced from books, annual reports, and other relevant publications. These resources provided supplementary insights into the organisational structures, leadership frameworks, empirical evidence, theoretical foundations and frameworks for leadership style and operational dynamics of public sector institutions.

### ***Techniques of Data Analysis***

The gathered data underwent rigorous analysis using the Statistical Package for Social Sciences (SPSS), leveraging a range of statistical techniques to derive meaningful insights. These techniques included descriptive statistics to summarise the data distribution, correlation analysis to explore relationships between variables, and regression analysis to assess the model's fitness and identify predictive factors. Cronbach's Alpha coefficient measurement scale was used to ensure the reliability of the data. To ensure the validity of the data the Factor Loading (FL) and Extraction Sums of Squared Loading (ESSL) of Exploratory Factor Analysis (EFA) were scrutinised. One Sample Kolmogorov-Smirnov Test was used to ensure normality and the ANOVA test was used to define the linearity. The study adhered to strict ethical guidelines, including obtaining informed consent from all participants and ensuring their anonymity and confidentiality throughout the research process.

### **Data Analysis**

#### ***Descriptive Statistics***

**Table 01**

*Sample Composition [N = 132]*

<b>Demographic Factors</b>	<b>Category</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Organisation Name	District Secretariat	20	15%
	Divisional Secretariat	112	85%
Gender	Female	29	22%
	Male	103	78%
Marital Status	Married	132	100%
	Single	0	0%
Age group	18 – 27	0	0%
	28 – 37	21	16%
	38 – 47	35	26%
	48 – 57	66	50%
	Above 58	10	8%
Educational Qualification	Advance level	38	29%
	Diploma level	16	12%
	Degree level	63	47%
	Master's degree level	10	8%
	PhD level	5	4%

Table 1 presents the demographic characteristics of the respondents. The majority of participants were male, while 22% were female. All respondents in the study were married.

The largest proportion of participants belonged to the age group of 48 to 57 years. Furthermore, a significant number of respondents held educational qualifications at the degree level.

### ***Reliability and Validity***

To assure the reliability of the measurement scales, internal consistency statistics were employed, specifically assessing construct reliability and dimension reliability through the application of Cronbach's Alpha coefficient. The obtained Cronbach's Alpha values for all variables, as presented in Table 02, exceeded 0.6 which indicates a prominent level of reliability for the multi-scales utilised in evaluating the variables.

**Table 02**

#### *Reliability Statistics*

Scale	No of items	Cronbach's Alpha
Autocratic Leadership Approach	10	0.789
Democratic Leadership Approach	10	0.730
Free-reign Leadership Approach	10	0.748
Employee Performance	05	0.694

Based on the validity statistics outlined in Table 03, it is evident that the cumulative percentage of the Extraction Sums of Squared Loading (ESSL Cum%) for two constructs exceeds 50%. Additionally, the item factor loading (FL) values surpass the recommended threshold of 0.5, in accordance with the guidelines established by Hair et al. (2010). These results substantiate the statistical assurance of construct validity.

**Table 03**

#### *Validity Statistics*

Dimension	No of items	Lowest FL	Highest FL	ESSL Cum%
Autocratic Leadership	10	0.574	0.719	50.84
Democratic Leadership	10	0.551	0.703	50.23
Free-reign Leadership	10	0.512	0.681	50.16
Employee Performance	05	0.637	0.764	51.56

**Table 04**

#### *One Sample Kolmogorov-Smirnov Test for Normality*

Employee Performance	Kolmogorov-Smirnov		
	Statistic	Df	Sig
	0.214	132	0.003



ANOVA tests were employed to examine the association whether linear or nonlinear between all dimensions of the independent variables and the composite variable with the dependent variables. Table 05 reveals a noteworthy value of 0.000, which falls below the conventional threshold of 0.05. Consequently, it can be inferred that a linear association exists between the independent variable and the dependent variable, specifically employee performance. In accordance with the decision-making rules pertaining to linearity, a significance value (sig) for deviation from linearity less than 0.05 indicates a linear dependence between the independent variables.

**Table 05**

*ANOVA Table*

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.432	1	7.432	1.910	0.000a
	Residual	65.999	131	0.750		
	Total	73.431	132			

### *Correlation Analysis*

Correlation coefficients were calculated to evaluate the strength of associations between variables and their respective dimensions, with significance values presented in Table 06. Notably, all dimensions exhibited significant relationships, except for the 'free reign' dimension. The 'autocratic' dimension demonstrated a correlation (r) of 0.422 with a significance level of  $p < 0.000$ , while the 'democratic' dimension showed a correlation (r) of 0.420 with a significance level of  $p = 0.004$ . In contrast, the 'free reign' leadership approach exhibited a negative correlation (r) of 0.144 with a significant  $p$ -value of 0.704.

**Table 06**

*Correlation Statistics*

Variable	Dimensions	Employee Performance	Sig. (2-tailed)
<b>Leadership Approach</b>	Autocratic leadership	0.422	0.000
	Democratic leadership	0.420	0.004
	Free-reign leadership	0.144	0.704

### *Regression Analysis*

The analysis in Table 07 indicates that autocratic leadership is a significant predictor of employee performance, with a  $p$ -value of 0.000 and a standardised Beta coefficient of 0.622.

This suggests a strong positive relationship, explaining 34.5% of the variance in employee performance ( $R^2 = 0.345$ , adjusted  $R^2 = 0.339$ ). Similarly, democratic leadership significantly predicts employee performance ( $p$ -value of 0.004, Beta = 0.589), explaining 33.6% of the variance ( $R^2 = 0.336$ , adjusted  $R^2 = 0.331$ ).

In contrast, free-reign leadership does not significantly predict employee performance ( $p$ -value of 0.704, Beta = 0.344), explaining only 12.6% of the variance ( $R^2 = 0.126$ , adjusted  $R^2 = 0.419$ ). The analysis highlights the significant positive impact of autocratic and democratic leadership styles on employee performance, while free-reign leadership does not show a statistically significant relationship. Therefore, based on the regression results, it is statistically affirmed that Hypotheses  $H_1$  and  $H_2$  are accepted, asserting that leadership approaches such as autocratic and democratic styles significantly influence employee performance in the tested domain.

**Table 07**

*Regression Analysis*

Model	B	Beta	$R^2$	Adjusted R Square	$t$	Sig
Autocratic	0.638	0.622	0.345	0.339	2.950	0.000
Democratic	0.520	0.589	0.336	0.331	2.678	0.004
Free Reign	0.325	0.344	0.126	0.419	1.616	0.704
Employee Performance	0.639	0.538	289	0.287	2.867	0.000

**Discussions, Conclusion and Recommendation**

*Discussions of Findings*

The findings of this study provide critical insights into the demographic composition, leadership styles, and their implications within the Ampara District's public sector. The data revealed a male-dominated workforce, with men constituting 78% of the total participants, while all respondents were married. The majority of respondents (50%) were aged 48-57 years and above, indicating a workforce skewed toward experienced individuals in their late careers. Additionally, 47% of respondents held degree-level educational qualifications, highlighting a reasonably educated cohort within the public sector workforce.

The results affirm the substantial impact of autocratic leadership in the public sector, aligning with earlier studies. For instance, Schaubroeck et al.(2017) demonstrated that authoritarian leaders enhance employees' sense of group identity, fostering motivation and improved performance. Similarly, Chen et al.(2017) highlighted that autocratic leaders drive employees by enforcing strict controls, clear rules, and defined responsibilities, complemented by a reward-and-punishment system. In the Ampara District's public sector,

the centralised nature of authority, regulated by rigid policies and codes, creates an environment where autocratic leadership thrives. Leaders often leverage this approach to ensure compliance with procedural guidelines and policy mandates, leading to efficiency and alignment with organisational goals. However, while this style ensures structure and discipline, it may stifle creativity and employee autonomy.

Democratic leadership also emerged as a significant factor positively influencing employee performance. Earlier research by Diana et al.(2021) demonstrated that democratic leadership fosters an improved organisational culture, creating a participative environment that enhances performance. Similarly, Hassnain and Ammar (2022) found a positive correlation between democratic leadership and employee productivity. In the Ampara District's public sector, where a collaborative approach can be beneficial amidst hierarchical structures, democratic leadership enables leaders to engage employees in decision-making, promoting ownership and morale. This style also aligns with the educational qualifications of the workforce, as degree-holding employees may value inclusive practices and open communication. However, balancing inclusivity with the constraints of policy-driven environments requires careful management to avoid delays in decision-making.

The findings reveal minimal adoption of a free-reign leadership style within the public sector of the Ampara District. This is unsurprising given the centralised and policy-driven nature of government institutions, where strict adherence to rules and regulations limits the scope for laissez-faire approaches. The analysis ( $p$ -value of 0.704, Beta = 0.344) indicates that free-reign leadership explains only 12.6% of the variance in employee performance ( $R^2 = 0.126$ , adjusted  $R^2 = 0.419$ ). Free-reign leadership, characterised by high levels of autonomy for employees, is incompatible with the rigid frameworks and hierarchical authority of public sector organisations. The lack of this style highlights the sector's focus on maintaining control and minimising risks associated with employee autonomy, though it may inadvertently limit innovation and flexibility.

The interplay of leadership styles in the Ampara District reflects the structural and cultural realities of public sector organisations. While autocratic leadership ensures alignment with centralised authority and policy compliance, democratic leadership contributes to a participative and motivated workforce. However, the limited presence of free-reign leadership underscores the challenges of fostering innovation and adaptability in a highly regulated environment. Striking an optimal balance between structured control and participative practices can further enhance organisational performance while maintaining alignment with regulatory requirements. These findings provide a nuanced understanding of how leadership styles influence employee performance in public sector organisations and offer a basis for future interventions aimed at optimising leadership practices in the Ampara District.

### ***Conclusions and Recommendations***

The study reveals that while democratic leadership is recognised within the public sector of the Ampara District, autocratic leadership remains the predominant approach in practice. This can be attributed to the hierarchical structure, rigid policies, and centralised decision-

making processes that define the organisational culture of public institutions. Leadership styles significantly influence organisational outcomes. The findings highlight that autocratic leadership, while effective in ensuring compliance and goal alignment in policy-driven environments, may inadvertently suppress employee morale and innovation. Democratic leadership, on the other hand, fosters inclusivity, motivation, and organisational commitment, making it a valuable approach to improving employee performance. However, the minimal presence of free-reign leadership in this context aligns with the regulated and hierarchical nature of public sector organisations, which limits opportunities for autonomous decision-making. Actionable recommendations are proposed to improve leadership practices and enhance organisational performance in the public sector of the Ampara District:

Implement tailored leadership training programmes to help managers adopt a balanced approach that integrates the strengths of autocratic, democratic and free-reign leadership styles. Introduce policy reforms that encourage participative decision-making at all organisational levels. Develop systems that balance the hierarchical structure with democratic practices. Balance autonomy with accountability. Free-reign leadership should be framed within an accountability structure to ensure that employees understand the expectations of their roles and the consequences of their decisions. Provide employees with opportunities to innovate while operating within the constraints of public sector policies. Create recognition and reward systems that align with democratic leadership principles. Encourage a culture of trust and empowerment, while the presence of free-reign leadership in the public sector is currently limited, fostering a culture of trust between leaders and employees can facilitate the gradual introduction of more autonomy in decision-making. To explore the benefits of free-reign leadership within the public sector, it could be useful to pilot this approach in specific departments or projects where decision-making can be less rigid.

To optimise organisational performance in the public sector, leadership practices must strike a balance between the need for structure and the benefits of inclusivity. While the hierarchical nature of public institutions necessitates elements of autocratic leadership, greater emphasis on democratic leadership can foster a more engaged and innovative workforce. By implementing the proposed recommendations ranging from leadership training and policy reforms to participative mechanisms and feedback systems public sector organisations in the Ampara District can enhance employee performance, morale, and overall organisational effectiveness.

### ***Limitations and Directions for Future Studies***

This study is subject to several limitations that should be acknowledged. Firstly, its scope was restricted to divisional and district secretariats within the Ampara District, limiting the generalisability of the findings to other categories of government employees or regions. Secondly, the study exclusively examined leadership approaches in relation to employee performance, assuming other influencing factors remained constant. This narrow focus may overlook the broader organisational, cultural, or contextual variables that could play a role in employee performance. Lastly, the reliance on quantitative data may have limited the depth of insights, as qualitative dimensions such as employee perceptions, motivations, and

organisational dynamics were not explored. To address these limitations, future research should consider the following directions:

Extend the study to include other categories of government employees, as well as comparisons between public and private sector organisations. A larger and more diverse sample would improve the generalisability and external validity of the findings. Investigate additional factors that may mediate or moderate the relationship between leadership approaches and employee performance, such as organisational culture, technological advancements, or job satisfaction. This broader analysis would provide a more nuanced understanding of the factors influencing performance. Incorporate qualitative approaches, such as interviews, focus groups, or case studies, to explore the subjective experiences of employees and leaders. This could uncover new variables, highlight nuanced dynamics, and offer richer insights into how leadership styles impact performance. Conduct cross-comparative or cross-validation studies involving multiple districts, regions, or countries to examine variations in leadership effectiveness across different contexts. Such studies could reveal cultural or contextual differences that influence the applicability of leadership styles. Future research could adopt longitudinal designs to track changes in employee performance and leadership effectiveness over time. This approach would provide insights into the long-term impacts of leadership styles and their sustainability in dynamic organisational environments. Addressing these limitations and pursuing the proposed directions, future studies can contribute to a more holistic understanding of leadership approaches and their implications for employee performance, offering valuable insights for both researchers and practitioners.

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