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COMPARATIVE STUDY OF LEADERSHIP STYLES IN PUBLIC AND PRIVATE SECTOR POWER PLANTS

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KEYWORDS	ABSTRACT
Leadership Style, Democratic Leadership Style, Autocratic Leadership, Employee Performance	This study, scrutinized several leadership styles implemented at the public & private sector power plants and how democratic and autocratic leadership styles impact on performance of employees. The employee performance is depends on leadership styles embraced by leaders of many organizations, particularly at public & private sector power plants in Pakistan. The Fielder's leadership-related theory of contingency was supported by this quantitative study's use of the explanatory design. 200 respondents by using structured questionnaires based on random sample method. SPSS software version 23 and analyzed by using the two statistic analytical tools one is descriptive tool which consists on mean score and standard deviation score & second is linear regression (inferential) tool. Results show that the democratic style of leadership is the one the best implemented style at private sector power plants. Public sector power plants' performance is weak and less efficient as compared to private sector power plants/organizations. If the combination of both autocratic and democratic leadership styles should be employed in public sector power plants to improve performance, effectiveness and for achieving the desired results.
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INTRODUCTION

Leaders with different Leadership styles play vital roles in the setting of any organization. The leaders are considered as motivators, creators of the ideas, strategy makers, planners' innovators and managers. To make the strategies, policies, vision, mission, systems setups, practices goals settings and deciding the objective of any organization are the basic responsibilities of leaders to boost up the organization performance by increasing the employee performance. Employees' performance depends upon adopted leadership styles by their leaders who are working in their different organizations. By definition an improper or weak style of leadership of any organization

could affect the performance level, motivations and satisfaction of the employees working in the organization. According to Fiedler's contingency theory of views for leadership stated that the leader will be more effective if he or she used the relevant leadership style which correlates the present situations and problems of any organization. Therefore, it is the need time that leaders who have good management skills related to public and private sector power plants to use the common leadership styles including autocratic, democratic and Laissez-faire. Although public and private sector power plant's management of uses different styles of the leadership and they remain mostly not documented and unclear. Hence, the present study explains this problem by determining leadership style impact performance of employees at public and private sector power plants.

Leadership is considered between the substantial determinations of the success and failure of any organization (Odumeru & Ogbonna, 2013; Alkahtani, 2015). It fundamentally subsidizes to increase the performance levels of the organization and individual persons by creating vision and mission to get desired objective and goals of any organization. The fundamental principles of leadership also consist of designing procedures, making strategies, comprehensive policies and structures to provide guidelines to individuals and team works in organization (Vigoda-Gadot & Beerli, 2011; Khajeh, 2018). The leadership consists of the efforts for matching of management to get desired goals. As the Kinsambwe (2022) finds that fine leadership is crucial to control the variations which arise due to the external environment to get the vision and the mission of an organization. Basically, for the greatest interest of an organization, leaders must construct the paramount services by achieving, developing and strengthening outing the optimum means. Probably eminence leadership fundamentally relies on the styles of leadership which are used by the administration of given organization. This statement is leadership theory of contingency which is presented by Fielder. This theory assumes that how leader is effective by using suitable style of leadership according to the given circumstances at the work site (Carnes, 2009; Fiedler, 2015).

The leaders of this style motivate expectation, work together with the dependents even though concentrating on their participation in decision making, improvement and inspiration. In an alternative perspective, autocratic style states unify work process and authority (Kinsambwe, 2022). The leaders who used the autocratic style of leadership did not give concentration to their subordinates and there is no involvement of them. However, the area of research in the energy sector remains unclear that which leadership style have impact on the performance of employee in that specific section such as the power plants in Pakistan. In this modern era, the sustainability of any business depends on the energy sector that provides the desired power for business operations. However, in the 21st century, the energy sector in many under developing countries have still struggled to overcome its demand and undergoing diverse restricting process (Ntanos et al., 2018). For example, in Pakistan, energy sector has faced frequent energy crisis for many years which leads to a sequence of power interruptions and affect the performance of many businesses across country, which alternatively affect country's growth rate. Public sector power plants which are the leading members to provide electric power in the energy sector has relatively been accused for outages of power and they are considered helpless to meet peak load demands.

It has been noticed that the poor performance of public and private sector power plants might be significantly attributed to continuous decrease in performance level of employees working in these organizations. Former studies have indicated that performance of employees working in

the energy sector such as in public and private sector power plants is significantly important for helping businesses in energy sector either public or private to provide economical energy for domestic and commercial consumption (Saqib, 2017, Moody, 2012). Exhibition of unpredictable performance levels by workers of public and private sector power plants show that 6-leadership style used in these power plants is not suitable for the employees. According to Khajeh (2018) implies that irrelevant leadership style is cause of job stress of the employees which resultantly affects their work performance and consistently disturbs overall business efficiency and effects to profitability. This indicates that public and private sector power plants can make significant contributions in helping energy sector in Pakistan overcome its burdens by knowing insights of its employees regarding the leadership styles adopted by management of these organizations. Thus, this study attempts to find and address this research gap by correlating the relationship among leadership style and employee performance in the public and private energy sector in Pakistan.

LITERATURE REVIEW

This section presented substantial literature reviews regarding the study. It represents reviews related to this study such as theoretical reviews of leadership, conceptual reviews and empirical reviews which collect valuable evidence from preceding associated literature. The conclusion of this section ended with the conceptual framework that provides an illustrative interpretation of the study. The study is supported by Fielder's contingency theory related to leadership because its research objectives are relevant to that study. The theory gives the fundamentals which vary according to the situations that may be present in the institute and for that the problem energy sector in describing the different types of leadership that could be adopted by managers of that organization.

Fielder Contingency Theory

Fiedler's contingency theory is one of the eldest philosophies between the leadership concepts and it was constituted by Fred Fiedler in late 1950s and concluded in his study related to the behavior of leaders and effectiveness of groups in any organization to attain anticipated goals. Fiedler postulates the theory on ground realities that best way of management of individuals, team members or group is mostly dependent on situations of the work (Fielder & Garcia, 1987). Consequently, every condition or situation needs very distinctive way of handling. Also, Fiedler highlights that effectiveness of a cluster is only possible in occasions where there is a vibrant interconnection among leadership styles or personality traits of a supervisor and necessities for situation (Fiedler, 1967). Thus, this theory provides suggestions that there is no way to express which one is best leadership style for use in any organization to handle the situations but the leadership style is implemented according to current situation. According to the situation the best leadership style is used by the current leader which is handling that situation (Northouse, 2018). Fiedler (1967) was given the opinion and according to his view, the leadership styles are essentially natural and cannot be simply changed. Thus, the organizations can handle situations more efficiently and effectively by using altering the leaders themselves according to specific dimensions of the situation or to alternate the situation which is suitable with the strengths of leader.

In accordance Byedler (2015), furthermore recommended three situational variables such as the relation between leader and member, task configuration and position authority of a leader, with the combination of these relations they may lead towards either favorable, moderate, or

unfavorable situations will be appeared for the supervisor to discover him in. For instance, the relationship between leader-member depends on level of trust and confidence among leader and his group. A leader who has more trust has additional control over members of his group and therefore finds herself in appreciated conditions than the manager who is untrusted. Then untrusted leader culture is on the specific goals which are predictable to be completed by the assistants (Fiedler, 1967). Theory highlights that there are two types of tasks one is structured and other is unstructured. The structured tasks show favorable situations and the unstructured tasks show unfavorable situations. A task will be considered a structured task if a manager has sufficient understanding regarding how task can be performed. In decision, it is concluded that the strength of leadership power of a leader focuses to know how much the control is over the subordinates, on his group members. A leader who has power to control his subordinates has more capability to manage situations. Leader can get power from different areas which consist of expertise, forced and testimonial power. Theory added that a supervisor can retain autocratic, democratic or other leadership styles. Autocratic leaders believe their dependents to shadow prescribed configurations and rigorously obey their directions (Bodla & Nawaz, 2010; Fiedler, 2015).

Leadership Concept

Because it has substantial impact on satisfaction and attitude outcomes, leadership is important strategy to improve employee work behaviours (Kedsuda & Ogunlana, 2008). Munir, Rahman, Malik, and Ma'amor (2012) assert that effective leadership involves making use of everyone's capacity and aptitude so as to persuade others to work toward common objective. Leadership is viewed as a crucial management technique for fostering the positive employee performance, a harmonious company culture, and strong relationships between subordinates (Iqbal et al., 2015; Avolio, Sosik, & Benson, 2012). Besides, Mohiuddin (2017) made contribution by arguing that effective leadership can change an organization's culture and affect an employee's behaviour and retention. Though, due to inappropriate leadership, leads to unfortunate communication, less support from the managerial site, work pressure enhancement, unnecessary conflicts and consistently reduced performance of the employees (Northouse, 2018). Perhaps, leadership is demonstrated by style of leadership implemented through the supervisor. Rizwan et al. (2016) proposed that, when the leadership style encourages inspiration, assurance, expressive power and working relationship between the employees then the employees' works with full ability and diligence to perform the task. Therefore, the selection of a leadership style should ensemble the responsibilities, conditions, organizational objectives and configuration. Ngaithe (2016) exposed that leader, away from their activities and particular guidance are instructed to enable workers to make the definite judgements and also retain actions consecutively in the flat and 14 operative means because the efficient and effective leadership style is as significant as encouraging their employees.

Leadership Styles

Literature has shown a variety of leadership philosophies that managers might use to influence employees in order to achieve predetermined objectives. A collection of the behavioural patterns known as leadership styles are frequently displayed by a leader (Voon, Lo, Ngui&Ayob, 2011; Caillier, 2020). For instance, Sadeghi and Pihie (2013) identified three (3) key leadership styles and said that some of these styles have been adopted by most firms around the world. Thus, from these approaches, they founded, desired autocratic, delegative, and democratic leadership philosophies.

Theories of Leadership Styles

Leadership is an influencing process by which the leader motivates subordinates' involuntary participation to apply maximum efforts to achieve organizational goals. A leader is the person who guides followers to carry out organizational objectives. Effective managers are essential of today's organizations to have a better understanding of the complexities of the ever-changing Marco environment (Nanjundeswaras & Swamy 2014). Effective leaders rely on behaviors rather than traits which can be learned in different ways (Hill, 2001). The theories of leadership changed to the max. According to earlier theories such as traits theories which suggest that the leader has specific traits. After traits, theories emerge into the behavioral theories that leaders have attitudes 15 that can be cultured. Afterward, the situational theories developed that distinct leaders require distinct leadership styles. Later contingency theories derived to light and finally democratic and autocratic styles of the leadership developed (Bolden, Gosling, Marturano & Dennison, 2003). Thus, first theory for situational leadership was developed by Fred E. fielder was called "contingency theory of leader effectiveness". Thus, According to Fiedler leadership style is pure consideration of the personality characteristics and behavior (traits theory-oriented and behavior theory-oriented), which are basically remains constant but they change the entire situation.

The theory shows if the leadership style of person is task- or relationship-oriented, whether the situation (relationship of leader-member, structure of task and position power) is compatible with leadership style to achieve maximum performance (Mews 2016). Further transactional and transformational leadership styles came into limelight. Max Weber was first to introduce concept of transactional leadership in his socio-economics consideration of organization but it was 27 years after his death educational and proficient audiences believed on his ideology. In 1981 His basic facts were accepted by Bernard Bass. Educational research in school organization and administration nowadays been influenced nowadays have hypothesis that principal are leader principals 200) in which he found out that principle play a critical replay creating the bin environment in school which can lead to higher academic performance. Cognitive planning, operational approach, and relationship with parents and staff while increasing performance. Researchers have concluded that there are two structures or sectors currently adopted in 17 the schooling system in Pakistan which is the public and private sector (Waqar sectorsddiquin.d.). The leadership style fictiveness of educational organizations are rare in our own context. This study will find that which type of leadership style is present in public and private sectors and comparison.

Democratic Leadership Style

This type of leadership is also recognized as participative leadership style (Voon et al., 2011). As described by Novac and Bratanov (2014), this leadership type is related to workers contribution in all events such as the processes of the decision-making of an organization. For increasing the satisfaction, employee motivation enhancement and also improvements in performance level of the employees, the democratic leadership style is most effective style. It also constructs a path for encouraging self-esteem of employee of organization (Puni et al., 2014; Fiaz, Su & Saqib, 2017). The managers who used democratic leadership style mostly enhances the job satisfaction of employees of an organization by ensuring their participation in the activities related to that organizational objective. These leaders give permissions to control employees with minimum control upon them. Leadership style is considered appropriate style when workers are required

to work as team and superiority is more imperative. (Akpaprep, Jengre & Mogre, 2019; Caillier, 2020).

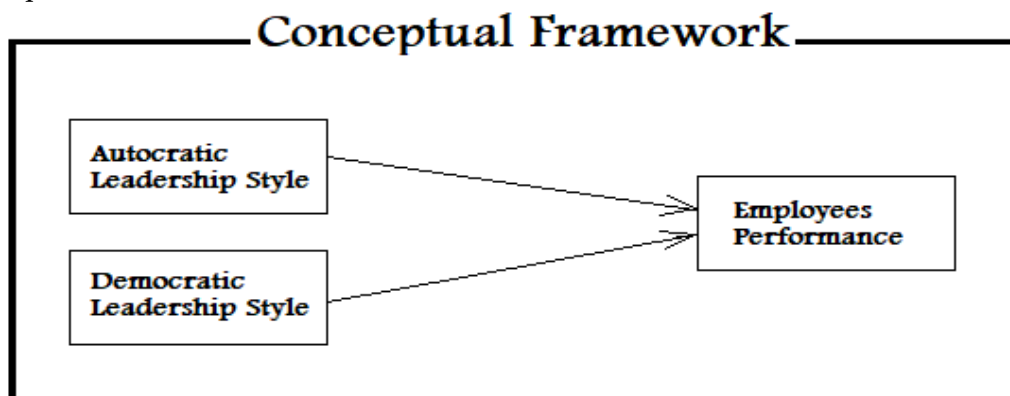
Autocratic Leadership Style

This leadership style is also recognized as authoritative style of leadership (Yahaya et al., 2014) and the leaders using this leadership style have nature of classic and bossy. By implementation of this style, the dependents are enforced to perform the work according to the instruction of leaders. The leader who have this style makes the every decision themselves and they forced the employees to obey and implements these decisions to obtain goals of organization. (Obiwuru, Okwu, Akpa & Nwankwere, 2011). Therefore, subordinates have essentially less chance to give recommendations for decision processes nevertheless of their virtues to organization. These leaders reveal full control on decision-making process in an organization (Iqbal et al., 2015). The leaders sort selections which depends on their specific thoughts, conclusions and therefore pay less attention to the guidance of their workers. This style of leadership is generally related to high ranks of contrary sound effects, employee nonappearance, frustration, demoralization, incomings and deprived productivity (Bhargavi & Yaseen, 2016). Because workers may sense slight importance in organization and therefore, they work under their strengths. It is though appropriate for approximately predictable and untrained employments which need high levels of management and control. These situations have need of leader to sort all main conclusions on their personal and always have complete control upon the work. Igbaekemen and Odivwri (2015) further submitted that such circumstances call for supervisors to personally regulate their skills, actions and strategies and implement on subordinates working under them to act in accordance.

Conceptual Framework

The conceptual framework is proposal to arrange illustrative view of study proposed for research work. Therefore, framework is established to make relationship between significant variables like democratic and autocratic leadership style and employee performance used in this study. The independent variables for this study are two leadership styles which are democratic and autocratic and dependent variable is employee performance. The conceptual framework is given below.

Figure 1
Conceptual Framework



The employee performance is correlated with leadership styles like democratic and autocratic as represented in the figure 1. It has been found from the reviews of previous studies, they explain that any increase or decrease in employee performance depends on variables of which type of leadership is of no exclusion. It can be seen from figure 1 a variation positive or negative in any independent variable (leadership styles) has straightforward effect on the dependent variable (employee performance). Selection of the leadership style can impact on employee performance in organizations comprising public and private sector power plants. Following hypotheses were constructed:

H1: The autocratic leadership style is significantly perceived in the public sector power plants.

H2: The autocratic leadership style affects the employee performance significantly very weak.

H3: The democratic leadership style is significantly perceived in private sector power plants.

H4: The democratic leadership style affects employees' performance significantly moderately.

RESEARCH METHODOLOGY

This section discussed methods of analysis, Model, sampling techniques and design adopted for analysis to determine significant relationship among dependent variable and independent variable. Moreover, detail of data collection, target population, validity and reliability of data are provided.

Research Approach

In this study the researcher adopted quantitative approach for the analysis of data and data collection. In words of [Suanders and Cornett \(2007\)](#) the research approach and design is "the general plan of how you will go about answering your research questions". More specifically, it follows the positivism approach for inspecting cause-and-effect correlation among leadership style and employee's performance in public and private energy sector. The positivism approach based on the assumption that reality is different form the belief of researcher who just interpret the result not the creator of it ([Hold, 2004](#)). The quantitative methodology is a technique of determination where data is analyzed in relations of the inferential statistics, mean, median, frequency and standard deviations to test hypothesis ([O'leary, 2017](#)). Quantitative approach allow the researcher to use cross sectional study, where data can be collected for a specific time period, use large sample date to obtain high level of validity to reduce biasness in judgment and results.

Research Design

A master plan that consists on specific methods, processes and specific approaches for collecting and analyzing the data or the required information is called the research design as suggested by [Zikmund, Babin, Carr and Griffin \(2010\)](#). The aim of this study is to check the validation of the proposed hypothesis and theoretical principles so it used the explanatory research design. This design permits the implementation of mean formula, standard deviation formula, relationship between variables and linear regression statistical tests to make solid results to effects strategies and observations ([Saunder, Lewis & Thornhill, 2009](#)). In this connection, [Blumberg, Cooper and Schindler \(2014\)](#) that explanatory design over take expressive study for explaining, to make projections and appeal conclusions. [Cooper and Schindler \(2014\)](#) disclose that the explanatory design aim is that to expedite the cause for a condition. This explanatory design permits data assortment from a substantial target population in suitable and reasonable way ([Saunder et al., 2009](#)).

Target Population

A population is the number of respondents of the same organization that works in a particular organization for which researcher wants to interpret some conclusions (Cooper & Schindler, 2014). Target population of study are the employees of public and private sector power plants in Pakistan. These branches include the TPS Muzaffargarh, TPS Guddu, KAPCO, AES Lalpir and HUBCO.

Table 1
Formation of Target Population

Power Plant	Number	Percentile (%)
TPS Muzaffargarh	50	25.0
TPS Guddu	50	25.0
KAPCO	40	20.0
Lalpir	35	17.5
HUBCO	25	12.5
Total	200	100.0

Sampling Procedure

This study adopted the random sampling technique due to sufficient size of target population in which all respondents (employees) of organization participate in process of data collection. According to Sharma (2017), the random sampling technique further confirms each sampling participant of the target population has chance of selection as representative of the population equally.

Data Collection Instrument

Data collection in research can be done by using the survey method such as questionnaire and interviews, by using experiments or observations which depends on the nature and approach of that data (Coopers & Schinder, 2014). The numerical data is collected through this survey and it analyzed quantitatively by using the inferential statistics and descriptive and also the collected data can be used to propose probable for precise interactions among the dependent variable and independent variables. Furthermore, it helps researchers in efficient and effective manners to sort out conclusions that are demonstrative of the whole targeted population (Watkins & Gioia, 2015). In this study, 5-point Likert scale for rating is used in which 1= Strongly Disagree and 5= Strongly Agree and all question items of both sections were put on this measurement scale. For both descriptive and inferential analysis, this scale for measurement scale is feasible for collecting primary data for analysis. It is fit for investigative relationship (cause-and-effect) among the related variables such as leadership styles and employee performance in this study. In simple words, this scale is appropriate for the quantitative research study so it valid to this study.

Validity and Reliability

Mohammadbeigi and Aligol (2015) has also explained validity as the ability to comprehend findings that are relevant with the conceptual and theoretical values of the study which mean “to construct accurate results and to measure what is supposed to be measured” (Bolarinwa, 2015). For the purpose of data collection, a questionnaire was thus adopted and circulated to different respondents. On the other hand, “reliability measures the level of internal consistency of the data collection instrument over time” (Bolarinwa, 2015). The pretesting is conducted by

Cronbach Alpha test which decide whether the collected data is consistent or not. Moreover, Aforementioned readings shows that the acceptable or more reliable value of Cronbach Alpha is 0.70 or more. Which mean that if the value of Cronbach Alpha is closer to 1, the data is more reliable.

Table 2
Reliability Analysis

Name of Variable	Cronbach Alpha
Perceived Leadership Style	0.934
Autocratic Leadership Style	0.938
Democratic Leadership Style	0.921
Employee Performance	0.943

Data Collection Procedure

The Primary data for this was collected through the use of online questionnaires to the research sample. The online survey method for research is completely advantageous because it provides the access to respondents who have difficulty reaching through other channels (Wright, 2017). Questionnaire was sent to respondents via email. Employee performance Ethical consideration is very important during research work data collection from the respondents. The important ethical considerations which were proposed by Neuman (2014) strictly implemented to. In this connection, the following considerations of ethics are considered like the conversant consent, volunteer contribution, secrecy and concealment, respect for required privacy and fairness and truthfulness. In this study all these ethical considerations were strictly used to make research valid.

Data Processing & Analysis

After collecting adequate data from respondents, then data would be processed by using SPSS software (version 23). Furthermore, processed data is analyzed through descriptive statistical technique such as mean and standard deviation and inferential statistical technique such as linear regression. The descriptive statistics are implemented to rank out apparent leadership styles as desired in research objective. For interpreting and communicating the information with the peoples the mean score is 30 suitable (Saunders et al., 2009). Results were furnished in the form tables, explained and its outcomes were buttressed or conflicted with previous relate research studies.

RESULTS AND DISCUSSION

In this section, results and analysis are presented by implementing data collection techniques and methods. As described earlier in the above section, Statistical Package for Social Sciences (SPSS) version 23 software will be used in this research study for statistical analysis on the collected data. In this regard, this section discusses analysis of respondent's profile, perceived leadership styles, how the democratic leadership affect employee performance in private sector power plants and autocratic leadership style affect employee performance in public sector power plants.

Democratic Leadership & Employee Performance

This segment consists on the results and discussions of this study in which it is tested influence of democratic leadership style on performance of subordinates of private sector power plants.

The linear regression analysis is used to interpret relationship between leadership styles and employee performance because this analysis is used to examine cause-and-effect relationships between variables which are under interests. Regression equation is given below implemented for this study to check the relation between the independent and dependent variables of this study. Results were constructed. $Y = B_0 + B_1X_1 + \epsilon$ Equation-1 Where, 'Y' is used for dependent variable, 'B₀' is Constant of regression, 'B₁' is regression coefficient of independent variable, X₁ is independent variable and ϵ is error term. In study, leadership style is independent variable and employee performance is dependent variable. Regression equation for perceived leadership style and employee performance of private sector power is given below $Y (EP) = B_0 + B_1 (DSL) + \epsilon$: Where,

$Y (EP)$ = Employee performance B_0 = Constant of regression, B_1 = Regression coefficient of independent variable DSL = Democratic leadership style and ϵ = Error Term

Table 3
Model Summary

Model	R	RSquare	Adj.R Square	Estimated SE
1	.663a	.445	.435	4.512

a. Predictors: (Constant), Democratic leadership style(DLS)

The R Square in table measure goodness of model to fit with linear regression model. It basically represents the percentage change in dependent variable (employee performance) with respect to independent variable (leadership style). The value of R Square is 0.445 as shown in table 7, it indicates that employee performance changed 36 about 44.5% due to democratic leadership style. It shows that democratic leaders contribute 44.5% of variation in employees' performance at private sector power plants. Result shows that private sector power plants adopting democratic style can contribute 44.5% change in performance. So, this leadership style affects employees' performance.

Table 4
Analysis of Variance

Model	Sum of Squares	Df	MeanSquare	F	Sig.
Regression	2145.871	2	2145.871	109.321	.000b
Residual	2759.355	151	19.302		
Total	4953.256	152			

Dependent Variable: Employee performances. Predictors:(Constant)DS

The ANOVA which is called analysis of variance is used to check how the regression equation fits on given data suitably. This analysis is explained on basis of postulation that the F statistic should be less than 0.05 to represent significant of the regression model. Table presents that regression model of this study have value of 0.000 ($p=0.000 < 0.05$) which is showing that this model has a confidence level of 95% and is presenting statistically significant how independent variable influences on dependent variable. The regression model of this study can significantly predict that democratic leadership style can significantly affect the performance of workers in private sector power plants. The result indicates that a unit increase or decrease in employee performance directly relates statistical significantly with unit increase or decrease in leadership style.

Table 5
Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	SE	Beta	T	Sig.
1 (Constant)	21.230	1.567		12.574	.000
DLS	.449	.045	.633	10.430	.000

Dependent Variable: Employee performance

For checking the independent variable is whether contributes or not statistically to the model the standardized coefficients provide necessary information on the basis of significant value. It is also helpful for measuring employee performance due to democratic style of leadership. The regression model of this study is given: $Y (EP) = 21.230 + 0.633 (DLS)$. According to regression equation this study has following statements the employee performance remains constant at 21.230 in the not presents of democratic leadership style which is presented by the constant term. The slope of standardized coefficient of DLS represents that a unit increase in employee performance is accounted by DLS. it shows that DLS predicts about 63.3% variance in employee performance. Afer Cohen's (1988) criteria when values of coefficient are in between 0.50 to 0.69 this indicate moderate effect so for this study it may be concluded that democratic style of leadership predicts moderate change in employee performance of private sector power plants. It is clear that this leadership style is adopted the leaders or superiors of private sector and they should continue to adopt this style. As such, management of the private sector used this style to increase performance level of their employees. In simple words democratic style of leadership has positive, moderate and significant effect on employee performance of private sector power plants.

Autocratic Leadership & Employee Performance

The regression equation which is given below implemented for this study to check relation among the leadership styles and employee performance which are variables of this study. The results were constructed on basis of this equation. $Y = B_0 + B_1X_1 + \epsilon$ Equation-1. Where, 'Issued for dependent variable, 'Bo'is Constant of regression, 'B1'is regression coefficient of independent variable, X1 is independent variable and ϵ is error term. The leadership style is independent variable and employee performance is dependent variable. ANOVA is used to check how regression equation fits on given data appropriately. $Y(EP) = 28.712 + 0.223 (ALS)$

Table 6
Variance Analysis

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	322.131	1	323.131	10.693	.001b
Residual	4693.133	139	34.814		
Total	5114.546	141			

Dependent Variable: Employee performance. Predictors:(Constant), ALS

CONCLUSION

According to research study we concluded that autocratic style of leadership is more perceived style in public sector power plants / organizations but it is not constructing actual and wanted

outcomes. Employees are not happy with this leadership style because it causes demotivation in subordinates and in few situations, it finally shows result of ineffectiveness of organization. In this style, final decision-making authority remain within a single department or team and communication with workers is not regularly and not in a timely manner. The new inventions from the subordinates are not strongly accepted. Superior management is also not participated in adoption of new technology and employees feel that they have very less opportunities for learning. The employees also do not know the exact plan of the organization. The company has no clear procedure to deal with complains of customers. We also found that Democratic style of leadership is more common in private sector power plants /organizations and it is constructing operative and desired results. Employees are happy with this style of leadership that increases inspiration in employees which ultimately results increased organizational effectiveness and performance. These are clear clues that the leadership styles play incredible roles in enhancing performance of employees in organizations particularly public and private sector power plants in Pakistan.

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