The Role of Leadership Styles in improving Employee Performance: A Case Study of Algeria Meat Canning Company

دورأنماط القيادة في تحسين أداء العاملين: دراسة حالة شركة مصبرات لحوم الجزائر

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Abstract: This study examines the role of democratic, autocratic, and laissez-faire leadership styles on employee performance at the Algeria Meat Canning Company, to identify the optimal approach for enhancing productivity and job satisfaction. Using an analytical descriptive methodology, data were collected through a questionnaire distributed to a random sample of 70 employees and interviews with officials. Analysis was conducted using SPSS V30. Results indicate that democratic leadership significantly improves performance by fostering participation in decision-making and enhancing communication, which boosts motivation and loyalty. Conversely, autocratic leadership reduced motivation due to its rigid, top-down nature, while the laissez-faire style led to performance declines from lack of guidance. The study concludes that democratic leadership is most effective for creating a motivating work environment in the examined organization

Keywords: Leadership; Democratic; Autocratic; Laissez-faire; Employee Performance.

Jel Classification Codes : M12 ; M14 ; J24

الملخص باللغة العربية: تمحور هذا البحث حول تحليل دور أنماط القيادة (الديمقراطية، الأوتوقراطية، والحرة) على أداء الموظفين بمؤسسة مصبرات لحوم الجزائر، بهدف تحديد النمط الأمثل لتعزيز الإنتاجية والرضا الوظيفي. اتبعت الدراسة المنهج الوصفي التحليلي، حيث جُمعت البيانات باستخدام استبيان لعينة عشوائية (ن=70) ومقابلات مع مسؤولين، وتم تحليل البيانات ببرنامج SPSS الإصدار 30. كشفت النتائج أن القيادة الديمقراطية تعزز الأداء عبر مشاركة الموظفين في اتخاذ القرار، مما يعزز الدافعية والولاء. في المقابل، أدت القيادة الأوتوقراطية إلى

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انخفاض الحافز، بينما ارتبط النمط الحر بتراجع الأداء بسبب ضعف التوجيه. واستنتجت الدراسة أن النمط الديمقراطي هو الأكثر فاعلية لتحقيق بيئة عمل محفزة في المؤسسة المدروسة.
الكلمات المفتاحية: قيادة؛ ديموقراطية؛ أوتوقراطية؛ حرة؛ أداء عاملين.
تصنيفات Jel: J24 ; M14 ; M12

1. Introduction

The contemporary business environment is characterized by rapid scientific and technological changes driven by an explosion of knowledge. This compels organizations to confront numerous challenges in adapting to and keeping pace with these developments. The human resource is a pivotal asset that enables organizations to navigate these challenges and achieve their objectives. Consequently, organizations of all sizes and sectors require leaders capable of directing and motivating individuals to achieve goals and perform tasks efficiently and effectively.

Leadership styles vary according to leaders' orientations and behaviors, each carrying a distinct impact on productivity, job satisfaction, and the level of interaction between leaders and subordinates. This study constitutes a scientific contribution to evaluating the impact of leadership styles on employee performance and providing an accurate depiction of the prevailing leadership style within the company. This study seeks to achieve the following objectives:

- Identify the dominant leadership style at the Algeria Meat Canning Company.
- Assess the performance level of employees within the company.
- Examine the relationship between employee performance and leadership styles and how the latter influences the former.

1.1 Research Problem: To address the role of leadership styles in influencing employees to enhance their performance, the following central research question is posed: **What is the impact of leadership styles on employee performance at the Algeria Meat Canning Company?**

This central question gives rise to the following sub-questions:

- What is the concept of leadership styles?
- What is the concept of employee performance?
- Does the Algeria Meat Canning Company focus on a specific leadership style?
- What is the relationship between leadership styles and employee performance?

1.2. Hypotheses:

- **H1:** There is a statistically significant relationship at the $\alpha \leq 0.05$ level between the democratic style and employee performance.
- **H2:** There is a statistically significant relationship at the $\alpha \leq 0.05$ level between the autocratic style and employee performance.
- **H3:** There is a statistically significant relationship at the $\alpha \leq 0.05$ level between the laissez-faire style and employee performance.

2. Theoretical Framework and Literature Review

2.1. Administrative Leadership

2.1.1. Definition of Administrative Leadership

It is "the ability of an individual to influence a person or group, guide and direct them to gain their cooperation and motivate them to work with the highest degree of efficiency to achieve set goals" (Algahtani, 2014, p. 75)**.**

Burns (1978) defined it as: "the reciprocal process of mobilizing, by persons with certain motives and values, various economic, political, and other resources, in a context of competition and conflict, in order to realize goals independently or mutually held by both leaders and followers" (Shamas & Ofori, 2008, p. 63)**.**

2.1.2. Leadership Styles: One of the most important classifications, based on the leader's method and approach to influencing employees, includes three types:

- ✓ **Democratic leadership style:** A democratic leader relies on employees accepting their authority through persuasion. This style is based on human relationships and participation, delegating authority and trust among employees, leveraging their opinions and ideas to support the policies adopted by the organization, providing opportunities for their initiatives in planning their work, developing prospects for cooperation among employees, and achieving integration among them. This leads to raising employee morale, doubling production capacity, and developing the ability to be creative and innovative (Mphaluwa, Hui, Marere, & Banda, 2025, p. 03)**.**
- ✓ **Autocratic leadership style:** Here, the leader relies on the official authority granted to him by law, which is based on subjecting all matters to authority. The leader who leads the organization with the concept of the presidency monopolizes decision-making authority (Chukwusa, 2018, p. 03)**.** This style of leadership is also based on the assumption that a person is lazy by nature and tends to lack work and evade responsibility. These qualities prepare him to submit and depend on others and make

him work for fear of punishment and retribution, not out of love for work (Bwalya, 2023, p. 184).

- ✓ **Laissez-Faire Leadership Style:** This leadership is based on giving the individual complete freedom to do whatever he wants, and the work group is free from the authority of the leader, so that the leader gives up the authority to make decisions to his subordinates, and the leader becomes under the rule of the advisor, and does not exercise any authority over his subordinates and does not try to influence them (Val & Kemp, 2012, p. 29).

2.2. Employee Performance

2.2.1. Concept of Employee Performance

Performance is defined "as the practical results that result from events and achievements or the work that individuals do within the organization" (Hermina & Sri, 2019, p. 71).

"Performance is also defined as the responsibilities, duties, activities and tasks that make up an individual's work, which he must perform in the required manner" (Sri, Gandhi , & Adam, 2019, p. 584).

2.2.2. Importance of Employee Performance: Employee performance is a pivotal element in the success of organizations, as it reflects the efficiency of exploiting available capabilities and resources. It also contributes to enhancing individuals' skills, knowledge, and capabilities and employing them optimally, which enables the organization to achieve a competitive advantage based on innovation and creativity. It is also a clear indicator of the effectiveness of human resources management and its success in the selection and appointment processes and placing the right person in the right place. (Rodriguez & Walters, 2013, pp. 208-209).

2.3. Relationship between leadership styles and Employee Performance: In this section, we will examine the relationship between the three leadership styles: democratic, autocratic, and laissez-faire, and employee performance.

2.3.1. The relationship between the democratic style and employee performance: The impact of this leadership style is evident in the leader's relationship with his team by enhancing cooperation and mutual acceptance among employees, and the absence of attempts at favoritism or climbing at the expense of others, as love and respect prevail among group members. It

is also noted that negative criticism and open acceptance of colleagues' opinions have decreased, in addition to an increase in constructive suggestions that are discussed and implemented, as well as discussing the leader's opinions in an atmosphere of freedom and job security while enhancing self-confidence and reassurance (Meiling , Junzahng, Yu, & Loang, 2023, pp. 416-419).

2.3.2. The relationship between the autocratic style and employee performance: This leadership style leads to negative consequences for employees, including: the spread of hatred and harsh criticism among group members, and the inability to oppose the leader or discuss his decisions, which leads to the disintegration of the group and a weakening of team spirit. Individuals also work in an atmosphere of fear and anxiety, and the workflow is disrupted when the leader is absent due to the concentration of all powers in his hands .(Agarwal, 2019, pp. 02-03)

2.3.3. The relationship between the laissez-faire style and employee performance: This leadership style negatively impacts employee performance by causing duplication of effort, wasted time, and neglect of important aspects of the job. It also results in a lack of genuine enthusiasm and an inability to invest employees' energies effectively, leading to widespread chaos and neglect. Together, these factors generate a feeling of job dissatisfaction as a result of the absence of a clear organizational climate that precisely defines responsibilities and motivates work, which negatively affects job performance in general (Al Haj, 2017, pp. 40-41).

3. Methodology and Research Tools

In this section, we will discuss the study sample we chose, mentioning the methodology used and the study tools used.

3.1. Study Population and Sample: The study population was represented by the 300 workers of the Algerian Meat Canned Food Corporation located in the city of Algiers. We randomly selected a sample estimated at: 100 workers from different educational levels (university, secondary, less than secondary). We distributed 90 copies of the questionnaire. After about 3 days, we retrieved 80 questionnaires. After reviewing them, 10 questionnaires were deleted due to their invalidity, so the sample size stabilized at 70 individuals.

3.2. Research Tools: Questionnaire: In order to study the sample, we designed a questionnaire, consisting of three parts:

- **Part One:** General information about the sample members, such as gender, age, educational level, and current job.
- **Part Two:** It consists of a set of phrases specific to the three leadership styles (democratic style, autocratic style, and Laissez-faire style), so that each style consists of seven phrases as follows:
  - Democratic style: from phrase 01 to phrase 07.
  - Autocratic style: from phrase No. 08 to phrase No. 14.
  - Laissez-Faire style : from phrase 15 to phrase 21.
- **Part Three:** This part deals with phrases related to employee performance and consists of seven phrases, from phrase No. 22 to phrase No. 28.

3.3. Data Analysis: The Statistical Package Program (SPSS V30) was also used to analyze the data and information collected through the study questionnaire through the following statistical tests: frequencies and percentages, Cronbach's alpha coefficient, arithmetic averages, standard deviations, and Pearson correlation coefficient.

The weighted arithmetic mean was also used to determine the answer direction for the questionnaire statements:

Table 1: Weighted Arithmetic Mean Scale

Category	**From 1 to 1.79**	**From 1.80 to 2.59**	**From 2.60 to 3.39**	**From 3.40 to 4.19**	**From 4.20 to 5**
Classification	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Source: *Prepared by the researcher*

4. Data Analysis and Findings

This section presents the results of the questionnaire distributed to the study sample, aiming to understand their orientations and opinions. This analysis allows for deriving clear indicators that support the study's objectives and contribute to building realistic conclusions.

4.1. Demographic Information and Reliability Test

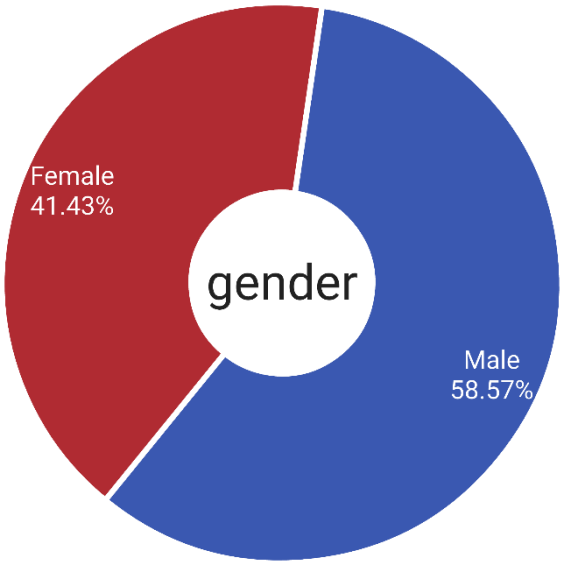
Table 2: Distribution of Study Sample by Gender

Gender	**Frequency**	**Percentage**
Male	41	58.57%
Female	29	41.43%
Total	**70**	**100%**

Source: *Prepared by the researcher using SPSS v30*

The table above shows that 58.57% of the sample members represent males and 41.43% represent females. This is due to the nature of the organization's work, as it is a productive organization that requires a workforce. We find that most males are present in the factory, while females' jobs are concentrated in management.

Figure 1: distribution of the study sample by gender



Source: *Prepared by the researcher using Fast chart application.*

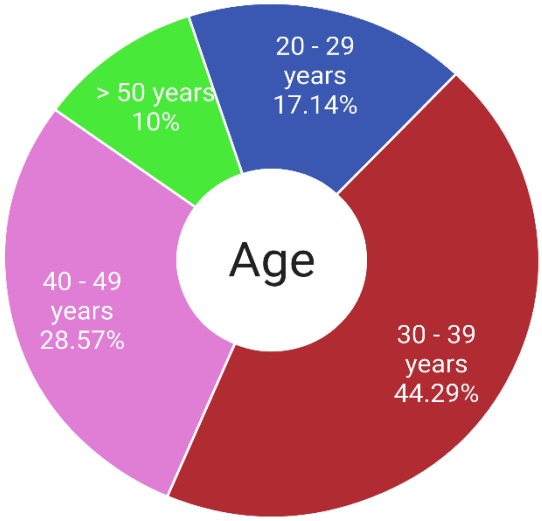
Table 3: Distribution of Study Sample by Age

Age	Frequency	Percentage
20 - 29 years	13	17.14%
30 - 39 years	30	44.29%
40 - 49 years	20	28.57%
>50 years	7	10%
Total	**70**	**100%**

Source: *Prepared by the researcher using SPSS v30*

The data reveals that the largest segment of the sample, 44.29%, falls within the 30-39 age bracket. The 40-49 age group constitutes the second largest segment at 28.57%, followed by the 20-29 group at 17.14%. The smallest segment, at 10%, is comprised of individuals aged 50 and above. This age distribution indicates that the workforce at the company is predominantly young.

Figure 2: distribution of the study sample by Age



Source: *Prepared by the researcher using Fast chart application.*

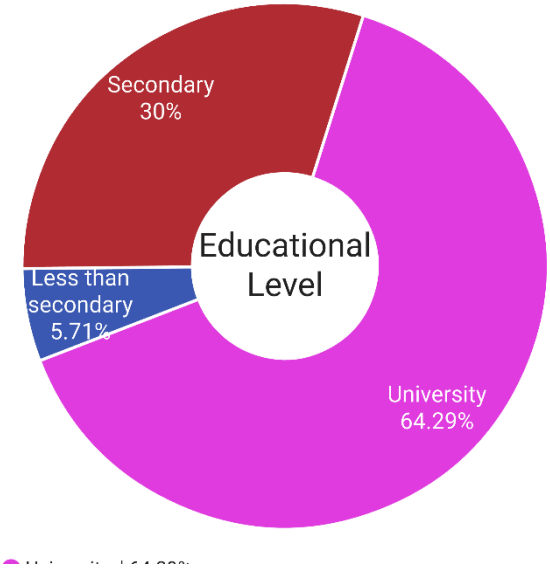
Table 4: Distribution of Study Sample by Education Level

Educational Level	Frequency	Percentage
Less than secondary	4	5.71%
Secondary	21	30%
University	45	4.29%
Total	**70**	**100%**

Source: *Prepared by the researcher using SPSS v30*

From the outputs of the table above, we note that 5.71% of the sample members have a lower educational level than secondary school, which represents a very small percentage. 30% of the sample members have secondary school, while 64.29% of the sample members have a university level. From this, we can say that most workers have high academic degrees and therefore have efficiency, quality, and the ability to accomplish their tasks in the organization.

Figure 3: distribution of the study sample by Education Level



Source: *Prepared by the researcher using Fast chart application.*

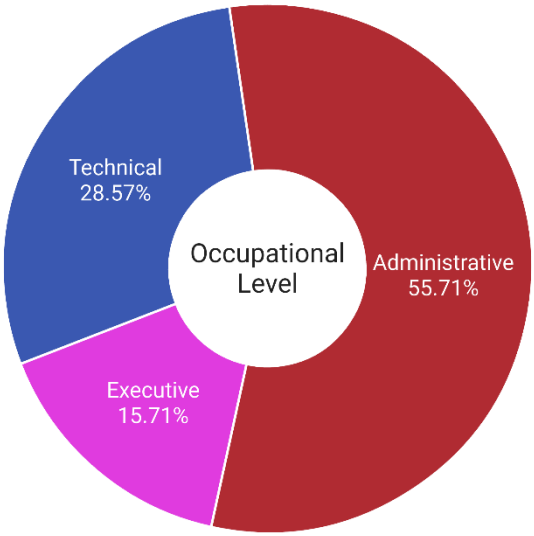
Table 5: Distribution of Study Sample by Occupation Level

Current Position	Frequency	Percentage
Technical	20	28.57%
Administrative	39	55.71%
Executive	11	15.71%
Total	**70**	**100%**

Source: *Prepared by the researcher using SPSS v30*

From the results of the previous table, we conclude that 28.57% of the sample members hold a technical position, which is consistent with the organization's activity, and 55.71% of the sample members hold a conscious administrative position, which represents the highest percentage. This is evidence that the organization relies heavily on administrative dealings, while 15.71% of the sample members hold a exicutive position, which is a relatively high percentage, and this indicates the high level of the organization.

Figure 4: distribution of the study sample by Occupation Level



Source: *Prepared by the researcher using Fast chart application.*

4.2. Reliability Test of the Research Instrument

To test the stability of the study tool, we used the "Alpha Cronbach" test, and the following table shows the results we obtained:

Table 6: Cronbach's Alpha Reliability Test Results

Parts of the Questionnaire	Number of Items	Cronbach's Alpha
Democratic Leadership Style	07	0.857
Autocratic Leadership Style	07	0.864
Laissez-faire Leadership Style	07	0.743
All Leadership Style	21	0.822
Employee Performance	07	0.784
Overall Questionnaire Reliability	**28**	**0.812**

Source: *Prepared by the researcher using SPSS v30*

From the table, we note that the overall reliability coefficient of the questionnaire reached 0.812, while the results of Cronbach's alpha coefficient ranged between 0.743 and 0.864, which indicates a good to very good level of reliability. These values indicate acceptable internal consistency between questionnaire items, demonstrating the reliability of the tool and its ability to accurately measure target variables.

4.2. Statistical Analysis of Sample Responses

4.2.1. Leadership Styles

Table 7: Descriptive Statistics for Leadership Styles

No	Item	SD	Mean	Rank	GD
01	My direct supervisor encourages employees to participate in decision-making.	0.812	3.44	11	Agree
02	My direct supervisor communicates with employees clearly and explains required goals.	0.725	3.62	06	Agree
03	Employees' ideas and opinions are valued regardless of their position.	0.772	3.66	05	Agree
04	My direct supervisor strives to build a motivating and positive work environment.	0.723	3.74	04	Agree
05	My direct supervisor listens to employees' problems and helps solve them effectively.	0.770	3.76	03	Agree
06	Decisions are made based on collective discussion, not individually.	0.814	3.50	09	Agree
07	Employees are motivated through rewards and continuous recognition.	0.420	3.78	02	Agree
-	**Democratic Style**	**0.540**	**3.64**	**01**	**Agree**
08	My direct supervisor makes all decisions without consulting employees.	0.758	2.42	17	Disagree
09	Rules and regulations are enforced strictly without flexibility.	0.564	2.26	20	Disagree
10	Employees are required to execute orders without discussion or objection.	0.573	2.28	19	Disagree
11	My direct supervisor relies on the threat of penalties to control performance.	0.468	2.16	21	Disagree
12	There is a lack of communication between management and employees.	0.847	2.66	15	Neutral
13	My direct supervisor does not grant employees the freedom to express their opinions.	0.830	2.38	18	Disagree
14	The focus is solely on results without regard for employee satisfaction.	0.788	2.54	16	Disagree
-	**Autocratic Style**	**0.522**	**2.38**	**03**	**Disagree**
15	Employees are allowed to make their own daily decisions without referring to their direct supervisor.	0.673	3.58	07	Agree
16	The direct supervisor intervenes only when absolutely necessary.	0.814	3.52	08	Agree
17	Employees are encouraged to manage their own affairs	0.809	3.28	13	Neutral
18	There is no continuous supervision over how employees perform their tasks.	1.058	3.32	12	Neutral
19	Each employee is given the freedom to choose the most suitable method to accomplish his or	0.813	3.46	10	Agree

	her work.				
20	The direct supervisor relies on employees to solve problems by themselves.	0.852	3.26	14	Neutral
21	Employees communicate among themselves to solve problems without referring to leadership.	0.370	3.84	01	Agree
-	**Laissez-Faire Style**	**0.498**	**3.46**	**02**	**Agree**
-	**Overall Leadership Styles**	**0.50**	**3.20**	**-**	**Neutral**

***Note**: SD= Standard deviation, GD= general direction*

***Source:** Prepared by the researcher using SPSS v30*

It is clear to us from Table 08 that the arithmetic averages of the statements regarding leadership styles were limited to between (2.16 and 3.84) and a standard deviation was limited to between (0.370 and 1.058), so that the democratic leadership style came in first place with an arithmetic average of (3.64), which is matched by the answer agreeing with the five-point Likert scale and a standard deviation of (0.54), which indicates a convergence of opinions among the respondents about this style Then comes the laissez-faire style in second place with an arithmetic mean (3.46), which is matched by the answer agreeing with the five-point Likert scale and a standard deviation (0.498), which indicates a convergence of opinions among the respondents about this style Then came in third and last place the autocratic leadership style with an arithmetic mean of (2.38), which is matched by the answer not agreeing with the five-point Likert scale and a standard deviation of (0.522), which indicates a convergence of opinions among the respondents about this style. As for driving styles as a whole, the arithmetic mean was (3.20), which is matched by a neutral answer on the five-point Likert scale and a standard deviation of (0.50). This indicates a great convergence of opinions among the respondents about driving styles at the Algerian Meat Press Foundation.

As for the phrases, phrase No. 21 (Employees communicate among themselves to solve problems without referring to leadership) came in first place with an arithmetic mean of (3.84), as the answer corresponds to an agreement on the five-point Likert scale and a standard deviation of (0.370), which indicates a great convergence of opinions among the respondents about this phrase Followed in second place by phrase No. 07 (Employees are motivated through rewards and continuous recognition) with an arithmetic mean (3.78), where the answer corresponds to an agreement on the five-point Likert scale and a standard deviation (0.42), which indicates a great convergence of opinions among respondents about this phrase Then came in third place the phrase No. 05 (My direct supervisor listens to

employees' problems and helps solve them effectively) with an arithmetic mean of (3.76), which is matched by the answer agreeing with the five-point Likert scale and a standard deviation of (0.770). This indicates a convergence of opinions among the respondents regarding this phrase.
According to the results obtained, we conclude that the direct official or leader of the Algerian Meat Press Foundation gives workers the freedom to communicate with each other to solve their problems, and at the same time he listens to problems.

4.2.2. Employee Performance

Table 9: Descriptive Statistics for Employee Performance

NO	Item	SD	Mean	Rank	GD
22	I feel enthusiastic and motivated to work under the current management.	0.788	3.50	03	Agree
23	I am able to achieve my job objectives easily.	1.383	2.38	07	Disagree
24	I feel job satisfaction in my current work environment.	0.437	3.82	01	Agree
25	I present new and creative ideas in my work.	0.404	3.80	02	Agree
26	The overall team productivity is high.	1.010	3.14	04	Neutral
27	I feel that I am doing my best.	1.164	2.90	06	Neutral
28	I ensure tasks are completed efficiently and on time.	1.216	3.10	05	Neutral
-	**Employee Performance**	**0.647**	**3.23**	**-**	**Neutral**

***Note**: SD= Standard deviation, GD= general direction*
***Source:** Prepared by the researcher using SPSS v30*

It is clear to us from Table 09 that the arithmetic averages of the employee performance statements were limited to between (2.38 and 3.82) and a standard deviation was limited to between (0.404 and 1.383), where the arithmetic average of the employee performance was (3.23), where the answer corresponds to a neutral on the five-point Likert scale and a standard deviation of (0.647). This indicates a convergence of opinions among the respondents about the employee performance while for the phrases, the first place was ranked by the criterion No. 24 (I feel job satisfaction in my current work environment) with an arithmetic mean of (3.82), which is matched by the answer agreeing with the five-point Likert scale and a standard deviation of (0.437). This indicates the great convergence in the

opinions of the respondents about this phrase Followed in second place by phrase No. 25 (I present new and creative ideas in my work) with an arithmetic mean of (3.80), where the answer corresponds to an agreement on the five-point Likert scale and a standard deviation of (0.404), and this indicates the great convergence in the opinions of the respondents about this phrase Then came in third place the phrase No. 22 (I feel enthusiastic and motivated to work under the current management) with an arithmetic mean of (3.50), where the answer corresponds to an agreement on the five-point Likert scale and a standard deviation of (0.788), and this indicates a convergence of opinions among the respondents about this phrase.

According to the results obtained, we conclude that the employees feel job satisfaction and present creative ideas in their current work environment. This reflects the impact of the prevailing leadership style in the Algerian Meat Press Foundation. They also feel enthusiastic and motivated to work under the management of the current official Given that the standard deviation of employee performance in general is (0.647), this is an indication that the variation in answers was not large and that there is some kind of general agreement, although there are some answers that reflect some hesitation or lack of clarity for employees.

4.3. Hypothesis Testing

To test the validity of the hypotheses we assumed, we used the Pearson correlation coefficient test, which was as follows:

• **Hypothesis 1:** There is a statistically significant relationship at the level of $\alpha \leq 0.05$ between the democratic style and the performance of two factors.

Table 10: Correlation between Democratic Style and Employee Performance

		Democratic Style
Employee Performance	Correlation Coefficient (r)	**0.317**
	Significance Level (Sig.)	**0.025**

Source: *Prepared by the researcher using SPSS v30*

Given the results of Table 10, which shows the results of the Pearson correlation coefficient, it became clear to us that there is a relationship between the democratic leadership style and the performance of employees because the morale level (0.025) is less than 0.05, and from this we accept the first hypothesis:

"There is a statistically significant relationship at the level of $\alpha \leq 0.05$ between the democratic style and employee performance".

• **Hypothesis 2:** There is a statistically significant relationship at the level of α≤0.05 between the democratic style and the performance of two factors.

Table 11: Correlation between Autocratic Style and Employee Performance

		Autocratic Style
Employee Performance	Correlation Coefficient (r)	**-0.232**
	Significance Level (Sig.)	**0.105**

Source: *Prepared by the researcher using SPSS v30*

Through the results of Table 11, which shows the results of the Pearson correlation coefficient, it became clear to us that there is no relationship between the autocratic leadership style and employee performance because the morale level (0.105) is greater than 0.05, and from this we reject the second hypothesis, indicating that:

"There is no statistically significant relationship at the α≤0.05 level between the autocratic style and employee performance".

• **Hypothesis 3:** There is a statistically significant relationship at the level of α≤0.05 between the laissez-faire style and the performance of two factors.

Table 12: Correlation between Laissez-Faire Style and Employee Performance

		Laissez-Faire Style
Employee Performance	Correlation Coefficient (r)	**-0.180**
	Significance Level (Sig.)	**0.212**

Source: *Prepared by the researcher using SPSS v30*

From the results of Table 12, which shows the results of the Pearson correlation coefficient, it became clear to us that there is no relationship between the laissez-faire leadership style and employee performance because the morale level (0.212) is greater than 0.05, and from this we reject the third hypothesis, saying :

"There is no statistically significant relationship at α≤0.05 between the laissez-faire style and employee performance".

5. Conclusion

From what was presented in the topic regarding the role of leadership styles in improving the performance of employees in institutions in general and in the Algerian Meat Foundation in particular, we can say that following a leadership style that is appropriate and suitable for the nature of the institution and its employees is an important condition that must be taken care of in order to invest in the human element by providing it with

motivation and motivation to increase its performance, increase productivity and creativity, and achieve organizational goals This allows for the creation of a competitive advantage for the organization. Today's organizations must pay close attention to the leadership styles followed within them, work to develop the capabilities of their leaders in line with the requirements of the modern work environment, and motivate employees to achieve the best results.

Through field training and addressing the problem that was raised, we reached the following results:

- The results of the study found that the heads of the institution under study practice a largely democratic leadership style compared to other styles.
- The results of the study found that the performance of employees in the institution under study is high.
- The organization relies secondarily on the laissez-faire leadership style.
- Workers' lack of sufficient knowledge of the organization's leadership styles.
- The worker's sense of security towards his colleagues and the organization's supervisor affects his performance.
- Good individual performance is characterized by efficiency and effectiveness in the institution under study.
- The study results found that employees enjoy a high degree of job satisfaction and are enthusiastic and motivated to work under the management of the current official.
- The results of the study showed a relationship between the democratic leadership style and employee performance, while there is no relationship between both styles: autocratic and laissez-faire, and employee performance. This result is consistent with many previous studies.

6. Recommendations

- Conduct periodic studies within the organization to measure the extent to which different leadership styles affect employee performance, with the aim of continuously developing the management style according to changes in the work environment.
- Focus on moral incentives alongside material incentives, given their clear impact on raising job satisfaction, belonging, and loyalty.
- Involving employees in setting operational goals and plans, which enhances their commitment to achieving them and supports a culture of teamwork.

– Customize second-tier leader preparation programs within the organization, to ensure the continuity and strengthening of the democratic leadership style in the future.

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