



## Enhancing Employee Job Performance in a Public Service Organisation: The Influence of Leadership Style

Edinwee George & Agatha Lamentan Muda\*

Faculty of Cognitive Sciences and Human Development, Universiti Malaysia Sarawak, 94300  
Kota Samarahan, Sarawak, Malaysia.

### ABSTRACT

Although the impact of leadership styles on employee performance has been widely studied, there is limited research on how autocratic and democratic leadership styles specifically affect job performance in Malaysia's public service sector, particularly within Sarawak's public organisations. This study investigates the relationship between these leadership styles and job performance in a public organisation in Kuching, Sarawak. Using a quantitative descriptive-correlational design, the study employed a cross-sectional survey with an online questionnaire to assess the influence of autocratic and democratic leadership styles on employee performance. A total of 73 employees participated in the survey, and data were collected using a validated and reliable closed-ended questionnaire. The findings revealed a significant positive correlation between both leadership styles and job performance, with democratic leadership having a stronger impact. These results provide valuable insights for organisational leaders seeking to improve leadership practices and enhance workforce resilience. Future research could explore the dynamics of various leadership styles, integrate mixed methods approaches, and examine their long-term effects.

**Keywords:** leadership styles, job performance, autocratic leadership, democratic leadership, public sector

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Email address: malamentan@unimas.my (Agatha Lamentan Muda)

\*Corresponding author

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