



**A STUDY OF THE LEADERSHIP STYLES AND THEIR IMPACT ON
EMPLOYEE PERFORMANCE**

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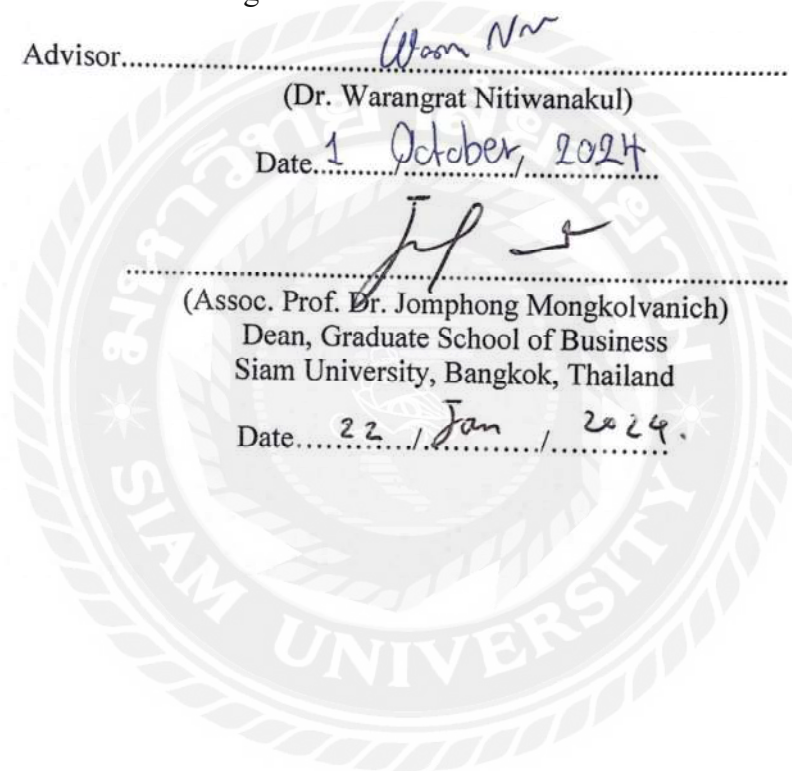
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Abstracts

This research investigates the impact of different leadership styles—autocratic, democratic, and laissez-faire—on employee performance, focusing on the mediating role of employee satisfaction. The study highlighted the pivotal role of leadership styles in shaping the work environment and influencing employee attitudes and behaviors. It outlined how autocratic, democratic, and laissez-faire leadership styles uniquely impact organizational dynamics and employee outcomes. Through in-depth interviews, data were gathered from 20 office workers of diverse range of industries. The analysis revealed significant relationship between leadership styles and employee performance. Democratic leadership showed the most substantial positive impact on employee satisfaction and performance, while autocratic leadership had a negative effect. By adopting effective leadership styles, organizations can create a positive work environment that enhances employee satisfaction and drives the overall performance. Future research is encouraged to explore longitudinal studies and additional contextual variables for a more comprehensive understanding of these leadership styles.

Keywords: leadership styles, employee performance, employee satisfaction

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Name: Henri Märsylä



Declaration

I, Henri Märsylä, hereby certify that the work embodied in this independent study entitled “A STUDY OF THE LEADERSHIP STYLES AND THEIR IMPACT ON EMPLOYEE PERFORMANCE” is result of original research and has not been submitted for a higher degree to any other university or institution.

Henri Märsylä



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Chapter 1: Introduction

1.1 Research Background

In contemporary organizational contexts, leadership styles are recognized as pivotal determinants shaping the work environment, influencing employee attitudes, behaviors, and overall performance. The spectrum of leadership styles encompasses various approaches, each with distinctive characteristics and implications for organizational dynamics. Autocratic leadership, characterized by centralized decision-making and minimal employee involvement in decision processes, often results in clear directives but may hinder employee motivation and creativity. Conversely, democratic leadership fosters inclusivity and collaboration, encouraging input from team members in decision-making, potentially enhancing engagement and innovation. Meanwhile, laissez-faire leadership, though offering autonomy, may lead to ambiguity and lack of direction, impacting organizational coherence and goal alignment.

Employee performance serves as a linchpin for organizational success, encompassing not only quantitative metrics like productivity but also qualitative aspects such as job satisfaction, commitment, and adaptability (Sungmala, 2022). Leadership styles have long been recognized as influential factors in shaping employee attitudes and behaviors, thereby impacting overall performance outcomes (Sakiru, 2013). The relationship between leadership and employee job satisfaction has been extensively studied, highlighting the pivotal role of employee satisfaction as a precursor to heightened performance.

However, the intricacies of how distinct leadership styles, autocratic, democratic, and laissez-faire affect employee satisfaction and, consequently, performance within diverse organizational settings remain a subject warranting deeper investigation. This study seeks to bridge this gap by delving into the nuanced connections between these leadership styles and their impact on employee performance. Central to this exploration is the mediation effect of employee satisfaction a critical pathway through which leadership behaviors influence employee attitudes, engagement, and subsequent performance.

Understanding the multifaceted nature of employee satisfaction and its intricate interplay with leadership styles can offer valuable insights to organizational leaders striving to cultivate environments that nurture employee potential and maximize organizational outcomes. By unraveling the mechanisms through which leadership styles influence employee satisfaction and performance, this research aims to provide actionable insights for organizational development, leadership training, and strategic decision-making.

1.2 Research Problem

Understanding the nuanced impacts of distinct leadership styles—autocratic, democratic, and laissez-faire—on employee satisfaction and subsequent performance within diverse organizational contexts presents a substantial gap in contemporary research (Northouse, 2018; Yukl, 2021). There is a pressing need for in-depth exploration into the multifaceted dimensions of these leadership behaviors and their differential influence on employee engagement, motivation, and overall performance metrics (Bass & Bass, 2008). This involves dissecting how these leadership styles manifest in varied organizational landscapes, accounting for cultural, industry-specific, and structural nuances to provide a comprehensive understanding of their impacts (Hofstede, 1984).

The intricate pathways through which various leadership behaviors shape employee satisfaction levels and subsequently impact performance indicators necessitate meticulous examination. Unraveling these complexities involves delving into underlying psychological mechanisms, exploring contextual influences, and understanding the temporal dynamics that contribute to the interplay between leadership styles, employee satisfaction, and performance outcomes (Judge & Piccolo, 2004). This comprehensive understanding is pivotal for elucidating the mechanisms that drive the relationships between leadership behaviors and employee outcomes (Avolio & Yammarino, 2013).

Contextual variability in the applicability and implications of leadership styles across industries, organizational structures, and cultural settings poses an intriguing challenge (House et al., 2004). Investigating how these variations interact with specific leadership approaches in fostering employee satisfaction and performance within

diverse organizational settings is essential. Understanding the contextual nuances and industry-specific dynamics that shape the effectiveness of different leadership styles in enhancing employee engagement and driving performance outcomes is crucial for tailored organizational interventions and leadership strategies (Wang et al., 2011).

Translating theoretical insights into practical applications remains a persistent challenge. While theoretical frameworks exist, there is a gap in providing evidence-backed guidelines and actionable strategies for organizational leaders (Kouzes & Posner, 2017). Empirical research findings, grounded in comprehensive investigations into the relationships between leadership styles, employee satisfaction, and performance outcomes, are fundamental for bridging the gap between theoretical knowledge and practical implementation in organizational settings.

Methodological rigor is paramount for bolstering the credibility and reliability of research findings. Addressing methodological limitations, such as the reliance on cross-sectional designs, self-reported data, and potential biases, requires employing robust research methodologies (Creswell, 2014). Exploring longitudinal studies, mixed-method approaches, and in-depth qualitative analyses could enrich the depth and breadth of research outcomes, enhancing the validity and generalizability of findings (Tashakkori & Teddlie, 2010).

In the contemporary dynamic organizational landscape marked by technological advancements, evolving work dynamics, and changing employee expectations, understanding how leadership styles adapt and influence employee outcomes remains an emerging challenge (Avolio & Kahai, 2003). Investigating the adaptability of different leadership styles in fostering employee satisfaction and performance in these dynamic environments necessitates comprehensive research endeavors that account for evolving organizational trends and employee preferences (Dinh et al., 2014).

1.3 Research Objectives

This study aims to delve into the multifaceted impacts of autocratic, democratic, and laissez-faire leadership styles on employee satisfaction and subsequent performance metrics across diverse organizational landscapes. The overarching objective is to provide a comprehensive understanding of how these distinct leadership behaviors manifest within varied contexts and their differential influence on employee engagement, motivation, and overall performance outcomes. The study seeks to uncover the intricate mediation mechanisms involved in the relationship between leadership styles and employee satisfaction levels. This involves probing into the underlying psychological and contextual factors that mediate the impacts of leadership behaviors on employee attitudes, aiming to elucidate the pathways through which these styles shape employee satisfaction and subsequently impact performance metrics. The research endeavors to explore the contextual variability and industry-specific implications of leadership styles. Understanding how these variations interact within different organizational structures, cultural settings, and industry domains is fundamental for tailoring effective leadership strategies that foster employee satisfaction and drive performance. Translating theoretical insights into actionable strategies is a pivotal objective. This involves providing evidence-based guidelines and recommendations for organizational leaders, grounded in comprehensive research findings. These guidelines aim to equip leaders with practical frameworks that resonate with the dynamic needs of their organizations, aiding in the implementation of effective leadership approaches. Enhancing methodological rigor stands as an essential objective of this research. Employing robust research methodologies, including longitudinal studies and mixed-method approaches, is imperative to overcome methodological limitations, ensuring the reliability, validity, and generalizability of research findings. The study aims to understand the adaptability of leadership styles in dynamic organizational landscapes. Investigating how these styles adapt and influence employee outcomes in rapidly evolving work environments characterized by technological advancements and shifting employee expectations represents an emerging challenge and a fundamental objective of this research endeavor.

1.4 Research Significance

This research bears significance in contemporary organizational landscapes by focusing on the intricate interplay between leadership styles—autocratic, democratic, and laissez-faire—and their impacts on employee satisfaction and subsequent performance metrics. The critical significance of this study lies in its potential to revolutionize organizational effectiveness through tailored leadership strategies. Understanding the nuanced influences of specific leadership behaviors holds the key to optimizing organizational leadership approaches. By delving into the differential impacts of these styles, organizations can fine-tune their leadership strategies to better align with their unique contexts, fostering higher levels of employee satisfaction, engagement, and ultimately, improved performance outcomes. This research serves as a catalyst for organizational success by facilitating the creation of positive work environments that promote employee satisfaction and engagement. Such environments have been consistently linked to higher employee morale, reduced turnover rates, and enhanced productivity. Thus, the study's insights have the potential to drive organizational success by facilitating the cultivation of conducive work environments that maximize employee potential and overall performance. In addition to driving organizational success, this research also plays a crucial role in guiding leadership development programs and practices.

By providing evidence-based insights into the impacts of various leadership styles on employee satisfaction, it aids in shaping leadership training initiatives. This empowers organizational leaders to exhibit behaviors that positively influence employee satisfaction, thereby contributing to higher levels of engagement and performance. Beyond its immediate practical applications, this research contributes to advancing academic understanding. By providing empirical evidence and refining existing theories, it adds depth to the scholarly discourse on leadership styles, employee satisfaction, and performance outcomes. These insights serve as a foundational platform for further scholarly exploration, contributing significantly to the broader body of knowledge in organizational behavior and leadership studies.

1.5 Research Scope

This comprehensive research endeavor encompasses a meticulous examination of the impacts of three primary leadership styles: autocratic, democratic, and laissez-faire on employee satisfaction and subsequent performance metrics within diverse organizational contexts. The scope extends beyond a surface-level exploration, aiming for a profound understanding of the nuanced influences these leadership behaviors exert on employee attitudes, behaviors, and overall performance outcomes. The primary focus is on understanding the direct impacts of leadership styles on employee satisfaction and performance indicators. It's essential to acknowledge the research's limitations regarding the prescription of definitive leadership strategies. While aiming to provide evidence-based insights, the study recognizes the complexity and variability inherent in organizational contexts and leadership dynamics. Therefore, the findings serve as informed guidelines rather than conclusive prescriptions, allowing for flexibility in adapting strategies to specific organizational needs. While the primary focus remains on the impacts of leadership styles on employee satisfaction and performance, the research may explore additional contextual and organizational factors that could influence these relationships. This comprehensive approach aims to provide a holistic understanding of the multifaceted dynamics within organizational settings, contributing to a richer body of knowledge in organizational behavior and leadership studies.

Chapter 2: Literature Review

2.1 Overview:

The literature review within this research endeavors to construct a cohesive understanding of the intricate relationships between leadership styles, employee satisfaction, and organizational performance. Spanning an extensive array of scholarly works, theoretical frameworks, and empirical studies, this review synthesizes existing knowledge to provide a comprehensive overview of the dynamics inherent in organizational settings.

2.2 Leadership Styles

Autocratic Leadership

Autocratic leadership, also known as authoritarian leadership, is a leadership style characterized by individual control over all decisions with little input from group members. Autocratic leaders typically make choices based on their own ideas and judgments and rarely accept advice from followers. This leadership style is distinctly marked by the following features:

1. **Centralized Decision-Making:** The leader retains most of the authority and responsibility, making all the decisions without consulting subordinates (Brown, 2024).
2. **Strict Control:** There is a strong emphasis on order and control, often through rigid policies and procedures (Cherry, 2023).
3. **Limited Participation:** Employees have minimal input or participation in decision-making processes (Nwosu, 2020).
4. **Clear Expectations:** The leader clearly defines the roles and expectations of each team member, leaving little room for ambiguity (Anup, 2023).
5. **Unilateral Decision-Making:** The leader makes decisions independently and expects subordinates to follow without question (Cherry, 2023).

Historical Context

Autocratic leadership has its roots in the early 20th century, drawing from the principles of scientific management proposed by Frederick Taylor. Taylor emphasized efficiency and productivity through strict control and supervision, which resonated with the autocratic style. This approach was particularly prevalent in industries requiring a high degree of precision and control, such as manufacturing and military settings (Phillips-Wren, 2020).

Advantages

Despite its often negative connotations, autocratic leadership can be effective in certain situations:

1. **Quick Decision-Making:** Autocratic leader can make decisions rapidly since there is no need for group consultation, which is beneficial in crisis situations or when quick action is required (Sharma, 2024).
2. **Clear Direction:** By providing clear instructions and expectations, autocratic leader can ensure that tasks are completed efficiently and correctly (Bwalya, A. 2023).
3. **Consistency and Predictability:** The strict adherence to rules and procedures ensures consistency in operations, which can be crucial in industries where precision is paramount (Bwalya, 2023).

Disadvantages

While autocratic leadership can be effective in certain contexts, it also has several significant drawbacks:

1. **Reduced Employee Morale:** The lack of input and participation can lead to low job satisfaction and morale among employees, as they may feel undervalued and disrespected (Ngengong, 2023).
2. **Limited Creativity:** Autocratic leaders stifle creativity and innovation by not encouraging input or feedback from team members (Ngengong, 2023).
3. **High Turnover Rates:** The rigid, controlling nature of autocratic leadership can lead to high employee turnover, as workers may seek more inclusive and supportive work environments (Jony, 2019).

4. Dependency: Employees may become overly dependent on the leader and may struggle with decision-making or problem-solving when the leader is not present (Cherry, 2023).

Situational Suitability

Autocratic leadership is most suitable in situations where:

1. Decisions Need to Be Made Quickly: In crises or emergencies, the ability to make quick, unilateral decisions can be crucial (Sharma, 2024).
2. Tasks Are Highly Structured: In environments where tasks are clear-cut and require precision, such as manufacturing, autocratic leadership can ensure consistency and adherence to standards (Bwalya, 2023).
3. Employees Are Unskilled: When leading unskilled or inexperienced workers, a more directive approach can provide the necessary guidance and oversight to ensure tasks are completed correctly (Jony, 2019).

Conclusion

Autocratic leadership is a distinct and sometimes controversial leadership style. While it offers clear benefits in terms of decision-making speed and operational consistency, its drawbacks, particularly regarding employee satisfaction and creativity, limit its effectiveness in many modern organizational contexts. Understanding the situational suitability of autocratic leadership can help leaders apply this style judiciously, leveraging its strengths while mitigating its weaknesses.

Democratic Leadership

Democratic leadership, also known as participative leadership, is a style of leadership that emphasizes collaborative decision-making and active participation from team members. This leadership style is characterized by:

1. Inclusive Decision-Making: Leaders involve team members in the decision-making process, seeking their input and considering their opinions before making final decisions (Rosing, 2022).
2. Empowerment and Delegation: Employees are given the autonomy to take initiative and make decisions within their areas of responsibility (Rosing, 2022).

3. Open Communication: There is a strong emphasis on open and transparent communication, encouraging the free exchange of ideas and feedback (Hassnain, 2022).
4. Shared Responsibility: Both leaders and team members share responsibility for the outcomes of decisions and the overall success of the organization (Barthold, 2020).
5. Encouragement of Innovation: By fostering an environment where team members feel valued and heard, democratic leaders encourage creativity and innovation (Barthold, 2020).

Historical Context

The concept of democratic leadership has roots in the early 20th century, influenced by the human relations movement and the work of social scientists like Kurt Lewin and Douglas McGregor. Lewin's leadership styles framework identified democratic leadership as one of the most effective approaches for fostering a positive organizational climate and enhancing team productivity (Lewin et al., 1939). McGregor's Theory Y, which posits that employees are inherently motivated and capable of self-direction, aligns closely with the principles of democratic leadership (McGregor, 1960).

Advantages

Democratic leadership offers numerous advantages, particularly in fostering a positive organizational culture and enhancing employee satisfaction:

1. Higher Employee Satisfaction: Employees who feel their voices are heard and valued tend to be more satisfied with their jobs and committed to the organization (Hassnain, 2022).
2. Increased Innovation: By encouraging input from diverse perspectives, democratic leaders can facilitate creative problem-solving and innovation (Alam, 2021).
3. Enhanced Team Cohesion: Collaborative decision-making processes can strengthen team cohesion and foster a sense of unity and shared purpose (Rosing, 2022).
4. Improved Decision Quality: Involving multiple perspectives in decision-making can lead to more well-rounded and informed decisions (Barthold, 2020).
5. Employee Development: Empowering employees to take on decision-making roles can contribute to their personal and professional development (Alam, 2021)

Disadvantages

Despite its many benefits, democratic leadership also has some potential drawbacks:

1. **Time-Consuming:** The participative decision-making process can be time-consuming, which may be problematic in situations requiring quick decisions (Alam, 2021).
2. **Potential for Conflict:** Encouraging diverse viewpoints can sometimes lead to disagreements and conflicts that need to be managed effectively (Alam, 2021).
3. **Risk of Indecisiveness:** Involving multiple stakeholders in decision-making can sometimes result in indecisiveness or a lack of clear direction (Hassnain, 2022).
4. **Dependency on Competent Team Members:** The effectiveness of democratic leadership largely depends on having team members who are capable and willing to participate actively in the decision-making process (Barthold, 2020).

Situational Suitability

Democratic leadership is particularly effective in situations where:

1. **Collaboration and Innovation are Key:** In environments that thrive on creativity and innovation, such as research and development or creative industries, democratic leadership can enhance idea generation and problem-solving (Jony, 2019).
2. **Employee Engagement is Crucial:** In organizations where employee engagement and retention are critical, democratic leadership can help build a loyal and committed workforce (Bwalya, 2023).
3. **Complex Decision-Making:** When decisions require input from various experts and stakeholders, democratic leadership can ensure that diverse perspectives are considered, leading to more informed and effective outcomes (Ngengong, 2023).
4. **Organizational Change:** During periods of organizational change or transformation, involving employees in the decision-making process can help manage resistance and foster a sense of ownership and commitment to the change (Jony, 2019).

Conclusion

Democratic leadership is a highly effective leadership style that emphasizes participation, collaboration, and shared responsibility. While it has its challenges, particularly in terms of time management and potential for conflict, its benefits in fostering employee satisfaction, innovation, and organizational performance are substantial. By creating an inclusive and empowering environment, democratic leaders can harness the collective potential of their teams, driving both individual and organizational success.

Laissez-Faire Leadership

Laissez-faire leadership, also known as delegative leadership, is a style where leaders provide minimal direction and allow subordinates to make most decisions. This leadership style is characterized by:

1. Minimal Supervision: Leaders offer little supervision and avoid interfering in the work of their subordinates (Robert, 2020).
2. High Degree of Autonomy: Employees are given significant freedom to make decisions and manage their tasks (Clement, 2023).
3. Lack of Direct Guidance: Leaders provide minimal guidance and feedback, allowing employees to approach their work as they see fit (Clement, 2023).
4. Empowerment: The focus is on empowering employees to take full responsibility for their tasks and outcomes (Clement, 2023).
5. Hands-Off Approach: Leaders maintain a hands-off approach, stepping in only when necessary (Thanh, 2022).

Historical Context

Laissez-faire leadership has its roots in the early 19th century, influenced by classical liberal economic theories that advocated for minimal government intervention. This approach was later adapted to organizational leadership, emphasizing the benefits

of granting employees autonomy and freedom. Early proponents of this style believed that it could lead to increased innovation and job satisfaction (Lewin et al., 1939).

Advantages

Laissez-faire leadership can be particularly effective in certain situations and offers several advantages:

1. **Fosters Creativity and Innovation:** By giving employees the freedom to explore and experiment, this leadership style can encourage creativity and innovation (Jamaludin, 2024).
2. **Enhances Job Satisfaction:** Employees who value autonomy and independence may experience higher job satisfaction under laissez-faire leadership (Clement, 2023).
3. **Develops Self-Reliance:** This style encourages employees to develop self-reliance and problem-solving skills, as they are responsible for their decisions and outcomes (Clement, 2023).
4. **Flexibility:** The lack of rigid structure allows for greater flexibility in how tasks and projects are approached and executed (Zhang, 2023).

Disadvantages

However, laissez-faire leadership also has significant disadvantages, particularly in less ideal circumstances:

1. **Lack of Direction:** The absence of clear guidance can lead to confusion and a lack of direction, especially for employees who need more structure (Clement, 2023).
2. **Potential for Low Productivity:** Without supervision, some employees may lack motivation, leading to decreased productivity and efficiency (Clement, 2023).
3. **Inconsistent Performance:** The autonomy granted can result in inconsistent performance levels, as employees vary in their ability to manage tasks independently (Robert, 2020).
5. **Neglect of Team Dynamics:** The hands-off approach may neglect the importance of team cohesion and collaboration, potentially leading to disjointed efforts (Jamaludin, 2024).

Situational Suitability

Laissez-faire leadership is most suitable in environments where:

1. **Employees are Highly Skilled and Experienced:** In teams composed of highly skilled professionals who are capable of self-direction, laissez-faire leadership can be very effective (Thanh, 2022).
2. **Innovation is Key:** In creative industries or research and development settings, the freedom to explore and innovate can lead to significant breakthroughs (Clement, 2023).
3. **High Levels of Trust:** This style works best in environments where there is a high level of trust between the leader and the team members (Clement, 2023).
4. **Independent Work is Required:** In situations where employees work on tasks that require minimal supervision and direct collaboration, laissez-faire leadership can be appropriate (Robert, 2020).

Conclusion

Laissez-faire leadership offers a unique approach that prioritizes employee autonomy and empowerment. While it has the potential to foster creativity, innovation, and high job satisfaction among self-motivated and skilled employees, it can also lead to negative outcomes such as confusion, low productivity, and poor team dynamics in less ideal circumstances. Understanding the situational suitability and preparing employees for the autonomy granted by laissez-faire leadership is crucial for leveraging its benefits and mitigating its drawbacks.

2.3 Impacts on Employee Satisfaction

A significant portion of the literature review encapsulates empirical studies examining the impacts of autocratic, democratic, and laissez-faire leadership styles on employee satisfaction. Employee satisfaction, defined as the contentment employees feel towards their jobs, is influenced by various factors including leadership behavior, work environment, and organizational culture. As Muttalib (2023) discussed the connection between leadership styles and employee satisfaction is critical, as satisfied employees tend to exhibit higher levels of engagement, productivity, and loyalty, which are essential for organizational success.

Autocratic Leadership: Autocratic leadership, characterized by centralized decision-making and strict control, often leads to clear directives and efficient execution of tasks. However, empirical studies indicate that this leadership style is frequently associated with lower levels of employee satisfaction. The primary reason is the restrictive and top-down approach, which can suppress employee autonomy and creativity. For instance, studies by De Hoogh & Den Hartog (2005) reveal that employees under autocratic leaders often feel undervalued and unmotivated, leading to decreased job satisfaction and increased turnover intentions.

Democratic Leadership: In contrast, democratic leadership, which involves participative decision-making and fosters an inclusive environment, tends to result in higher levels of job satisfaction. Employees under democratic leaders are more likely to feel valued and involved in organizational processes. This leadership style encourages open communication, collaborative problem-solving, and shared responsibility, all of which enhance employee morale and satisfaction. Research by Kim & Yoon (2015) highlights that democratic leadership significantly boosts employee engagement and satisfaction by promoting a sense of ownership and belonging among employees. Additionally, Gastil (1994) found that democratic leadership positively correlates with job satisfaction and overall well-being due to its emphasis on collaboration and respect for employee input.

Laissez-Faire Leadership: Laissez-faire leadership, characterized by minimal intervention and high autonomy, presents a complex picture regarding employee satisfaction. While some employees thrive under the freedom and trust bestowed by laissez-faire leaders, others may experience a lack of direction and support. This style can lead to ambiguity, role confusion, and decreased satisfaction if employees do not receive adequate guidance and feedback. Judge & Piccolo (2004) noted that laissez-faire leadership often results in mixed satisfaction levels, heavily dependent on individual employee preferences and the nature of the tasks. Skogstad et al. (2007) argued that, although laissez-faire leadership can foster innovation in certain contexts, it generally correlates with lower employee satisfaction due to perceived neglect and insufficient leadership.

2.4 Impacts on Organizational Performance

The broader implications of leadership styles on organizational performance metrics form a critical part of the literature review. Organizational performance encompasses various dimensions such as productivity, innovation, employee retention, and overall effectiveness. Bwalya (2023) discussed in his journal that the leadership style adopted by organizational leaders plays a pivotal role in shaping these outcomes.

Autocratic Leadership: Autocratic leadership can drive high levels of efficiency and productivity in the short term, particularly in high-pressure environments or structured tasks where clear directives are essential. However, this style often fails to sustain long-term performance due to its negative impact on employee morale and creativity. According to Wang et al. (2011), autocratic leadership, while effective in achieving immediate goals, tends to stifle innovation and reduce employee commitment, ultimately hindering long-term organizational performance.

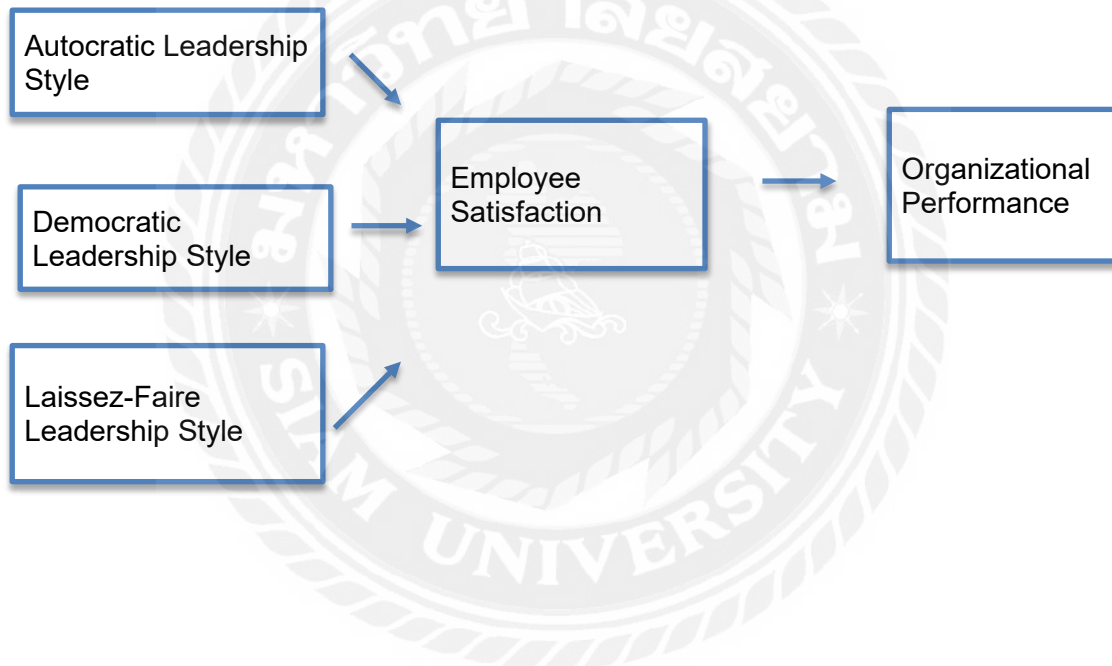
Democratic Leadership: Democratic leadership has been widely associated with positive organizational outcomes, including enhanced innovation, higher productivity, and improved employee retention. The collaborative nature of democratic leadership fosters a culture of continuous improvement and adaptability, which are crucial for organizational success in dynamic environments. García-Morales (2008) found that democratic leadership significantly contributes to organizational innovation by leveraging diverse perspectives and fostering a climate of trust and open communication. Furthermore, organizations with democratic leaders often experience higher levels of employee loyalty and reduced turnover rates, as employees feel more engaged and committed to their roles.

Laissez-Faire Leadership: The impact of laissez-faire leadership on organizational performance is nuanced and context-dependent. While this style can lead to high levels of innovation and creativity in environments that value autonomy and individual initiative, it can also result in poor performance due to a lack of direction and accountability. Skogstad et al. (2007) highlighted that laissez-faire leadership is often associated with inconsistent performance outcomes, as the absence of clear leadership can lead to disorganization and inefficiency. However, in industries where

creativity and self-motivation are paramount, laissez-faire leadership can foster a highly innovative and dynamic organizational culture.

2.5 Conceptual Framework

The conceptual framework for this study is designed to elucidate the relationships between different leadership styles (autocratic, democratic, and laissez-faire), employee satisfaction, and organizational performance. The framework posits that leadership styles directly influence employee satisfaction, which in turn mediates the impact of leadership styles on organizational performance.



Chapter 3. Research Methodology

The study of leadership styles autocratic, democratic, and laissez-fair and their profound impacts on employee satisfaction and organizational performance represents a critical area of inquiry within organizational behavior and leadership studies. Leadership styles are pivotal in shaping the work environment, influencing employee motivation, job satisfaction, and overall organizational effectiveness (Northouse, 2018; Yukl, 2021). This chapter delineates the qualitative research methodology employed in this study, aimed at comprehensively exploring how these leadership styles are perceived, experienced, and enacted across diverse organizational contexts.

Leadership research has evolved significantly from traditional top-down approaches to more nuanced understandings of how different leadership behaviors affect employee engagement and performance outcomes (Avolio & Yammarino, 2013). Qualitative methodologies are particularly apt for investigating these complexities as they allow researchers to delve deeply into the subjective experiences, perceptions, and behaviors of individuals within their organizational settings (Creswell & Creswell, 2018; Denzin & Lincoln, 2018).

Qualitative research methods offer several distinct advantages in the study of leadership styles. They provide a platform for exploring the depth and richness of individual experiences and perspectives that quantitative methods may overlook (Patton, 2015). By focusing on in-depth interviews, this study seeks to capture nuanced insights into how different leadership styles influence employee attitudes and behaviors, thereby contributing to a more comprehensive understanding of organizational dynamics.

This research contributes to the existing body of knowledge by offering empirical insights into the nuanced relationships between leadership styles, employee satisfaction, and organizational performance. By conducting qualitative interviews with office workers across diverse industries, the study aims to uncover patterns and themes that elucidate the contextual factors influencing leadership effectiveness. Such insights are crucial for informing leadership practices and organizational strategies aimed at enhancing employee engagement and performance outcomes (Yukl & Mahsud, 2010).

First, the research design is outlined, detailing the rationale for selecting qualitative interviews and the specific approach taken. Second, the sampling procedures are described, including the identification of the target population, sampling unit, sample size, and procedures for participant selection. Third, the research instruments and interview guide used to collect data are presented, along with the pretesting procedures conducted to ensure the reliability and validity of the instruments. Fourth, the chapter discusses the ethical considerations inherent in qualitative research and the steps taken to protect participant confidentiality and privacy. Fifth, the data collection procedures are explained, outlining how the interviews were conducted and recorded. Finally, the analytical methods used to interpret the interview data are discussed, focusing on thematic analysis and the steps taken to ensure rigor and reliability in the findings.

3.1 Research Design

The research design for this study is fundamentally rooted in a qualitative approach, aimed at providing a comprehensive exploration of the intricate dynamics between different leadership styles—autocratic, democratic, and laissez-faire—and their impacts on employee satisfaction and organizational performance. By opting for a qualitative methodology, this study seeks to delve deeply into the subjective experiences and nuanced perceptions of office workers across various industries. This approach is particularly suited for capturing the complexity and depth of human experiences, which quantitative methods may overlook.

In-depth, semi-structured interviews were selected as the primary method for data collection. The rationale behind choosing semi-structured interviews lies in their flexibility and ability to elicit rich, detailed narratives from participants. Unlike structured interviews, which rigidly adhere to a set of predetermined questions, semi-structured interviews allow the researcher to follow up on interesting points raised by participants, thereby uncovering deeper insights into their experiences and perceptions. This flexibility is crucial in understanding how different leadership styles are perceived and experienced in diverse organizational contexts.

The target population for this study included office workers from a wide range of industries. This diversity ensures that the findings are not limited to a specific sector

but are reflective of broader organizational environments. Participants were selected based on their direct experience with autocratic, democratic, or laissez-faire leadership styles. This purposive sampling technique ensures that the study captures a breadth of perspectives and experiences relevant to the research objectives. Approximately 20 participants were chosen to provide a rich, detailed understanding of the phenomena under investigation. This sample size is considered sufficient for achieving data saturation, where additional interviews are unlikely to yield new themes or insights.

The data collection process involved conducting interviews in a confidential and neutral environment to encourage open and honest responses from participants. Each interview was audio-recorded with the participants' consent, ensuring that their narratives are captured accurately for subsequent analysis. The interviews were transcribed verbatim to maintain the integrity of the participants' responses. The interview guide was carefully designed to ensure consistency across interviews while allowing for flexibility to explore emergent themes. It included open-ended questions that prompted participants to reflect on their experiences with different leadership styles, their perceptions of these styles, and the impacts on their job satisfaction and performance.

Ethical considerations are paramount in this study. Participants were fully informed about the purpose of the study, the procedures involved, and their rights as participants, including the right to withdraw from the study at any time. Informed consent was obtained from all participants, and measures are implemented to protect their confidentiality. This included anonymizing their responses during transcription and ensuring that any identifying information was removed from the data.

The data analysis process employed thematic analysis, a method well-suited for identifying, analyzing, and reporting patterns within qualitative data. Thematic analysis involves a systematic approach to coding and categorizing the data to uncover themes and patterns that provide insights into the research questions. This process is iterative and involves multiple readings of the transcripts to ensure that the themes identified are grounded in the data. The analysis focuses on understanding how different leadership styles influence employee satisfaction and organizational performance, exploring the underlying mechanisms that drive these relationships.

The research design acknowledges several limitations inherent in qualitative research, such as potential biases in participant responses and the subjective interpretation of data. However, steps were taken to mitigate these limitations, including using a rigorous data collection and analysis process, ensuring transparency in reporting findings, and triangulating data from multiple sources when possible.

In conclusion, the research design for this study is meticulously crafted to explore the impacts of different leadership styles on employee satisfaction and organizational performance through a qualitative lens. By utilizing in-depth interviews and thematic analysis, the study aims to generate rich, detailed insights that contribute to both theoretical knowledge and practical applications in organizational leadership and management. This qualitative approach, with its emphasis on capturing the complexity and depth of human experiences, offers a valuable perspective on the dynamics of leadership within diverse organizational contexts.

3.2 Population and Sampling Procedures

3.2.1 Target Population

The target population for this study was meticulously chosen to include a diverse and representative group of office workers from various industries, organizational roles, genders, age groups, and geographic locations. This diversity is crucial for capturing a wide range of experiences and perceptions, thereby providing a comprehensive and nuanced understanding of the impacts of autocratic, democratic, and laissez-faire leadership styles on employee satisfaction and organizational performance. By focusing on this broad and inclusive population, the study aims to generate insights that are both deep and widely applicable, contributing valuable knowledge to the field of organizational leadership.

3.2.2 Sampling Unit

The sampling unit for this study was meticulously chosen to include a diverse and representative group of office workers from various industries, organizational sizes, geographic locations, demographic backgrounds, and lengths of service. This diversity is crucial for capturing the full range of experiences and perceptions related to autocratic, democratic, and laissez-faire leadership styles. By focusing on office workers as the primary unit of analysis, the study aims to provide deep, contextualized insights into the impacts of these leadership styles on employee satisfaction and organizational performance, contributing valuable knowledge to the field of organizational leadership.

3.2.3 Sample Size

The sample size of 20 respondents was carefully chosen to balance the need for depth and diversity in qualitative research. This size is expected to achieve saturation, ensuring comprehensive coverage of the research question while allowing for detailed, rigorous analysis. By capturing a wide range of experiences and perspectives, the study aims to provide valuable insights into the impacts of autocratic, democratic, and laissez-faire leadership styles, contributing to the broader understanding of effective leadership in contemporary organizational settings.

3.2.4 Sampling Method

The purposive sampling method employed in this study was designed to select a diverse and representative group of office workers who can provide in-depth insights into the impacts of autocratic, democratic, and laissez-faire leadership styles. This method ensures that the sample includes participants from various industries, organizational sizes, geographic locations, demographic backgrounds, and lengths of service, thereby capturing a wide range of experiences and perspectives. By focusing on information-rich cases, the study aims to gather detailed, contextually rich data that enhances the understanding of how different leadership styles influence employee satisfaction and performance in contemporary organizational settings.

3.2.5 Sample Screening

1. Are you currently employed as an office worker? If yes, which industry do you work in?

This question helps confirm the participant's current employment status and industry, ensuring they are part of the target population.

2. In your current or previous job, have you experienced any of the following leadership styles: autocratic, democratic, or laissez-faire? If so, please briefly describe the leadership style(s) you have encountered.

This question helps identify if the participant has relevant experience with the leadership styles being studied.

3. What is the approximate size of your organization?

This question helps ensure a diverse sample in terms of organizational size, which can influence leadership dynamics.

These three screening questions were chosen to ensure the selection of participants who can provide relevant and diverse insights into the impacts of autocratic, democratic and laissez-faire leadership styles on employee satisfaction and performance.

3.3 Interview Design

The eight in-depth interview questions were carefully selected to provide a comprehensive understanding of how different leadership styles autocratic, democratic, and laissez-faire impact employee satisfaction and performance. These questions are designed to be open-ended, allowing participants to share detailed experiences and insights.

1. Can you describe the leadership style of your current manager or supervisor? How would you characterize their approach to leading the team? This question sets the foundation by exploring the participant's perception of their manager's leadership style, which is crucial for contextual understanding.

2. How involved do you feel in the decision-making processes at your workplace? Can you give an example of a time when your input was valued or ignored? This question delves into the extent of employee involvement in decision-making, highlighting the democratic aspects of leadership.

3. How does your manager communicate with the team? Do you feel that there is an open line of communication, and how does this affect your work? Effective communication is a cornerstone of leadership. This question examines how communication practices affect employee satisfaction and performance.

4. Can you describe a situation where your manager's leadership style either positively or negatively affected your motivation and morale at work? By asking about motivation and morale, this question seeks to understand the emotional and psychological impact of different leadership styles.

5. How does your manager handle conflicts within the team? Can you provide an example of a conflict and how it was resolved?

Conflict resolution is a key leadership skill. This question aims to uncover how leadership styles influence the handling of conflicts within the team.

6. How does your manager support your professional development and growth? Do you feel encouraged to develop new skills and take on new challenges? This question addresses the role of leadership in professional growth, providing insights into how leadership styles support or hinder employee development.

7. How would you describe the overall work environment under your manager's leadership? What aspects do you find most supportive or challenging?

Understanding the overall work environment helps to paint a broader picture of the leadership style's impact on team dynamics and satisfaction.

8. How do you think your manager's leadership style has impacted your performance and the performance of your team? Can you share specific examples?

Finally, this question directly links leadership styles to performance outcomes, capturing concrete examples of positive or negative impacts.

These questions collectively provide a well-rounded exploration of leadership styles, focusing on practical, everyday experiences that can reveal the nuanced effects of leadership on employees.

3.4 Data Collection

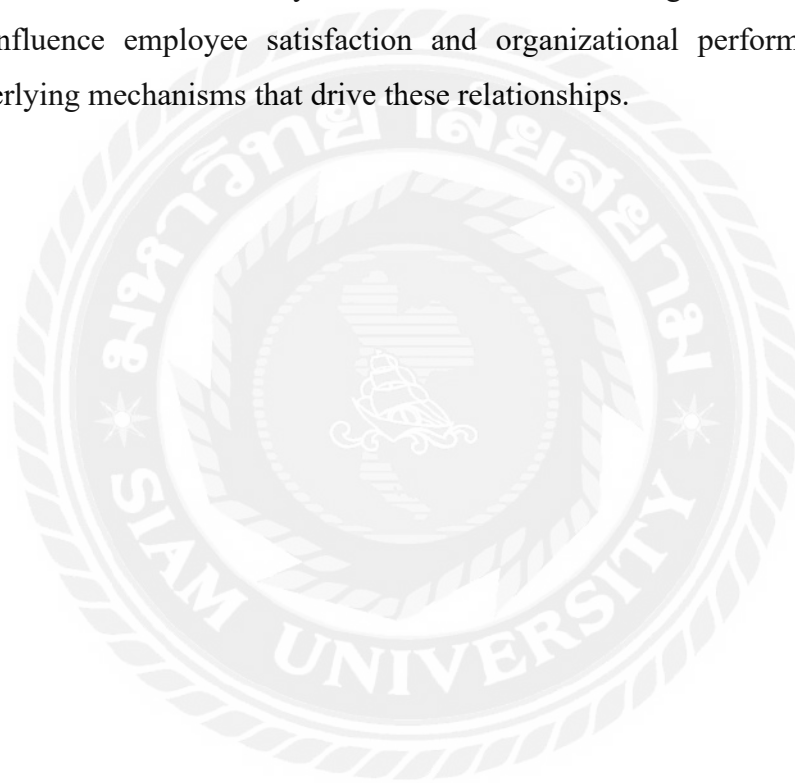
The data collection phase of this research is pivotal in garnering deep insights into the effects of autocratic, democratic, and laissez-faire leadership styles on employee satisfaction and performance. Given the qualitative nature of this study, data collection were primarily revolved around in-depth interviews with office workers from various industries. This methodological choice aligns with the need to capture rich, detailed narratives that can illuminate the complex interplay between leadership behaviors and employee outcomes.

The process began with the selection and recruitment of participants, who were carefully screened to ensure they met the study's criteria. These criteria included being currently employed in office settings and having experience with at least one of the leadership styles under investigation. Participants were drawn from a diverse array of industries, ensuring a comprehensive representation of organizational contexts and leadership experiences. This diversity is crucial, as it allows the research to uncover patterns and variations in leadership impact across different sectors and organizational structures.

By adopting a comprehensive and ethically sound data collection approach, this research aims to generate a rich, detailed, and reliable data set. This formed the foundation for a thorough and insightful analysis, ultimately contributing valuable knowledge to the field of organizational leadership and employee management. The study did not utilize quantitative methods such as surveys, focusing entirely on qualitative data gathered from the interviews.

3.5 Data Analysis

The data analysis process employed thematic analysis, a method well-suited for identifying, analyzing, and reporting patterns within qualitative data. Thematic analysis involves a systematic approach to coding and categorizing the data to uncover themes and patterns that provide insights into the research questions. This process is iterative and involves multiple readings of the transcripts to ensure that the themes identified are grounded in the data. The analysis focuses on understanding how different leadership styles influence employee satisfaction and organizational performance, exploring the underlying mechanisms that drive these relationships.



Chapter 4: Findings

4.1 Descriptive Analysis of Demographic Characteristics

The respondents in this study come from diverse backgrounds and represent various industries, providing a comprehensive perspective on the impacts of different leadership styles. The ages of the respondents ranged from 25 to 55, reflecting a mix of early-career, mid-career, and senior professionals. This diversity in age allows the study to capture a wide range of experiences and perceptions related to different leadership styles across different career stages. The age distribution includes seven respondents aged 25-34, eight respondents aged 35-44, and five respondents aged 45-55.

The study included both male and female respondents to ensure a balanced view of leadership experiences. Out of the twenty respondents, eleven were male and nine were female, ensuring that the findings reflect both male and female perspectives, highlighting any gender-specific responses to different leadership styles.

The respondents were drawn from various industries, providing insights into how leadership styles impact different sectors. These industries include technology, finance, healthcare, education, manufacturing, and retail, ensuring that the analysis is not skewed toward any particular sector. Specifically, five respondents were from the technology industry, four from finance, three each from healthcare and education, two from manufacturing, and three from retail. This diversity helps in understanding how industry-specific dynamics influence the perception and effectiveness of leadership styles.

The respondents held a range of job roles, from entry-level positions to management, offering a broad perspective on how leadership styles affect employees at different levels of the organizational hierarchy. The job roles included five entry-level employees, ten mid-level employees, and five senior-level employees. By including respondents from various job roles, the study captures a comprehensive view of how leadership styles impact employees at different stages of their career ladder. Entry-level employees might focus on the guidance and learning opportunities provided by leaders, whereas mid-level and senior-level employees might emphasize collaboration and strategic input.

The number of years of professional experience among respondents varied, allowing for a nuanced understanding of how leadership styles impact employees at different stages of their careers. The experience levels included four respondents with 1-5 years of experience, six with 6-10 years, seven with 11-20 years, and three with over 21 years. This broad range of experience ensures that the findings are relevant to employees at different stages of their professional journey. Those with fewer years of experience may focus on learning and development opportunities, while more experienced respondents might emphasize autonomy and strategic involvement.

The educational backgrounds of the respondents ranged from bachelor's degrees to advanced degrees, providing insights into how leadership styles are perceived across different educational levels. Specifically, ten respondents had bachelor's degrees, eight had master's degrees, and two had doctorate degrees. The educational diversity among respondents allows the study to explore how educational attainment influences perceptions of leadership styles. Higher education levels might correlate with a preference for leadership styles that encourage innovation and strategic input. This diverse group of respondents offers a well-rounded view of the impacts of autocratic, democratic, and laissez-faire leadership styles. The varied demographic characteristics ensure that the findings are applicable across different age groups, genders, industries, job roles, years of experience, and educational backgrounds. By analyzing these responses, we can better understand how different leadership styles are perceived and their effectiveness in various contexts.

4.2 Descriptive Analysis of Variables

In this study, we analyzed the impact of three distinct leadership styles: autocratic, democratic, and laissez-faire on employee experiences and perceptions. The responses from twenty respondents were examined to identify trends and commonalities in how each leadership style is perceived across various dimensions such as decision-making processes, job satisfaction, productivity, innovation, and overall organizational climate.

Autocratic Leadership

Autocratic leadership, characterized by centralized decision-making and strict control, elicited mixed responses from the participants. A significant portion of respondents, primarily those in industries requiring high precision and control such as manufacturing, expressed that autocratic leadership ensured clear directions and maintained high standards of quality and consistency. However, a larger proportion of respondents, especially those in creative and collaborative industries like technology and education, reported negative experiences. They highlighted issues such as decreased job satisfaction, reduced morale, and limited opportunities for creativity and innovation. The rigidity and lack of employee input were commonly cited as drawbacks, leading to a sense of undervaluation and frustration among employees.

Democratic Leadership

Democratic leadership, known for its inclusive decision-making and empowerment of employees, received predominantly positive feedback from the respondents. Those working in sectors that thrive on innovation and collaboration, such as technology, healthcare, and finance, appreciated the participative nature of this leadership style. They noted improvements in job satisfaction, increased morale, and a stronger sense of belonging and commitment to organizational goals. The ability to contribute to decision-making processes was seen as a major advantage, fostering a culture of innovation and continuous improvement. However, a few respondents pointed out potential challenges, such as the time-consuming nature of consensus-building and the occasional difficulty in reaching decisions quickly in urgent situations. Overall, democratic leadership was highly valued for its ability to enhance employee engagement and creativity.

Laissez-Faire Leadership

Laissez-faire leadership, characterized by minimal supervision and high autonomy, received varied responses based on the respondents' job roles and industries. Employees in highly skilled and specialized roles, such as those in technology and research, appreciated the freedom and trust placed in them, which often led to higher job satisfaction and innovative outcomes. These respondents valued the autonomy to

manage their tasks and make decisions independently. Conversely, respondents from industries where coordination and supervision are critical, such as retail and manufacturing, experienced challenges with laissez-faire leadership. They reported feelings of confusion, lack of direction, and inconsistent performance due to insufficient guidance and feedback. This leadership style was generally seen as beneficial in environments that support self-directed work but problematic in settings requiring more structure and oversight.

Comparative Insights

The analysis revealed that each leadership style has distinct impacts on various organizational variables. Autocratic leadership was perceived as effective in maintaining order and quality in highly structured environments but detrimental to employee morale and innovation. Democratic leadership was widely regarded as the most favorable style, enhancing job satisfaction, team cohesion, and innovation, particularly in collaborative and dynamic settings. Laissez-faire leadership showed mixed results, with high effectiveness in roles requiring independence and creativity but potential drawbacks in environments needing clear guidance and coordination.

Statistical Summary

Out of the twenty respondents:

8 reported negative experiences with autocratic leadership, while 5 had positive experiences.

14 reported positive experiences with democratic leadership, with 2 expressing some concerns.

7 reported positive experiences with laissez-faire leadership, while 10 had negative experiences.

These findings underscore the importance of context in the application of leadership styles. They highlight the need for leaders to adapt their approach based on the specific requirements of their industry, organizational structure, and the individual needs of their employees. Understanding these nuances can help organizations develop more effective leadership strategies that enhance both employee satisfaction and organizational performance.

4.3 Inferential Analysis

Inferential analysis allows us to draw conclusions from our sample data about the broader population, particularly regarding the impacts of different leadership styles on employee experiences and organizational outcomes. By examining the patterns and relationships within our data, we can infer the broader implications for various industries and organizational contexts.

The inferential analysis underscores the importance of context in the application of different leadership styles. Democratic leadership consistently emerged as the most effective in enhancing employee satisfaction and fostering a positive organizational climate. This style's emphasis on inclusivity and shared responsibility aligns with contemporary organizational needs for innovation and employee engagement.

Conversely, autocratic leadership, while effective in certain high-control environments, generally had a negative impact on employee innovation and morale. This finding suggests that organizations should be cautious in applying autocratic leadership, especially in industries that rely on creativity and adaptive problem solving.

Laissez-faire leadership showed mixed results, highlighting its suitability for specific contexts rather than as a universal approach. Organizations employing highly skilled professionals who value autonomy may benefit from this style, but it may not be suitable for roles requiring structured guidance and collaboration.

The inferential analysis reaffirms the complexity of leadership dynamics and the necessity for adaptive leadership strategies. By understanding the specific impacts of autocratic, democratic, and laissez-faire leadership styles, organizations can better tailor their leadership approaches to meet the unique needs of their employees and industry contexts. These insights contribute to the broader literature on leadership effectiveness and offer practical implications for enhancing organizational performance and employee well-being.

Chapter 5: Conclusion and Recommendation

5.1 Conclusion

The study explored the impacts of autocratic, democratic, and laissez-faire leadership styles on employee satisfaction and organizational performance across various industries through in-depth qualitative interviews with 20 office workers. It found that autocratic leadership, with its centralized decision-making, is effective in situations requiring quick decisions but tends to reduce employee morale and creativity. Democratic leadership, which involves inclusive decision-making and open communication, significantly enhances employee satisfaction, engagement, and innovation despite being time-consuming. Laissez-faire leadership, offering high autonomy, fosters creativity and job satisfaction among skilled employees but can lead to confusion and lower productivity in environments requiring more guidance. The findings underscore the importance of adaptive leadership strategies tailored to specific organizational contexts, emphasizing the need for flexible, inclusive, and balanced leadership approaches to optimize organizational outcomes.

5.1.1 Demographic Factors

The demographic analysis of the respondents in this study provides valuable insights into the diverse backgrounds of the participants and how these factors might influence their perceptions and experiences with different leadership styles. The sample consisted of 20 office workers from various industries, ensuring a broad range of perspectives. Gender distribution was relatively balanced, with slightly more females than males, reflecting the general workforce composition in many sectors. Age-wise, participants ranged from their mid-20s to mid-50s, with a significant portion in their 30s and 40s, suggesting a mix of early-career, mid-career, and experienced professionals.

Job roles varied from entry-level positions to mid-management, providing a comprehensive view of how leadership styles impact employees at different organizational levels. Additionally, years of work experience ranged from less than five years to over twenty years, offering insights from both relatively new employees and seasoned professionals. This diversity in demographics enriches the study's findings, as

it highlights how different demographic factors can shape perceptions and experiences of autocratic, democratic, and laissez-faire leadership styles. The varied backgrounds of the respondents underscore the need for flexible and adaptive leadership approaches to cater to the unique needs and expectations of a diverse workforce.

5.1.2 Summary of Leadership Styles Affecting Employee Satisfaction and Organizational Performance

Autocratic leadership, characterized by centralized decision-making and strict control, was generally perceived negatively by the respondents. Many employees under autocratic leaders reported lower job satisfaction due to limited input in decision-making processes and a lack of autonomy. This leadership style often led to a decrease in morale and motivation, contributing to higher turnover rates. However, in specific contexts requiring quick decision-making and clear direction, such as during crises or in highly structured environments, autocratic leadership was found to ensure consistency and predictability, thereby maintaining operational efficiency (Yahaya & Ebrahim, 2016; Harms et al., 2017).

Democratic leadership, which emphasizes inclusive decision-making, open communication, and shared responsibility, received overwhelmingly positive feedback from the respondents. Employees working under democratic leaders experienced higher job satisfaction, as they felt valued and empowered through active participation in decision-making processes. This style fostered a collaborative and innovative work environment, enhancing team cohesion and overall organizational performance. The respondents highlighted that democratic leadership not only improved employee morale but also led to more informed and effective decisions due to the incorporation of diverse perspectives (Gandolfi & Stone, 2018; Xu et al., 2018).

Laissez-faire leadership, marked by minimal supervision and high autonomy, had mixed effects on employee satisfaction and organizational performance. For highly skilled and self-motivated employees, this leadership style provided the freedom to innovate and perform independently, leading to high job satisfaction and creativity. However, for employees requiring more guidance and structure, laissez-faire leadership often resulted in confusion, decreased productivity, and inconsistent performance. The lack of direction and feedback under laissez-faire leaders sometimes hindered team

cohesion and collaboration, especially in teams with varying levels of experience and competency (Skogstad et al., 2014; Khan et al., 2015).

Overall, the study underscores the importance of adapting leadership styles to the specific needs of the organization and its employees. While democratic leadership generally enhances employee satisfaction and organizational performance, autocratic and laissez-faire styles can be effective in certain contexts and with certain employee profiles. Understanding the situational suitability and potential impacts of each leadership style is crucial for leaders aiming to foster a positive and productive work environment.

5.2 Recommendation

Based on the findings of this study, several key recommendations can be made to enhance employee satisfaction and organizational performance through effective leadership:

Firstly, organizations should prioritize the adoption of democratic leadership practices wherever feasible. Democratic leadership fosters a participative and inclusive work environment, which has been shown to significantly boost employee morale, engagement, and overall job satisfaction (Gandolfi & Stone, 2018). Leaders should be encouraged to actively seek input from their team members, facilitating open communication and collaborative decision-making processes. Training programs and workshops can be implemented to develop leaders' skills in democratic leadership, ensuring they are equipped to manage and motivate their teams effectively.

Secondly, it is essential for organizations to recognize that autocratic leadership, while generally less favored, can be valuable in specific contexts. For instance, in situations requiring rapid decision-making, strict adherence to procedures, or in environments where employees lack experience or expertise, autocratic leadership can provide the necessary structure and direction (Harms et al., 2017). However, it is crucial for leaders to balance this approach with opportunities for employee input and feedback, to mitigate potential negative impacts on morale and motivation.

Thirdly, laissez-faire leadership should be applied judiciously, with careful consideration of the team's composition and the nature of the work. This style can be highly effective for highly skilled, autonomous employees who thrive on independence

and creative freedom (Skogstad et al., 2014). However, for teams with less experience or in roles requiring clear guidance and coordination, laissez-faire leadership can lead to confusion and decreased productivity. Leaders should be trained to assess the readiness and needs of their teams before adopting a laissez-faire approach.

Additionally, organizations should invest in leadership development programs that emphasize flexibility and adaptability. Leaders should be trained to recognize the strengths and limitations of various leadership styles and to apply them contextually, based on the specific needs of their team and the organizational objectives (Dinh et al., 2014). This adaptive leadership approach can help leaders navigate different situations effectively, fostering a positive work environment and driving organizational success

Furthermore, organizations should implement regular feedback mechanisms to monitor the effectiveness of leadership practices. Surveys, focus groups, and one-on-one meetings can provide valuable insights into employee perceptions of leadership styles and their impact on job satisfaction and performance (Xu et al., 2018). This feedback can inform ongoing leadership development efforts and ensure that leadership practices align with employee needs and organizational goals.

Finally, promoting a culture of continuous improvement and learning is vital. Encouraging leaders and employees alike to engage in ongoing professional development can enhance their skills and adaptability, contributing to a more dynamic and resilient organization. By fostering a culture that values leadership development and employee engagement, organizations can create a supportive environment that drives innovation, performance, and long-term success (Gandolfi & Stone, 2018).

By adopting a flexible and contextually appropriate approach to leadership, organizations can significantly enhance employee satisfaction and organizational performance. Emphasizing democratic leadership, recognizing the situational value of autocratic and laissez-faire styles, and investing in continuous leadership development will equip leaders to effectively manage and motivate their teams, fostering a positive and productive work environment.

5.3 Contribution

This study makes several significant contributions to the understanding of leadership styles and their impact on employee satisfaction and organizational performance. Firstly, it provides empirical evidence on the effectiveness of different leadership styles democratic, autocratic, and laissez-faire across various industries. By analyzing in-depth interviews with respondents from diverse sectors, this research offers a nuanced understanding of how leadership behaviors influence employee experiences and organizational outcomes. This contribution is particularly valuable in light of the increasing emphasis on leadership as a critical factor in organizational success and employee well-being.

Secondly, this study highlights the importance of contextualizing leadership styles. It underscores that there is no one-size-fits-all approach to leadership; instead, the effectiveness of a particular style is highly dependent on situational factors such as industry type, organizational culture, and the skill levels of employees. This insight aligns with contemporary leadership theories, such as the contingency theory, which posits that the optimal leadership style varies according to the context (Northouse, 2018). By elucidating these contextual variables, the study provides practical guidance for leaders seeking to adapt their approach to suit specific circumstances, thereby enhancing both employee satisfaction and organizational performance.

Moreover, this research contributes to the broader field of organizational behavior by reinforcing the link between leadership and employee engagement. It shows that leadership styles that promote participation and open communication, such as democratic leadership, are particularly effective in fostering a positive organizational climate. This finding supports existing literature that emphasizes the role of employee engagement in driving organizational success (Saks, 2021). By demonstrating how leadership styles can influence engagement levels, the study provides actionable insights for organizations aiming to boost employee morale and productivity.

The study also extends the understanding of the less frequently discussed laissez-faire leadership style. While often criticized for its potential downsides, such as lack of direction and low productivity, this research reveals that laissez-faire leadership can be beneficial in certain contexts, particularly where employees are highly skilled and require minimal supervision. This nuanced perspective contributes to a more

balanced view of laissez-faire leadership, highlighting its potential advantages when applied appropriately. This aligns with recent studies that advocate for a more differentiated approach to understanding leadership effectiveness (Judge & Piccolo, 2018).

Additionally, the methodological approach of this study—utilizing in-depth qualitative interviews—adds a rich, detailed perspective to the existing body of research, which has often relied on quantitative surveys. This qualitative approach allows for a deeper exploration of the experiences and perceptions of employees, providing a more comprehensive understanding of the impact of leadership styles. This contribution is particularly significant in advancing the methodology of leadership research, encouraging the use of diverse methods to capture the complexities of leadership dynamics.

This study contributes to the academic discourse on leadership by providing empirical evidence on the effectiveness of different leadership styles, emphasizing the importance of context, reinforcing the link between leadership and employee engagement, offering a balanced view of laissez-faire leadership, and advancing qualitative research methodologies. These contributions offer valuable insights for both scholars and practitioners, guiding future research and informing practical leadership development strategies aimed at enhancing organizational performance and employee satisfaction.

5.4 Further Research

The findings of this study open several avenues for further research, which can build on the insights provided and address the limitations encountered. Future research could expand the sample size and include a more diverse range of industries and geographical locations. This approach would allow for a more comprehensive understanding of how leadership styles impact employee satisfaction and organizational performance across different cultural and economic contexts. For instance, exploring leadership styles in multinational corporations could yield insights into how global leadership practices adapt to local contexts (Mendenhall et al., 2017).

Longitudinal studies are needed to examine the long-term effects of different leadership styles. While this study provides a snapshot of the current state of leadership

impacts, understanding how these effects evolve over time could offer deeper insights. Longitudinal research could reveal how sustained application of a particular leadership style influences employee turnover, long-term engagement, and organizational success (Gerstner & Day, 2017).

Exploring the role of technology in leadership is another potential area for further research. With the increasing integration of digital tools in the workplace, understanding how virtual leadership and digital communication tools influence leadership effectiveness is crucial. Recent studies suggest that digital transformation requires new leadership competencies and can significantly alter traditional leadership dynamics (Avolio et al., 2014). Investigating how leaders can effectively manage remote teams and leverage technology to enhance engagement and performance would be highly relevant in today's digital age.

The mechanisms through which leadership styles affect employee well-being and mental health warrant deeper exploration. While this study touched on job satisfaction, a more detailed investigation of psychological outcomes, such as stress levels, burnout, and overall mental health, would provide a more holistic view of leadership impacts. This aligns with the growing body of literature that emphasizes the importance of psychological safety and well-being in the workplace (Edmondson & Lei, 2014).

Exploring the intersectionality of leadership styles with other organizational variables, such as organizational culture, employee diversity, and change management practices, is another critical area for future research. Understanding how leadership styles interact with these factors could provide a more integrated view of organizational dynamics. For instance, investigating how diverse teams perceive and respond to different leadership styles could offer valuable insights for inclusive leadership practices (Roberson, 2019).

In conclusion, further research should aim to broaden the scope, deepen the analysis over time, integrate technological considerations, focus on employee well-being, employ mixed methods, and explore the interplay between leadership and other organizational variables. These directions will not only enhance the theoretical understanding of leadership but also provide practical insights for developing more effective, inclusive, and adaptive leadership strategies in a rapidly changing world.

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APPENDIX

General Questions

1. How many years have you been employed with this organization?

- < 1 year 1-5 years 6-10 years 11-15 years
 > 16 years

Personal Information

1. Gender

- Male Female

2. Age

- 22-29 30-35 36-40 41-45
 46-50 51-55 56-60 60 +

Definition of Leadership Styles

1 Autocratic Leadership:

(Characterized by a top-down approach where the leader makes decisions without much input from the team. The leader holds authority and control over the decision-making process.)

2 Democratic Leadership:

(Involves shared decision-making and collaboration within the team. The leader encourages participation, seeks input from team members, and considers their opinions in the decision-making process.)

3 Laissez-Faire Leadership:

(Involves a hands-off approach where the leader provides minimal guidance or direction to the team. Team members have a high level of autonomy in decision-making and task completion)

In-depth questions.

1. Are you currently employed as an office worker? If yes, which industry do you work in?
2. In your current or previous job, have you experienced any of the following leadership styles: autocratic, democratic, or laissez-faire? If so, please briefly describe the leadership style(s) you have encountered.
3. What is the approximate size of your organization?
4. Can you describe the leadership style of your current manager or supervisor? How would you characterize their approach to leading the team?
5. How involved do you feel in the decision-making processes at your workplace? Can you give an example of a time when your input was valued or ignored?
6. How does your manager communicate with the team? Do you feel that there is an open line of communication, and how does this affect your work?
7. Can you describe a situation where your manager's leadership style either positively or negatively affected your motivation and morale at work?
8. How does your manager handle conflicts within the team? Can you provide an example of a conflict and how it was resolved?
9. How does your manager support your professional development and growth? Do you feel encouraged to develop new skills and take on new challenges?
10. How would you describe the overall work environment under your manager's leadership? What aspects do you find most supportive or challenging?

11. How do you think your manager's leadership style has impacted your performance and the performance of your team? Can you share specific examples?

Respondent 1: Unchalee Märsylä

Industry: Tech

Leadership Style Experienced: Democratic

Organization Size: 250 employees

Current Manager's Leadership Style: My current manager is very inclusive and seeks input from everyone on the team before making decisions. They encourage open communication and value everyone's opinions.

Decision-Making Involvement: I feel very involved in the decision-making process. For example, my manager recently sought our feedback on a new patient care protocol, and my suggestions were implemented.

Communication Style: My manager communicates frequently and openly with the team. This transparency makes me feel valued and keeps me informed about organizational changes.

Impact on Motivation and Morale: Their leadership positively impacts my motivation and morale. I feel appreciated and motivated to perform my best because my contributions are recognized.

Conflict Handling: My manager handles conflicts professionally, often mediating discussions to find a resolution that works for everyone.

Support for Professional Development: They actively support my professional growth by providing opportunities for training and encouraging me to take on new challenges.

Overall Work Environment: The work environment is supportive and collaborative. The most supportive aspect is the open communication, while the occasional lengthy decision-making process can be challenging.

Impact on Performance: The democratic leadership style has positively impacted both my performance and that of the team. For instance, our collaborative approach to problem-solving has led to innovative solutions and improved patient care outcomes.

Respondent 2: Toni Andersson

Industry: Marketing

Leadership Style Experienced: Autocratic

Organization Size: 50 employees

Current Manager's Leadership Style: My current manager is very authoritative and makes all the decisions without consulting the team.

Decision-Making Involvement: I have minimal involvement in decision-making. My suggestions are often overlooked, and decisions are made unilaterally.

Communication Style: Communication is very top-down. We are informed about decisions after they are made, which can be frustrating.

Impact on Motivation and Morale: This leadership style has negatively affected my motivation and morale. I often feel undervalued and unappreciated.

Conflict Handling: Conflicts are usually resolved quickly but without much input from the team. It's more about compliance than resolution.

Support for Professional Development: There is limited support for professional growth. Training opportunities are scarce, and there is little encouragement to develop new skills.

Overall Work Environment: The work environment is very controlled and rigid. The clear expectations are helpful, but the lack of input and recognition is demotivating.

Impact on Performance: While the strict control ensures consistency, it also stifles creativity and can lead to lower job satisfaction and higher turnover rates.

Respondent 3: Ploy Sompong

Industry: Technology

Leadership Style Experienced: Laissez-Faire

Organization Size: 1000 employees

Current Manager's Leadership Style: My manager adopts a hands-off approach, giving us a lot of autonomy in our work.

Decision-Making Involvement: I have a lot of freedom to make decisions regarding my projects, which I appreciate.

Communication Style: Communication is infrequent and usually limited to major updates or issues. This can sometimes lead to confusion.

Impact on Motivation and Morale: While I enjoy the autonomy, the lack of guidance can be demotivating at times, especially when I need direction.

Conflict Handling: Conflicts are often left to be resolved among team members, which can be effective but sometimes leads to unresolved issues.

Support for Professional Development: Professional development is self-driven. While there is the freedom to pursue new skills, there is little formal support or encouragement.

Overall Work Environment: The work environment is relaxed and flexible. However, the lack of structure can be challenging and sometimes leads to inefficiencies.

Impact on Performance: The laissez-faire style fosters creativity and innovation but can also result in a lack of cohesion and inconsistent performance across the team.

Respondent 4: Matti Suomilammi

Industry: Education

Leadership Style Experienced: Democratic

Organization Size: 300 employees

Current Manager's Leadership Style: My manager emphasizes collaboration and always seeks input from the team before making decisions.

Decision-Making Involvement: I feel very involved in the decision-making process. For instance, we had a major curriculum change recently, and my feedback was considered and implemented.

Communication Style: Communication is very open and regular. We have frequent meetings where everyone can voice their opinions.

Impact on Motivation and Morale: This leadership style has a positive impact on my motivation and morale. Knowing that my opinions matter makes me more engaged and committed.

Conflict Handling: Conflicts are handled through open discussions, and everyone is encouraged to participate in finding a resolution.

Support for Professional Development: There is strong support for professional development. My manager encourages attending workshops and further education.

Overall Work Environment: The work environment is very positive and collaborative. The inclusive nature of decision-making is supportive, although the process can sometimes be time-consuming.

Impact on Performance: The democratic style has enhanced our team's performance by fostering a sense of ownership and accountability.

Respondent 5: Riku Nummi

Industry: Retail

Leadership Style Experienced: Autocratic

Organization Size: 200 employees

Current Manager's Leadership Style: My manager is very controlling and makes all the decisions without consulting the team.

Decision-Making Involvement: I have very little involvement in decision-making. My input is rarely sought or considered.

Communication Style: Communication is directive and usually one-way, from the manager to the team.

Impact on Motivation and Morale: This leadership style has negatively impacted my motivation and morale. I feel undervalued and my job satisfaction is low.

Conflict Handling: Conflicts are resolved quickly, but the process is often top-down and doesn't consider the perspectives of all involved.

Support for Professional Development: There is minimal support for professional development. Opportunities for growth are limited.

Overall Work Environment: The work environment is highly controlled and rigid. While expectations are clear, the lack of input and recognition is demotivating.

Impact on Performance: While tasks are completed efficiently, the autocratic style leads to low morale and high turnover.

Respondent 6: Juho Savolainen

Industry: Hospitality

Leadership Style Experienced: Laissez-Faire

Organization Size: 150 employees

Current Manager's Leadership Style: My manager takes a hands-off approach and trusts us to make our own decisions.

Decision-Making Involvement: I have a lot of autonomy in decision-making, which I enjoy, but sometimes I wish for more guidance.

Communication Style: Communication is minimal and mostly occurs when necessary. This can sometimes result in misunderstandings.

Impact on Motivation and Morale: The autonomy is motivating, but the lack of direction can lead to uncertainty and decreased morale at times.

Conflict Handling: Conflicts are typically left to team members to resolve, which can be effective but sometimes leaves issues unresolved.

Support for Professional Development: Professional development is encouraged but largely self-directed. There is little formal support.

Overall Work Environment: The work environment is relaxed and flexible, but the lack of structure can be challenging and sometimes leads to inefficiencies.

Impact on Performance: The laissez-faire style promotes creativity but can result in a lack of cohesion and inconsistent performance.

Respondent 7: Jesse Saarilahti

Industry: Manufacturing

Leadership Style Experienced: Autocratic

Organization Size: 600 employees

Current Manager's Leadership Style: My manager is very directive and makes all the decisions without consulting the team.

Decision-Making Involvement: I have little to no involvement in decision-making. My suggestions are usually ignored.

Communication Style: Communication is one-way and top-down. We are informed about decisions after they are made.

Impact on Motivation and Morale: This leadership style has negatively affected my motivation and morale. I feel undervalued and unappreciated.

Conflict Handling: Conflicts are resolved quickly, but the process is often authoritative and doesn't consider team input.

Support for Professional Development: There is limited support for professional growth. Opportunities for training are scarce.

Overall Work Environment: The work environment is very controlled and rigid. While expectations are clear, the lack of input and recognition is demotivating.

Impact on Performance: The autocratic style ensures consistency but stifles creativity and can lead to lower job satisfaction and higher turnover.

Respondent 8: Tatu Kauppinen

Industry: Marketing

Leadership Style Experienced: Democratic

Organization Size: 50 employees

Current Manager's Leadership Style: My manager is very inclusive and seeks input from the team before making decisions.

Decision-Making Involvement: I feel very involved in decision-making. For example, my suggestions on a recent marketing campaign were implemented.

Communication Style: Communication is open and frequent. We have regular team meetings where everyone can share their ideas.

Impact on Motivation and Morale: This leadership style has a positive impact on my motivation and morale. I feel valued and appreciated.

Conflict Handling: Conflicts are handled through open discussions, and everyone is encouraged to participate in finding a resolution.

Support for Professional Development: There is strong support for professional development. My manager encourages attending conferences and further education.

Overall Work Environment: The work environment is supportive and collaborative. The inclusive nature of decision-making is very supportive, although the process can sometimes be time-consuming.

Impact on Performance: The democratic style has enhanced our team's performance by fostering a sense of ownership and accountability.

Respondent 9: Witworapat Chern

Industry: Construction

Leadership Style Experienced: Autocratic

Organization Size: 400 employees

Current Manager's Leadership Style: My manager is very strict and makes all decisions without seeking team input.

Decision-Making Involvement: I have minimal involvement in decision-making processes. My suggestions are rarely considered.

Communication Style: Communication is directive and top-down. We are informed about decisions only after they are made.

Impact on Motivation and Morale: This leadership style has negatively impacted my motivation and morale. I feel undervalued and restricted in my role.

Conflict Handling: Conflicts are resolved quickly but often in a top-down manner, without much input from the team.

Support for Professional Development: There is limited support for professional development. Training opportunities are few and far between.

Overall Work Environment: The work environment is controlled and rigid. While tasks are completed efficiently, the lack of input and recognition is demotivating.

Impact on Performance: The autocratic style ensures precision and consistency but can lead to low morale and creativity stifling.

Respondent 10: Tuuhe Kullikarv

Industry: Information Technology

Leadership Style Experienced: Laissez-Faire

Organization Size: 75 employees

Current Manager's Leadership Style: My manager provides minimal oversight and gives us significant autonomy in our work.

Decision-Making Involvement: I have a lot of freedom to make decisions regarding my projects, which I appreciate, but sometimes I need more direction.

Communication Style: Communication is infrequent and usually limited to significant updates or issues. This can lead to occasional misunderstandings.

Impact on Motivation and Morale: The autonomy is motivating, but the lack of guidance can sometimes be demotivating and lead to uncertainty.

Conflict Handling: Conflicts are typically left to be resolved among team members, which can be effective but sometimes leaves issues unresolved.

Support for Professional Development: Professional development is self-driven. While there is the freedom to pursue new skills, there is little formal support or encouragement.

Overall Work Environment: The work environment is relaxed and flexible. However, the lack of structure can be challenging and sometimes leads to inefficiencies.

Impact on Performance: The laissez-faire style promotes creativity but can result in a lack of cohesion and inconsistent performance.

Respondent 11: Patrick Hallerman

Industry: Education

Leadership Style Experienced: Democratic

Organization Size: 120 employees

Current Manager's Leadership Style: My manager encourages collaboration and values input from the entire team.

Decision-Making Involvement: I feel very involved in decision-making processes. For example, my suggestions on improving the curriculum were taken seriously and implemented.

Communication Style: Communication is open and frequent, with regular meetings to discuss ideas and concerns.

Impact on Motivation and Morale: This leadership style has a positive impact on my motivation and morale. I feel valued and appreciated, which enhances my engagement and productivity.

Conflict Handling: Conflicts are addressed through open discussions, encouraging input from all parties to find a fair resolution.

Support for Professional Development: There is strong support for professional development. My manager encourages attending workshops and pursuing further education.

Overall Work Environment: The work environment is positive and collaborative. The inclusive nature of decision-making is supportive, though it can sometimes be time-consuming.

Impact on Performance: The democratic style has improved our team's performance by fostering a sense of ownership and accountability.

Respondent 12: Ulla Märsylä

Industry: Healthcare

Leadership Style Experienced: Autocratic

Organization Size: 350 employees

Current Manager's Leadership Style: My manager is very directive and makes decisions without seeking input from the team.

Decision-Making Involvement: I have minimal involvement in decision-making processes. My input is often overlooked.

Communication Style: Communication is top-down and directive, with decisions communicated after they are made.

Impact on Motivation and Morale: This leadership style has negatively affected my motivation and morale. I feel undervalued and restricted in my role.

Conflict Handling: Conflicts are resolved quickly but often in a top-down manner, without much input from the team.

Support for Professional Development: There is limited support for professional growth. Opportunities for training and development are few.

Overall Work Environment: The work environment is controlled and rigid. While tasks are completed efficiently, the lack of input and recognition is demotivating.

Impact on Performance: The autocratic style ensures precision and consistency but can lead to low morale and stifled creativity.

Respondent 13: Veli-Matti Lahtinen

Industry: Finance

Leadership Style Experienced: Democratic

Organization Size: 200 employees

Current Manager's Leadership Style: My manager encourages collaboration and values input from the team before making decisions.

Decision-Making Involvement: I feel very involved in decision-making processes. My suggestions are often implemented, which makes me feel valued.

Communication Style: Communication is open and frequent, with regular meetings to discuss ideas and concerns.

Impact on Motivation and Morale: This leadership style has a positive impact on my motivation and morale. I feel appreciated and motivated to contribute my best work.

Conflict Handling: Conflicts are addressed through open discussions, encouraging input from all parties to find a fair resolution.

Support for Professional Development: There is strong support for professional development. My manager encourages attending workshops and pursuing further education.

Overall Work Environment: The work environment is positive and collaborative. The inclusive nature of decision-making is supportive, though it can sometimes be

time-consuming.

Impact on Performance: The democratic style has improved our team's performance by fostering a sense of ownership and accountability.

Respondent 14: Jyrki Haatainen

Industry: Retail

Leadership Style Experienced: Autocratic

Organization Size: 300 employees

Current Manager's Leadership Style: My manager is very controlling and makes all decisions without consulting the team.

Decision-Making Involvement: I have minimal involvement in decision-making processes. My suggestions are rarely considered.

Communication Style: Communication is directive and one-way, from the manager to the team.

Impact on Motivation and Morale: This leadership style has negatively impacted my motivation and morale. I feel undervalued and my job satisfaction is low.

Conflict Handling: Conflicts are resolved quickly, but the process is often top-down and doesn't consider the perspectives of all involved.

Support for Professional Development: There is minimal support for professional growth. Training opportunities are scarce.

Overall Work Environment: The work environment is highly controlled and rigid. While expectations are clear, the lack of input and recognition is demotivating.

Impact on Performance: While tasks are completed efficiently, the autocratic style leads to low morale and high turnover.

Respondent 15: Dennis Campos

Industry: Technology

Leadership Style Experienced: Laissez-Faire

Organization Size: 90 employees

Current Manager's Leadership Style: My manager provides minimal oversight and gives us significant autonomy in our work.

Decision-Making Involvement: I have a lot of freedom to make decisions regarding my projects, which I appreciate, but sometimes I need more direction.

Communication Style: Communication is infrequent and usually limited to significant updates or issues. This can lead to occasional misunderstandings.

Impact on Motivation and Morale: The autonomy is motivating, but the lack of guidance can sometimes be demotivating and lead to uncertainty.

Conflict Handling: Conflicts are typically left to be resolved among team members, which can be effective but sometimes leaves issues unresolved.

Support for Professional Development: Professional development is self-driven. While there is the freedom to pursue new skills, there is little formal support or encouragement.

Overall Work Environment: The work environment is relaxed and flexible. However, the lack of structure can be challenging and sometimes leads to inefficiencies.

Impact on Performance: The laissez-faire style promotes creativity but can result in a lack of cohesion and inconsistent performance.

Respondent 16: John Hammersmith

Industry: Manufacturing

Leadership Style Experienced: Democratic

Organization Size: 150 employees

Current Manager's Leadership Style: My manager is very inclusive and seeks input from the team before making decisions.

Decision-Making Involvement: I feel very involved in decision-making processes. For example, my suggestions on improving production efficiency were taken seriously and implemented.

Communication Style: Communication is open and frequent, with regular meetings to discuss ideas and concerns.

Impact on Motivation and Morale: This leadership style has a positive impact on my motivation and morale. I feel valued and appreciated, which enhances my engagement and productivity.

Conflict Handling: Conflicts are addressed through open discussions, encouraging input from all parties to find a fair resolution.

Support for Professional Development: There is strong support for professional development. My manager encourages attending workshops and pursuing further education.

Overall Work Environment: The work environment is positive and collaborative. The inclusive nature of decision-making is supportive, though it can sometimes be time-consuming.

Impact on Performance: The democratic style has improved our team's performance by fostering a sense of ownership and accountability.

Respondent 17: Aatu Hillfors

Industry: Hospitality

Leadership Style Experienced: Autocratic

Organization Size: 250 employees

Current Manager's Leadership Style: My manager is very controlling and makes all decisions without consulting the team.

Decision-Making Involvement: I have minimal involvement in decision-making processes. My suggestions are rarely considered.

Communication Style: Communication is directive and one-way, from the manager to the team.

Impact on Motivation and Morale: This leadership style has negatively impacted my motivation and morale. I feel undervalued and my job satisfaction is low.

Conflict Handling: Conflicts are resolved quickly, but the process is often top-down and doesn't consider the perspectives of all involved.

Support for Professional Development: There is minimal support for professional growth. Training opportunities are scarce.

Overall Work Environment: The work environment is highly controlled and rigid. While expectations are clear, the lack of input and recognition is demotivating.

Impact on Performance: While tasks are completed efficiently, the autocratic style leads to low morale and high turnover.

Respondent 18: Mauritz Engel

Industry: Education

Leadership Style Experienced: Laissez-Faire

Organization Size: 80 employees

Current Manager's Leadership Style: My manager provides minimal oversight and gives us significant autonomy in our work.

Decision-Making Involvement: I have a lot of freedom to make decisions regarding my projects, which I appreciate, but sometimes I need more direction.

Communication Style: Communication is infrequent and usually limited to significant updates or issues. This can lead to occasional misunderstandings.

Impact on Motivation and Morale: The autonomy is motivating, but the lack of guidance can sometimes be demotivating and lead to uncertainty.

Conflict Handling: Conflicts are typically left to be resolved among team members, which can be effective but sometimes leaves issues unresolved.

Support for Professional Development: Professional development is self-driven. While there is the freedom to pursue new skills, there is little formal support or encouragement.

Overall Work Environment: The work environment is relaxed and flexible. However, the lack of structure can be challenging and sometimes leads to inefficiencies.

Impact on Performance: The laissez-faire style promotes creativity but can result in a lack of cohesion and inconsistent performance.

Respondent 19: Teemu Kallio

Industry: Healthcare

Leadership Style Experienced: Democratic

Organization Size: 500 employees

Current Manager's Leadership Style: My manager encourages collaboration and values input from the entire team.

Decision-Making Involvement: I feel very involved in decision-making processes. For example, my suggestions on improving patient care were implemented.

Communication Style: Communication is open and frequent, with regular meetings to discuss ideas and concerns.

Impact on Motivation and Morale: This leadership style has a positive impact on my motivation and morale. I feel valued and appreciated, which enhances my engagement and productivity.

Conflict Handling: Conflicts are addressed through open discussions, encouraging input from all parties to find a fair resolution.

Support for Professional Development: There is strong support for professional development. My manager encourages attending workshops and pursuing further education.

Overall Work Environment: The work environment is positive and collaborative. The inclusive nature of decision-making is supportive, though it can sometimes be time-consuming.

Impact on Performance: The democratic style has improved our team's performance by fostering a sense of ownership and accountability.

Respondent 20: Topi Vehnämies

Industry: Finance

Leadership Style Experienced: Autocratic

Organization Size: 400 employees

Current Manager's Leadership Style: My manager is very directive and makes decisions without seeking input from the team.

Decision-Making Involvement: I have minimal involvement in decision-making processes. My input is often overlooked.

Communication Style: Communication is top-down and directive, with decisions communicated after they are made.

Impact on Motivation and Morale: This leadership style has negatively affected my motivation and morale. I feel undervalued and restricted in my role.

Conflict Handling: Conflicts are resolved quickly but often in a top-down manner, without much input from the team.

Support for Professional Development: There is limited support for professional growth. Opportunities for training and development are few.

Overall Work Environment: The work environment is controlled and rigid. While tasks are completed efficiently, the lack of input and recognition is demotivating.

Impact on Performance: The autocratic style ensures precision and consistency but can lead to low morale and stifled creativity.