



The Impact of Autocratic, Democratic, and Laissez-faire Leadership Styles on Employee Motivation “An Analytical Study at Several Directorates within the Ministry of Interior in the Soran Independent Administration

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Abstract:

This study examines how autocratic, democratic and laissez-faire styles of leadership affect employee motivation in the different directorates of the Ministry of Interior, otherwise known as Soran Independent Administration. Research has proven that such styles of leadership are going to affect the way employees engaged and committed themselves to the performance outcome for the sake of organizational success. High levels of democratic leadership or participative decision-making and inclusivity-related structures would, however, create conditions conducive to employee motivation. Recommendations for further research have been made in relation to the study variables. An additional area for further development includes the relationship between laissez-faire, leadership and employee motivation, especially pertaining to the more experienced employees. An autocratic style of leadership is associated with highly centralized decision-making and closely controlled decision environments. In this context, the style may portray itself as very little or even null in terms of motivational influence on employees. This negative emphasis often goes along with lowered creativity and less engagement by the employees with work. These findings indicate the need for anchoring leadership styles under a banner of a scope that should create the entire base of guidelines on open communication trust and employee empowerment as a more strategic approach to better employee motivation and improved organizational outputs. Indeed, by applying participative and autonomous leadership approaches to organizations, such factors become important in creating an environment really conducive to innovation, loyalty, and productivity. Its outcomes point out leadership strategies that can be optimized for effective employee motivation and remind organizations about the practical ways to move toward developmental success.

Keywords: Autocratic Leadership Style, Democratic Leadership Style, Laissez-faire Leadership Style, Employee Motivation.

1. Introduction:

Investigating leadership styles and their impact on employee motivation is a crucial and rapidly growing field of research globally (Maduka & Okafor, 2014; Zhang et al., 2023). A leadership style can affect the motivation of employees, which can lead to more excellent performance. This implies that the leader should be able to adjust the organizational behavior style according to the employee's specific circumstances. Less strictness tends to result in worse performance since the job cannot be completed. Nevertheless, being too rigid and devoid of human obligations fosters an unpleasant atmosphere where employees are unwilling to collaborate to enhance their productivity. A comprehensive understanding of leadership style enhances the work environment (Jaafar et al., 2021).

Leadership styles encompass a range of methods and tactics leaders employ to guide, organize, inspire, and motivate their staff members. Meanwhile, work motivation encompasses the various variables that stimulate individuals to perform at their highest level, make their most valuable contributions, and attain personal and organizational objectives. A complicated factor affecting worker performance levels and work culture is the interaction between leadership style and job motivation (Dewi et al., 2024).

The leadership style influences the quality of work in any organization, as dynamic leadership behavior leads to excellent work outcomes, whereas bad leadership behavior results in adverse work outcomes (Ali et al., 2015). Managers have discovered many leadership styles that might facilitate the growth of subordinates. Leaders must display commendable traits to achieve favorable outcomes (Kanwal et al., 2019).

Employee motivation is based on managers' values, actions, and leadership styles. Motivated employees demonstrate higher engagement and commitment toward their activities and assignments and exert conscientious effort to achieve organizational objectives. They perceive their higher value to the company and view it as a conducive environment for skill development. Because of their greater experience and commitment, these workers stay with their companies for an extended period, eventually becoming an invaluable competitive advantage (Selvarajah et al., 2024).

While many studies on leadership only examine the viewpoint of an individual leader, it is important to recognize that leadership is a multifaceted process that involves leaders themselves, their followers, and the environment in which they operate (Weber & Khademan, 2008). There is still a lack of knowledge of how different leadership approaches directly impact employee motivation, even though many studies have been conducted on leadership styles (Amde, 2023). This study seeks to fill this gap by examining the precise influence of different leadership styles on employee motivation, specifically within Kurdistan. The study aims to offer significant insights into the most successful leadership styles for improving employee motivation. There is a lack of clarity on the direct link between leadership styles and employee motivation, one of the key research gaps this study attempts to address.

2. Literature Review and Hypothesis Development

Various recent significant studies have been critically assessed to achieve the aim of this study, including:

A study conducted by Maqbool et al. (2024) examined three leadership styles, autocratic, democratic, and laissez-faire, in maintaining high school academic performance. A quantitative survey was conducted using a convenience sample approach with 358 high school teachers from various locations in Multan, Punjab, Pakistan. Their results demonstrated that autocratic leadership moderately affects academic performance, whereas democratic leadership has a very positive effect.

Mchungwa and Kara (2024) investigated the impact of democracy on worker motivation. A total of 30 employees were given questionnaires as part of a qualitative approach. The main results indicated that supervisors in organizations and departments of the Ludewa District Council have a democratic leadership style, wherein employees are engaged in decision-making, experience motivation, and display strong job performance.

Ali et al. (2024) investigated the influence of leadership styles on worker performance in Somalia. A quantitative technique was conducted with 150 Hormuud Telecom employees in Mogadishu, Somalia. The results revealed that democratic and transformational leadership significantly improved worker performance, while autocratic leadership did not.

Priyanka and Indumathi (2024) examined the influence of different leadership styles on staff productivity. This study used a mixed method (quantitative method through a questionnaire and qualitative technique via in-depth interview). A total of 150 respondents participated in this study. The main results discovered that laissez-faire leadership with limited involvement frequently decreases production owing to a lack of guidance and support.

Reyaz (2024) investigated the correlation between leadership styles and their effects on employee motivation and work satisfaction in organizational settings. The qualitative method was utilized in this study. The main results revealed that employees who experience laissez-faire leadership are less motivated and are less satisfied since they do not receive the necessary support and guidance.

Aman (2024) examined the influence of leadership Styles on Worker Motivation in Ethiopia. The study employed a descriptive approach that integrated qualitative and quantitative techniques. A total of 169 closed and open-ended self-administered questionnaires have been received. Research reveals a substantial positive correlation between leadership styles (Laissez-faire and democratic) and employee motivation practices. Democratic and authoritarian leadership styles were unrelated. The results indicated that most organizational intrinsic motivational techniques inspired most respondents. This also demonstrates that intrinsic motivation methods contribute favorably to employee motivation in their roles.

Sirojuddin et al. (2024) examined the influence of leadership style and job motivation on worker performance. A total of 43 respondents participated in this study, which employed a quantitative associative descriptive technique. This study found that leadership style affects staff performance, with increased work motivation resulting in higher performance. The results also showed that job motivation does not improve employee performance. The results also showed that leadership style and job motivation affect employee performance and can enhance it.

Jaya Ndraha et al. (2024) aimed to determine whether leadership style, motivation, and insight affect worker performance. An associative technique was used with 44 employees. The findings of this study indicate that leadership style significantly influences employee performance, while motivation and supervision do not significantly affect employee performance. However, leadership style, motivation, and supervision significantly impact employee performance.

Evelyn et al. (2024) examined the impact of leadership style, motivation, work environment, and work discipline on worker performance. This study employed a quantitative method through 37 questionnaires among employees. Employee performance is positively and significantly impacted by several factors concurrently, including leadership style, motivation, work environment, and work rules and regulations.

Hamsinah (2024) investigated the influence of leadership styles on worker motivation. In-depth interviews, focus groups, and document content analysis are used in qualitative research. The findings show that transformational and transactional leadership styles affect employee motivation differently. Transactional leadership emphasizes extrinsic incentives and compliance, while transformational leadership inspires, motivates, and commits employees.

Obeng-Asare and Korang (2024) evaluated how democratic leadership style affects administrative staff performance at Bono universities in Ghana. The study utilized 231 respondents who were selected randomly. The main results revealed that democratic leadership encourages employee engagement in decision-making, teamwork, and cooperation, which boosts performance.

Sokolic et al. (2024) investigated the influence of various leadership styles on the effective motivating of workers. The research used quantitative survey data and qualitative case studies to understand how various leadership styles, directly and indirectly, affect worker motivation and performance. The results are anticipated to demonstrate a significant relationship between employee-oriented leadership styles and elevated motivation levels. This indicates that leaders who apply a more engaged and helpful technique can substantially enhance organizational performance.

A study conducted by Munawar and Hadiaty (2024) aimed to examine the influence of leadership style, work environment, and motivation on worker performance. This study used a quantitative approach with a representative sample of 200 workers. The findings demonstrated that leadership style significantly influences employee performance. The work environment did not significantly impact worker performance. Furthermore, motivation did not serve as a substantial mediator between leadership style and worker performance.

Jantmiko et al. (2024) examined how Motivation mediates Leadership Style and Training in Performance Improvement. A total of 38 individuals completed questionnaires as part of the quantitative investigation. The main results indicated that motivation significantly mediates the relationship between leadership style and performance. The impact of leadership style on performance can be entirely mitigated by motivation.

2.1. Hypotheses of the Study:

This study will be carried out according to the following hypotheses:

H1: *There is a statistically significant correlation between leadership styles and employee motivation ($\alpha \leq 0.05$).*

Ha1: *There is a statistically significant correlation between democratic leadership style and employee motivation ($\alpha \leq 0.05$).*

H1b: *There is a statistically significant correlation between autocratic leadership style and employee motivation ($\alpha \leq 0.05$).*

H1c: *There is a statistically significant correlation between Laissez-faire Leadership style and employee motivation ($\alpha \leq 0.05$).*

H2: *Leadership Styles have a statistically significant impact on employee motivation ($\alpha \leq 0.05$).*

H2a: *Democratic leadership style has a statistically significant impact on employee motivation ($\alpha \leq 0.05$).*

H2b: *Autocratic leadership style has a statistically significant impact on employee motivation ($\alpha \leq 0.05$).*

H2c: *Laissez-faire leadership style has a statistically significant impact on employee motivation ($\alpha \leq 0.05$).*

3. Research Methodology:

3.1. Research Method:

A quantitative approach was employed to accomplish the objective of this study. The quantitative technique is particularly well-suited for use when it comes to investigations that need the measurement of variables, patterns, and correlations. Quantitative research can interpret enormous volumes of data, whereas qualitative techniques cannot. Due to sample size and sampling methods, the quantitative method allows researchers to generalize their findings to a broader population (Selvarajah et al., 2024).

3.1.1. Measures:

The measuring indicators of the constructs from earlier research were modified and updated to be suitable for the circumstances of the current investigation. In order to evaluate the items, a Likert scale with five points was utilized. On the scale of responses, 1 represented "strongly disagree," 2 represented "disagree," 3 represented "neutral," 4 represented "agree," and 5 represented "strongly agree."

This study modified 15 items of leadership styles, including (democratic, autocratic, and Laissez-Faire) (Obeng-Asare & Korang, 2024; Otieno & Njoroge, 2019; Wijesinghe, 2021). This study also modified 10 employee motivation items, including (intrinsic and extrinsic motivation) from (Nuha et al., 2023; Selma, 2011).

3.1.2. Sample and Data Collection:

The researchers chose the Ministry of Interior as the case study, explicitly examining employees from several directorates of the Soran Independent Administration. Four hundred fifty questionnaires were disseminated, and 355 were accurately collected for analysis. The sample was chosen using a stratified sampling method.

3.1.3. Data Analysis:

In this research, Structural Equation Modeling (SEM) with the help of the Partial Least Squares (PLS) method was used for hypothesis testing and model validation. The PLS is a variance-based approach requiring fewer conditions compared to similar structural equation techniques, such as LISREL and AMOS (Lowry & Gaskin, 2014), and its main advantage in this method is a smaller sample size is needed compared to modeling with the LISREL model.

Modeling in PLS is performed in two stages. The measurement model must be examined in the first stage through reliability and validity analysis. In the second stage, the structural model is analyzed by estimating the path among the variables and determining the fit indices of the model.

3.1.4. Model of the Study:

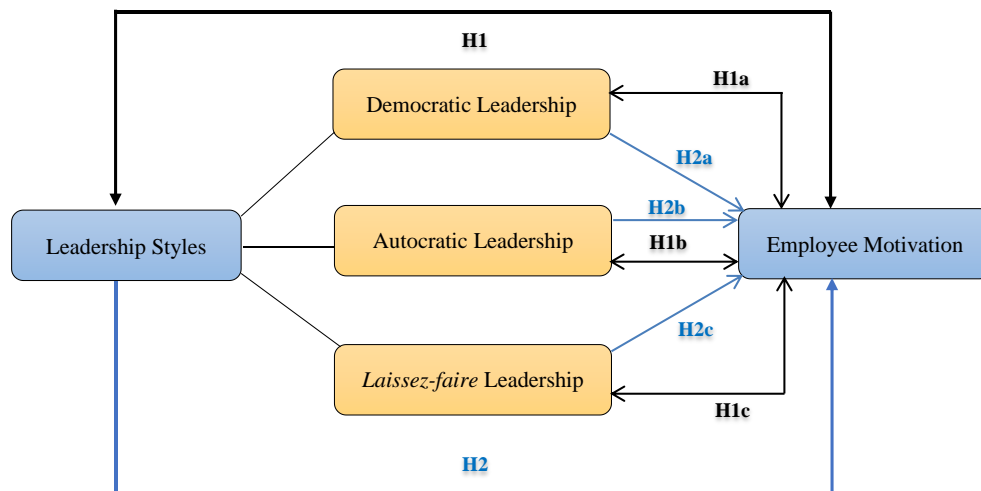


Figure 1: Proposed Study Model. (Source: Primary Data)

3.2. The Theoretical Framework:

This section addresses the theoretical framework of the study, highlighting leadership styles as the independent variable and employee motivation as the dependent variable., as follows:

3.2.1. Leadership Styles:

In 1939, psychologists Lewin, Lippitt, and White recognized three primary leadership styles: democratic, authoritarian, and laissez-faire. Leadership plays a crucial role in enhancing the productivity and profitability of organizations. There are a variety of leadership styles that can be utilized by a successful leader, including autocratic, democratic, and laissez-faire (Jaafar et al., 2021).

3.2.1.1. Autocratic Leadership:

According to (Makhdoom et al., 2021), it is a leadership style characterized by total autonomy of the leader in making overall decisions. Followers have little input into these decisions, and the leader makes decisions based on his or her judgements and opinions. It is frequently referred to as "dictatorial leadership." Autocratic leadership is characterized by authority being concentrated in the hands of people, with all decisions being made only by these persons, while subordinates are limited to executing orders.

Leaders utilize power and authority to influence their subordinates. Leaders frequently make unilateral judgements without consulting subordinates and provide unambiguous directives. This style is more suited for circumstances that require judgements to be made quickly and with force (Setiawan & Krisnandi, 2024).

(Gill, 2014) highlighted that in the autocratic style, a single individual is responsible for making all strategic decisions for their subordinates. Under this style, members are prohibited from contributing their opinions, and the leader does not seek input from the members before making choices. (Gill, 2014) autocratic leaders are most suitable for newly established organizations since they can guide subordinates to enhance organizational efficiency. The underlying premise of autocratic leadership is that followers are inherently unmotivated, careless, and unreliable.

3.2.1.2. Democratic Leadership:

Democratic leadership is characterized by the active participation of group members in decision-making and promoting a team-oriented environment that empowers individuals to take action. These leaders employ a horizontal communication technique and maintain subordinates equally (Abid et al., 2024). The democratic leadership style involves a concentration of authority inside the organization, fostering more communication among its members. Group members collectively share management responsibilities, wherein each member can participate in decision-making, set norms, and execute processes (Oyegun et al., 2021).

According to (Makhdoom et al., 2021), this type of leadership encourages followers to actively participate in decision-making and implementation while receiving full support and supervision from the leader. Leaders consider their subordinates' viewpoints and recommendations while making decisions. Leaders foster collaboration and efficient communication among their subordinates to accomplish organizational objectives. This style is better suited for circumstances requiring subordinates' active participation and engagement (Setiawan & Krisnandi, 2024).

Democratic leadership is characterized by leaders actively involving their workers or followers in decision-making sharing decision-making authority and responsibility. In a democratic leadership style, subordinates are consistently provided with information on decisions, and their perspectives are actively sought during the decision-making process. Employees are entitled to share their thoughts, contributions, and ideas during discussions to exchange viewpoints and experiences. This ensures that their input is included in the decision-making process within the work system (Dewi et al., 2024).

3.2.1.3. Laissez-faire Leadership:

According to (Makhdoom et al., 2021), it is a type of leadership known as delegating, in which leaders give followers the authority to make decisions and provide them with options while remaining hands-off. Leaders empower subordinates by delegating decision-making authority and performing their duties. Leaders do not usually get involved in what their subordinates do, but they help when needed. This style is appropriate for situations requiring subordinates to exhibit originality and invention (Setiawan & Krisnandi, 2024). Because the leader of the laissez-faire style acknowledges that the group members are performing well, the leader gives them the freedom to follow their interests (Norris et al., 2021). This kind of leadership is utilized when employees possess expertise, experience, and training.

This leadership style maintains a low profile and may operate in any capacity without criticism or recommendations because it holds that people are unpredictable, changing, and incapable of being understood (Fiaz et al., 2017). Consequently, the leader trusts his team members to complete duties according to their preferred methods (Chaudhry, 2012). This form of leadership demonstrates complete confidence in the employees' ability to care for themselves (Wong & Giessner, 2018).

However, according to (Iqbal et al., 2021), the laissez-faire leadership style addresses strong attitudes, dependence, and trust in people inside an organization. This leadership style does not micromanage, provide explicit directions, or become engaged in any department. As noted by (Wong & Giessner, 2018), this leadership style empowers them to express their creativity in their work environments. Individuals can collaborate by sharing their expertise and resources to accomplish the organization's goals. Similarly, when a leader adopts a laissez-faire approach, it facilitates the development of trust in interpersonal relationships. This also enhances the degree of confidence individuals have in an organization.

3.2.2. Employee Motivation:

One essential tool for controlling workers' conduct at work is motivation. Leadership styles significantly influence the motivation of employees; however, this impact may vary across different organizations. Bouckennooghe et al. (2015) asserted that motivation is crucial in leadership. They define leadership as, among other things, the capacity to inspire individuals to contribute to the effectiveness and success of the groups in which they participate. According to Asrar-ul-Haq & Kuchinke (2016), the motivation of employees in the public sector is crucial since the actions and effectiveness of governments and their administrations have a more significant impact on society than private sector organizations.

When employees are inspired, either by internal or external factors, they experience a sense of satisfaction with their job. Motivation gives employees a feeling of purpose and direction, which leads to a better attitude towards their jobs (Dewi et al., 2024). An optimistic mindset increases job satisfaction as employees feel fulfilled and actively involved in their tasks (Kumari et al., 2022). Simultaneously, motivation and organizational loyalty are interrelated since driven individuals are more inclined to demonstrate loyalty toward their employer (Nadeak & Naibaho, 2020). Employees who feel appreciated and supported are more likely to build loyalty because they see the company caring about their well-being and progress. In contrast, lacking motivation can lead to less loyalty and disconnection among employees toward the organization's objectives and values (Megawati & Umar, 2023). As a result, organizations prioritizing employee motivation are more likely to have a loyal and motivated staff.

For employees to exhibit their performance, they need to have a strong willpower known as motivation. It is possible to divide it into two categories: intrinsic motivation and extrinsic motivation (Fischer et al., 2019). When evaluating work performance, intrinsic motivation and prosocial inspiration interact (Vo et al., 2022). Additionally, it is considered an internal tool that helps workers carry out their job responsibilities while simultaneously experiencing feelings of satisfaction, enthusiasm, and pride in their contribution (Fischer et al., 2019).

Extrinsic motivation refers to external factors, such as rewards or incentives, that influence and guide an employee's actions, whether in the short or long term. To clarify, a motivated person often aims to enhance the likelihood of receiving rewards and minimize the likelihood of facing punishment when engaged in a task (Morris et al., 2022).

4. Results of the Study:

4. 1. Measurement Model:

The measurement model tests the validity and reliability of the measurement tools. In order to evaluate the convergent validity, the AVE criterion (average variance extracted) and CR (composite reliability) were used, the results of which for the four research variables are presented in Table 1. A composite reliability greater than 0.7 and an AVE value higher than 0.5 are necessary conditions for convergent validity and correlation of constructs (Cheah et al., 2018). As shown in Table 1, all the composite reliability values are more significant than 0.7, and all the average variance values are higher than 0.5, confirming that the convergent validity of the present questionnaire is acceptable.

The Cronbach's alpha method was also used to check the reliability of the questionnaire. If the value of Cronbach's alpha is greater than 0.7, the reliability of the items is acceptable. In order to calculate the reliability of the questionnaire, the initial sample, including 30 questionnaires, was pre-tested. Then, the reliability was calculated using the data obtained from these questionnaires and with the help of SPSS software for each independent and dependent variable, presented in the following Table. As seen, all the items of this questionnaire have a reliability higher than 0.70, indicating the high reliability of the questionnaire. According to the results of Table (1), the reliability of the questionnaire is confirmed. In addition to Cronbach's alpha, the reliability index was also utilized to examine the reliability of the questionnaire. Moreover, index reliability is also calculated by measuring the factor loadings and calculating the correlation between the indices of a construct and that construct. When this value is equal to or greater than 0.3, the reliability of that measurement model can be considered acceptable. Still, if the factor loading between an item and the related dimension is less than 0.3, that item can be eliminated from the next analytic model. As shown in Figure 1, all the factor loading values between the constructs and the items are more than 0.3, indicating a high correlation.

Table 1: Composite reliability coefficient, Cronbach's Alpha, and AVE value.

Dimensions	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Autocratic Leadership Style	0.726	0.767	0.742	0.540
Democratic Leadership Style	0.900	0.900	0.926	0.714
Extrinsic Motivation	0.808	0.822	0.868	0.571
Intrinsic Motivation	0.814	0.816	0.871	0.575
Laissez-Faire Leadership Style	0.827	0.837	0.879	0.594
Employee Motivation	0.887	0.892	0.908	0.550

Source: Compiled by the authors based on Smart PLS output.

4. 1. 1. Divergent Validity:

Divergent validity is the third criterion to assess the fit of measurement models in the PLS model. Divergent validity refers to a low correlation of the items of a latent variable with other latent variables. Based on the method suggested by Fornell and Larcker (1981), divergent validity is acceptable when the square root of AVE for each construct is greater than the shared variance between that construct and other models in the model. Accordingly, an acceptable divergent validity of a measurement model indicates that a construct in the model has more interaction with its indices than with other constructs. In the PLS method, this is done by a matrix containing the values for correlation coefficients among the constructs and the primary diameter of the square root matrix of the AVE values for each construct. The divergent validity matrix is presented in Table (2).

As shown in Table (2), the square root of AVE reported for each construct (the primary diameter) is more significant than its correlation with other model constructs, indicating the acceptable divergent validity for the measurement models. After ensuring the measurement models through the reliability test convergent and divergent validity, the results of the external model can be presented.

Table 2: Matrix of Divergent Validity Assessment.

Dimensions	Autocratic Leadership Style	Democratic Leadership Style	Extrinsic Motivation	Intrinsic Motivation	Laissez-Faire Leadership Style	Employee Motivation
Autocratic Leadership Style	0.743					
Democratic Leadership Style	0.429	0.845				
Extrinsic Motivation	0.387	0.666	0.756			
Intrinsic Motivation	0.422	0.691	0.746	0.758		
Laissez-Faire Leadership Style	0.400	0.709	0.707	0.691	0.771	
Employee Motivation	0.435	0.729	0.933	0.935	0.750	0.707

Source: Compiled by the authors based on Smart PLS output.

4. 2. Structural Model and Hypothesis Testing:

The demographic variables show that 93.5% of the people in the sample are men and 6.5% are women. 3.9% of people are in the age range of 18-24 years, 40% of people in the age range of 25-34 years, 42.8% in the age range of 35-44 years, 11.3% in the age range of 45-50 years and 2% are over 50 years old. The results also showed that 53.3% are studying in Humanities, 18.6% in Social Sciences, 21.5% in Applied Sciences, 1.6% in Natural Sciences and 4.8% in Engineering. Additionally, examining the level of education of the people showed that 25.9 percent have a primary school degree, 21.4 percent have a high school degree, 28.7% have a Diploma degree, 23.7% have a bachelor's degree, and 0.3% have a master's degree. Next, people's workplaces were investigated. The results showed that 11.3 percent of the participants work in the Directorate of Soran Passport, 5.6 percent in the Soran Residence Office, 3.4 percent in the Harem Police Office, 6.8 percent in the Soran National Card Office, 30.1 percent in the Directorate of Soran Traffic, 6.2 percent In Zet Residence Passport Office, 6.5% work in Zet Police Office, 5.4% in Haji Omaran Residence Passport Office, 3.7% in Harem Nazhda Office, 15.5% in Directorate of Soran Police and 5.6% in Soran Civil Defense.

Considering the non-normality of the research variables, Spearman's correlation coefficient test was used to examine the relationship between the research variables. The results of the research showed that the Democratic Leadership Style variable has a correlation coefficient and significance level ($r = 0.730, p = 0.000$), the Autocratic Leadership Style variable has not a correlation coefficient and significance level ($r = -0.163, p = 0.002$), and the Laissez Faire Leadership Style variable with correlation coefficient and significance level ($r = 0.724, p = 0.000$), Leadership Styles variable with correlation coefficient and significance level ($r = 0.630, p = 0.000$), Intrinsic Motivation variable with correlation coefficient and significance level ($r = 0.937, p = 0.000$), Extrinsic Motivation variable with correlation coefficient and significance level ($r = 0.923, p = 0.000$) has a positive and significant relationship with Employer Motivation. Finally, the research results showed.

Table 3: Spearman Correlation Coefficient Test Results.

			Employer Motivation
Spearman's rho	Democratic Leadership Style	Correlation Coefficient	.730**
		Sig. (2-tailed)	.000
		N	355
	Autocratic Leadership Style	Correlation Coefficient	-.163**
		Sig. (2-tailed)	.002
		N	355
	Laissez-Faire Leadership Style	Correlation Coefficient	.724**
		Sig. (2-tailed)	.000
		N	355
	Leadership Styles	Correlation Coefficient	.630**
		Sig. (2-tailed)	.000
		N	355
	Intrinsic Motivation	Correlation Coefficient	.937**
		Sig. (2-tailed)	.000
		N	355
	Extrinsic Motivation	Correlation Coefficient	.923**
		Sig. (2-tailed)	.000
		N	355
	Employer Motivation	Correlation Coefficient	1.000
		Sig. (2-tailed)	.000
		N	355

Source: Compiled by the authors based on statistical analysis results.

4. 3. Path Analysis Model for Research Hypotheses:

This section examines the coefficients among the research variables, called coefficients of regression effect in the relationships among variables. In these coefficients, the effect of independent variables on the dependent variable, or in other words, their effects on the dependent variables are determined

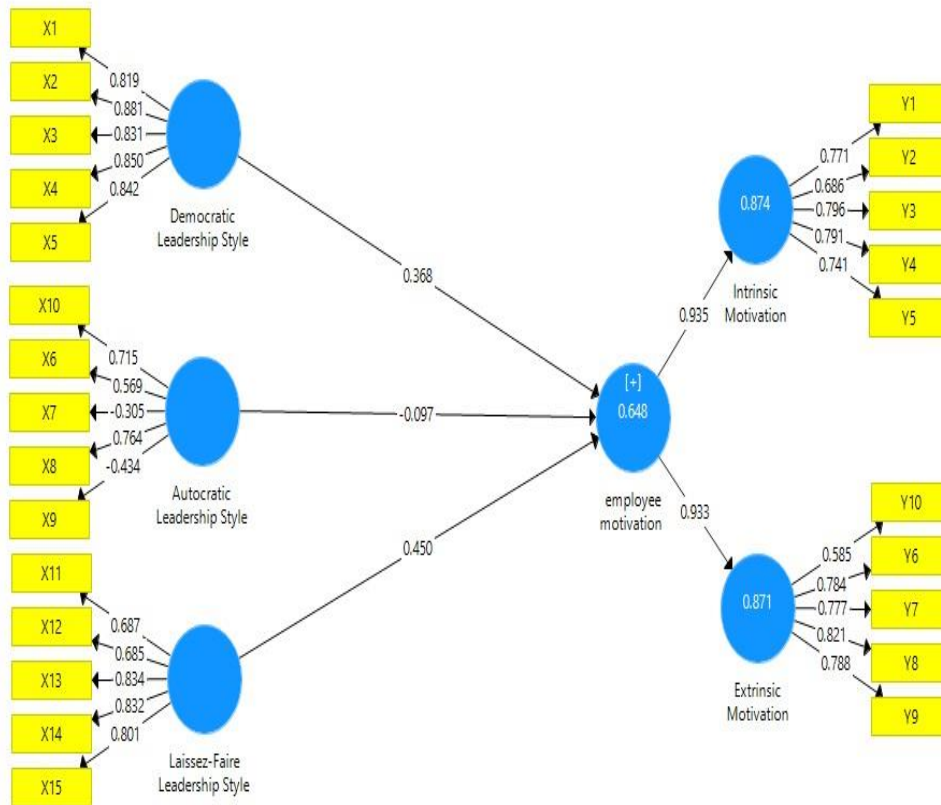


Figure (2): Model in Standard Mode.

Figure (1) elaborates on various leadership styles that contribute to an employee's overall motivation. Of the styles, laissez-faire leadership has the highest path coefficient of (0.450), directly influencing employee motivation, and is considered important to ensure the autonomy and motivation of an employee. Another influential factor is the democratic leadership style, with a coefficient of (0.368), underscoring that shared decision-making and inclusivity are necessary to motivate employees. Meanwhile, the autocratic leadership style has a negative, though minor, influence with a coefficient of (-0.097); this suggests that the top-down approach tends to lower motivation. This empirical model explains 64.8% of the employee motivation variance, as explained by ($R^2=0.648$), meaning that these leadership styles create an influential structure to trigger employee motivation. Additionally, employee motivation has been divided into two dimensions: Intrinsic Motivation, estimated at (0.935), and Extrinsic Motivation, estimated at (0.933), with a path coefficient high in value for both dimensions, which indicates a substantial contribution to the overall motivational structure. After all, intrinsic motivation, driven by personal satisfaction, has a slightly more significant influence than extrinsic motivation, which is driven by external rewards, a testament to the power of the internal drivers of employee engagement.

From the analysis, hypothesis H1, which indicates a statistically significant correlation between leadership styles and employee motivation, can be accepted as the model explains 64.8% of the variance in employee motivation. In deconstructing the leadership styles to their components, H1a, which states that democratic leadership style significantly correlates to employee motivation, is accepted as its path coefficient is (0.368), relatively high. H1b, which deals with the relationship between autocratic leadership style and employee motivation, has been rejected as the path coefficient is negative (-0.097); it signals that the relationship is insignificant.

On the other hand, H1c, stating that there exists a significant relationship between the laissez-faire style of leadership and employee motivation, has been accepted as the path coefficient value of this type of leadership style is (0.450), which shows a statistically significant correlation with employee motivation. This indicates that even though the autocratic style of leadership may not be significant in motivating the employees, democratic and laissez-faire styles of leadership play an important role in intending employee motivation and engagement.

4. 4. Assessing the Structural Model of Significant Figures:

The primary criterion for assessing the relationship among the constructs in the model is significant figures (*t*-values). Whenever the value of these figures becomes higher than 1.96, the validity of the relationship among the constructs is considered valid. Consequently, the research hypotheses are confirmed at a 95% confidence level.

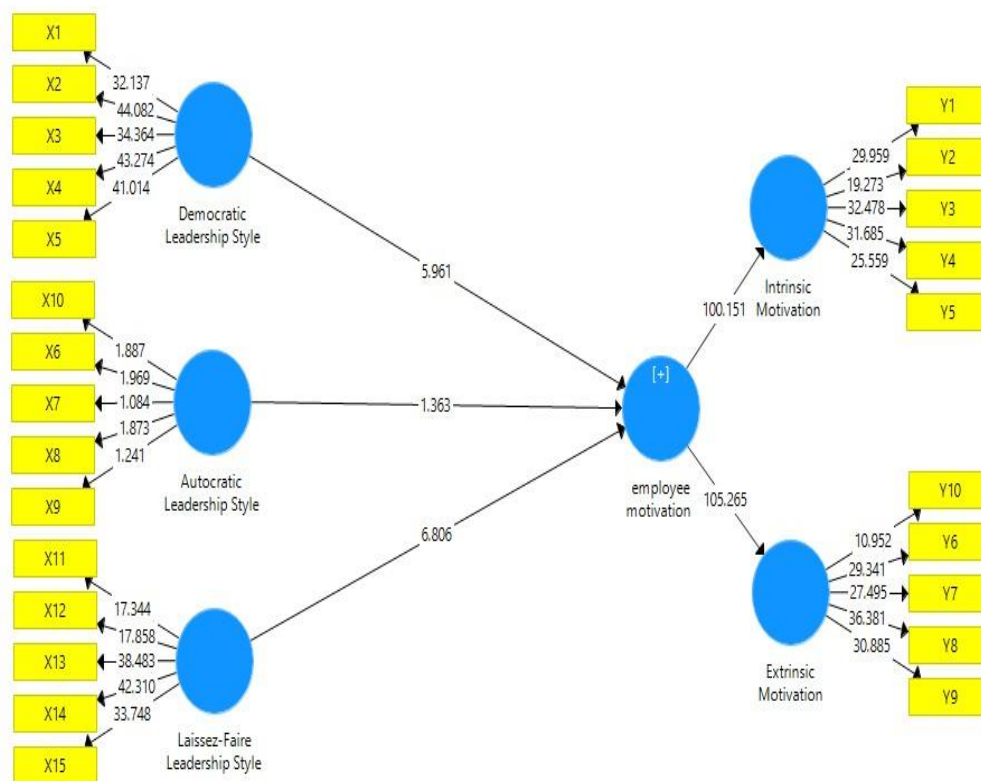


Figure (3): Model in the state of significant coefficients (t-value statistic)

Figure (2) presents a model for which *t*-values have been calculated to determine whether various leadership styles are significantly related to employee motivation. Since the *t*-value of the democratic leadership style is (5.961) and the *t*-value of the laissez-faire leadership style is (6.806), both above the critical level of 1.96, the relationship is thus statistically significant. Put differently, these two styles significantly explain employee motivation within the model. On the other hand, the *t*-value for an autocratic leadership style is (1.363), which is not statistically significant. Thus, again, it may be inferred that this type does not strongly motivate workers. Employee motivation is divided into Intrinsic Motivation ($t=100.151$) and Extrinsic Motivation ($t=105.265$), the *t*-values of which are very high and much greater than the standard threshold.

That means internal satisfaction and external rewards each play an important role in setting up overall motivation. The t-values of the observed indicators (Y1, Y2, Y3) and so on stand in strong relationship with respective latent variables. For example, the t-values for indicators related to Intrinsic Motivation range from 25.559 to 32.478, showing that the intrinsic motivation drives are significant; the findings from the indicators of Extrinsic Motivation exhibit from 10.952 to 36.381, thus validating the measurement model.

Hypotheses are accepted from the analysis of t-values as H2, which states that leadership styles significantly impact employee motivation because the model explains such an effect of t-values more than 1.96, and further, H2a Democratic Leadership impacts, and H2c Laissez-Faire Leadership impact hypotheses are accepted since their respective t-values of 5.961 and 6.806 reflect the statistically significant impact on employee motivation. However, H2b is rejected because the t-value obtained for the variable of the Autocratic Leadership Style is 1.363, which does not reach the critical level and, therefore, cannot significantly motivate employees. Therefore, this figure consolidates that while democratic and laissez-faire leadership significantly influence employee motivation, autocratic leadership does not play a statistically meaningful role in this model. Furthermore, the high t-values of intrinsic and extrinsic motivation highlight the multi-causal nature of work motivation, resulting from the balance of internal and external factors that motivate an employee.

4. 5. Examining goodness-of-fit indices of the model:

Goodness-of-fit indices should be checked, as this lets one know how strong and valid the structural model is. These indices let us understand if the proposed model fits well with the observed data and, therefore, the overall adequacy of the model. The R^2 index shows how much the exogenous variables explain the variation in the endogenous variables, while Q^2 allows for estimation of the model's predictive accuracy. As indicated in Table 4, these fit indices indicate the strength of relationships within the model and ensure that the model is robust and adequate concerning the underlying data.

Table 4: Goodness-of-fit indices obtained

Dimensions	R^2 index	Q^2 index	GOF
Autocratic Leadership Style	-----	0.478	0.728
Democratic Leadership Style	-----	0.550	
Extrinsic Motivation	0.871	0.360	
Intrinsic Motivation	0.874	0.336	
Laissez-Faire Leadership Style	-----	0.383	
Employee Motivation	0.648	0.371	

Source: Compiled by the authors based on Smart PLS output.

The coefficient of determination demonstrates the effect of the exogenous variable on the endogenous variable. This criterion can reduce the errors in the measurement model and increase the variance between the construct and the indices, and it is only controlled in the PLS. Three values, i.e., 0.10, 0.22, and 0.57, have been determined as the weak, moderate, and strong values for the intensity of the relationship that, according to the values of the coefficient of determination observed in Table 4, the coefficient of determination value for the endogenous variables is acceptable. The quality of the structural method is calculated by the predictive power index (Q^2). This index aims to check the predictive ability of the structural model by a blind

method. Based on this criterion, the model must predict the reflective endogenous latent variables (Sarstedt et al., 2020). Regarding the intensity of the predictive power of the model, three values obtained, 0.02, 0.15, and 0.35, were determined as weak, moderate, and strong values acceptable according to the values gained for all the variables of the above Table.

The goodness-of-fit (GOF) criterion is related to the overall part of structural equation models that, after checking the measurement and the structural parts of its general research model, will control the overall fit developed by Tenenhaus et al. (2004) and calculated according to the following formula. Three values, 0.01, 0.25, and 0.36, were introduced as the weak, moderate, and strong values, and by calculating the model, the substantial value was fitted.

Table 5: Examining the results of the research hypotheses.

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Autocratic Leadership Style -> Employee Motivation	-0.097	-0.082	0.071	1.363	0.173
Democratic Leadership Style -> Employee Motivation	0.368	0.371	0.062	5.961	0.000
Laissez-Faire Leadership Style -> Employee Motivation	0.450	0.444	0.066	6.806	0.000

Source: Compiled by the authors based on Smart PLS output.

The results obtained from the path coefficient (expressing the intensity and type of relationship between two hidden variables) and the significance level of the t-test showed that the Autocratic Leadership Style has no significant effect on employee motivation ($p=0.173$). However, the Democratic Leadership Style ($p=0.000$) and Laissez-Faire Leadership Style ($p=0.000$) positively and significantly affect employee motivation.

5. Discussion of Results:

This research was conducted on the impact of autocratic, democratic, and laissez-faire leadership styles on employee motivation. The results of statistical analysis indicated that the leadership styles all together have a positive effect on the enhancement of the motivation level of the employees. From this result, this study can draw an inference that if managers in organizations follow the leadership styles given in theory and are seen in practice, they can help increase the motivation level of their employees.

The democratic leadership in this study has a positive relationship with employee motivation. From this, it can be inferred that democratic leadership provides scope for employees' involvement and shared decision-making, which plays an important role in their motivational enhancement at the workplace. This also attaches relevance to findings by Caillier (2020), who noted that democratic leadership is positively related to employee motivation by improving individual performance ratings, especially for those with high levels of public service motivation. In addition, the study indicated a negative relationship between autocratic leadership and employee motivation. It also means that autocratic leadership, which leaves decision-making powers in the hands of a few bosses and provides a minimum opportunity for employees to participate in organizational matters-allows less or no motivational effect on employees in the context studied. This finding corresponds to Fiaz et al. (2017), who depicted a negative relationship between autocratic leadership and employee motivation. The results of this study also

show that laissez-faire leadership has a positive relationship with employee motivation and hence gives credibility to the idea of a hands-off leadership approach, which may stimulate employees to become self-motivated and autonomous. This is consistent with the finding presented by Thanh and Quang (2022), who also suggested that laissez-faire leadership has a positive relationship with engagement and motivation. Employees prefer laissez-faire decision-making and carrying out leadership tasks to achieve successful leadership goals with expected performance.

Democratic leadership favors employee motivation, according to empirical data that supports the sub-hypothesis (H2a) and the findings of structural modeling tests. This attests to the Democratic leadership style's success in encouraging employees to perform at a higher level. This result is consistent with the findings of Gultom and Situmorang (2020), who reported that democratic leadership has a positive and significant effect on work motivation and thus tends to contribute more significantly to increasing motivation. The positive and significant relationship between Democratic leadership and employee motivation suggests that leaders adopting a participative and inclusive approach would positively influence employee motivation and productivity. Staff members experience a sense of empowerment and recognition, contributing to their dedication to accomplishing the organization's objectives. The democratic leadership style cultivates an atmosphere of transparent communication and participation, enabling employees to share their thoughts and perspectives. When employees believe their voices carry weight and their contributions are meaningful, it fosters greater contentment and involvement. Consequently, this can lead to enhanced performance and overall job contentment.

Furthermore, the second sub-hypothesis (H2b), which states that the autocratic leadership style enhances employee motivation, does not prove correct, so it is rejected because the result of the study shows that autocratic leadership insignificantly influences employee motivation. This might lead to the perception that such kinds of leadership and centralized control, beyond a reasonable degree, limit involvement in decision-making and have little influence on motivating employees within the study's context. This finding agrees with Amini et al. (2019), who reported that autocratic leadership negatively influences employee motivation and commitment because of the demotivating influence of top-down decision-making. In practice, it is also evident that autocratic leaders cannot enhance the employees' motivation level, so this finding is consistent with the practice of the leaders. The findings of this study support the sub-hypothesis (H2c), affirming a significant and positive impact of the laissez-faire leadership style on employee motivation. Laissez-faire leadership allows employees a free hand to think innovatively, come up with new ideas, and offer inventive solutions. It can be expected that people will take risks and experiment much more when there is little control, thus inviting creative problem-solving methods. This finding aligns with the work of Zareen et al. (2015), who indicated that laissez-faire leadership positively influences employee motivation. However, this is contrary to the works of Chaudhry (2012) and Rajbanshi (2020), who reported a less significant effect of a laissez-faire leadership style on employee motivation. Laissez-faire leaders typically give employees a lot of autonomy and trust to feel responsible for doing the job, motivating themselves, and acting self-managing. The responsibility taken by the employees generally leads to increased productivity and job satisfaction. Where employees are highly experienced and knowledgeable, laissez-faire leadership may be effective. Because of the hands-off leadership style, highly experienced and knowledgeable people can use their expertise and direct themselves toward the best solutions; such projects tend to get done faster and move along more smoothly. Altheeb (2020) also concluded from his study that the Laissez-Faire style has a practical impact with statistical significance on the motivation of employees, while the effect of the democratic style on such motivation is insignificant. These results conform with the results of the present study. Aman (2024) obtained the results of their studies, which are consistent with the results of the present study.

6. Conclusion:

This study investigated the impact of autocratic, democratic, and laissez-faire leadership styles on employee motivation. It has been observed that each approach has different kinds of impacts. Autocratic leadership is highly authoritative and directive but negatively affects employee motivation. This may mean that highly authoritarian and rigid leadership suppresses the employees' intrinsic motivation; hence, they cannot be as engaging and contribute positively toward organizational goals. In contrast, motivation was positively related to participation and cooperation in decision-making. The democratic leadership style would increase ownership, responsibility, and goal congruence through active involvement in decision-making processes. Participative style improves satisfaction and employee motivation and finally increases commitment and productivity.

Furthermore, the laissez-faire leadership style positively impacted employee motivation despite being hands-off. The study found that giving employees the right to manage their activities without direct supervision may enhance their motivation. However, leaders need to find the balance between giving them freedom and providing guidance in order not to reach states of disengagement. Comprehensively, the findings of this study suggest that leadership styles significantly impact employee motivation. For leaders interested in motivating people, there is a need to consider the assumption of more democratic or laissez-faire approaches, as evidence in this research indicates that both styles develop a more motivated and thus engaged workforce, hence organizational success.

Depending on the organization's size, it is recommended that managers complete the leadership checklist, as this is freely available online with no cost associated. Managers will be more aware of their strengths and weaknesses if they understand their leadership style. This would make the manager more aware of the skills they need to develop or lack. Training is recommended as another option that is most beneficial as further training and education are always good things. Several courses, such as communication skills, could be recommended to managers and employees. These courses include topics such as difficult conversations, which would give managers the tools to deal with such conversations and, from the other side, enable the other employees to communicate any issue. Teaching management skills that can motivate employees and increase the sense of commitment and responsibility in employees can also be very effective.

Authors Declaration:

Conflicts of Interest: None-We Hereby Confirm That All the Figures and Tables in The Manuscript Are Mine and Ours.

Besides, The Figures and Images, which are Not Mine, Have Been Permitted Republication and Attached to The Manuscript.

Ethical Clearance: The Research Was Approved by The Local Ethical Committee in The University.

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