

How Leadership Styles Impact the Performance of Employees. Evaluation through International Non-Profit Organizations

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Abstract

This research aims to assess the effect of leadership styles on the performance of the workforce in the nonprofit organization in Nepal. The accomplishment of employees' responsibilities depends on the leadership approaches adopted by leaders that help to establish a foundation for stimulation. It reflects that leadership doctrine congruent with organizational conditions, employees, and stakeholders enhances the overall performance of the workforce. However, earlier evidence manifests contradictory consequences and exhibits that there is no conclusive statement on the role of leadership in boosting workforces' performance. Therefore, this research aims to address the existing research gap. This research utilized 371 useful primary data and analysed using Smart PLS version 4.1.1.4. The research outcomes show a favourable and significant effect of autocratic, democratic, and laissez-faire leadership on the performance of the workforce. Therefore, this advocates that organizations adopting diverse and appropriate leadership approaches significantly contribute to cultivate employee performance.

Keywords: *Autocratic leadership, Democratic leadership, Employee performance, INGO, Laissez-faire leadership*

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Introduction

Leadership in a volatile market atmosphere stabilizes the organization by establishing a compatible strategic path that drives towards sustainable success. Several market forces hinder smooth performance and growth of the organization, revealing deteriorated performance. Similarly, an organization that operates simultaneously with a multicounty approach confronts diverse turmoil issues and obstacles (Thanh & Ouang, 2022; Northouse, 2025). Therefore, embracing a compatible managerial and leadership approach is indispensable to eliminating chronic complexities of organizations (Lama et al., 2024).

Interestingly, employee performance is a crucial dimension that reflects the factual scenario of the organization. Moreover, the organizational pace of growth and development relies on employee performance. Thus, international non-profit organizations, while designing a plan to diagnose performance issues, need to embrace effective leadership styles (Medhn-Desta & Mulie, 2024). Additionally, the strategic goals of an organization indispensably require adequate leadership behavior to pursue the organization's growth and survival, which in turn constructs a credible organizational environment to offer its best services to stakeholders. Therefore, diverse issues created by confrontation can be settled with diverse approaches of leadership (Clifton et al., 2015).

Interestingly, employee performance represents the proportion or standard of something generated or services offered by an individual or group of employees in a specific work setting (Luthans, 2011). Thus, enhancing employee performance requires the adoption of appropriate leadership styles in organizations, especially autocratic, democratic, and

laissez-faire leadership, which contribute to sustaining outstanding employee performance. Furthermore, an autocratic leadership approach that emphasizes restricted managerial practices within the organization promotes organizational success through enhanced employee performance. Next, as autocratic leadership doctrine absorbs more authority, pursuing the optimum level of control, it establishes a balanced work environment that maintains a disciplinary atmosphere, ultimately contributing to the creation of a creative atmosphere and fostering employee performance (Chukwusa, 2018; Van Vugt et al., 2004).

Similarly, as leaders in organizations with a vertical form of control undertake major decision-making roles, minimal delegation of authority, and maintain close observation of employees, this leadership mechanism offers fast decision-making to foster better employee performance (Lorinkova et al., 2013). Further, superior focusing on the gravity of positional authority and believing in a long chain of command adopts a dictatorship approach, creating a hierarchical order that cultivates performance of workforces (Robbins et al., 2015). Therefore, managerial practices of even nonprofit organizations need to embrace an autocratic leadership philosophy that implements self-awareness in decision-making and creates a well-disciplined workplace, ultimately supporting better employee performance (Haruna, 2024).

Next, the most demanding type of leadership is the liberal form of leadership that fundamentally adopts freedom-oriented, inclusive decision making, abolishes problems and issues relating to personnel that optimize commitment and employee contribution with better outcomes. A liberal form of leadership offers transparent and convenient interaction, providing an opportunity for employee involvement in the decision-

making process, which is a crucial factor in fostering an open policy that leads to better performance (Dyczkowska & Dyczkowski, 2018). Therefore, such a model of leading practice clearly shows the better path to promote devotion among the workforce, which inspires group performance through group ownership for goals and expected outcomes (Somech, 2005). Thus, liberal leadership structure promotes flexible behavior in management, which supports achieving desired performance goals of the individual, team, and organization (Cho et al., 2020).

In addition, laissez-faire leadership is another model of leadership that fosters a constructive work environment within the organization, demonstrating a sound and effective working system, which is an essential doctrine of effective leadership (Yang, 2015). Thus, competent employees can perform better with minimal interference.

Similarly, a freedom-oriented approach to management in an organizational setting can contribute to building trust and achieving organizational success without intervention in employee performance, inspiring employees with an autonomous working system and granting them the opportunity to apply their maximum efforts for improved performance (Parveen et al., 2022). Thus, a non-profit-oriented organization needs to adopt several leadership doctrines that are compatible with its organizational structure, policy, and goals, which ultimately foster better outcomes from the efforts made by its employees.

Research Problem

Leadership styles and its contribution to boosting employee performance have been empirically investigated in the global context and in distinct sectors of organizations. Despite the favourable

contribution of leadership approaches on employee performance, contradictory evidence revealed depicting inconsistencies in its findings, stating that democratic leadership, autocratic leadership, and laissez-faire leadership adversely affect employee performance (Sinurat et al., 2023; Maruf et al., 2024; Asiedu-Darko et al., 2024; Appah, 2025; Asrar-ul-Haq & Kuchinke, 2016).

Moreover, in the Nepalese context, the empirical investigation conducted by Lama et al. (2024) reflects the influence of leadership styles on employee performance in the banking sector. Similarly, another study on leadership style and business performance in Nepali SMEs, titled "The mediating role of entrepreneurship orientation," was conducted by Paudel (2020). Additionally, a study on the relationship between leadership styles and employee job satisfaction in the Nepalese federal civil service was conducted by Nyaupane (2019). Additionally, studies on similar areas of leadership, such as those by Bharati (2024), reflect the impact of leadership styles on employee job satisfaction in financial institutions. Similarly, Pageni (2024) researched the impact of leadership styles on employee commitment in private ISP companies in Nepal. However, research in the field of the international non-profit organization sector is rare in the Nepalese scenario, and research conducted in the global and diverse field has yielded contradictory evidence. Thus, this research aims to address this research gap.

Research Questions

- What is the status of leadership styles and employee performance in the INGO sector in Nepal?
- Is there any association between democratic leadership, autocratic leadership, laissez-faire leadership, and employee performance?



- What is the impact of leadership styles on employee performance?

Research Objectives

- To study the status of leadership styles and employee performance in the INGO sector of Nepal
- To assess the association between democratic leadership, autocratic leadership, laissez-faire leadership, and employee performance
- To examine the impact of leadership styles on employee performance

Literature Review

The leadership model, as developed by Robert House (1971) in the Path-Goal Theory, focuses on the role and responsibilities of leaders in the organization that stimulate personnel and help to enhance performance, clearly depicting transparent paths to goals and eliminating hindrances within the working system. This leadership doctrine revealed an important dimension: leaders need to embrace the leading principles according to the requirements and nature of the work to generate better performance. Therefore, this philosophy of leadership encompasses autocratic, relationship-oriented, democratic, and achievement-oriented approaches, suggesting that leaders choose leadership strategies that are compatible with their style.

Autocratic Leadership and Employee Performance

Autocratic leadership is a model of leading and managing employees within an organization, where the individual holding a higher position makes independent decisions without involving employees from lower levels, while crafting decisions and holding centralized power to control employees (Lewin et al., 1939). Thus, authoritarian leadership

fosters an atmosphere in the organization, building a higher level of commitment among personnel that consequently boosts employee performance. Several consequences for employee performance were found in earlier research, reflecting that the endeavors of lower-level employees are constrained when higher authority utilizes a dictatorship leadership style in the organization. However, it also depicted a direct link between employee performance and leadership approaches (Schuh et al., 2013).

Next, research findings demonstrated an effect of autocratic leadership on the adequate performance of employees, including the satisfaction of working personnel (Lessy et al., 2022; Maqbool et al., 2024). Thus, it is evident that the doctrine of dictatorship leadership and its application by senior managerial leaders in the organization significantly influence employee performance. Based on the findings of previous studies, the following research hypothesis has been proposed:

H₁: Autocratic leadership positively and significantly influences employee performance.

Democratic Leadership and Employee Performance

Democratic leadership encompasses activities and inclusive actions undertaken by organizational leaders, thereby enhancing better labor relations (Nembhard & Edmondson, 2006). Next, this liberal form of management supports the involvement of subordinates based on its main theme and equally develops a personnel-friendly environment, provides fair treatment, and welcomes interaction and sharing from the subordinate in the organization (Nishii & Loroy, 2022). Earlier investigation on the effect of leadership pattern on personnel's outcomes shows a favorable link, assuring that leading with a liberal management

approach promotes an optimum level of accomplishment among the workforce (Carmeli et al., 2010; Xiaotao et al., 2018).

In addition, evidence from another study states and confirms that autonomous ground of management is undeniable in the current scenario, which creates a perpetual and reliable base for improved work of the workers in an organizational setting. The inclusive decision-making styles as embraced by superior management body supports to improve the commitment and outcomes of staff by developing the feelings of common ownership of organizational decisions, and establishing an open interaction platform encouraging novel creativity (Parvee et al., 2022). Additionally, all the favorable decision and their involvement motivate personnel that develops group efficiency to be loyal towards management and leaders that ultimately enhance the direction of performance in the organization (Maqbool et al., 2024).

Additionally, evidence suggests a favorable effect of autocratic leadership on employee performance, as leaders compensate for personnel deficiencies (Fisher & Robbins, 2014). Similarly, several empirical findings from previous studies reflected a supportive effect of autocratic leadership on employee performance (Apriyanti & Hertina, 2022). Based on the discovery of the previous empirical findings, the following hypothesis has been developed:

H₂: Democratic leadership positively and significantly influences employee performance

Laissez-faire Leadership and Employee Performance

The laissez-faire leadership approach involves a more minor leadership role in the organization, as employees are more autonomous in decision-making and

responsibilities can be accomplished by personnel in convenient ways that promote overall personal development among employees (Lewin et al., 1939). Credible sources of innovation and the ability to pursue innovation, along with quick decision-making facilities, are primarily offered in laissez-faire leadership practices (Amanchkwu et al., 2015).

Moreover, laissez-faire leadership is a non-interventionist approach while leading and managing organizational work, offering minimal instruction and a path for performance (Yang, 2015). As the liberal style of leadership exists within the organization, it fosters a creative work environment that promotes favorable employee performance, but can also yield both positive and negative outcomes (Donkor & Zhou, 2020). Furthermore, the empirical evidence from earlier research on managerial leadership style and employee commitment, as evidenced in the financial sector and the Ghanaian banking sector, revealed that laissez-faire leadership behavior fosters employee commitment, which in turn enhances employee performance (Tuffour et al., 2019). Therefore, the following hypothesis has been proposed based on the literature survey:

H₃: Laissez-faire leadership positively and significantly influences employee performance.

Employee Performance

Employee performance refers to the actions formally identified as an interlinked part of work and enhancing contributions to the organization's strategic objectives. Similarly, employee performance encompasses diverse paradigms that depict the accomplishments of personnel. Thus, employee performance is an outcome achieved through the execution of tasks

that encompass work-based competencies (Borman & Motowidlo, 1997). Moreover, employee performance is reflected in organizational results (Armstrong, 2010). Thus, performance fundamentally depicts the outcome that an employee extends their contribution to achieve the organization's predetermined goals. Next, employee performance refers to the results of implementing specific duties and responsibilities, accomplishments within deadlines, and sustaining competency in the workplace (Pradhan & Jena, 2017). In

addition, better performance is indispensable, which demonstrates the personnel's capability for task completion (Lama & Sigdel, 2024).

Finally, this study aims to investigate the impact of leadership styles consisting of the democratic, autocratic, and laissez-faire leadership on employee performance in the non-profit organization operating in Nepal.

Conceptual Framework

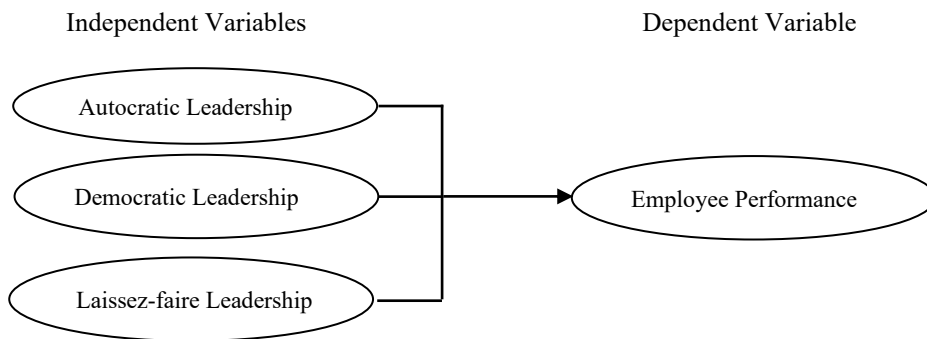


Figure 01: Conceptual Framework

Source: Author's conceptual framework

Figure 1 depicts a conceptual framework that reveals a complete path of the study. This framework encompasses the independent variables of autocratic leadership, democratic leadership, and laissez-faire leadership, and the dependent variable comprises employee performance.

Research Methodology

The research aimed to investigate the effect of leadership styles, including autocratic, democratic, and *laissez-faire* approaches, on employee performance among employees working in an international non-profit organization. This sector was selected for the study as employee performance in this field remained unexplored and rare. This study fundamentally retests the existing theories through the proposed research hypotheses.

In addition, testing of existing theory requires a deductive research approach under the positivist research paradigm (Cohen et al., 2002). Therefore, this study integrated a descriptive and explanatory research design. Moreover, the descriptive research design employed in this study reflects the general scenario of the evidence derived from the research (Punch, 2013; Aggarwal & Ranganathan, 2019). Similarly, the examination of the causal relationship between the predictor variables and the outcome variable can be estimated using an explanatory research design (Maksimovic & Evtimov, 2023).

The research included employees as respondents, representing the international non-profit organization based in Kathmandu, Nepal. Therefore, the study population comprises employees working in an international non-profit

organization in Kathmandu, Nepal as there are more than a hundred INGOs centralized in Kathmandu, and the total employees working in these organizations remains unknown, reflecting as population of the study is unknown.

Moreover, the estimated sample size was 384 for the unknown population of the study, and 371 responses were received from participants. A total of 504 structured questionnaires were distributed to target respondents, and the final useful questionnaires received from the respondents were only 73.61 percent. As the sample size guideline prescribed by Hair et al. (2019) requires the number of items to be multiplied by ten, this translates to a required sample size of 230 for the 23 items used in this study. However, obtaining 371 sample size of 371 is deemed a sufficient sample size for the analysis.

The data for the analysis were accumulated through a structured questionnaire. The structured questionnaire was segmented into two different groups. The first part involves basic information of respondents, which relates to gender, marital status, age category, information on education level, work experience, and represents the income status of respondents. Similarly, the second section of the structured questionnaire includes opinion of survey participants. It represents the five-point Likert scale that depicts the rational opinion of respondents regarding the effect of forms of leadership on the performance of the workforce. The five-point Likert scale represents 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree.

Additionally, research variables in this study include democratic, autocratic, and laissez-faire styles of leadership that remain in the category of independent variables. The performance of an

employee is a dependent variable in the study. These constructs were adopted from the previous studies. The construct on autocratic leadership was adopted from Cheng et al. (2004), Anyango (2015), and the democratic style-related construct was taken from a previous study (Carmeli et al., 2010).

Furthermore, the construct on laissez-faire style was embraced from Anyango (2015) Dastane (2020) and the performance of employee as an outcome related construct was adopted from Odhiambo et al. (2018) and Ximenes et al. (2019). Therefore, the respondents of the study were the workforce of the non-profit organization in Nepal. Similarly, this study tested research hypotheses. For this analysis, the study analyzed the data through examination of the causal effect of democratic, autocratic, and laissez-faire leadership styles on the performance of the employees. Additionally, this study included twenty three item statement for four research variables. Thus, previously developed and utilized questionnaires were used in this study, which assures the validity of the questionnaire. Next, secondary information was collected from the previously published article and books.

The primary data of this research was processed in Excel version 2016. Demographic information of this survey was computed in JASP software version 0.19.3.0. The other five-point Likert scale items related data were computed in Smart PLS version 4.1.1.4. Again, the computation of descriptive statistics includes frequency, percentage, mean, and standard deviation, which show the characteristics of the demographic information of the survey participants. The Smart PLS software computed outer loading, reliability, convergent validity, and discriminant validity with HTMT and the Fornell-Larcker criterion. Finally, it

includes cross-loading, VIF, and analysis of the path in the study.

Data Analysis

4.1 Results

Profile of Respondents

This study included 371 total survey participants. The involvement of male

participants was 190 (51.20 percent), while the majority of respondents were female, at 181 (48.80 percent). Similarly, the age group of respondents ranging from 20 to 29 years was 91 (24.50 percent), and the age group of participants between 30 and 39 years of age was 128 (34.50 percent). Finally, the respondents aged 40 years and above comprised 152 (41.0 percent) as the largest group of survey participants.

Table 01: Profile of Respondents

Variables	Characteristics	Frequency	Percentage
Gender of Respondents	Male	190	51.20
	Female	181	48.80
	Total	371	100.00
Age Group	20-29 Years	91	24.50
	30-39 Years	128	34.50
	40 and above	152	41.00
	Total	371	100.00
Marital Status	Married	102	27.50
	Unmarried	263	70.90
	Others	06	01.60
	Total	371	100.00
Educational Background	Up to Higher	16	04.30
	Secondary		
	Bachelor	62	16.70
	Masters	293	79.00
	Total	371	100.00
Tenure Period	Less than 1 year	33	08.90
	2-3 years	21	05.70
	3-6 years	32	08.60
	More than 6 years	285	76.80
	Total	371	100.00
Income Level	Below NPR 50000	91	24.50

NPR 51000 - 100000	77	20.80
NPR 100001 - 400000	185	49.90
NPR above 400000	18	04.90
Total	371	100.00

Source: authors 'computation

Moreover, Table 1 reveals that the marital status of respondents shows with married group 102 (27.50 percent); and unmarried, 263 (70.90 percent). Finally, other statuses aligned with the marital status of respondents were only 6 (1.60 percent). Next, the educational background of those working in the international non-profit organization, ranging from up to higher secondary level, was 16 (4.30 percent), and holders of a bachelor's level academic status were 62 (16.70 percent). Finally, respondents with a master's degree were 293 (79 percent), a large group of participants. Additionally, employees working in the INGO sector with less than 1 year of experience were 33 (8.90

percent), and those with 2-3 years of experience were 21 (5.70 percent). Furthermore, employees with 3-6 years of experience were 32 (8.60 percent), and those with a tenure period of more than 6 years were the leading group, comprising 285 (76.80 percent) of the completed employees. The income status of respondents earning below NPR 50000 was 91 (24.50 percent), and the income status between NPR 51000 and NPR 100000 was 77 (20.80 percent). Furthermore, employees with earnings between NPR 100,001 and NPR 400,000 were 185 (49.90 percent), and those with earnings above NPR 400,000 were 18 (4.90 percent).

Table 02: Outer Loading, Reliability, and Convergent Validity

Constructs	Items	Outer Loadings	CA	CR	AVE
Autocratic Leadership	AL1	0.978	0.818	0.833	0.575
	AL2	0.996			
	AL3	0.996			
	AL4	0.962			
	AL5	1.068			
Democratic Leadership	DL1	0.850	0.861	0.876	0.588
	DL2	1.042			
	DL3	0.990			
	DL4	1.032			
	DL5	1.015			
	DL6	1.049			



Laissez-Faire	LFL1	1.083	0.869	0.876	0.561
Leadership	LFS2	1.052			
	LFL3	0.870			
	LFL4	1.003			
	LFL5	0.968			
Employee	EP1	1.002	0.808	0.817	0.567
Performance	EP2	0.896			
	EP3	0.972			
	EP4	1.169			
	EP5	1.106			
	EP6	0.943			
	EP7	0.886			

Source: authors' computation

Note: CA – Cronbach's alpha, CR – composite reliability, AVE- Average Variance Extracted, AL – autocratic leadership, DL – democratic leadership, LFL – laissez-faire leadership, EP – employee performance

Table 2 depicts outer loading, reliability, and convergent validity. The Cronbach's alpha results for the four constructs in the study were autocratic leadership, 0.818; democratic leadership, 0.861; laissez-faire leadership, 0.869; and employee performance, 0.808. The Cronbach's alpha found > 0.70 in this study, which meets the minimum threshold requirement for internal consistency. Cronbach's alpha value > 0.70 confirms the reliability for the study (Nunnally, 1978). Moreover, the convergent validity was measured by the average variance extracted method, which represents convergent validity in the study. Additionally, the value of average variance extracted on autocratic leadership was found to be 0.575. This value for autocratic leadership was 0.588, and the average variance extracted value for laissez faire leadership was 0.561. Similarly, the average variance extracted value on the performance of the employee was 0.567. These scores on all the research variables were found above 0.50. Therefore, the minimum score of average variance extracted of 0.50 confirmed the

validity in the study, which particularly assures the convergent validity. Similarly, the composite reliability (CR) also measures the internal consistency of latent constructs. The values of CR for autocratic leadership, democratic leadership, laissez-faire leadership, and employee performance are 0.833, 0.876, 0.876, and 0.817, respectively. The threshold value of CR should be > 0.70 , which confirms the reliability of the data for the analysis (Hair et al., 2017). Thus, all the values of CR exceed these criteria, confirming the reliability. In addition, the score of outer loading in these results remained greater than 0.5, which ensures acceptance of the criteria. The outer loading value standing below 0.5 mandatorily requires deleting the insufficient item, even if the AVE exceeds the 0.5 threshold criteria. Therefore, this study indicates that there is no need to remove the items, as all the values of outer loading exceed the minimum criterion of 0.5 (Hair et al., 2017).

Table 03: Discriminant Validity

Heterotrait Monotrait Ratio (HTMT)					Fornell-Larcker Criterion			
	AL	DL	EP	LF	AL	DL	EP	LF
AL					0.758			
DL	0.502				0.462	0.767		
EP	0.680	0.673			0.598	0.623	0.749	
LF	0.548	0.583	0.635		0.465	0.502	0.548	0.753

Source: authors 'computation

Note: AL – autocratic leadership, DL – democratic leadership, LFL – laissez-faire leadership, EP – employee performance

Table 3 shows the discriminant validity comprising the heterotrait-monotrait ratio (HTMT) and the Fornell-Larcker Criterion. The HTMT assesses the discriminant validity among the latent constructs. Moreover, HTMT demonstrates and analyses the average association between indicators of similar constructs considered as Monotrait links. A criterion value below 0.80 indicates sufficient discriminant validity for the study. Thus, all the values of HTMT in this study remained below the limit

criteria, confirming the discriminant validity of the study.

Additionally, the Fornell-Lacker criterion is employed in the study to assess discriminant validity. In this validity criterion, the average variance extracted of the entire construct should be higher than the squared inter-construct association. Thus, the result of this study confirms this criterion as all the diagonal values of AVE are greater than the other values.

Table 04. Cross-Loading of Items

Items	AL	DL	EP	LFL
AL1	0.779	0.511	0.499	0.382
AL2	0.783	0.290	0.522	0.410
AL3	0.801	0.450	0.496	0.407
AL4	0.660	0.128	0.287	0.184
AL5	0.761	0.282	0.397	0.315
DL1	0.295	0.720	0.400	0.396

DL2	0.358	0.808	0.463	0.330
DL3	0.261	0.747	0.400	0.372
DL4	0.397	0.802	0.454	0.411
DL5	0.293	0.778	0.407	0.302
DL6	0.452	0.742	0.642	0.458
EP1	0.478	0.430	0.716	0.468
EP2	0.491	0.604	0.699	0.406
EP3	0.443	0.414	0.752	0.452
EP4	0.405	0.589	0.806	0.371
EP5	0.504	0.488	0.837	0.529
EP6	0.361	0.358	0.738	0.303
EP7	0.420	0.290	0.682	0.280
LFL1	0.314	0.390	0.419	0.803
LFS2	0.376	0.441	0.441	0.775
LFL3	0.293	0.301	0.324	0.648
LFL4	0.352	0.269	0.402	0.744
LFL5	0.405	0.464	0.459	0.785

Source: authors 'computation

Note: AL – autocratic leadership, DL – democratic leadership, LFL – laissez-faire leadership, EP – employee performance

Table 4 illustrates cross-loading of items, which is used to verify discriminant validity. Thus, each item of autocratic leadership depicts greater value, confirming the discriminant validity. Similarly, the value of each item with democratic value depicted a higher centralized value, and the remaining items revealed less value, ensuring discriminant validity. In addition, the value of employee performance and laissez-faire leadership reflected the higher central

value, which confirms the discriminant validity for the study.

Collinearity Statistics

The collinearity statistics show that multicollinearity issues exist among the independent variables. Thus, this statistic assesses the multicollinearity case of each item of the independent variables. The following table of variance inflation factor demonstrates the collinearity cases

Table 05: Variance Inflation Factor

Items	VIF	Items	VIF
AL1	1.690	EP2	1.716
AL2	1.591	EP3	1.874
AL3	1.753	EP4	2.106
AL4	1.743	EP5	2.489
AL5	1.981	EP6	1.825
DL1	1.958	EP7	1.648
DL2	2.184	LFL1	1.848
DL3	2.040	LFL3	1.359
DL4	2.414	LFL4	1.567
DL5	2.120	LFL5	1.644
DL6	1.700	LFS2	1.656
EP1	1.720		

Source: authors' computation

Note: AL – autocratic leadership, DL – democratic leadership, LFL – laissez-faire leadership, EP – employee performance, VIF – variance inflation extracted.

Table 5 reflects the variance inflation factor to assess the issues of collinearity among the independent variables. Each item of autocratic leadership depicted a VIF value of less than 2, and all items of democratic leadership were below 3. Similarly, the VIF value of employee

performance in this result manifested below 3, and the VIF value of each item within laissez-faire leadership remained less than 2, as the VIF value of all items consisting of all constructs is found to be <5, which confirms that there is no case or issue of collinearity.

Table 06. Explanatory Power and Model Fit

Explanatory Power with R ²			Model fit with SRMR		
Endogenous Latent Variable	R-square	R-square adjusted	Fit Indices	Saturated model	Estimated model
EP	0.540	0.535	SRMR	0.094	0.094

Source: authors' computation

Note: EP – employee performance, M – estimated model, SRMR – standardized root mean square



residual, R^2 - explanatory power

Table 6 shows the explanatory power and model fit. The R-square score in the results depicted 54 percent for employee performance, indicating that the predictor variables autocratic leadership, democratic leadership, and laissez-faire leadership explain 54 percent of the variation in employee performance. This demonstrates the moderating explanatory power of the dependent variable in the study. Similarly, the standardized root mean square residual (SRMR) remained less than 0.10. Therefore, SRMR values of

less than 0.10 or 0.08 indicate a good fit for the model (Hu & Bentler, 1999).

Hypothesis Testing

The analysis of the data was conducted using the PLS algorithm to assess the estimated hypotheses. Similarly, an analysis of the significance of the path coefficient in this research was conducted, using the 10,000 subsample from the study. Figure 1 illustrates the hypothesis testing in the model.

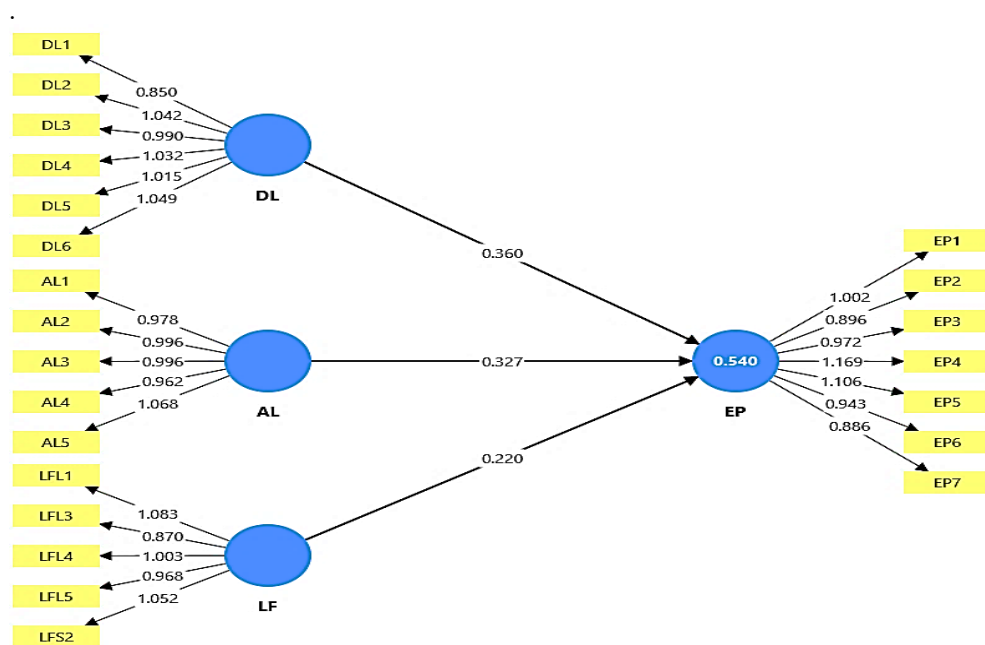


Figure 02: Structure Model

Source: authors 'computation

Note: AL – autocratic leadership, DL – democratic leadership, LF – laissez-faire leadership, EP – employee performance

Figure 2 shows the a model derived from the study. This figure illustrates the direction of links and provides a foundation for analysing the proposed research hypothesis in the study. This model comprises exogenous constructs,

especially autocratic leadership, democratic leadership, laissez-faire leadership, and contains one endogenous variable representing employee performance.

Table 07: Path Analysis of Direct Effect

Factors/Hypothesis	Beta	t statistics	P-values	Confidence Interval		Result
				2.5%	97.5%	
H ₁ : AL -> EP	0.327	4.968	0.000	0.198	0.457	Supported
H ₂ : DL -> EP	0.360	5.080	0.000	0.218	0.497	Supported
H ₃ : LFL -> EP	0.220	3.563	0.000	0.106	0.348	Supported

Source: authors 'computation

Note: p-value<0.05, AL – autocratic leadership, DL – democratic leadership, LFL – laissez-faire leadership, EP – employee performance

Table 7 shows the path analysis of the direct effect. This result revealed a positive and significant influence of autocratic leadership on employee performance in the INGO sector. This means that as the influence of autocratic leadership increases in a non-profit organization, enhanced employee performance can be achieved; moreover, a one-unit change in autocratic leadership results in a 0.327-unit change in employee performance. Thus, the first research hypothesis (H1) is supported, as result showed a significant influence of autocratic leadership on employee performance. Similarly, a positive and significant influence of democratic leadership was revealed on employee performance. It shows that as the proportion of democratic leadership increases in the organization, it helps to boost employee performance in a positive direction.

Additionally, a one-unit change in democratic leadership results in a 0.360-unit change in employee performance. Thus, hypothesis (H2) is supported as a significant influence of democratic leadership was shown on employee performance. Finally, a positive and significant effect of laissez-faire leadership was found on employee performance. It means that as the practice of laissez-faire leadership increases in the

organization, it enhances employee performance in a positive direction. Furthermore, a one-unit change in laissez-faire leadership results in a 0.220-unit change in employee performance. Therefore, the research hypothesis (H3) has been supported as a positive and significant effect of laissez-faire leadership was manifested on employee performance.

Discussion of Findings

This research investigated how leadership styles consisting of autocratic leadership, democratic leadership, and laissez-faire leadership influence employee performance among employees working in the INGO sector. This study was mainly conducted in Kathmandu, Nepal. The results of the study showed a favourable and significant impact of the dictatorship management approach on the work performance of personnel. It advocates that the adoption of authoritarian styles of management helps to improve the performance of workforces in the organization. Authoritarian leadership practice stands as a base for improved performance in nonprofit organization and the enhancement of employee is possible through the adoption of dictatorial styles of management. This finding stands in the same direction with finding of the previous studies Lessy et al. (2022) and

Maqbool et al. (2024), which further confirmed that the application of dictatorship styles boots performance level of the workforce in the organization. Further, it assures that an organization that pursues an authoritarian leadership doctrine fosters the outcome of the personnel.

However, this finding stands in the opposite direction Schyns and Schilling (2013), which showed that implementation of dictatorship styles of management by top level degrades the performance of the staffs and another study by Tepper (2000) showed that execution of authoritarian styles of management decreases the level of commitment and efficiency of workers that exerts less amount of output from the efforts of workforce.

Next, the results of this study showed a supportive effect of a liberal management approach on the outcomes of the employees. The survey results reflect the evidence that the incorporation of employee oriented management approach in a nonprofit organization enhances the contribution from workers, which ultimately optimizes the results. Similarly, it depicts that maximization of employees' efforts for improved performance relies on a leading pattern of management and organization, particularly, effectiveness with integration of flexible leadership doctrine. These results stand in the same path as the earlier evidence Parvee et al. (2022), showed that a liberal form of management pattern help to optimize the outcomes of personnel, which promotes active involvement of subordinates in interaction, decision making, and innovation that ultimately develops a mechanism to take ownership of group decisions. In addition, the involvement of subordinates in managerial decision increase their commitment, loyalty towards the organization, and improves productivity. Flexible pattern of

management approach favours higher level of contribution of workforce Fisher and Robbins (2014) and Apriyaanti and Hertina (2022). However, this finding stands in the negative direction with the findings of the earlier research Maruf et al. (2024).

In addition, the discovery of this research showed supportive outcomes of laissez faire approach on the productivity of personnel in nonprofit organization in Nepal. It shows that the adoption of a highly flexible management approach helps to improve the performance of the employees. These outcomes move in the same line with the results of earlier research Breevaart and Zacher (2019), which suggests implementation of the laissez-faire management method improves the performance of employees.

Moreover, the highly accommodative management practice develops a constructive, innovative, and creative environment in the organization that aids to successful performance of subordinates Donkor and Zhour (2020). However, this outcome stands in the opposite path with the earlier research evidence Kalkan et al. (2020) that shows a decline in the performance level of the workforce with the adoption of laissez faire managerial mechanisms. This model of management delegates more freedom with less observation, ignores organizational control, and resists gradual improvement of performance, which ultimately decreases the expected outcome of employees. Additionally, the outcome of a workforce minimizes with loss of trust in higher authority and organization that ultimately creates an unproductive environment in the organization (Abasilim et al., 2019; Ali, 2023).

Conclusion, Limitation, Implications

This research investigates the impact of leadership approaches on the performance of the workforce in the nonprofit organization in Nepal. Authoritarian, flexible, and laissez-faire patterns of management practice are involved in the study to evaluate their link on performance of subordinates. The use of descriptive statistics in the analysis gives a complete description of the characteristics of demographic information. The use of Smart PLS gives comprehensive results to measure the research hypothesis. The outcomes of the study show a supportive inclination of the authoritarian approach with the performance of subordinates. It depicts that the adoption of the dictatorship leadership fosters the optimum productivity of the workforce in the organization. This concludes that enhancement of performance requires a certain level of control through the strict management practice. Therefore, a nonprofit organization could strike a balance in the proportion of implementation through an authoritarian approach. Thus, an essential step to improve the level of performance is the implementation of a certain level of autocracy in the Nepalese nonprofit oriented organization. So, such a dictatorship approach follows centralization of power to control over the employees that holds to much authority at the top to enforce the subordinates in the expected way, which ultimately maintains discipline among the workforce and improves overall performance. It concludes that a strategic move of an organization relies on the adoption dictatorship management approach to maximize the outcomes of employees in the organization.

Further, the result of this research shows a favourable inclination of the democratic

management approach on the performance level of subordinates. It shows that senior authority that implements the flexible modality of management fosters better productivity of personnel in the nonprofit organization. It concludes that management that involves in the execution of a liberal form of management helps to enhance better outcomes in the organization, which opens an environment to employee participation, interaction, assures delegation of authority, inspires subordinates, builds commitment, and culture to gain ownership that empowers employees, and ultimately develops a mechanism for optimum performance. Therefore, a nonprofit organization could focus on the democratic doctrine of management to build an environment of trust, attention, and for pro-active role of workforces to boost the overall organizational performance and productivity.

Moreover, the results of this study reflect a supportive impact of laissez-faire management on the performance of subordinates in the nonprofit organization in Nepal. It advocates that the involvement of senior management in more flexible practice customizes the performance of staff towards the expected direction. It concludes that a nonprofit organization could emphasize a more liberal form of management approach to achieve better outcomes and productivity of employees and the organization. Such a liberal doctrine of management offers a more flexible schedule and structure for the completion of the works that empowers workforce to take initiation, foster better teamwork, coordination, and drive towards common goals, which ultimately builds an environment to optimize the productivity of the organization. Therefore, modern organizational operation demands more flexible work environment and a more flexible management practice that finally



contributes to create productive organizational environment.

In conclusion, diverse management philosophies in the practice and implementation of an organization could lead to a higher level of productivity. Different forms of management styles follow versatile approaches to lead the organization that empower, control, and inspire the workforce in multiple ways. Therefore, the adoption of different models of leadership could exert the maximum productivity with better performance in the organization. Additionally, the results of this study extend a layer of evidence in the literature based on the empirical results of countries like Nepal. Next, the study's practical implications revealed that organizations can consider diverse leadership approaches to establish a flexible work environment that is suitable to the changing organizational and environmental context, ultimately cultivating improved performance. Therefore, this finding can serve as a benchmark for the organization as it adopts leadership strategies to enhance performance, and policymakers or institutional practitioners can consider this finding to integrate the best-suited leadership strategies.

However, this research has limitations, as the study assessed employees' performance based solely on three types of leadership styles—autocratic, democratic, and laissez-faire leadership styles—and excluded other performance-determining factors. Moreover, the study was conducted with a limited sample size, focusing on specific areas, particularly from a Nepalese perspective, and specifically on international non-profit organizations. As a non-profit organization that serves the welfare of society, the investigation of employee performance explores empirical findings that provide a clear direction for

management to acquire optimum support, participation, and commitment of employees, ensuring the best accomplishment of employees, but findings are mainly derived from the non-profit organization only. Therefore, future studies can be conducted, including those with a large sample size, examination of other determinants of employee performance, and even studies in other geographically diverse contexts.

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