



## Adoption Of Leadership Styles By Management Of Board Of Revenue Sindh: Mediating Role Of Psychological Ownership

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### Abstract

*The study examines the adoption of leadership style by the management of the Board of Revenue Sindh and its effect on the Performance of the employees and the mediating role of psychological ownership. The study employed a quantitative research design; a survey was conducted on the Board of Revenue Sindh using the questionnaire for data collection. The PLS-SEM was used for the data analysis. The findings suggest that the management of the Board of Revenue Sindh followed or employed the Democratic Leadership Style at the Board of Revenue Sindh. Besides that, the autocratic and laissez-faire leadership styles have an insignificant impact on employee performance. Psychological ownership mediates the relationship between the Democratic Leadership Style and employees' Performance. It means that when the management follows the democratic leadership style, employees are motivated, and they own the organization, ultimately improving the employee and business performance.*

**Keywords:** Leadership Styles, Psychological Ownership .

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## 1. INTRODUCTION

The study examines the leadership style adopted or used by the management of the Board of Revenue Sindh and how it influences the employees' performance. The study also investigates the mediating role of psychological ownership. Basit et al., (2017) suggest that leadership has become a practical and effective management approach in various organizations in Pakistan. The evolution from personnel management to human resource practices has integrated leadership styles into employee performance (Specchia et al., 2021). Effective leadership requires adaptability to different situations (Shafie et al., 2013). Leaders play a crucial role in managing employee performance by closely linking it to proper management (Rasool et al., 2015). A lack of leadership strategy and direction can adversely affect employee performance and their ability to handle daily tasks. The literature identifies leadership styles such as participatory, independent, and democratic as key factors influencing employee performance (Chu et al., 2021). However, there needs to be more data on leadership and employee performance, particularly in the public sector. Khoza et al. (2016) conducted an empirical study in South Africa to examine the impact of leadership style on employee performance. Despite various leadership styles being dominant in the literature, research needs to be done on the employees of the Board of Revenue Sindh (Insan, 2021). Performance is considered the result of an individual's efforts in meeting job criteria, and employees' accomplishments depend on their responsibilities and ethical fulfillment of organizational objectives (Fakhri et al., 2014).

The current study focuses on three leadership styles: autocratic, democratic, and laissez-faire. The researcher aims to identify the leadership style followed in the public sector, how it influences employee performance in the Board of Revenue Sindh, and whether psychological ownership mediates the relationship between the leadership style and employee performance. The research is confined to permanent employees of the Board of Revenue Sindh working under the Government of Sindh. Dastane (2020) emphasizes the difficulty in directly comparing leadership performance, highlighting the need for further research. Stress the evolving nature of leadership traits, calling for studies on how effective leadership styles can enhance employee performance (Mawoli & Haruna, 2013). Ali et al., (2023) study the impact of diversity and organizational justice on employee well-being. The study aims to assist Sindh Government organizations in improving employee performance by understanding the impact of leadership styles. It provides insights into how leadership style influences employee motivation and performance, contributing to organizational goals, whether employees are motivated, and whether they own the organization. Recommendations from this study could benefit public sectors beyond Karachi and even internationally. The study addresses a significant gap in the literature regarding leadership styles and employee performance in the public sector of Sindh, Pakistan. It aims to identify the leadership style of the Board of Revenue Sindh's management and assess its impact on employee performance.

## 2. LITERATURE REVIEW

### 2.1 Empirical Review of Literature

Mawoli and Mohammed (2013) examine the influence on health workers' leadership styles and performance at the Federal Medical Center (FMC), Bida. Data were collected from 82 FMC respondents. The researcher used a random sampling method. The results show that democratic leadership has a substantial positive influence on the performance of health workers. However, the other two leadership styles do not affect the health worker's performance. Shafie, Baghersalimi, and Barghi (2013) examine the influence on employee performance of leadership style in Real Estate of Tehran. The researcher used a descriptive correlation technique. The sample data is collected from the staff of Real Estate of Tehran, where the total population is 1000. The Cochran method was used to identify the sample size for the generalizability of results; 277 samples were extracted. The researcher employed a simple random sampling technique. Two different questionnaires were generated for data collection. To test the association between the variables statistically, the researcher used the SPSS software. The findings of the research suggest that leadership style such as pragmatic and development-oriented has a substantial effect on workers' performance, and there is a negative effect of non-interference on the leadership style.

Rasool et al., (2015) explored the influence on employee performance of leadership style in Pakistan's health sector. The Multi-Factor Leadership Rater survey questionnaire was developed by the researchers to gather data; participants are working in Pakistan's health sector. The researcher used a revised version of the Paul Specter Job Performance Questionnaire to measure employee performance. The findings suggest that Pakistan's health sector leaders possess the dominant leadership style. The regression and correlation technique was used to test the relationship between the constructs, and it was found that employee performance and transactional leadership style have a crucial positive relation.

Basit et al., (2017) look into how a leader's style affects how well their team members perform. One hundred replies were drawn using the facility sample technique from a private organization in Silver, Malaysia. A questionnaire was created to collect the replies, and a quantitative technique was applied. The outcome implies that the leadership style impacts how well employees perform. NawoseIng'ollan and Russell (2017) examine the impact of Turkana County's leadership style on workers' performance. The researcher used a mixed-method approach. The quantitative data is collected from Turkana County employees through a questionnaire for analysis. The regression technique was used to check the relation between the constructs. On the contrary, the interview guide's qualitative data was analyzed. The results show that Affiliate Leadership affects 49.5%, and Authentic Leadership Style affects 52.2%.

Chiva et al., (2018) study the effects on employee performance of leadership style. The researcher used a quantitative research method for the study. Data is collected from middle management employees from the public sector. The researcher used

a simple random sampling method to gather data from 250 respondents through the questionnaire. The SPSS Software was employed by the researcher for the analysis of data. The findings suggest that authoritarian and democratic leadership styles have a positive significance, and there is a substantial negative influence of Laissez-Faire on the workers' performance.

Khassawneh et al., (2022) inspect the influence on employees' leadership styles and job performance. The data was collected from 3 private universities in Ghana; respondents were the academic staff. The total population was 160, and the data was collected from 114 respondents from three organizations. The researcher developed and tested three hypotheses, and the study concluded that leadership style directly impacts job performance. Dastane (2020) inspects the effects on the performance of leadership style, considering gender as a moderator. The data was collected by using a systematic questionnaire; 211 participants performed, and participants were employees of multinational corporations. The findings suggest a substantial positive correlation between job performance and leadership styles. However, changes in the performance of the employees and the effects of the laissez-faire leadership style were moderated entirely regarding gender. Employee performance play an important role in the progress of business performance (Mughal et al., 2022)

Fakhri et al., (2020) inspect the impact on employee performance of leadership style (Transformational & Transactional), it is an empirical study from the perspective of the Indonesian National Electricity Company (PTPLN). The quantitative research method was adopted, and the data was collected using random sampling. In total, 73 responses were collected, and different statistical tools were used to test the relationships among constructs. The results suggest that the transformational leadership style is prominent and essential for employees' job performance, while transactional leadership has no substantial influence on employee performance. Moreno et al., (2021) study the leadership perceptions of clubs' presidents and how it affects the employees' effort, performance, and gratification.

## **2.1 HYPOTHESES DEVELOPMENT**

### ***2.1.1 Employee Performance and Authoritarian Leadership Style***

A group of authoritarian leaders makes choices without first seeking consensus from their team. It usually occurs when hasty decision-making is required, and team consensus is not necessary for good outcomes (Basit et al., 2017). In addition, team members in an organization are given very little chance to give their recommendations on this type of leadership, whether it is in favor of the organization or team members (Chua et al., 2018). The leader's decisions are based on personal decisions and opinions, which rarely include his followers, and the leader has complete control over the group's leadership (Specchia et al., 2021; Liao et al., 2021)). Authoritarian leaders do not consider the intentions of their followers, and they often issue orders without considering the relevant factors and the future outcome (Norris et al., 2021). Convenience sampling was employed by Basit et al. (2017) to examine how leadership style affects worker performance. The findings suggest that democratic and laissez-faire leadership philosophies have a noticeable

and advantageous effect on workers' performance. The autocratic leadership beta coefficient was -0.168, with a significant value of 0.025, higher than 0.01, showing that autocratic leadership degrades employee performance. Luqman et al., (2020) and Ojokuku et al. (2012) examine the effect of leadership style on business success using the Nigerian Bank as a case study. A structured questionnaire and an inferential statistical tool were applied to collect data from the various departments. Regression analysis was used to examine the characteristics of a significant impact of leadership style on followers and performance.

**H1:** There is a significant impact of Autocratic leadership styles on employees' performance.

### ***2.1.2 Employee Performance and Democratic Leadership Style***

In general, democratic leadership promotes modernism, teamwork, and inventiveness, encouraging people to work on projects with leaders who have improved job satisfaction, performance, and productivity (Basit et al., 2017). Moreover, according to Rasool et al. (2015), independent leaders do not make any recommendations. They look for and seek out other people's opinions. This kind of direction motivates everyone in the team to participate in the final decision-making process and to set up the complete procedure to accomplish their objectives (Moreno et al., 2021). Chua et al. (2018) claim that even while democratic leaders retain ultimate decision-making authority, team members are encouraged to participate in critical decision-making processes. Regardless, the democratic leaders guide their subscribers on what to do and how to do it, while individuals talk about their propositions, knowledge, and commendations (Basit et al., 2017; Kurniawati, 2021). Democratic leaders are those who support the notion of majority rule in decision-making and teamwork. The researcher added that autocratic leaders are those who enforce rigorous control and demand loyalty. In contrast, limited activity participation, decision-making delegation to followers, and little activity participation are characteristics of leaders

**H2:** There is a significant impact of Democratic leadership styles on employees' performance.

### ***2.1.3. Employee Performance and Laissez-Faire Leadership Style***

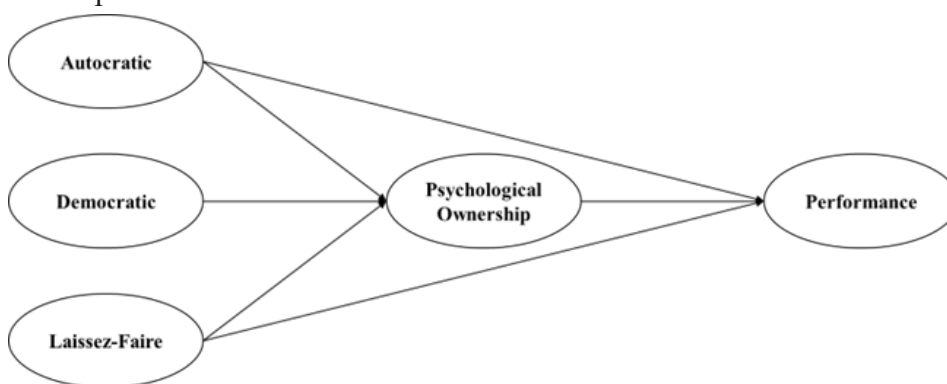
The said leadership style entirely relies on workforce performance for team members' abilities, skills, and competencies (NawoseIng'ollan & Roussel, 2017). Accordingly, group individuals are free to make their own decisions, while leaders give them the independence to act independently and make big decisions (Shafie et al., 2013). Nevertheless, several renowned researchers have hypothesized that leasing increases job happiness and improves worker performance, which may harm employees if the management team does not properly manage their time or work independently; avoid promoting their practical job. Furthermore, because everyone in the group believes in their leader, this leadership style typically results in division.

**H3:** There is a significant impact of Laissez Faire leadership styles on employees' performance.

#### ***2.1.4. Employee Performance, Leadership Styles, and Psychological Ownership***

Empirical findings have substantiated that psychological ownership serve as mediators in the correlation between leadership styles and performance. These include, but are not limited to, employee engagement, job satisfaction, turnover intentions, organizational commitment, as well as work performance and organizational citizenship behavior. A study by Avey et al. (2012) delved into the impact of Ethical Leadership (EL) on fostering positive employee behavior and elucidated the mediating role played by psychological ownership in this relationship. The findings supported the notion that psychological ownership operates as a mediating variable. The study clarified that EL influences employees' perception of organizational support, subsequently impacting their mental state and overall performance. Conversely, other research has also validated the mediating role of psychological ownership in the connection between Organizational Justice (OJ) and various employee attitudes and behaviors within the organizational context. Notably, studies exploring the relationship between perceptions of distributive and procedural justice and affective commitment have identified the mediating role of psychological ownership. Additionally, the study revealed that psychological ownership fully mediate the relationship between leadership styles and performance.

**H4:** Psychological Ownership mediates the relationship between leadership styles and performance.



**Figure 1: Research Framework (Author's Construction)**

The above-given research framework is designed to limit the scope of relevant data. The researcher focuses on the specific variables to define the viewpoint of the Board of Revenue Sindh. The model mentioned above is a modification of the theoretical framework used by the researchers. This model has been used for different public and private sectors in different countries. The results for this framework differ from industry to industry. Specific variables are selected based on the requirement of the public sector (Fakhri et al., 2020; Al-Harthy, & Yusof, 2016). A thorough assessment of the literature led to the development the aforementioned research framework.

The researchers use mentioned variables as the primary variables; practitioners add or subtract the variables according to the scope of the study.

### 3. RESEARCH METHODOLOGY-

#### 3.1. Research Design

This research examines the impact of leadership style on employees' performance in the Board of Revenue Sindh. The quantitative research design is adopted to achieve the study's objectives, and cross-sectional data has been used. Further, the simple regression technique was employed. The Likert Scale was used in the questionnaire's design, which included closed-ended items. The consistency and reliability of the questionnaire were assessed using a pilot test and Cronbach's Alpha, respectively. The results showed that leadership behaviors were related to and significantly positively impacted organizational performance. The research is based on primary data. The data will be obtained using the data collection tool, i.e., a questionnaire. The questionnaire is floated among the Board of Revenue Sindh employees from BPS-07 to BPS-16.

#### 3.2. Population & Sampling Design

According to the data available on the company website 5000 employees will be our total population for the study. The purposive sampling technique, a non-random sampling type, will be used. Our population is the total number of employees from (BPS-07 to BPS-16) currently working in the Board of Revenue Sindh. As the mentioned scale officers must possess the experience of working under the supervision of management, and the said posts are the promotion based posts. The Officers from BPS-17 to BPS-19 are considered as management of the Board of Revenue Sindh, all the departmental employees are working under the supervision of the officers.

#### 3.3. Econometric Model

The hypothesis will be tested by using statistical techniques, e.g., linear regression and correlation. The following model is developed to estimate the equation to identify the leadership style possessed by the management of the Board of Revenue Sindh and to investigate the influence on employees' performance of leadership style in the Board of Revenue Sindh. In the given equation below, the Y represents the employees' performance of the Board of Revenue Sindh,  $\beta_0$  is the constant, the AL represents the autocratic leadership style, the DL represents the democratic leadership style (Soha et al., 2016; Maamari & Saheb, 2018). The LFL represents the laissez-faire leadership style possessed by the management, and PO represents the Psychological Ownership. There is no focus variable, as the topic is the impact on employees' performance of leadership style, so all the variables, including dependent and independent variables, are the focus variables.

$$EP(i) = \beta_0 + \beta_1 AL(i) + \beta_2 DL(i) + \beta_3 LFL(i) + \beta_4 PO(i) + e(i)$$

## 4. FINDINGS

### 4.1 Descriptive Analysis

The goal of the current study is to determine the leadership style used by the management of the Board of Revenue Sindh and how it affects the employee performance. The questionnaire was floated to the Board of Revenue Sindh employees working in Sindh from BPS-07 to BPS-16. By using the google forms, n=348 responses were received. The total number of Respondents is 348, out of which 92 were females and 256 were males, which shows that the number of male staff is more in the Board of Revenue Sindh than females. Working in conditions of dignity, safety and fairness is integral to human welfare. The Board of Revenue Sindh should give women access to this right. The results show a considerable gender gap. Reducing the gender gaps in the Board of Revenue Sindh could substantially boost the performance.

**Table 1: Descriptive Analysis**

		FREQUENCY	PERCENT
GENDER	MALE	256	73.5%
	FEMALE	92	26.4%
	<b>TOTAL</b>	<b>348</b>	<b>100%</b>
AGE	UPTO 20 YEARS	26	7.47%
	21-30	45	12.9%
	31-40	65	18.6%
	41-50	95	27.2%
	GREATER THAN 50 YEARS	117	33.6%
	<b>TOTAL</b>	<b>348</b>	<b>100%</b>
EDUCATION	INTERMEDIATE / A LEVELS	105	30.1%
	BACHELORS	45	12.9%
	MASTERS	20	5.74%
	DOCTORATE	0	0%
	OTHERS	178	51.1%
	<b>TOTAL</b>	<b>348</b>	<b>100%</b>

INCOME	LESS THAN 25,000	55	15.8%
	25,000-50,000	127	36.49%
	50,000-100,000	160	45.97%
	100,000-200,000	6	1.72%
	GREATER THAN 200,000	0	0%
	<b>TOTAL</b>	<b>348</b>	<b>100%</b>

The data is gathered from 348 participants from the employees of Board of Revenue Sindh. From the collected data, 73.5% were males, while the remaining 26.4% were females. The age bracket for the substantial majority, 33.6% of the population, was greater than 50 years of age, 27.2% were between 41 - 50 Years old. The total of 30.1% student have done the intermediate, around 51.1% have other qualification, which includes middle pass, 12.9% of the participants was a Bachelor's degree, while 5.74% were a Master's qualification. The monthly income of most of the employees is between PKR 50,000 - 100,000 after that 36.49% employees have salary between 25,000 to 50,000. Although the data the investigators collected is diverse, the high percentage of age and education in a particular group may cause generalizability concerns. It may show the difference in the thinking process between the higher authority and senior leaders.

## 4.2. Correlation Analysis

The table shows the correlation coefficients between leadership styles, performance of employees, and psychological ownership. Democratic style moderately positive correlation with autocratic style (0.813) & psychological ownership (0.606) and a weaker positive correlation with employee performance (0.417) & laissez faire (0.380). Laissez Faire has a strong positive correlation with autocratic style (0.882) and employee performance (0.783). These coefficients indicate the direction and strength of the relationships between the variables.

**Table 2: Correlational Analysis**

	AL	DL	EP	LFL	PO
AL	1				
DL	0.813	1			
EP	0.698	0.417	1		
LFL	0.882	0.380	0.783	1	
PO	0.536	0.606	0.426	0.833	1

### 4.3. Statistical Analysis & Model Assessment

To assess the internal consistency reliability of the data, Outer Loadings has been applied. The outcomes of the outer loading analysis indicate that the items exhibit values greater than 0.7, which falls within the acceptable range.

**Table 3: Outer Loadings**

	AL	DL	EP	LFL	PO
AL2	0.924				
AL6	0.941				
AL7	0.931				
DL1		0.934			
L3		0.935			
DL4		0.914			
EP1			0.86		
EP3			0.901		
EP4			0.896		
EP5			0.909		
FL1				0.918	
LFL2				0.915	
LFL3				0.935	
PO1					0.93
PO2					0.897
PO3					0.895

There is an internal consistency of reliability in the data as Cronbach's Alpha is greater than 0.7 throughout. To check the validity of the data, Average Variance Extracted (AVE) test is applied. The result shows that the AVE is greater than 0.5 which proves that there is convergent validity in the data.

**Table 4: Reliability & Validity**

	Cronbach's Alpha	Composite Reliability (Rho_a)	Composite Reliability (Rho_c)	Average Variance Extracted (AVE)
AL	0.924	0.925	0.952	0.868
DL	0.919	0.920	0.949	0.860
EP	0.914	0.922	0.940	0.795
LFL	0.913	0.919	0.945	0.851
PO	0.922	0.923	0.945	0.811

To check the discriminant validity of the data two tests were run which includes the Fornell Larcker Criterion and Heterotrait Monotrait Ratio (HTMT). The results of the both the tests suggest that the data is valid and it indicates discriminant validity between the exogenous and endogenous variables.

**Table 5: Discriminant Validity – Fornell Larcker Criterion**

	AL	DL	EP	LFL	PO
AL	0.832				
DL	0.813	0.827			
EP	0.798	0.817	0.892		
LFL	0.782	0.780	0.683	0.883	
PO	0.736	0.706	0.626	0.833	0.801

**Table 6: Discriminant Validity – Heterotrait–Monotrait–Ratio (HTMT)**

	AL	DL	EP	LFL	PO
AL					
DL	0.849				
EP	0.774	0.850			
LFL	0.679	0.849	0.736		
PO	0.605	0.784	0.693	0.804	

The results of VIF suggest that there is no issue of collinearity among the items of the constructs. In order to uphold the integrity of our analysis and ensure reliable outcomes, we have chosen not to eliminate variables that goes above the 5% threshold. Furthermore, to address concerns related to collinearity, we have established a criterion for VIF at a threshold of 10%. Thus, variables exhibiting

a VIF value below 10 are retained in our analysis. These decisions have been made with due consideration for the specific nature of the dataset, and the research objective.

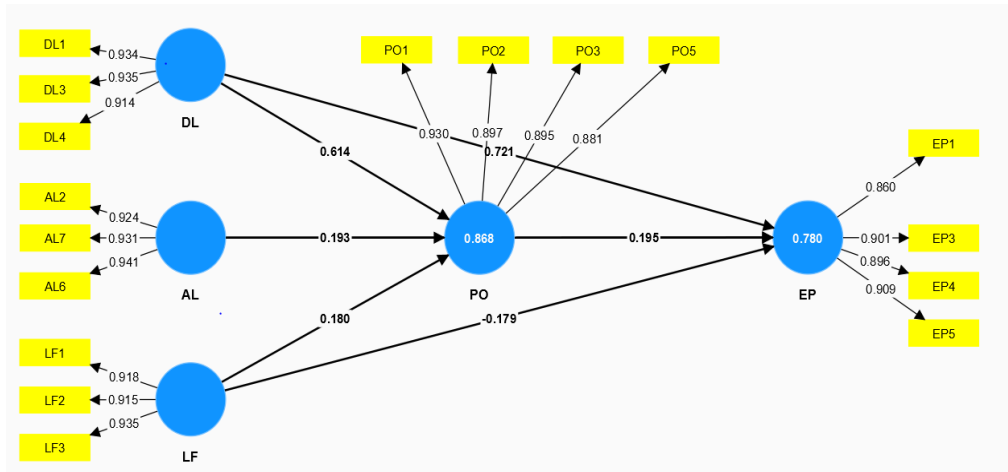
**Table 6: Collinearity**

	VIF
AL2	3.293
AL6	4.040
AL7	3.406
DL1	3.633
L3	3.606
DL4	2.920
EP1	2.992
EP3	3.591
EP4	3.272
EP5	3.333
FL1	2.884
LFL2	3.171
LFL3	3.466
PO1	4.413
PO2	3.196
PO3	3.292

The R-square value for the independent and dependent variables is 0.780, indicating that approximately 78.0% of the variation in employee performance can be attributed to the independent variables. Similarly, the R-square value for independent variables and psychological ownership is 0.868, suggesting that approximately 86.8% of the variation in psychological ownership can be explained by the leadership styles.

**Table 7: R-Square**

	<b>R-Square</b>	<b>R-Square Adjusted</b>
<b>EP</b>	<b>0.780</b>	<b>0.770</b>
<b>PO</b>	<b>0.868</b>	<b>0.864</b>

**Figure 2: Measurement Model**

This model shows that leadership styles is the independent variable (IV) which includes the autocratic, democratic, and laissez faire, employee performance is the dependent variable (DV), and psychological ownership serves as the mediator. The diagram illustrates the output of the measurement model. For the democratic construct four items were used, however, one item was removed due to extreme value of outer loading. For the employee performance and psychological ownership one item was removed, at last around 4 items were removed for autocratic leadership style.

#### 4.4. Structural Model

With this model, the investigators can concur the hypotheses to be:

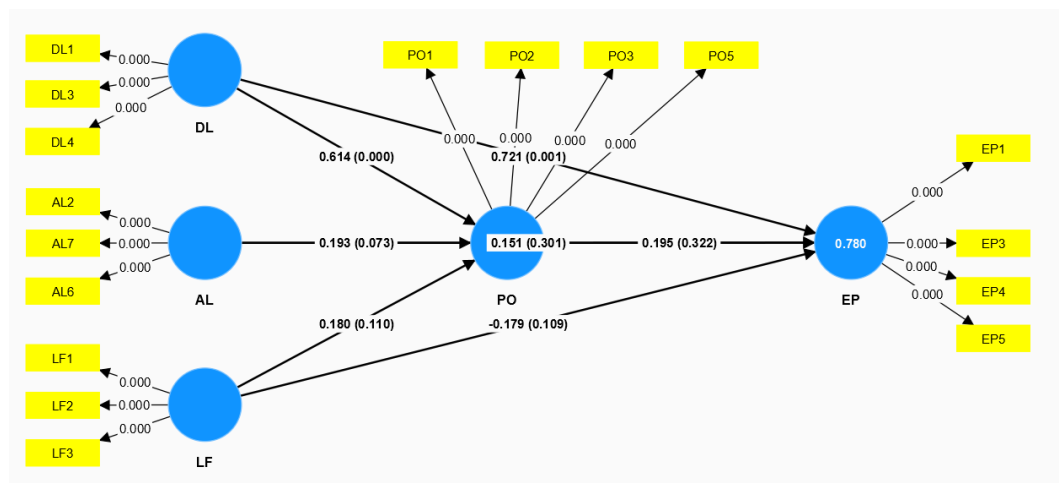
**H1:** Autocratic leadership style has an insignificant impact on employee Performance. The p-value of 0.301 suggests that there is not enough evidence to support the claim that management at Board of Revenue Sindh adopts the autocratic leadership style as it has an insignificant impact on performance. Hence, the null hypothesis is accepted.

**H2:** Democratic leadership style has a significant positive impact on employee performance. The p-value of 0.001 indicates that there is strong evidence to support the claim that democratic leadership style has a significant positive impact on

employee performance. Therefore, the alternative hypothesis is accepted.

**H3:** Laissez-Faire has an insignificant impact on performance. The p-value of 0.109 suggests that there is weak evidence to support the claim that Laissez Faire effect the performance. Therefore, the null hypothesis is accepted.

**H4:** Psychological Ownership does not mediates the relation between the autocratic, laissez faire, and employee performance. However, only the democratic ownership has a significant positive impact on the employee performance and psychological ownership, which means that the psychological ownership mediates the relationship between democratic leadership style and employee performance.



**Figure 3: Structural Model**

The following equation can be formulated for calculating financial performance (FP):

$$EP_i = B_0 + B_1 0.151 + B_2 0.721 - B_3 0.179 + B_4 195i + e_i$$

**Table 9: Path Coefficients**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics ( O/ST- DEV )	P-Values
AL - > EP	0.151	0.157	0.146	1.035	0.301
AL - > PO	0.193	0.197	0.108	1.793	0.073
DL - > EP	0.721	0.691	0.215	3.348	0.001
DL - > PO	0.614	0.602	0.096	6.428	0.000
LFL - > EP	-0.179	-0.152	0.112	1.601	0.109

LFL - > PO	0.180	0.189	0.113	1.597	0.110
PO - > EP	0.195	0.196	0.197	0.990	0.322

**Table 10: Total Indirect Effect**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics ( O/STDEV )	P-Values
AL - > EP	0.038	0.032	0.046	0.818	0.413
DL - > EP	0.120	0.125	0.127	0.943	0.0346
LFL - > EP	0.035	0.036	0.047	0.750	0.453

There is an indirect effect between Digitization and Performance, as the Total Indirect Effect shows a p-value of less than 0.05.

**Table 11: Total Effect**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics ( O/STDEV )	P-Val- ues
AL - > EP	0.189	0.189	0.146	1.296	0.195
AL - > PO	0.193	0.197	0.108	1.793	0.073
DL - > EP	0.841	0.816	0.145	5.792	0.000
DL - > PO	0.614	0.602	0.096	6.428	0.000
LFL - > EP	-0.144	-0.116	0.120	1.199	0.231
LFL - > PO	0.180	0.189	0.113	1.597	0.110
PO - > EP	0.195	0.196	0.197	0.990	0.322

## 5. CONCLUSION & RECOMMENDATIONS

The public institutions are headed by the management and are expected to lead their subordinates to perform better to serve the public in the best way. Management could employ any leadership style to serve the public. The conclusion is that the management of the Board of Revenue Sindh possesses all three leadership styles, which led us to achieve our first objective, i.e., to identify the leadership style possessed by the management of the Board of Revenue Sindh. The findings suggest that only the democratic leadership styles significantly favor the performance of employees of the Board of Revenue Sindh, and the psychological ownership also mediates the relationship between the democratic leadership style and performance of the employees. In conclusion, we urge that the employment of democratic leadership styles in the context of the public sector is possessed by the management,

as they have the potential to improve the overall organizational performance. Future research could look into moderating effect of different variables among the constructs of leadership style and employees' performance. Broader the scope of participants will increase the sample size, and targeting different businesses for involvement, such as the oil industry, banking, tourism industry, retailing services, and hoteling, hospitality, would be fascinating research.

The study's primary purpose is to identify the leadership style possessed by the management of the Board of Revenue Sindh. The data is collected from the public sector in Sindh, Pakistan, limiting our study's research scope to the public sector. Limited studies have been conducted by researchers focusing on government organizations. The data is collected through questionnaires from the Board of Revenue Sindh employees from BPS-07 to BPS-16. The data collected through questionnaires is the primary source of data. Luqman (2020) says that it must be abided in mind that the result obtainable is good as the quality of data used. However, the limitations do not challenge the outcome and conclusions reached in the study. The recommendation for management of the Board of Revenue Sindh is to encourage top management to embrace democratic leadership styles. The leaders must affirm that the followers involve teams and participate in decision-making, as these leaders improve employees' performance. Leaders should encourage teamwork, creativity, and innovation to increase employee satisfaction, productivity, and profitability. On the contrary, autocratic and laissez faires leaders have a considerable insignificant impact on the Board of Revenue Sindh's staff performance.

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