

Project Report On
Impact of leadership styles on Employee Productivity
Submitted to the
JAMIA MILLIA ISLAMIA
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Degree of
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Submitted by
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NEW DELHI
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Declaration

It is hereby declare that the project report, titled **IMPACT OF LEADERSHIP STYLES ON EMPLOYEE PRODUCTIVITY** submitted by me in partial fulfillment for the award of the Degree of Master of Arts (Human Resource Management) of this University has not been previously submitted for any other degree/diploma of this or any other University and is my original work.

Khan Subia

CERTIFICATE

On the basis of the declaration submitted by Miss Khan Subia student of Master of Arts (Human Resource Management), I hereby certify that the dissertation **IMPACT OF LEADERSHIP STYLES ON EMPLOYEE PRODUCTIVITY** which is being submitted to the Centre for distance and online education, Jamia Millia Islamia, New Delhi in partial fulfillment of the requirement for the award of the degree of Master of Arts (Human Resource Management), is an original contribution to existing knowledge and faithful record of research carried out by him under my guidance and supervision. To the best of my knowledge this work has not been submitted in part or full for any Degree or Diploma to this University or elsewhere. I consider this dissertation fit for submission and evaluation.

Dr. Md. Gaffar

(Supervisor)

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I take this opportunity to thank my project guide **Dr. Md. Gaffar** who has seen me through all the stages of the project. I would like to express my gratitude to her for his timely advice and Guided as per requirement Above all I thank GOD, Almighty for the immense wishes and blessings that gave me motivation and confidence to complete this project on time.

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Abstract

The current study investigates how leadership styles impact employee productivity, motivation, and engagement in an organization. Leadership is one of the most crucial factors that affect workplace performance. Different leadership styles, such as transformational, transactional, democratic, autocratic, laissez-faire, and servant leadership, vary in their impacts on employees. The research utilizes a quantitative method by analyzing a survey from the employees of different sectors to gauge the effectiveness of leadership styles.

The findings reveal that supportive and accessible leadership enhances motivation and productivity but poor communication, lack of feedback, and a lack of support inhibit performance. The vast majority of employees believe that if things were done differently at work, they would be more productive. A full 76.7% of the respondents reported believing that if management did things differently, they would be more productive.

Transformational and democratic leadership styles contribute the most positively to employee performance through motivation, open communication, and empowerment. Organisations should train leaders, enhance feedback mechanisms, and encourage engagement in order to build a more productive and satisfied workforce.

CHAPTER-I

INTRODUCTION

In today's dynamic work environment, leadership has become an important factor in determining how productive employees are. Various styles of leadership within an organization can have either positive or negative effects on motivation, engagement, and thus output levels for the workforce. Different approaches to decision making, communication, and interaction with employees characterize various leadership styles and can have varying degrees of influence on productivity within the workforce.

This exploration will investigate the different types of leadership styles and their impacts on employee productivity. We shall discuss how such approaches as transformational, democratic, servant, autocratic, and laissez-faire leadership can either be a boost or a hindrance to employee performance. We shall also consider how communication, work environment, and employee engagement impact productivity under the different leadership styles. By gaining this understanding, organizations can cultivate effective leadership strategies that foster a productive and thriving workforce.

1.1. Overview of Leadership Styles

Leadership is a crucial factor in shaping employee productivity, motivation, and organizational success. Different leadership styles influence employees in various ways, impacting engagement, decision-making, and overall performance. This section provides an overview of major leadership styles and their effects on employee productivity.

1.1.1 .Evolution of Leadership Theories

The **Evolution of Leadership Theories** refers to the progressive development and refinement of ideas, models, and frameworks that explain how leadership functions and influences individuals, groups, and organizations over time. It highlights the shift from early perspectives—focusing on innate traits and heroic leadership—to more dynamic, situational, and transformational approaches that emphasize adaptability, ethical leadership, and

employee engagement. This evolution reflects changing societal needs, organizational structures, and research advancements, shaping modern leadership practices.

1.1.2. Major Leadership Styles and Their Impact

Leadership styles play a crucial role in shaping employee productivity, motivation, and overall job satisfaction. **Autocratic leadership** is highly directive, where leaders make decisions unilaterally, which can increase efficiency in crisis situations but often reduces employee morale and innovation due to a lack of autonomy. In contrast, **democratic leadership** encourages employee participation in decision-making, fostering teamwork and creativity while sometimes slowing down processes. **Transformational leadership** inspires employees by creating a vision and motivating them toward high performance, leading to increased job satisfaction and commitment, though it can be demanding. **Transactional leadership**, which relies on rewards and punishments, ensures accountability and efficiency but may limit creativity. On the other hand, **laissez-faire leadership** offers minimal supervision, allowing for innovation but potentially causing confusion if employees lack self-direction. **Servant leadership** prioritizes employees' well-being, fostering trust and loyalty but may be less effective in competitive environments. Lastly, **situational leadership** adapts to different circumstances and employee needs, enhancing team effectiveness but requiring strong emotional intelligence. Ultimately, the impact of each leadership style depends on organizational goals, work culture, and employee needs, with flexible and employee-centered approaches often leading to higher productivity and engagement.

1.2. Theoretical Framework

A theoretical framework provides the foundation for understanding the relationship between leadership styles and employee productivity. Leadership theories help explain how different styles influence employee motivation, engagement, and performance. This section outlines key theories relevant to leadership and productivity.

1.2.1 Theories Related to Leadership Styles

1. Trait Theory of Leadership (Stogdill, 1948)

The **Trait Theory of Leadership** suggests that effective leaders possess specific inherent traits that distinguish them from non-leaders. Ralph Stogdill (1948) conducted a comprehensive review of leadership research and concluded that **leadership is not solely dependent on innate traits but also influenced by situational factors.**

2. Behavioral Theories (Blake & Mouton, 1964)

The **Behavioral Theory of Leadership** suggests that leadership effectiveness is determined by a leader's actions and behaviors rather than inherent traits. Unlike **Trait Theory**, which focuses on innate qualities, **Behavioral Theories** argue that leadership skills can be learned and developed.

3. Contingency Leadership Theory (Fiedler, 1967)

The **Contingency Leadership Theory**, developed by **Fred Fiedler (1967)**, proposes that there is no single best leadership style. Instead, a leader's effectiveness depends on how well their leadership style matches the specific situation. This theory challenges earlier views that leadership is solely based on traits (Trait Theory) or behaviors (Behavioral Theories).

4. Path-Goal Theory (House, 1971)

The **Path-Goal Theory of Leadership**, developed by **Robert House in 1971**, suggests that a leader's main role is to **clear the path** for employees, helping them achieve their goals by providing guidance, support, and motivation. The theory integrates elements from **expectancy theory**, which states that employees are motivated when they believe their efforts will lead to desirable outcomes.

5. Transformational Leadership Theory (Bass, 1985)

The Transformational Leadership Theory, developed by Bernard M. Bass in 1985, describes leaders who inspire, motivate, and empower employees to exceed expectations by fostering innovation, trust, and commitment. This theory builds on Burns' (1978) concept of transformational leadership and contrasts with transactional leadership, which focuses on rewards and punishments..

6 Transactional Leadership Theory (Burns, 1978; Bass, 1990)

The Transactional Leadership Theory, originally introduced by James MacGregor Burns (1978) and later expanded by Bernard Bass (1990), describes a leadership style that focuses on structured tasks, clear roles, and performance-based rewards and punishments. Unlike transformational leadership, which seeks to inspire and develop employees, transactional leadership is based on maintaining order, efficiency, and short-term performance.

7. Servant Leadership Theory (Greenleaf, 1977)

The **Servant Leadership Theory**, introduced by **Robert K. Greenleaf in 1977**, proposes that the best leaders prioritize the needs of their employees, fostering a **people-first** approach to leadership. Unlike traditional leadership models that emphasize power and authority, **servant leaders focus on supporting, developing, and empowering their teams to achieve success.**

1.2.2. Theories Related to Employee Productivity

1. Maslow's Hierarchy of Needs (Maslow, 1943)

Abraham Maslow developed the **Hierarchy of Needs** in 1943 as a psychological theory explaining human motivation. He proposed that people are driven by a set of hierarchical needs, progressing from basic survival needs to higher-level personal growth and self-actualization..

2 Herzberg's Two-Factor Theory (Herzberg, 1959)

Frederick Herzberg developed the **Two-Factor Theory** in 1959 to explain workplace motivation and job satisfaction. His research found that employee satisfaction and dissatisfaction are influenced by two separate sets of factors: **Motivators** (which drive satisfaction) and **Hygiene Factors** (which prevent dissatisfaction)..

3. Self-Determination Theory (Deci & Ryan, 1985)

The **Self-Determination Theory (SDT)**, developed by **Edward Deci and Richard Ryan (1985)**, explains human motivation by focusing on psychological needs and intrinsic motivation. It

suggests that people are most motivated and satisfied when their work fulfills three core psychological needs: **Autonomy, Competence, and Relatedness**.

1.2.3. Conceptual Framework: Leadership Styles and Employee Productivity

The **conceptual framework** for studying the relationship between **leadership styles and employee productivity** provides a structured approach to analyzing how different leadership behaviors impact workforce performance. Leadership styles, including **autocratic, democratic, transformational, transactional, laissez-faire, servant, and situational leadership**, serve as the **independent variables**, while **employee productivity**, measured through factors such as **task performance, job satisfaction, motivation, engagement, and retention**, represents the **dependent variable**. Each leadership style influences productivity differently; for instance, **transformational leadership** enhances motivation and commitment, leading to higher engagement and performance, while **democratic leadership** fosters collaboration and job satisfaction. In contrast, **autocratic leadership** may drive efficiency in structured environments but can reduce employee morale, and **transactional leadership** ensures accountability but may limit creativity. **Laissez-faire leadership** promotes autonomy but may result in confusion if not properly managed, while **servant leadership** fosters trust and loyalty, contributing to a positive work environment. **Situational leadership**, which adapts based on employee readiness, can enhance team effectiveness by addressing individual and contextual needs. Understanding these relationships helps organizations implement effective leadership strategies to maximize employee productivity and workplace satisfaction.

1.3. Leadership Styles and Employee Engagement

Leadership plays a crucial role in shaping employee engagement, which impacts productivity, job satisfaction, and retention. Different leadership styles either enhance or hinder engagement, influencing employees' motivation and commitment.

1.3.1. Impact of Leadership Styles on Employee Engagement

Leadership styles have a significant impact on **employee engagement**, influencing motivation, job satisfaction, and overall commitment to organizational goals. **Transformational leadership**, which focuses on inspiring and empowering employees, fosters high levels of engagement by creating a shared vision and encouraging professional growth. Similarly, **democratic leadership**, which values employee participation in decision-making, enhances engagement by making employees feel heard and valued. In contrast, **autocratic leadership**, characterized by strict control and minimal employee input, can reduce engagement by limiting autonomy and intrinsic motivation. **Transactional leadership**, which relies on rewards and punishments, may maintain engagement in the short term but can fail to foster long-term commitment. **Laissez-faire leadership**, which involves minimal supervision, can either boost engagement by promoting autonomy or lead to disengagement if employees feel unsupported. **Servant leadership**, which prioritizes employee well-being and development, enhances engagement by building trust and a sense of belonging. Lastly, **situational leadership**, which adapts based on employee needs, ensures optimal engagement by providing the right level of guidance and support. Ultimately, leadership styles play a crucial role in shaping workplace culture, and adopting a style that fosters open communication, recognition, and professional growth can significantly enhance employee engagement and overall organizational success.

1.4. Organizational Culture and Leadership

Organizational culture reflects the values and behaviors within a workplace. Leadership plays a key role in shaping, reinforcing, and changing this culture, influencing employee motivation and productivity.

Leadership's Impact on Culture

Leadership Style	Impact on Culture
Transformational	Fosters innovation, trust, and adaptability.
Transactional	Creates a structured, performance-driven culture.
Autocratic	Enforces control but limits creativity.
Democratic	Encourages collaboration and employee empowerment.

Laissez-Faire	Promotes autonomy but may cause lack of direction.
Servant	Builds trust, ethics, and employee well-being.

1.5 Ethical Leadership and Productivity

Ethical leadership emphasizes fairness, integrity, and accountability, fostering a work environment where employees feel valued and motivated. This leadership approach enhances trust, engagement, and overall productivity.

1.6. Leadership Development and Training

Leadership development and training are essential for cultivating effective leaders who drive organizational success. Investing in leadership skills enhances decision-making, employee engagement, and productivity.

Key Components of Leadership Development

Component	Impact
Coaching & Mentoring	Enhances skills through personalized guidance (Goleman, 2000).
Workshops & Seminars	Improves strategic thinking and problem-solving.
On-the-Job Training	Develops practical leadership experience in real scenarios.
Emotional Intelligence Training	Strengthens communication, empathy, and decision-making (Goleman, 1998).

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CHAPTER-II

REVIEW OF LITERATURE

Setiawan, Roy and Cavaliere, Luigi Pio Leanardo and Navarro, 2021:-This study examines the impact of leadership styles on employee performance in the Somaliland Ministry of Education and Higher Studies. It identifies four types of leadership: autocratic, transformational, democratic, and transactional. Autocratic leadership negatively affects department efficiency, leading to high absenteeism, poor morale, job satisfaction decline, and rotation. On the other hand, egalitarian, transformative, and transactional leadership have a positive effect on employee success, resulting in high morale, efficiency, engagement, and dedication. The study suggests that democratic, transactional, and disruptive leadership have a positive connection to employee performance, while autocratic models often have a negative impact. The study suggests that the practice of democratic leadership can contribute positively to a company's success by enhancing its powerful aspects. Therefore, it is crucial to focus on enhancing the effectiveness of democratic leadership in achieving employee success.

Adegboyega Olayisade and Olawumi D. Awolusi, 2021:- This study investigates the impact of leadership style on employee productivity in the Nigerian oil and gas industry, using Chevron Nigeria Limited as a case study. A five-point Likert scale questionnaire was used, with responses from 125 respondents. The results showed that autocratic leadership style is the most prevalent, followed by laissez-faire, bureaucratic, transactional, democratic, and charismatic styles. The study concluded that different leadership styles significantly influence employee productivity, but can coexist within the same organization. The findings have policy implications and recommendations, adding to existing literature on leadership practice in the oil and gas industry.

Dr Omkar Dastane , 2020:-This study investigated the impact of different leadership styles on employee performance in Malaysia, including transformational, Laissez-Faire, democratic, and autocratic leadership. Data was collected through an online survey of 211 employees of multinational corporations. IBM SPSS 24 was used for reliability and normality assessment, while IBM SPSS AMOS 24 was used for confirmatory factor analysis, structural equation modelling, and moderation analysis. Results showed a positive and significant relationship between

transformational, Laissez-Faire, and democratic leadership styles on employee performance. The relationship between autocratic leadership and performance was statistically insignificant. The impact of transformational and Laissez-Faire leadership styles was fully moderated by gender, while the correlation between democratic leadership and performance was only partially moderated. Autocratic leadership had a statistically insignificant impact. Transformational leadership was more pronounced in males, Laissez-Faire leadership was more pronounced in females, and democratic leadership was more pronounced in females. The study discusses managerial implications, limitations, and future research avenues.

Viduni Udovita, 202:- Leadership is simply “the art of influencing people so that they will strive willingly towards the achievement of goals” (Igbaekemen, 2014). Leadership plays a crucial role in creating an enthusiastic atmosphere and culture in an organization (Alghazo & Al-Anazi, 2016). Managers and leaders play a critical role in achieving productivity in organizations, as they are in charge of setting direction and executing, on behalf of all employees to achieve organizational goals. This paper theoretically explores the impact of managers’ leadership styles on subordinates’ performance. It has followed comprehensive literature review as the main research tool and the paper is framed as a concept paper with the discussion on empirical insights. Finally, it concludes the paper with some research directions and priorities for the future studies.

Veronica Sebastian and Zubair, 2017: Hassan This study aimed to investigate the impact of leadership style on employee performance in a private organization in Selangor, Malaysia. A sample of 100 employees was selected using convenience sampling technique. A questionnaire was designed to assess the relationship between leadership style and employee performance. The results showed that democratic leadership style had the most significant impact on employee performance, followed by laissez-faire and autocratic leadership styles. Democratic leadership style had the highest mean value (3.784), followed by laissez-faire (3.416) and autocratic (3.340). Autocratic leadership style had the lowest mean value (3.340) and standard deviation (0.7330), indicating a poor correlation with employee performance. Regression coefficient analysis revealed that democratic and laissez-faire leadership styles had a significant positive impact on employee performance. However, autocratic leadership had a negative significant impact (-0.168).

Iqbal , Anwar and Haider, 2015: The study sought to investigate the effect of leadership styles practiced in an organization and their effect on employee performance. The purpose of this study is to understand the effect of different leadership styles autocratic, democratic, and participative style- on employee performance. The objectives that guided the study were; to investigate the effect of autocratic

Celestine Awino Anyango, 2015:-The study examined the impact of different leadership styles on employees' performance at Bank of Africa, Kenya. It used a cross-section descriptive survey research strategy, collecting 80 structured questionnaires from 300 distributed. The study used descriptive and inferential statistical techniques, including Pearson's correlation and regression analysis. The results showed that transformational leadership style was the most exhibited at the bank, followed by transactional and laissez-faire styles. Employee performance was above average, with transformational leadership style having a strong correlation with employee performance and overall performance. Transactional leadership style was positively correlated with employee performance and overall performance. However, contingent rewards had a negative but insignificant correlation with performance. The study suggests that supervisors should use more transformational leadership behaviors or embrace transformational leadership style, but not laissez-faire leadership. Transformational leadership could have greater effects on employee productivity and performance quality.

Obasan Kehinde A . , Hassan Banjo A., 2014:- Managing an organization for effectiveness requires effective leadership. There abound different styles of leadership with attendant different effects. This paper studied the effect of transformational, transactional and laissez faire leadership styles on employee performance constructs of organizational commitment, organizational citizenship behaviour and job satisfaction in the Nigerian public sector using Department of Petroleum Resources as a case study. Using primary data generated through a structured 5 point likert scale questionnaire from a stratified randomly selected sample of 100, and analysed using regression on SPSS, it was established that the leadership styles tested have positive relationship on performance of employees. The paper concluded by recommending that managers should use more of transformational leadership to bring about higher levels of organisational commitment, OCB and job satisfaction. leadership styles affect employee performance, to investigate the effect

of democratic leadership styles on performance and to analyze the effect of participative leadership styles on employee performance in an organization. The study followed the qualitative approaches, Secondary research will be integrated. The reason for this is to be able to provide adequate discussion for the readers that will help them understand more about the issue and the different variables that involve with it. On the other hand, sources in secondary research will include previous research reports, newspaper, magazine and journal content. Existing findings on journals and existing knowledge on books will be used as secondary research. The interpretation will be conducted which can account as qualitative in nature. To validate the research objective different scholarly views are presented of each independent variable effect on the dependent variable. At the end it was concluded that the autocratic leadership is useful in the short term and democratic leadership style is useful in all time horizon. And participation leadership style is most useful in long term and effect on employees is positive. At end some recommendations are discussed.

Munirat Olafemi Yusuf and Isyaka Mohammed Sanni , 2014:- Every organization is set up with the expectations of effective and efficient performance, growth in terms of increase in productivity, revenue generation, profit maximization, customer's satisfaction and increase employees' performance. The extent to which this performance and growth objectives are achieved is mostly determined by the type of leadership style used in the organization which accounts for its efficiency and effectiveness. This study was carried out to look at the extent to which this trend has continued and specially, the relationship between leadership style and employee performance in an organization. This study was conducted in Federal Capital Territory Abuja with the use of questionnaire and interview to gather relevant data that was statistically analyzed using Correlation analysis with the help of SPSS , the findings shows that there is a significant relationship between leadership style and performance in an organization, This study has observed that leaders and leadership style in organizations have affected the ability of their organizations to achieve corporate goals and objectives. The study concluded and recommends that efficiency is a function of perceived reward. Good motivation is critical for achieving organizational objectives. Therefore, recognizing worker's needs is an essential step to planning and motivational effort. Hence, every action taken by a leader stimulates a reaction in the employees. Therefore, the attainment of the objectives of most business organization would be borne out of the fact that

leadership recognizes the needs of the workers, employ appropriate motivational tool such as promotion of staff based on merit and relevant skill. Also provision of suitable working environment and employ an appropriate leadership style that will encourage free flow of information among leaders and employees as this will lead to good organization and employee performance.

Benard Nashon Otieno and Dr. Jane G. Njoroge, 2019:- The Kenyan University system faces challenges due to inappropriate leadership and administrative directives, leading to poor global rankings. A study was conducted to investigate the effects of leadership styles on employee performance at the Technical University of Kenya (TUK). The study used three theories: goal setting, situational contingency theory, and Transformational and Transactional theory. A total of 185 respondents from administrative, technical, teaching, and support staff were sampled using stratified random sampling. Primary data was collected through a questionnaire and SPSS was used for data analysis. The results showed that transformational leadership was the most exhibited style at TUK, followed by transactional and laissez-faire styles. Autocratic leadership was the least used, and employee performance was above average.

Ali Orozi Sougui , Abdul Talib Bon , Hussein Mohamed Hagi Hassan, 2015:- This study aims to determine the relationship between leadership styles and employee performance, particularly in Telecom Engineering companies. It examines the relationship between leadership styles and job performance through mediators such as motivation and job satisfaction. The research reviews four leadership styles: transformational, servant, transactional, and Laissez-faire. There is a lack of consensus on the best leadership style, with transformational theory being considered an improvement to transactional leadership. Some researchers suggest that the optimal leadership style may be a blend of servant, transactional, and transformational styles. The study will use a quantitative research method, with questionnaires distributed to employees in Telecom Engineering companies. Structural Equation Modeling (SEM) and SPSS will be used for analysis, as multi-dimension analysis tools are limited in quantitative research. A proposed theoretical framework is proposed for this work. The study aims to provide insights into the effectiveness of different leadership styles in today's rapidly changing business environment.

Thaneswary Raveendran and Aruna Shantha Gamage, 2018:- The business researchers are interested in identifying what leadership styles result in positive outcomes in organizations. From the work of the researchers, many theories and approaches have been developed time to time. This paper provides a literature review of transformational and transactional leadership styles and its impact on employee performance. The review outlines the major leadership theories and provides a framework for understanding the body of knowledge. Transformational and transactional leadership theories are discussed in detail in order to provide a specific leadership theoretical framework for this study. Empirical findings related to the study variables are discussed based on the literature. The review of literature shows that the leaders are perceived effective when they use transformational and transactional leadership styles together. Further several studies identified that, compared to transactional leadership, transformational leadership has more impact on employee performance. However, there is a gap in the current literature examining the effects of transformational and transactional leadership styles on employee performance in the Sri Lankan context. The review results would bring a platform for the future researchers to concentrate on the applicability of the theory in various sectors in Sri Lanka.

Roy Setiawan, Luigi Pio Leonardo Cavaliere, Enaidy Reynosa Navarro, Worakamol Wisetsri, Puttithorn Jirayus, Sapna Chauhan, Almighty C. Tabuena, and Regin Rajan, 2021:- This study examines the impact of leadership styles on employee performance in Somaliland's education ministry and higher education. It identifies four types: autocratic, transformational, democratic, and transactional leadership. Autocratic leadership negatively affects efficiency, leading to high absenteeism, poor morale, and job satisfaction. On the other hand, egalitarian, transformative, and transactional leaders have a positive impact on employee success, resulting in high morale, efficiency, engagement, and dedication. The study suggests that democratic, transactional, and disruptive leadership have a positive connection to employee performance, while autocratic models often have a negative impact. The study suggests that leaders should focus on enhancing democratic leadership features to contribute positively to company success. Leadership research focuses on the impact of leadership style, which is the configuration of attitudes and behaviors that leaders hold and exhibit. Leadership styles are the act of providing direction, implementing strategies, and motivating followers towards achieving desired goals.

Amir Hussain Shah, Sabzar Ahmad Peerzadah, 2019:- These styles are influenced by multifaceted interactions between individuals' thoughts and feelings. Researchers have developed various approaches to leadership, including models, theories, and frameworks. The main aim is to understand the effectiveness of leadership in re-organization, such as establishing authority, bringing a sense of responsibility, restructuring, and addressing employees' issues. Two prominent leadership styles, transformational and transactional, have been widely studied in various socio-economic and academic sectors. This study aims to analyze the effectiveness of transformational and transactional leadership styles in relation to employee performance through a literature review.

Adegboyega Olayisade & Olawumi D. Awolusi, 2021:- This study investigates the impact of leadership style on employee productivity in the Nigerian oil and gas industry, using Chevron Nigeria Limited as a case study. A five-point Likert scale questionnaire was used to gather data from 125 respondents, with 93 valid responses. The results confirmed the validity and reliability of the research findings. The autocratic leadership style was found to be the most predominant, followed by laissez-faire, bureaucratic, transactional, democratic, and charismatic styles. The study concluded that leadership styles significantly influence employee productivity, although different styles can have varying effects and can coexist within the same organization. The study also highlighted policy implications and recommendations, adding to existing literature on leadership practice and serving as a reference point for further studies in the oil and gas industry.

Maktoum Alkaabi, Kudus, Norliah, Ab Rahman , 2022:- This research reviewed literature related to the impact of work environment, leadership styles and resilience on job performance in UAE. In the course of this review, it was figured out that, work environment tremendously affects the job performance of an employee in many ways, likewise leadership style. Both leadership style, work environment and resilience impacted on job performance in UAE based on the reviewed literature.

Rheza Kurnia Fajar, 2022:- The primary focus of this article is the connection between employee performance and leadership style. There are still conflicting findings from studies on the connection between employee performance and leadership style. The goal of this research was to compare the findings of primary research on these two factors in order to ascertain the relationship between employee performance and leadership style. A conceptual examination of numerous earlier investigations conducted over the past 10 years is the methodology employed. The findings

indicate a strong and favorable correlation between employee performance and leadership style, particularly in Indonesia, where interpersonal relationships are valued highly. This suggests that in order to promote employee performance improvement, managers need to be able to establish a positive leadership style, but this is not the sole requirement.

CHAPTER-III

RESEARCH METHODOLOGY

Research methodology is the systematic and theoretical analysis of the methods applied to a field of study. It comprises the theoretical analysis of the methods and principles associated with a branch of knowledge. It implies the application of various techniques and methods to gather empirical data and significant information at a broader level.

3.1 Statement of the Problem

Employees' productivity, engagement, and success are led and driven by leadership. However, in what is actually an honest truth, most organizations fail to identify which type of leadership would best motivate their employees toward greater performance. Inconsistent management approaches thus lead to low engagement, decreased productivity, and high turnover rates.

Despite extensive research on leadership theories, there still exists a gap concerning the direct impact of various forms of leadership on workers' productivity in different forms of organizations. This study focused on exploring which kind of leadership styles-Transformational, Transactional, Autocratic, Democratic among others-work best to increase worker productivity and which aspects of the environment are better contributed to by such leadership styles.

3.2 Scope of the study

The paper intends to explore the effects of varied leadership styles on employee productivity in the context of the organization. It centers on core leadership styles: transformational, transactional, autocratic, democratic, laissez-faire, and servant leadership, and analyzes how each influences employee motivation, engagement, and performance.

The research will be conducted in selected industries that are corporate, healthcare, and education sectors so as to ensure an all-inclusive understanding of the effectiveness of leadership in varied work environments. Data will be collected from the employees and the managers through questionnaires and interviews, ensuring that the study balances perspectives on practices related to leadership.

Whereas this study is aimed to provide useful insights, a lot will depend upon the specific industry and locations under study, which may affect generalizability. External factors such as economic conditions and organizational culture shall be considered but not analyzed in detail.

3.3 Need of the Study

Effective leadership is a key driver of employee productivity, motivation, and overall organizational success. However, many organizations struggle to identify and implement the most suitable leadership style that fosters high performance. This study is essential to bridge the gap between leadership approaches and their direct impact on employee productivity.

By analyzing different leadership styles—such as transformational, transactional, autocratic, democratic, and servant leadership—this research will provide valuable insights for organizations seeking to enhance workplace efficiency and employee engagement. Understanding how leadership influences productivity will help businesses develop better leadership training programs, improve employee satisfaction, and reduce turnover rates.

This study is particularly relevant in today's fast-changing work environment, where leadership adaptability is crucial for sustaining long-term growth and competitiveness. The findings will contribute to both academic knowledge and practical applications in leadership development.

3.4. Objectives of the Study

The study aims to analyze the impact of leadership styles on employee productivity. The specific objectives are:

1. **To examine the relationship between leadership styles and employee productivity** in various organizational settings.
2. **To identify which leadership styles** (e.g., transformational, transactional, autocratic, democratic, laissez-faire, servant leadership) are most effective in enhancing employee motivation and performance.
3. **To assess the role of leadership in employee engagement, job satisfaction, and retention.**

4. **To evaluate the challenges and limitations** associated with different leadership styles in improving productivity.
5. **To provide recommendations for organizations** to adopt effective leadership practices that drive high performance and employee well-being.

3.5. Hypotheses

This study examines the relationship between leadership styles and employee productivity. The hypotheses are formulated as follows:

Null Hypotheses (H₀)

1. **H₀₁:** There is no significant relationship between leadership styles and employee productivity.
2. **H₀₂:** Transformational leadership does not significantly enhance employee engagement and performance.
3. **H₀₃:** Transactional leadership does not have a measurable impact on employee productivity.
4. **H₀₄:** Autocratic leadership does not negatively affect employee motivation and job satisfaction.
5. **H₀₅:** Democratic leadership does not contribute to increased employee productivity and teamwork.

Alternative Hypotheses (H₁)

1. **H₁₁:** There is a significant relationship between leadership styles and employee productivity.
2. **H₁₂:** Transformational leadership positively influences employee engagement and performance.
3. **H₁₃:** Transactional leadership has a measurable impact on employee productivity.
4. **H₁₄:** Autocratic leadership negatively affects employee motivation and job satisfaction.
5. **H₁₅:** Democratic leadership contributes to increased employee productivity and teamwork.

3.6. Research Design:-

The research design is descriptive and correlational:

- ☐ Descriptive: This is to study the current grievance management practices and the prevailing level of job satisfaction among employees.
- ☐ Correlational: To study the relationship between grievance management practices and job satisfaction.

3.7. Limitations of the Study:-

- Limited Sample Size: The study may focus on specific industries or geographic locations, which may affect the generalizability of the findings.
- Self-Reported Data: Employee perceptions of leadership effectiveness and productivity may be subjective, leading to potential biases.
- External Factors: Other variables such as organizational culture, economic conditions, and technological advancements may influence productivity but are not the primary focus of this study.
- Time Constraints: The research is conducted within a limited timeframe, which may restrict the depth of analysis and longitudinal insights.
- Leadership Variability: Individual leadership styles can vary based on personal traits and organizational needs, making it challenging to categorize them strictly into predefined styles

3.8. Source of data

The data are collected from the primary data and data collection is the term used to describe a process of data collecting.

- ☐ Primary Data- Questionnaire was prepared and given to 60 respondents.
- ☐ Secondary Data- Online journals and website & review of the literature from published articles.

3.9. Sampling technique:

Convenience sampling method

Survey sampling is selecting members from a target population to be in sample for a sample survey. Usually the survey is some type (i.e. in-person, phone or internet survey). Convenience sampling can be done by simply creating a questionnaire and distributing it to their targeted group. Through this method, researchers can easily collect their data in a matter of hours, free from worrying about whether it is an accurate representation of the population. Convenience sampling is a type of sampling where the first available primary data source will be used for the research without additional requirements. It is also an easy sampling method to collect data from the people without any hurdles.

3.10. Period of Study:- The duration of the study is one month and the sample size of the study is 60 people.

3.11. Analytical Tools

Percentage Analysis – It refers to a special kind of rates, percentages are used in making comparison between two or more series of data. A percentage is used to determine relationship between the series.

Pie Chart – A pie chart is a circular statistical graphic, which is divided into slices to illustrate numerical proportion. In a pie chart, the length of each slice is proportional to that which represents the data as per the response by respondents throughout the questionnaire.

CHAPTER-IV

DATA ANALYSIS AND INTERPRETATION

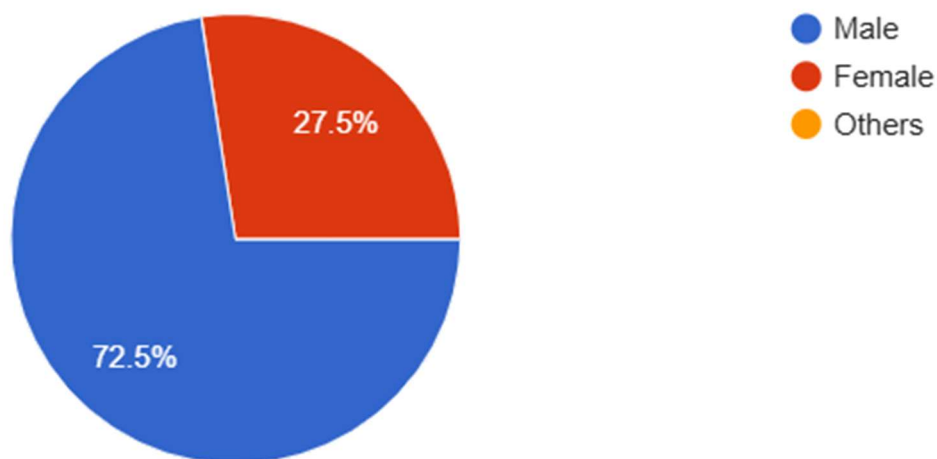
4.1. Percentage Analysis

Table 4.1. Gender of the respondents

S.NO	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1	Male	74	72.5
2	Female	28	27.5
3	Others	0	0
4	Total	102	

Source :- Primary Data

Percentage of the Respondents



(Fig 4.1)

Interpretation: From the above analysis 72.5 percentages of respondents are female and 27.5 percentages of respondent are male.

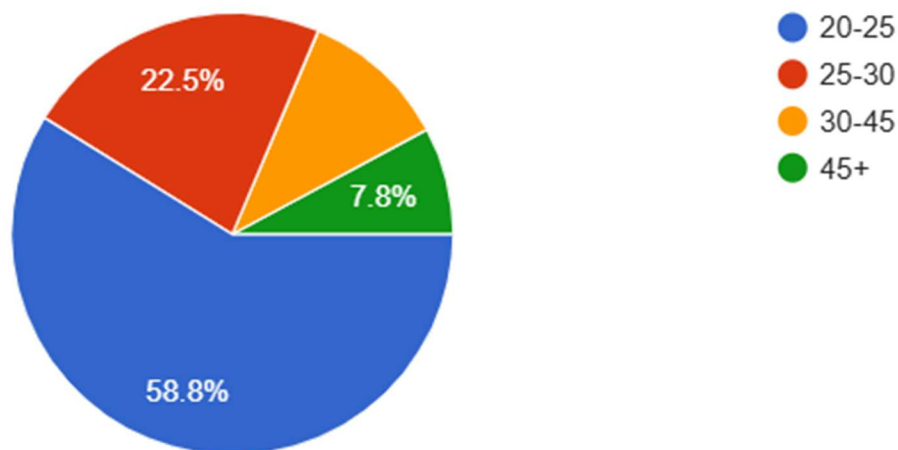
Inference: Majority 72.5 percentages of respondents are male.

Table 4.2. Age of the respondents.

S.NO	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1	20-25	59	59
2	25-30	22	22
3	30-45	11	11
4	45+	8	8
5	Total	100	

Source :- Primary Data

Percentage of the Respondents



(Fig4.2)

Interpretation: From above analysis 58.8 percentages of respondent are from the age group 20 to 25 , 22.5 percentages of respondents are from the age group of 25 to 30 , 10.8 percentages of respondents are from the age group 30 to 45 and 7.8 percentages of respondents are from the age group of above 45.

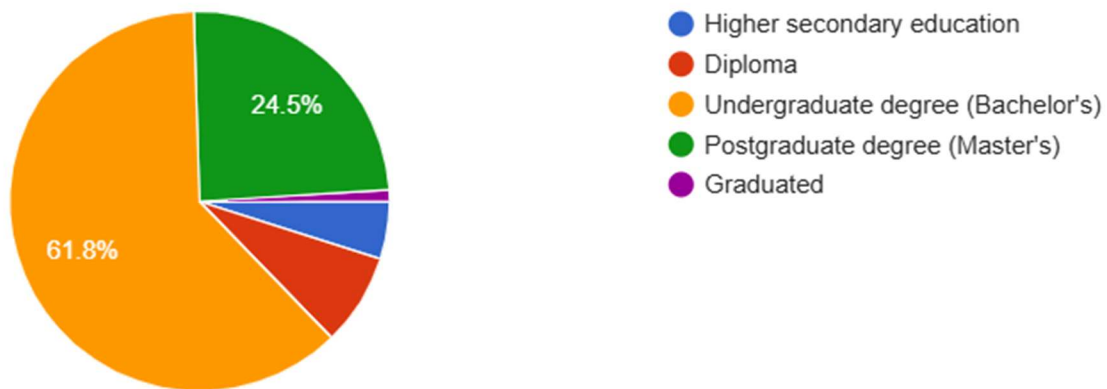
Inference: 60 percentages of respondents are from the age group 20 to 25.

Table 4.3. Education of the respondent.

S.NO	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1	Higher secondary education	5	4.9
2	Diploma	8	7.8
3	Undergraduate degree	64	61.8
4	Postgraduate degree	25	24.5
5	Total	102	

Source :- Primary Data

Percentage of the Respondents



(Fig 4.3)

Interpretation: From the above analysis 61.8 percentages of respondents have Undergraduate degree (Bachelor's) , 24.5 percentages of respondents have Postgraduate degree (Master's), 7.8 percentages of respondents have Diploma and 4.9 percentages of respondents have higher secondary education.

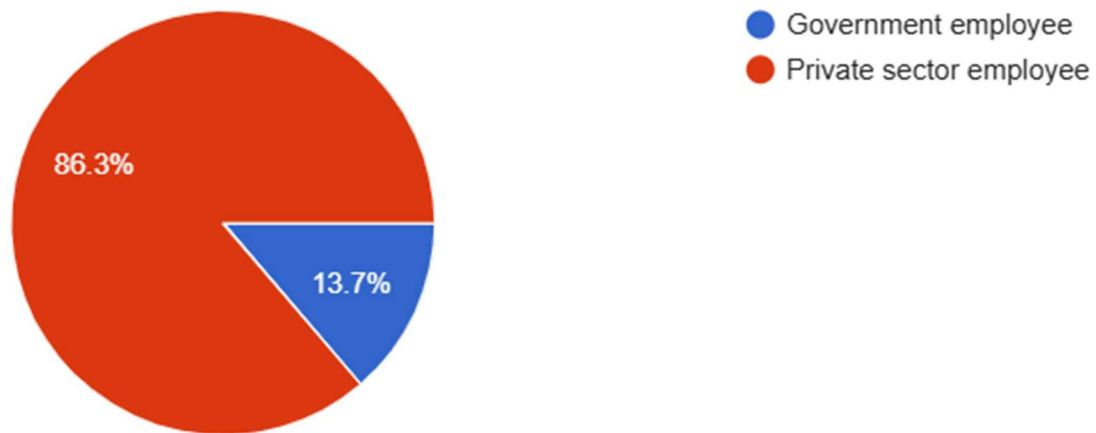
Inference: Majority 61.8 percentages of respondents have Undergraduate degree (Bachelor's)

Table 4.4. Occupation of the respondent.

S.NO	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1	Government sector employee	14	14
2	private sector employee	88	86
3	Total	102	

Source :- Primary Data

Percentage of the Respondents



(Fig 4.4)

Interpretation: From the above analysis 86.3 percentages of respondents has Private sector employees, 13.7 percentages of respondents has Government employees.

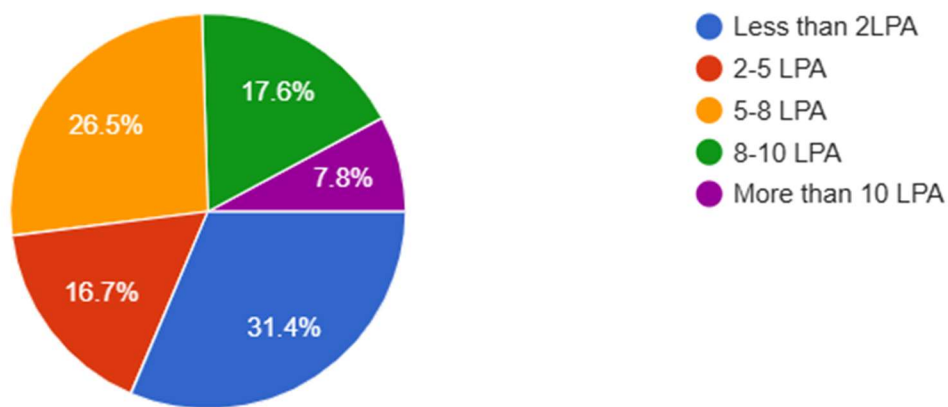
Inference: Majority 86.3 percentages of respondents has privet sector employee.

Table 4.5. Income of the respondent.

S.NO	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1	Less than 2LPA	31	31
2	2-5 LPA	17	17
3	5-8 LPA	27	27
4	8-10 LPA	17	17
5	More than 10 LPA	8	8
6	Total	100	

Source :- Primary Data

Percentage of the Respondents



(Fig 4.5)

Interpretation: From the above analysis 31.4 percent of respondents have an income of less than 2 LPA, 26.5 percent of respondents have an income of 5 to 8LPA , 17.6 percent of respondents have an income of 8 to 10 LPA ,16.7 percent of respondents have an income of 2 to 5 LPA and 7.8 percent of respondents have an income of more than 10 LPA.

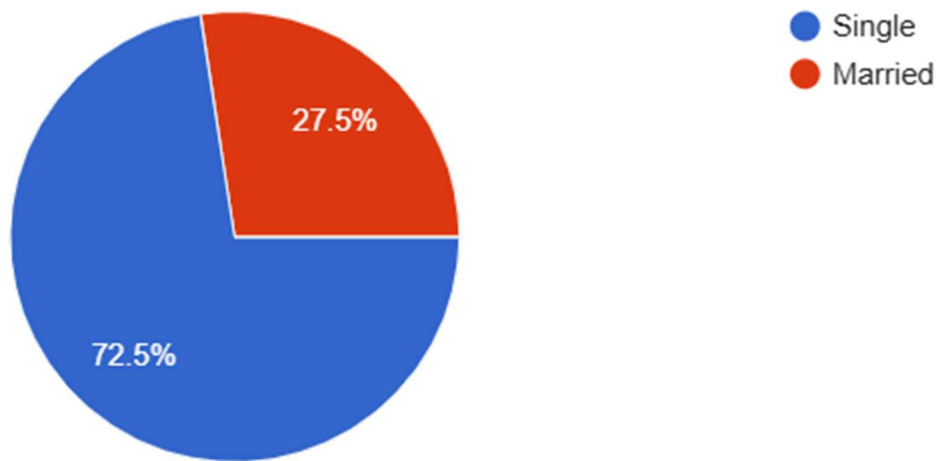
Inference: Majority 31.4 percent of respondents have an income of less than 2 LPA.

Table 4.6. Marital status of the respondent.

S.NO	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1	Single	74	72.5
2	Married	28	27.5
3	Total	102	

Source :- Primary Data

Percentage of the Respondents



(Fig 4.6)

Interpretation: From the above analysis 72.5 percent of respondents are single and 27.5 percent of respondents are married.

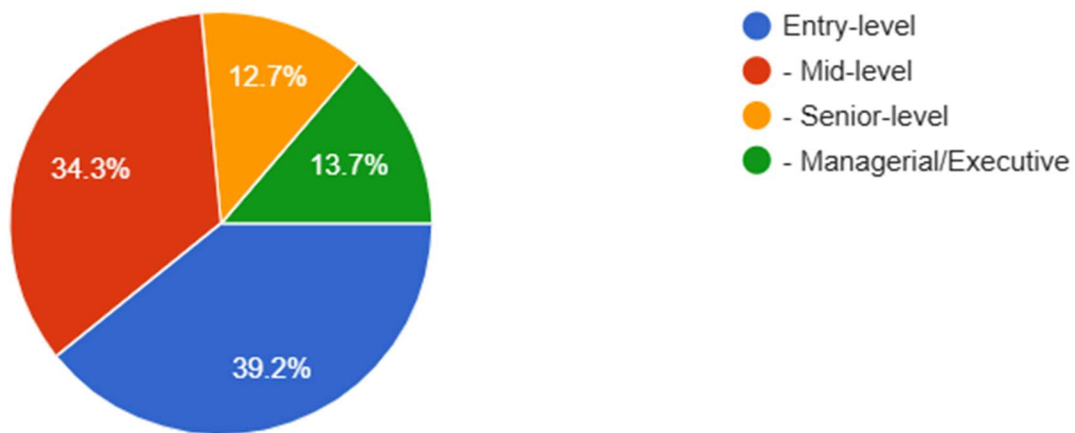
Inference: Majority 72.5 percent of respondents are single.

Table 4.7. What is your job role?

S.NO	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1	Less than 1 year	47	47
2	1-3 years	23	23
3	4-7 years	19	19
4	8+ years	11	11
5	Total	100	

Source :- Primary Data

Percentage of the Respondents



(Fig 4.7)

Interpretation: From the above analysis 39.2 percent of respondent at entry level, 34.3 percent of respondents at mid level, 13.7 percent of respondent at managerial/executive level, and 12.7 percent of respondents at senior level.

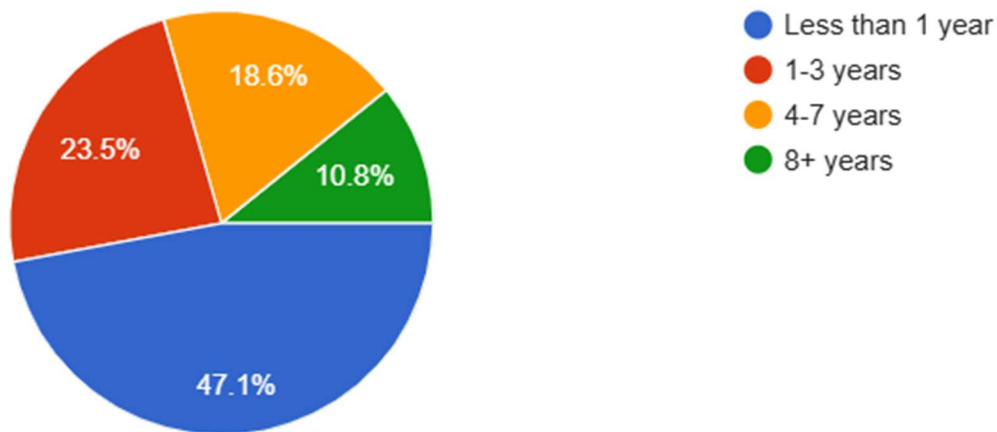
Inference: Majority 39.2 percent of respondent at entry level.

Table 4.8. How many years of experience do you have in your field?

S.NO	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1	Less than 1 year	48	47.1
2	1-3 years	24	23.5
3	4-7 years	19	18.6
4	8+ years	11	10.8
5	Total	100	

Source :- Primary Data

Percentage of the Respondents



(Fig 4.8)

Interpretation: From the above analysis 47.1 percent of respondent have less than 1 year of experience , 23.5 percent of respondent have 1 to 3 years of experience , 18.6 percent of respondents have 4 to 7 years of experience and 10.8 percent of respondent have more than 8 years of experience.

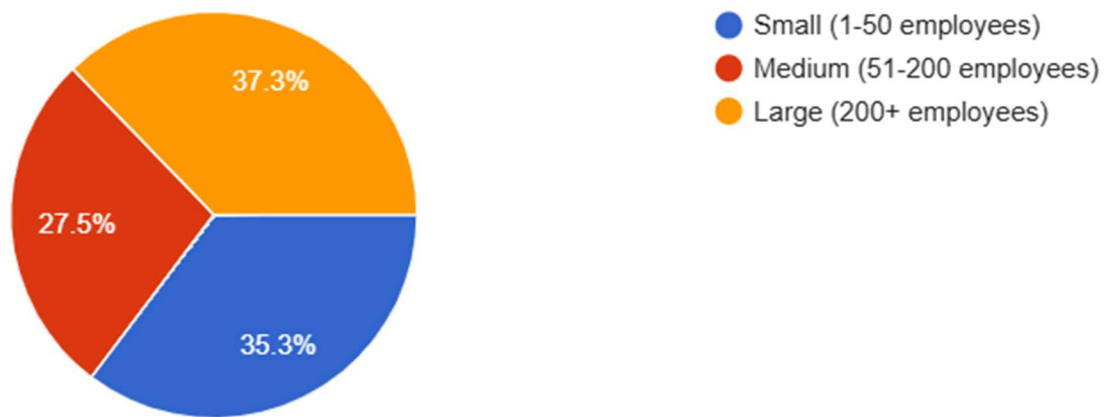
Inference: Majority 47.1 percent of respondent have less than 1 year of experience.

Table 4.9. What is the size of your organization?

S.NO	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1	Small (1-50)	35	25
2	Medium(51-200)	28	28
3	Large(200+)	37	37
4	total	100	

Source :- Primary Data

Percentage of the Respondents



(Fig 4.9)

Interpretation: From the above analysis 37.3 percent of respondents size of their organization is Large(200+), 35.3 percent of respondents size of their organization is Small (1-50) and 27.5 percent of respondents size of their organization is Medium(51-200).

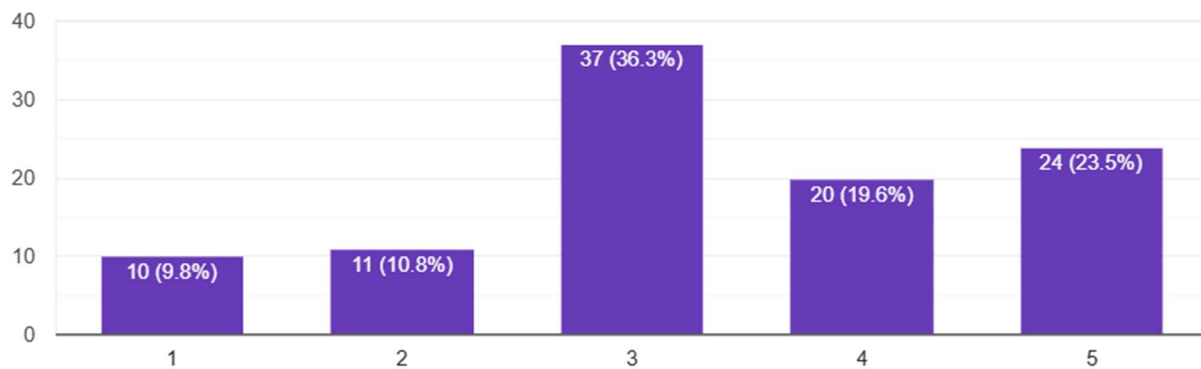
Inference: Majority 37.3 percent of respondents size of their organization is Large(200+)

Table 4.10. My manager is approachable and willing to listen to employees' concerns

S.NO	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1	Strongly Disagree(1)	10	9.8
2	Disagree(2)	11	11.8
3	Can't say(3)	37	36.3
4	Agree (4)	20	19.6
5	Strongly Agree(5)	24	23.5
6	Total	102	

Source :- Primary Data

Percentage of the Respondents



(Fig 4.10)

Interpretation: From the above analysis 36.3 percent of respondents can't say that their manager is approachable and willing to listen to employees' concerns, 24 percent of respondents strongly agree that their manager is approachable and willing to listen to employees' concerns, 19.6 percent of respondents agree that their manager is approachable and willing to listen to employees' concerns, 10.8 percent of respondents disagree that their manager is approachable and willing to listen to employees' concerns and 9.8 percent of respondents strongly disagree that their manager is approachable and willing to listen to employees' concerns.

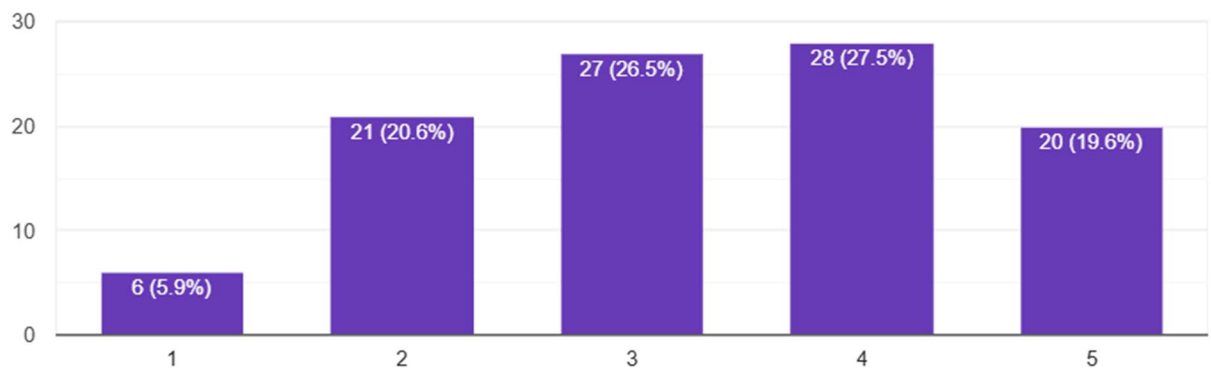
Inference: Majority 36.3 percent of respondents can't say that their manager is approachable and willing to listen to employees' concerns.

Table 4.11. My manager encourages and inspires me to achieve higher levels of performance.

S.NO	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1	Strongly Disagree(1)	6	5.9
2	Disagree(2)	21	20.6
3	Can't say(3)	27	26.5
4	Agree (4)	28	27.5
5	Strongly Agree(5)	20	19.6
6	Total	102	

Source :- Primary Data

Percentage of the Respondents



(Fig 4.11)

Interpretation: From the above analysis 27.5 percent of respondents agree that their manager encourages and inspires they to achieve higher levels of performance, 26.5 percent of respondent can't say that their manager encourages and inspires they to achieve higher levels of performance, 20.6 percent of respondents disagree that their manager encourages and inspires they to achieve higher levels of performance, 19.6 percent of respondents strongly agree that their manager encourages and inspires they to achieve higher levels of performance and 5.9 percent of respondents strongly disagree that their manager encourages and inspires they to achieve higher levels of performance

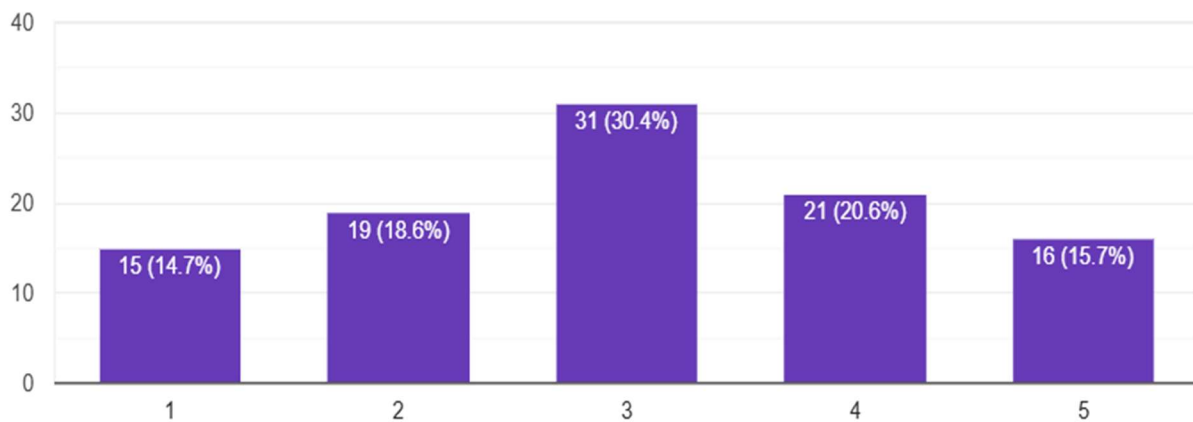
Inference: Majority 27.5 percent of respondents agree that their manager encourages and inspires they to achieve higher levels of performance

Table 4.12. The leadership style in my organization is mostly focused on controlling and rewarding/punishing employees

S.NO	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1	Strongly Disagree(1)	15	14.7
2	Disagree(2)	19	18.6
3	Can't say(3)	31	30.4
4	Agree (4)	21	20.6
5	Strongly Agree(5)	16	15.7
6	Total	102	

Source :- Primary Data

Percentage of the Respondents



(Fig 4.12)

Interpretation: From the above analysis 30.4 percent of respondents can't say that the leadership style in their organization is mostly focused on controlling and rewarding/punishing employees, 20.6 percent of respondents agree that the leadership style in their organization is mostly focused on controlling and rewarding/punishing employees, 18.6 percent of respondents disagree that the leadership style in their organization is mostly focused on controlling and rewarding/punishing employees, 15.7 percent of respondents strongly agree that the leadership style in their organization is mostly focused on controlling and rewarding/punishing employees and 14.7

percent of respondents strongly disagree that the leadership style in their organization is mostly focused on controlling and rewarding/punishing employees.

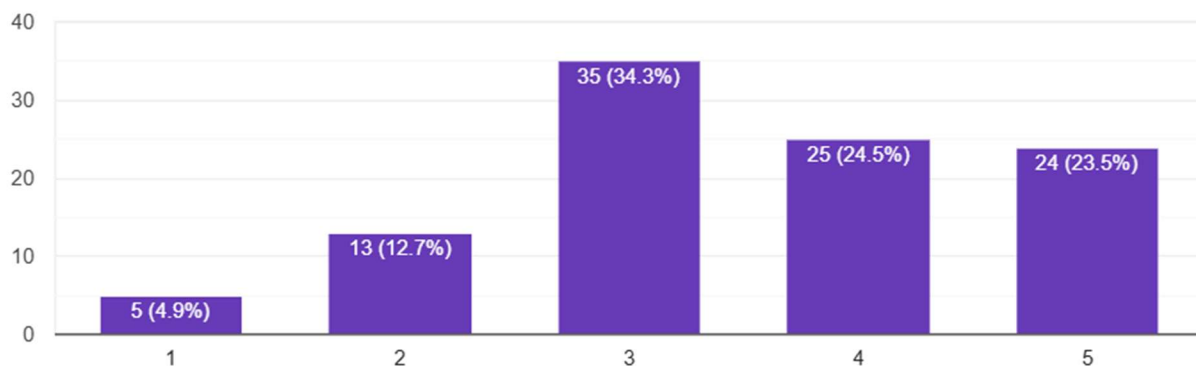
Inference: Majority 30.4 percent of respondents can't say that the leadership style in their organization is mostly focused on controlling and rewarding/punishing employees.

Table 4.13 I feel empowered to make decisions that affect my work in this organization

S.NO	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1	Strongly Disagree(1)	4	4
2	Disagree(2)	13	13
3	Can't say(3)	35	35
4	Agree (4)	24	24
5	Strongly Agree(5)	24	24
6	Total	100	

Source :- Primary Data

Percentage of the Respondents



(Fig 4.13)

Interpretation: From the above analysis 34.3 percent of respondent can't say that they feel empowered to make decisions that affect their work in current organization, 24.5 percent of respondent agree that they feel empowered to make decisions that affect their work in current organization, 23.5 percent of respondent strongly agree that they feel empowered to make decisions that affect their work in current organization, 12.7 percent of respondent disagree that they feel empowered to make decisions that affect their work in current organization and 4.9

percent of respondent strongly disagree that they feel empowered to make decisions that affect their work in current organization.

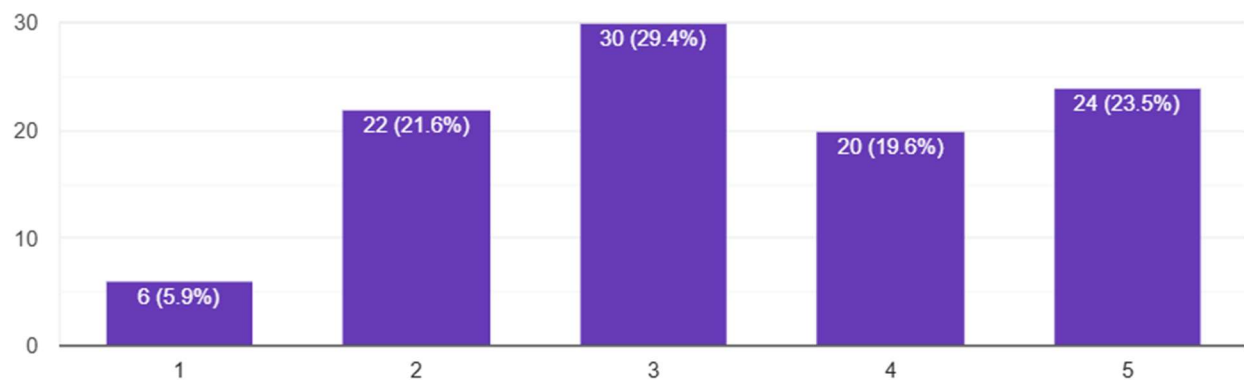
Inference: Majority 34.3 percent of respondent can't say that they feel empowered to make decisions that affect their work in current organization.

Table 4.14 The leadership in my organization encourages open communication and feedback.

S.NO	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1	Strongly Disagree(1)	6	5.9
2	Disagree(2)	22	21.6
3	Can't say(3)	30	29.4
4	Agree (4)	20	19.6
5	Strongly Agree(5)	24	23.5
6	Total	102	

Source :- Primary Data

Percentage of the Respondents



(Fig 4.14)

Interpretation: From the above analysis 29.4 percent of respondent can't say that the leadership in their organization encourages open communication and feedback, 23.5 percent of respondent strongly agree that the leadership in their organization encourages open communication and feedback, 21.6 percent of respondent disagree that the leadership in their organization encourages open communication and feedback, 19.6 percent of respondent agree that the leadership in their

organization encourages open communication and feedback and 25.9 percent of respondent strongly disagree that the leadership in their organization encourages open communication and feedback.

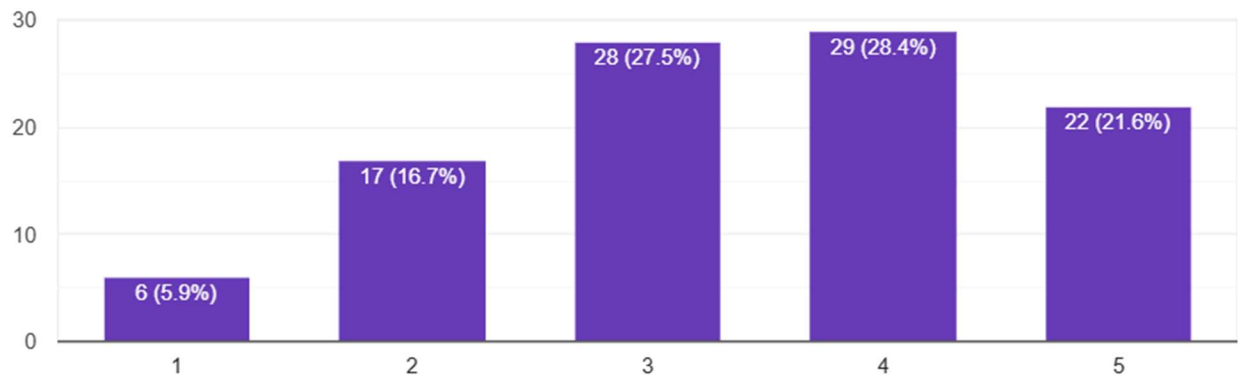
Inference: Majority 29.4 percent of respondent can't say that the leadership in their organization encourages open communication and feedback

Table 4.15 Since the leadership style has been implemented in my organization, I feel more motivated to complete my work efficiently.

S.NO	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1	Strongly Disagree(1)	6	5.9
2	Disagree(2)	17	16.7
3	Can't say(3)	28	27.5
4	Agree (4)	29	28.4
5	Strongly Agree(5)	22	21.6
6	Total	102	

Source :- Primary Data

Percentage of the Respondents



(Fig 4.15)

Interpretation: From the above analysis 28.4 percent of respondents agree that the leadership style has been implemented in their organization, they feel more motivated to complete their work efficiently, 27.5 percent of respondents can't say that that the leadership style has been implemented in their organization, they feel more motivated to complete their work efficiently,

21.6 percent of respondents strongly agree that the leadership style has been implemented in their organization, they feel more motivated to complete their work efficiently, 16.7 percent of respondents disagree that the leadership style has been implemented in my organization, they feel more motivated to complete their work efficiently and 5.9 percent of respondents strongly disagree that the leadership style has been implemented in my organization, they feel more motivated to complete their work efficiently.

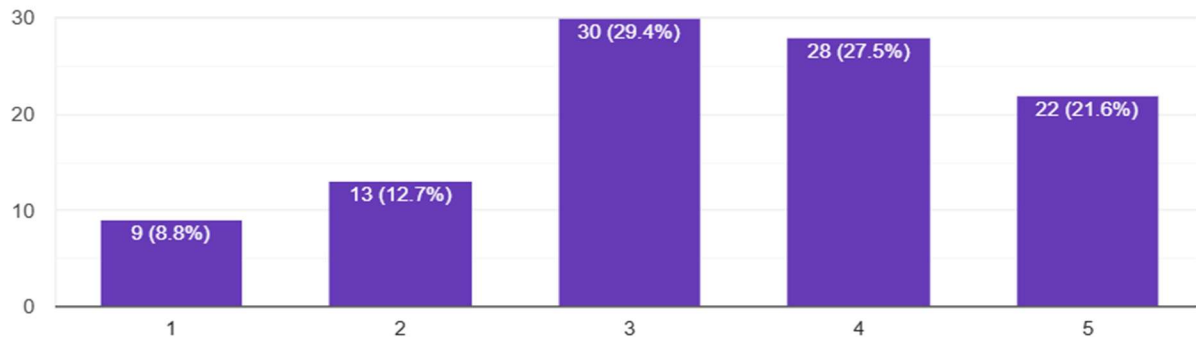
Inference: Majority 28.4 percent of respondents agree that the leadership style has been implemented in my organization, they feel more motivated to complete their work efficiently.

Table 4.16 I believe that the leadership style in my organization has a positive impact on my job performance.

S.NO	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1	Strongly Disagree(1)	9	8.8
2	Disagree(2)	13	12.7
3	Can't say(3)	30	29.4
4	Agree (4)	28	27.5
5	Strongly Agree(5)	22	21.6
6	Total	102	

Source :- Primary Data

Percentage of the Respondents



Interpretation: From the above analysis 29.4 percent of respondents can't say that they believe that the leadership style in their organization has a positive impact on his job performance, 27.5 percent of respondents agree that they believe that the leadership style in their organization has

a positive impact on his job performance, 21.6 percent of respondents strongly agree that they believe that the leadership style in their organization has a positive impact on his job performance, 12.7 percent of respondents disagree that they believe that the leadership style in their organization has a positive impact on his job performance and 8.8 percent of respondents strongly disagree that they believe that the leadership style in their organization has a positive impact on his job performance.

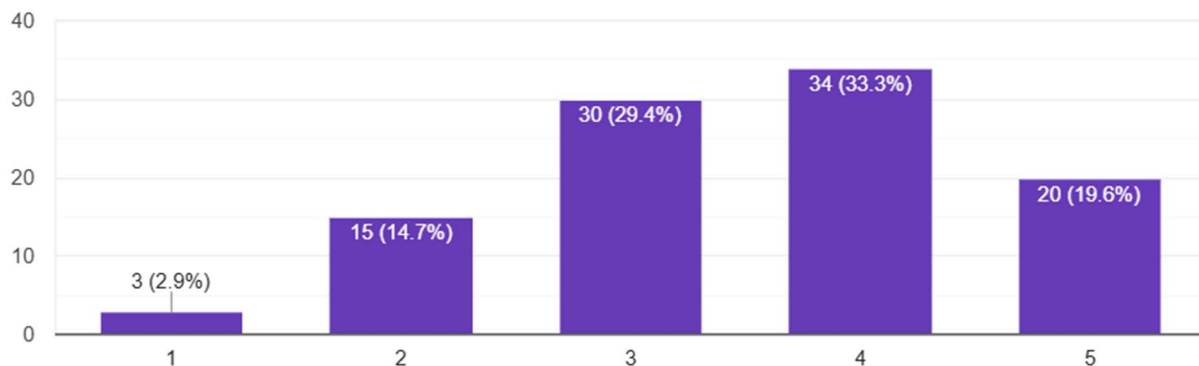
Inference: Majority 29.4 percent of respondents can't say that they believe that the leadership style in their organization has a positive impact on his job performance

Table 4.17. The leadership style encourages me to take initiative in my tasks.

S.NO	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1	Strongly Disagree(1)	3	2.9
2	Disagree(2)	15	14.7
3	Can't say(3)	30	29.4
4	Agree (4)	34	33.3
5	Strongly Agree(5)	20	19.6
6	Total	102	

Source :- Primary Data

Percentage of the Respondents



(Fig 4.17)

Interpretation: From the above analysis 33.3 percent of respondent agree that the leadership style encourages they to take initiative in his tasks, 29.4 percent of respondent can't say that the leadership style encourages they to take initiative in his tasks, 19.6 percent of respondent strongly agree that the leadership style encourages they to take initiative in his tasks, 14.7 percent of respondent disagree that the leadership style encourages they to take initiative in his tasks and 2.9 percent of respondent strongly disagree that the leadership style encourages they to take initiative in his tasks.

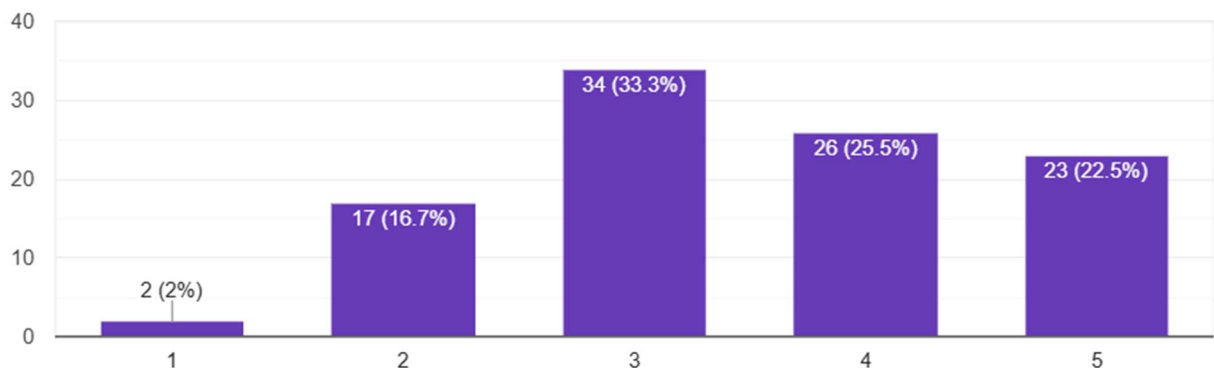
Inference: Majority 33.3 percent of respondent agree the leadership style encourages they to take initiative in his tasks.

Table 4.18. I feel that the leadership style affects my ability to meet my work targets.

S.NO	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1	Strongly Disagree(1)	2	2
2	Disagree(2)	16	16
3	Can't say(3)	34	34
4	Agree (4)	26	26
5	Strongly Agree(5)	22	22
6	Total	100	

Source :- Primary Data

Percentage of the Respondents



(Fig 4.18)

Interpretation: From the above analysis 33.3 percent of respondent can't say that they feel that the leadership style affects their ability to meet their work targets, 25.5 percent of respondent agree that they feel that the leadership style affects their ability to meet their work targets, 22.5 percent of respondent strongly agree that they feel that the leadership style affects their ability to meet their work targets, 16.7 percent of respondent disagree that they feel that the leadership style affects their ability to meet their work targets and 2 percent of respondent strongly disagree that they feel that the leadership style affects their ability to meet their work targets.

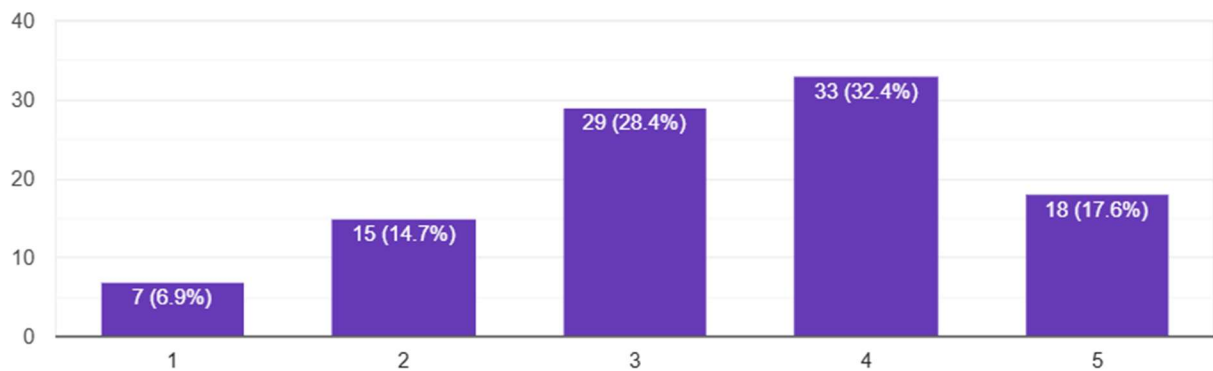
Inference: Majority 33.3 percent of respondent can't say that they feel that the leadership style affects their ability to meet their work targets

Table 4.19. My leader's style allows for a good work-life balance and enhancing my productivity.

S.NO	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1	Strongly Disagree(1)	7	7
2	Disagree(2)	14	14
3	Can't say(3)	29	29
4	Agree (4)	33	33
5	Strongly Agree(5)	17	17
6	Total	100	

Source :- Primary Data

Percentage of the Respondents



(Fig 4.19)

Interpretation: From the above analysis 32.4 percent of respondent agree that their leader's style allows for a good work-life balance and enhancing their productivity, 28.4 percent of respondent can't say that their leader's style allows for a good work-life balance and enhancing their productivity, 17.6 percent of respondent strongly agree that their leader's style allows for a good work-life balance and enhancing their productivity, 14.7 percent of respondent disagree that their leader's style allows for a good work-life balance and enhancing their productivity and 6.9 percent of respondent strongly disagree that their leader's style allows for a good work-life balance and enhancing their productivity.

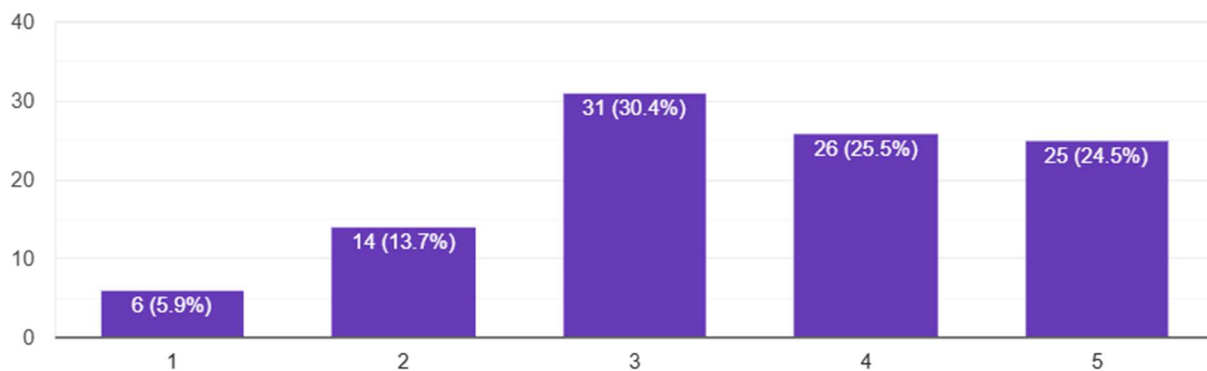
Inference: Majority 32.4 percent of respondent agree that their leader’s style allows for a good work-life balance and enhancing their productivity.

Table 4.20 How would you rate the overall impact of leadership style on your productivity at work?

S.NO	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1	1	6	5.9
2	2	14	13.7
3	3	31	30.4
4	4	26	25.5
5	5	25	24.5
6	Total	102	

Source :- Primary Data

Percentage of the Respondents



(Fig 4.20)

Interpretation: From the above analysis 30.4 percent of respondents rate 3 the overall impact of leadership style on their productivity at work, 25.5 percent of respondents rate 4 the overall impact of leadership style on their productivity at work, 24.5 percent of respondents rate 5 the overall impact of leadership style on their productivity at work, 13.7 percent of respondents rate 2 the overall impact of leadership style on their productivity at work and 5.9 percent of respondents rate 1 the overall impact of leadership style on their productivity at work.

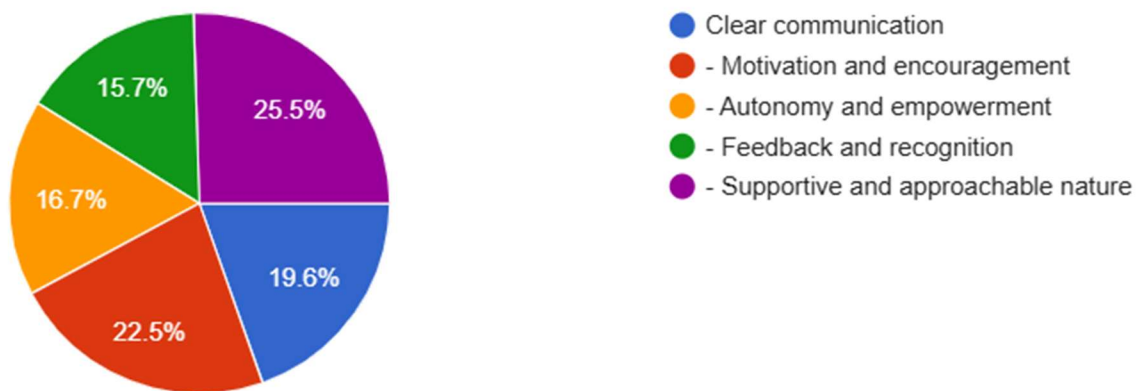
Inference: Majority 30.4 percent of respondents rate 3 the overall impact of leadership style on their productivity at work.

Table 4.21. What aspects of your leader's behavior most positively influence your productivity?

S.NO	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1	Clear communication	20	19.6
2	Motivation and encouragement	23	22.5
3	Autonomy and empowerment	17	16.7
4	Feedback and recognition	16	15.7
5	Supportive and approachable nature	26	25.5
6	Total	102	

Source :- Primary Data

Percentage of the Respondents



(Fig 4.21)

Interpretation: From the above analysis 25.5 percent of respondents aspects that Supportive and approachable nature of their leader's behavior most positively influence his productivity, 22.5 percent of respondents aspects that Motivation and encouragement of their leader's behavior most positively influence his productivity, 19.6 percent of respondents aspects that Clear communication of their leader's behavior most positively influence his productivity, 16.7 percent

of respondents aspects that autonomy and empowerment of their leader's behavior most positively influence his productivity and 15.7 percent of respondents aspects that Feedback and recognition of their leader's behavior most positively influence his productivity.

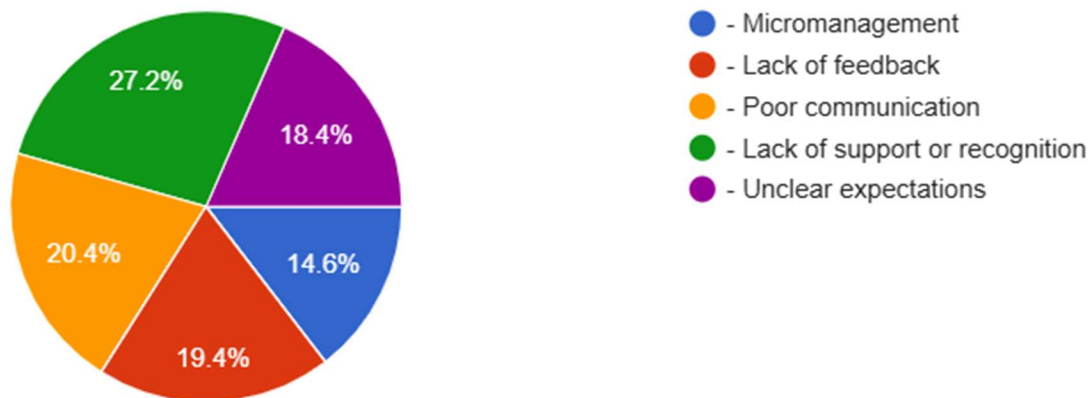
Inference: Majority 25.5 percent of respondents aspects that Supportive and approachable nature of their leader's behavior most positively influence his productivity.

Table 4.22. What aspects of your leader's behavior most negatively impact your productivity?

S.NO	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1	Micro management	15	14.6
2	Lack of feedback	20	19.4
3	Poor communication	21	20.4
4	Lack of support	28	27.2
5	Unclear expectations	19	18.4
6	Total	103	

Source :- Primary Data

Percentage of the Respondents



Interpretation: From the above analysis 27.4 percent of respondents aspects Lack of support that of his leader's behavior most negatively impact his productivity, 20.4 percent of respondents aspects Poor communication that of his leader's behavior most negatively impact his productivity, 19.4 percent of respondents aspects Lack of feedback that of his leader's

behavior most negatively impact his productivity, 18.4 percent of respondents aspects Unclear expectations that of his leader's behavior most negatively impact his productivity.

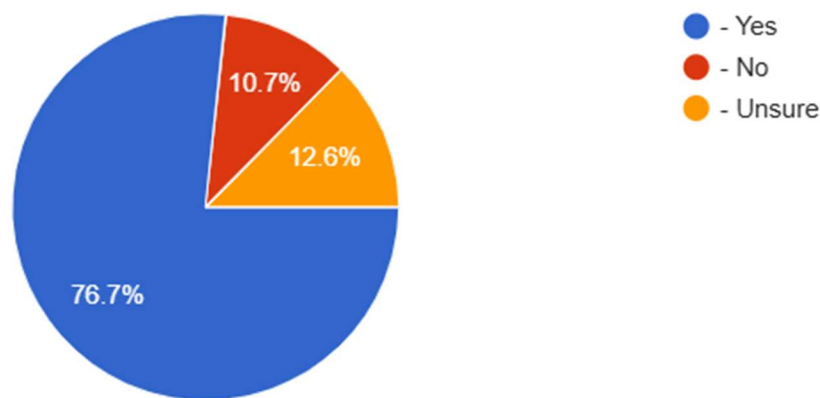
Inference: Majority 27.4 percent of respondents aspects Lack of support that of his leader's behavior most negatively impact his productivity.

Table 4.22. Do you think a different leadership style would improve your productivity?

S.NO	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1	Yes	79	76
2	No	11	10.7
3	Unsure	13	12.6
4	Total	103	

Source :- Primary Data

Percentage of the Respondents



(Fig 4.22)

Interpretation: From the above analysis 76.7 percent of respondent think a different leadership style would improve their productivity, 12.6 percent of respondent not sure that a different leadership style would improve their productivity, 10.7 percent of respondent not think a different leadership style would improve their productivity.

Inference: Majority 76.7 percent of respondent think a different leadership style would improve their productivity.

CHAPTER-V

FINDING AND SUGGESTIONS

Findings

- Majority of respondents are male (72.5%) and aged between 20-25 years (59%).
- Most respondents have an undergraduate degree (61.8%) and are employed in the private sector (86.3%).
- Majority of the respondents earn less than 2 LPA and also have less than 1 year of work experience, that is, 47.1% and 31.4%.
- 36.3% of respondents cannot say if their manager is approachable and willing to listen.
- Only 23.5% strongly agree that their manager is approachable.
- 27.5% agree that their manager encourages and inspires them to perform better, while 26.5% are unsure.
- 30.4% of respondents cannot say whether the leadership style in their organization focuses on control and rewards/punishments.
- 34.3% **cannot say** whether they feel empowered to make decisions.
- 29.4% of respondents cannot confirm if leadership encourages open communication.
- 23.5% strongly agree that open communication is encouraged.
- 28.4% agree that leadership has motivated them to **work efficiently**, but 27.5% remain uncertain.
- Supportive and approachable leadership (25.5%) has the greatest impact.
- Motivation and encouragement (22.5%) are also key factors.
- Lack of support (27.4%) is the biggest barrier to productivity.
- Poor communication (20.4%) and lack of feedback (19.4%) are also significant issues.

Suggestions and Recommendations

- Managers should listen to employees and resolve issues.
- Regular team meetings and open-door policies can foster trust and engagement.
- Leaders should motivate employees through recognition and rewards.
- More opportunities to develop skills and grow career.
- Since 76.7% feel that different leadership would bring improvement in productivity, an organization needs to use more democratic and transformational leadership styles.
- Leaders should balance guidance with autonomy, reducing micromanagement.
- Lack of support, poor communication, and unclear expectations should improve.
- Implement a regular feedback system that makes employees feel valued.
- Train managers in effective communication, emotional intelligence, and motivational leadership.
- Encourage mentorship programs where experienced employees guide newcomers.

CONCLUSION

This study reveals the deep influence of leadership styles on employee productivity, motivation, and engagement in the workplace. Findings of this study indicated that though positive work environment was promoted by effective leadership, there were still problems such as gaps in communication, lack of support, and unclear expectations. Most employees are confused about their leaders' effectiveness; hence, it is a requirement for leadership development and better managerial approaches.

The research states that supportive and approachable leadership, clear communication, and empowering employees significantly increases productivity. Micromanaging, weak feedback mechanism, and poor motivation are key factors that detract from performance. Interestingly, 76.7% of the employees find that a new leadership style will increase their productivity, which stresses the need to have more active and employee-sensitive leadership styles in organizations.

The way to promote an engaged workforce with high levels of performance will be through organizational recommendations:

Transformational and democratic leadership styles to promote participation and motivation.

Improvement of communication channels and feedback mechanisms

Leadership training to enhance managerial effectiveness

Empowerment of employees through delegation and recognition of their efforts.

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APPENDIX

(QUESTIONNAIRE)

Q). Name of the respondent.

Q). Gender of the respondent.

Male

Female

Others

Q). Age of the respondent.

20-25

25-30

30-45

45+

Q). Education of the respondent.

Higher secondary education

Diploma

Undergraduate degree (Bachelor's)

Postgraduate degree (Master's)

Other:

Q).Occupation of the respondent.

Government employee

Private sector employee

Q). Income of the respondent.

Less than 2LPA

2-5 LPA

5-8 LPA

8-10 LPA

More than 10 LPA

Q). Marital status of the respondent.*

Single

Married

Q). What is your job role?

Entry-level

- Mid-level

- Senior-level

- Managerial/Executive

Q). How many years of experience do you have in your field?

Less than 1 year

1-3 years

4-7 years

8+ years

Q). What is the size of your organization?*

Small (1-50 employees)

Medium (51-200 employees)

Large (200+ employees)

Q). My manager is approachable and willing to listen to employees' concerns*

Strongly disagree

1
2
3
4
5
Strongly agree

Q). My manager encourages and inspires me to achieve higher levels of performance.*

1 Strongly disagree
2
3
4
5 Strongly agree

Q). The leadership style in my organization is mostly focused on controlling and rewarding/punishing employees

Strongly disagree

1
2
3
4
5
Strongly agree

Q). I feel empowered to make decisions that affect my work in this organization*

Strongly disagree

1
2
3
4

5

Strongly agree

Q). The leadership in my organization encourages open communication and feedback.

Strongly disagree

1

2

3

4

5

Strongly agree

Q). Since the leadership style has been implemented in my organization, I feel more motivated to complete my work efficiently.

Strongly disagree

1

2

3

4

5

Strongly agree

Q). I believe that the leadership style in my organization has a positive impact on my job performance.

Strongly disagree

1

2

3

4

5

Strongly agree

Q). The leadership style encourages me to take initiative in my tasks.

Strongly disagree

1

2

3

4

5

Strongly agree

Q). I feel that the leadership style affects my ability to meet my work targets.

Strongly disagree

1

2

3

4

5

Strongly agree

Q). My leader's style allows for a good work-life balance, enhancing my productivity.

Strongly disagree

1

2

3

4

5

Strongly agree

Q). How would you rate the overall impact of leadership style on your productivity at work?

Very low

1

2

3

4

5

Very high

Q). What aspects of your leader's behavior most positively influence your productivity?

Clear communication

- Motivation and encouragement
- Autonomy and empowerment
- Feedback and recognition
- Supportive and approachable nature

Q). What aspects of your leader's behavior most negatively impact your productivity?

- Micromanagement
- Lack of feedback
- Poor communication
- Lack of support or recognition
- Unclear expectations

Q). Do you think a different leadership style would improve your productivity?

- Yes
- No
- Unsure