

# Impact of Leadership Style on Employee Motivation and Job Satisfaction: A Descriptive Study

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*Abstract- Leadership significantly affects employees' motivation and performance. Modern organizations in the fast-changing Indian IT industry require leaders who can inspire and empower teams. This research is going to explore how transformational and servant leadership styles impact employees' intrinsic motivation. Based on the quantitative approach, data was collected using structured questionnaires, and findings indicated that both leadership styles have a positive effect on motivation; transformational leaders enhance creativity and vision, while leaders who apply the principles of a servant leadership style foster trust and emotional well-being. It is underlined that adopting these modern approaches to leadership would strengthen engagement, satisfaction, and eventually overall organizational success.*

**Keywords:** Leadership Style, Transformational Leadership, Democratic Leadership, Autocratic Leadership, Employee Motivation, Intrinsic Motivation, Organizational Culture, Job Satisfaction, Indian IT Sector, Human Resource Management.

## I. INTRODUCTION

Leadership is one of the most important factors influencing employee motivation, performance, and organizational growth. In today's dynamic and competitive environment, especially within the Indian IT services sector, leaders are expected not only to manage but also to inspire and empower their teams. Traditional leadership models are gradually giving way to modern approaches such as transformational, democratic, autocratic and servant leadership, which emphasize trust, collaboration, and personal development. These styles play a vital role in enhancing intrinsic motivation and job satisfaction among employees. This study aims to explore how these two leadership approaches impact employee motivation and to provide insights that can help organizations build more effective and people-centred leadership practices.

## II. PROBLEM STATEMENT

The modern workplace, especially in the Indian IT services sector, is characterized by rapid technological changes, globalization, and changing employee expectations. Therefore, there is an organizational drive for effective leadership. Because innovation in this sector relies explicitly on highly motivated workers, there is a constant need for talent retention strategies that actually work. While there are considerable advantages of traditional leadership approaches, modern paradigms like servant leadership and transformational leadership have emerged as upcoming substitutes for the traditional hierarchical approach. Yet, despite this apparent paradigm shift, there remains an empirical gap in existing knowledge with respect to how these two modern styles of leadership differ in their impacts on intrinsic motivation in the technical workforce in this particular setting. This research aims to investigate this gap and provide quantitative proof that can help the HR professionals to strategically alter the leadership training in order to better fit the needs of their modern workforce in terms of relevance and empowerment.

## III. RELEVANCE IN THE CURRENT CONTEXT

Leadership Style: The pattern of behaviour through which leaders influence, inspire, and command their followers. In the rapidly changing world of business today, good leadership, particularly in the Indian IT industry, remains instrumental in retaining talent and continuing to motivate them. Traditional hierarchies are being dismantled to give way to transformational and democratic styles that rest on mutual trust, communication, and employee empowerment. Understanding how these different sets of leadership styles affect intrinsic motivation will help an organization build a better-engaged and productive work team, while aligning the leadership practices with today's employee expectations and organizational objectives.

#### IV. SIGNIFICANCE OF THE STUDY

With an increasing rate of technological change, effective leadership is vital to get commitment, engagement, and productivity. As work environments grow more complex, being able to build cohesive teams and nurture trust becomes a strong focus for leaders.

This study compares leadership styles to review the impact on intrinsic motivation. The result will enable managers and human resource professionals to consider those leadership practices that match and satisfy employees' psychological needs and further improve organizational performance.

#### V. SCOPE

This study focuses on examining the relationship between leadership styles and employee motivation within organizational settings. It aims to understand how different approaches to leadership influence employees' levels of engagement, job satisfaction, and performance. The scope of the study is thus limited to leadership behaviour and its motivational impact on employees, with practical implications for managers and HR professionals to enhance workforce engagement and organizational effectiveness.

#### VI. RESEARCH OBJECTIVES

1. To investigate the relationship between leadership styles and employee motivation.
2. To find which style of leadership best improves morale in employees.
3. To analyze how leadership behavior and communication affect engagement.
4. To investigate how leadership style influences job satisfaction and performance outcomes.
5. To recommend practical steps for leadership to motivate diverse teams effectively

#### VII. RESEARCH GAP

Despite numerous studies on leadership and motivation, modern leadership paradigms, such as transformational and servant leadership, have rarely been compared within the Indian IT context. Most prior research either focused on traditional models (autocratic, democratic, transactional) or focused on extrinsic motivation alone. Furthermore, little

empirical evidence has been found on how contemporary factors such as hybrid models of working and employee empowerment influence this relationship.

This study fills these gaps by providing fresh quantitative evidence on how transformational and servant leadership affect motivation, satisfaction, and performance among Indian IT professionals.

#### VIII. LITERATURE REVIEW

1. Bass & Avolio (1994): Found that transformational leadership enhances motivation through vision and personal development.
  2. Goleman (2000) stressed that emotional intelligence was the factor determining how to motivate and engage employees.
  3. Lussier & Achua (2007): Found that democratic and participative leadership promote a sense of ownership, which enhances motivation.
  4. Robbins & Judge, 2013: Transactional leadership produces temporary results; on the other hand, transformational leadership maintains long-term motivation.
  5. Northouse (2018): Argued that combining transformational and participative behaviors best balances empowerment with direction.
- Altogether, these studies confirm that leadership style strongly influences motivation and satisfaction, but indicate the need for fresh evidence within an industry-specific context.

#### IX. RESEARCH METHODOLOGY

##### 9.1. Research Design:

A descriptive quantitative design was employed to analyze how leadership behaviors affect motivation, satisfaction, and performance in real-world contexts.

##### Data Collection:

Primary data were collected using a structured Google Forms questionnaire that was distributed among the employees of service industries. Responses were measured using a number of open-ended questions to capture qualitative insights. Secondary data were taken from scholarly articles, books, and reports.

##### Sampling:

A total of 50 responses were collected through a simple random sampling technique from the MMR

region, mainly early-career professionals. The sample contained enough variability and was reliable to analyze.

9.2. Findings

Crucially, 65% of respondents linked their company's culture with increased motivation and productivity, while 70% of respondents agreed that it influences behavior. Empowerment, achieved by the delegation of authority and thus effectively coordinating personal and organizational objectives, increases employee autonomy and devotion to work.

1. Leading: Respondents associated leadership with empathy, accountability, and communication.
2. Drivers of Motivation: The key motivators were effective communication, recognition, empowerment, and fairness.
3. Training and Recognition: Most participants agreed that leadership training boosts motivation.

4. Challenges: Generally faced were the communication gap, scarcity of resources, and deficits in trust levels.

9.3. Interpretation

When an organization's culture fosters inclusivity, trust, and respect, the team members are bound to collaborate, innovate, and support each other.

1. Giving people authority and responsibility, or empowering them, encourages commitment, creative problem solving, and greater autonomy and accountability.
2. A positive culture acts like a kind of social glue that prompts people to try new behaviors and align their own aspirations with those of the company. Culture affects the social and physical work environment, which has implications for stability, productivity, and the general well-being of the team.

Representative Data Table

Leadership Style	Most Mentioned Behaviors	Satisfaction Level	Key Challenge Mentioned
Transformational	Trust, Empowerment, Recognition	Satisfied, Very Satisfied	Communication gap, Resource limits
Autocratic	Good Communication, Decision	Satisfied, Neutral	Handling people, Motivation
Democratic	Fairness, Teamwork, Recognition	Satisfied, Dissatisfied	Communication gap, Trust buildup

X. CONCLUSION

This study confirms that leadership style significantly influences motivation and job satisfaction in the Indian IT services sector. Transformational and democratic leadership emerged as the most effective leadership approach for driving engagement, morale, and productivity.

The culture that would support psychological safety, open communication, and shared values at an organizational level enables better leadership and ultimately healthier organizations. Despite the resource constraints and possible communication gaps, leaders can sustain high motivation and performance over time by adapting their style to team needs, balancing inspiration with empathy.

This study contributes to theory and practice by providing empirical insights on modern leadership within the Indian context. Longitudinal data, cross-industry comparisons, and broader geographic coverage in future studies will enhance the

understanding of the role that leadership is playing in shaping the evolving world of work.

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