

National College of Ireland

Project Submission Sheet

Student Name: Akshay Jaishankar
.....
Student ID: 23103281
.....
Programme: Master of Science in Management **Year:** 2024
.....
Module: Dissertation
.....
Lecturer: Maria Batishcheva
.....
Submission Due Date: 15/08/2025
.....
Project Title: The Influence of Leadership Styles on Employee Motivation in the Indian IT Sector: A Case Study of a Mid-Sized Company
.....
Word Count: 18000
.....

I hereby certify that the information contained in this (my submission) is information pertaining to research I conducted for this project. All information other than my own contribution will be fully referenced and listed in the relevant bibliography section at the rear of the project.

ALL internet material must be referenced in the references section. Students are encouraged to use the Harvard Referencing Standard supplied by the Library. To use other author's written or electronic work is illegal (plagiarism) and may result in disciplinary action. Students may be required to undergo a viva (oral examination) if there is suspicion about the validity of their submitted work.

Signature: Akshay Jaishankar
.....
Date: 15/08/2025
.....

PLEASE READ THE FOLLOWING INSTRUCTIONS:

1. Please attach a completed copy of this sheet to each project (including multiple copies).
2. Projects should be submitted to your Programme Coordinator.
3. **You must ensure that you retain a HARD COPY of ALL projects**, both for your own reference and in case a project is lost or mislaid. It is not sufficient to keep a copy on computer. Please do not bind projects or place in covers unless specifically requested.
4. You must ensure that all projects are submitted to your Programme Coordinator on or before the required submission date. **Late submissions will incur penalties.**
5. All projects must be submitted and passed in order to successfully complete the year. **Any project/assignment not submitted will be marked as a fail.**

Office Use Only
Signature:

Date:	
Penalty Applied (if applicable):	

AI Acknowledgement Supplement

[Insert Module Name]

[Insert Title of your assignment]

Your Name/Student Number	Course	Date
Akshay Jaishankar	MSC Management	15/08/2025

This section is a supplement to the main assignment, to be used if AI was used in any capacity in the creation of your assignment; if you have queries about how to do this, please contact your lecturer. For an example of how to fill these sections out, please click [here](#).

AI Acknowledgment

This section acknowledges the AI tools that were utilized in the process of completing this assignment.

Tool Name	Brief Description	Link to tool

Description of AI Usage

This section provides a more detailed description of how the AI tools were used in the assignment. It includes information about the prompts given to the AI tool, the responses received, and how these responses were utilized or modified in the assignment. **One table should be used for each tool used.**

[Insert Tool Name]	
[Insert Description of use]	
[Insert Sample prompt]	[Insert Sample response]

Evidence of AI Usage

This section includes evidence of significant prompts and responses used or generated through the AI tool. It should provide a clear understanding of the extent to which the AI tool was used in the assignment. Evidence may be attached via screenshots or text.

Additional Evidence:

[Place evidence here]

Additional Evidence:

[Place evidence here]

**Topic: The Influence of Leadership Styles on Employee Motivation in the Indian IT
Sector: A Case Study of a Mid-Sized Company**

ABSTRACT

The research study focused on evaluating how the different types of leadership influence employee motivation by focusing on medium size Indian IT organisations by providing the focus on cultural and organisational factors. The researcher has used the mixed method which included a structured survey of 100 management and executive level employees and in-depth interviews with 10 professionals in the industry. It helps to collect both qualitative and quantitative information. The data analysis identified that the cultural factors and the organisation factors have the highest influence on the employee motivation. Values from the culture, such respect for authority, collaboration, and following the rules of the company, had a big impact on how motivated people were. Organizational practices including open communication, chances for professional growth, and mechanisms for recognizing employees also had a big role in raising motivation levels.

Also the research study found that the hybrid leadership approach including the elements of transformation and leadership and the transactional leadership needs to be more flexible since it has a positive and significant influence on the employee motivation in the IT industry of India. This was better than employing just one style on its own. The study found that in the Indian IT setting, leadership performance depended less on sticking to a certain style and more on the leader's ability to adjust to cultural norms and the reality of the firm. These findings give mid-sized Indian IT companies useful ways to boost employee engagement by using leadership styles that are culturally appropriate, adaptable, and responsive to the situation. This adds to the body of research on leadership and motivation in developing countries.

Key Terms: Employee Motivation, Leadership Styles, Cultural Factors, Organizational Factors, Hybrid Leadership Approach.

TABLE OF CONTENTS

ABSTRACT.....	i
CHAPTER ONE: INTRODUCTION	1
1.1 Background of the Study	1
1.2 Research Problem Identification	2
1.3 Aim, Questions and Objectives	5
1.4 Rationale of the Study	6
CHAPTER TWO: LITERATURE REVIEW	10
2.1 Introduction	10
2.2 Theoretical Background	11
2.2.1 Transformational and Transactional Leadership Theory.....	11
2.2.2 Self-Determination Theory (SDT).....	12
2.2.3 Herzberg's Two-Factor Theory	12
2.2.4 Hofstede's Cultural Dimensions Theory	13
2.3 Factors Affecting on Leadership Styles and Employee Motivation	14
2.3.1 Leadership Styles on Employee Motivation.....	14
2.3.2 Ethical and Autocratic Dimensions of Leadership	16
2.3.3 Cultural Factors on Employee Motivation	16
2.4 Thematic Literature Review: Leadership Styles and Their Influence on Employee Motivation and Performance.....	18
2.5 Conclusion.....	20
CHAPTER THREE: METHODOLOGY	22
3.1 Introduction	22
3.2 Conceptual Framework	22
3.3 Research Design.....	23
3.3.1 Research Philosophy.....	23
3.3.2 Research Approach.....	23

3.3.3 Research Strategy	24
3.3.4 Time Horizon.....	24
3.3.5 Data Collection Methods:.....	24
3.4 Population and Sample.....	25
3.4.1 Population.....	25
3.4.2 Sample Size	25
3.4.3 Sampling Technique	26
3.5 Conclusion.....	26
CHAPTER FOUR: DATA ANALYSIS AND PRESENTATION	28
4.1 Introduction	28
4.2 Demographic Factor Analysis.....	28
4.3 Reliability Analysis	30
4.4 Validity Analysis.....	31
4.5 Linearity	31
4.6 Pearson Correlation Analysis	29
4.7 Multiple Regression Analysis	28
4.8 Qualitative Analysis	31
CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS	38
5.1 Conclusion.....	38
5.2 Recommendations	41
5.3 Limitations of the Study	43
5.4 Recommendations for Further Studies.....	44
LIST OF REFERENCES	46
APPENDIX.....	50

LIST OF TABLES

Table 1: Identification of Research Gap	7
Table 2: Gender.....	28
Table 3: Age.....	28
Table 4: Experience	29
Table 5: Education Qualifications	29
Table 6:Reliability Analysis	30
Table 7: Validity Analysis	31
Table 8: Leadership Styles (LS) and Employee Motivation (EM)	29
Table 9: Cultural Factors (CF) and Employee Motivation (EM)	28
Table 10: Organizational Factors (OF) and Employee Motivation (EM).....	28
Table 11: Hybrid Leadership Approach (HLA) and Employee Motivation (EM)	28
Table 12: Model Summary	28
Table 13: Anova.....	29
Table 14: Coefficients.....	30
Table 15: Overview of Hypotheses.....	39
Table 16: Recommendations.....	41

LIST OF FIGURES

Figure 1: Conceptual Framework	22
Figure 2: Gender	28
Figure 3: Age	28
Figure 4: Experience	28
Figure 5: Education Qualifications	29
Figure 6: Linearity: Leadership Styles (LS) and Motivation (EM)	31
Figure 7: Linearity -Cultural Factors (CF) and Motivation (EM)	28
Figure 8: Linearity - Organizational Factors (OF) and Motivation (EM)	28
Figure 9: Linearity - Hybrid Leadership Approach (HLA) and Motivation (EM)	29

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Employee motivation has become one of the critical concerns to achieve the organisation success in fast changing and highly dynamic modern business context. Therefore, it is highlighted that a number of researchers have found out that leadership is a fundamental element for increasing employee motivation by keeping the employee engaged with organizations. Leaders can be defined as the group of people who decide the chain of command and the organisation culture while developing roles and responsibilities and flow information and the performance standards. In India's fast-changing information technology (IT) sector, it is becoming more and more important to understand how leadership affects motivation because of the high level of competitiveness, the wide range of workers, and the quick rate of technical progress. There are both leading international companies and small and medium sector local companies are compromised in IT sector of India. Information and Communication Technology (ICT) sector of India has a significant impact on Gross Domestic Product (GDP) of the country. The researcher has given the focus on medium size IT companies since these companies have their own set of problems and challenges in terms of remaining talented workforce over the period of time and dealing with pressure from innovations as well as finding a balance between rigid hierarchies and flexible procedures. In this situation, it is very important for leaders to be able to motivate their people. However, it is emphasized that effective leadership has ability to enhance employee motivation while boosting corporate culture and business environment.

Even though there are a number of studies were conducted to evaluate how the various leadership styles influenced employee motivation, the gap exists in comprehensive analysis on how the different leadership styles influence are extrinsic and the intrinsic motivation factors in the culturally diversified business context of India. Additionally, research examining these dynamics inside mid-sized IT firms differentiated from both startups and large corporations is limited. Therefore, research study focused on identifying the particular research gap by evaluating the influence of different leadership styles on employee motivation in the IT sector of India with reference to the medium size business organisations and it highly concerns on the cultural and the organisation factors.

1.2 Research Problem Identification

It is emphasized that there are a number of studies conducted to assess how various leadership styles impact on employee motivation by focusing on the Western cultures but there is a considerable gap of studies in the selected context of India. The researcher has identified the particular research gap which is special focusing on the medium size ICT companies in India where there is a unique space between the strictness of large organisations and freedom of startups. India has fastest growing and rapidly developing IT sector where leadership is one of critical component to enhance employee motivation which ultimately impacts on increasing employee performance and shaping employees' experiences and engagement. Furthermore, there is a lack of empirical evidence concerning Indian employees' perceptions of various leadership styles and the influence of these perceptions on their motivational outcomes both intrinsic (e.g., autonomy, competence, and purpose) and extrinsic (e.g., salary, recognition, and job stability).

Also it is emphasized that the cultural and the social framework of India is developing different complexities and challenges to maintain the effective relationship between employee motivation and the leadership. The organisational cultures of India can be highlighted with the high power distance index within the collectivism society and attitudes. Moreover, these cultural perspectives significantly influence on how employees behave within the organizations and leadership styles of leaders which are different from Western cultures. A lot of Indian businesses also use hybrid organizational structures that mix hierarchical control with some modern, team-based management styles. These cultural and organizational characteristics may function as moderating variables, influencing the effectiveness of diverse leadership styles in motivating staff. Since these symptoms can be seen among Indian culture, it is important to assess how these various leadership styles effect on employee motivation with reference to medium sized IT firms in India.

Therefore it is highlighted that the cultural factors and the organisation factors have significant and powerful influence on the employee motivation. It is important to evaluate the effectiveness of different leadership styles in enhancing employee motivation among the different cultural and organisation contexts by focusing on India. The research study focuses on identifying various leadership styles influence on employee motivation by focusing on the medium size IT companies in India and it also focuses on evaluating the influence of national cultural values and the organisation of employee motivation through leadership. The study aims to clarify how leadership strategies can be adapted to align with the cultural norms and

motivational drivers of employees within the Indian IT sector. In Indian companies, especially in the fast-paced and competitive IT sector, leadership styles are very important for two things that affect how well a company does: employee engagement and job satisfaction. The extent of alignment or misalignment between leadership conduct and employee expectations significantly impacts worker motivation and engagement. Furthermore, researcher has identified some critical symptoms of developing research problem. Below are the critical evaluation of identified problems which faced by medium sized IT companies in India due to lack of integration of proper leadership styles to enhance employee motivation. This gap leads to many important symptoms that highlight the main research problem. The researcher has defined the research problem by identifying the different symptoms of the research problem and these are the deep causing problems with employee motivation among the mid-sized Indian IT companies:

Lack of Employee Engagement

The lack of leadership integration can be identified as one of the prominent problems in the Indian IT sector in enhancing employee motivation and encouraging teamwork and creativity while providing Independence among the employees specially among the medium size business firms in India. Leaders do not have enough skills to identify the requirements of employees by offering opportunities to be creative and independence at work. It may impact of reducing employee interest only do what is expected of them, and not go above and beyond their assigned duties. This lack of engagement hurts productivity and innovation, which are two very important things for success in the tech industry.

Increasing Rate of Employee Turnover

Employees become unhappy and they feel like they are not valued within the organisation when there is lack of support and communication and understanding by the leaders. In mid-sized IT companies where keeping employees is important for keeping projects on track and keeping clients happy, bad leadership can make turnover rates much higher. This not only makes the team less stable, but it also costs more to hire and train new people.

Diminished Workplace Morale

If the leaders do not develop a welcoming and motivating the workplace it ultimately increases employee dissatisfaction while reducing morale. In these kinds of situations, workers might not feel like they are part of the company's goals, feel like their work isn't valued, or be afraid to work together or come up with new ideas. Low morale can hurt team dynamics and the overall culture of an organization. This is especially important in knowledge-based fields like IT.

The problems of reaching the organizational goals and objectives.

Good leadership is very important to ensure that everyone within the organisation works to achieve the organisation goals and objectives. When the leaders do not provide clear and conscious direction and guidance for employees, they may not have undersigns on their roles and responsibilities and how it effects on entire performance of the company.

Problems of Accepting Changes

It is highlighted that the IT industry is fast changing and the new technology is highly changing the organisation culture. The customer expectation and the competition in the industry also changing due to the local and international pressure. This reluctance to accept change can make it harder for the company to be innovative, flexible, and stay ahead of the competition.

Lack of Professional Growth Opportunities

If the leaders do not provide guidance and support for employees to achieve their goals and objectives, there may be limited chances in moving forward within the organisation by losing employee motivation. It is highlighted that there are a lack of feedback and chances to learn within the organisations due to poor leadership support. Neglect like this limits the potential of employees at IT companies, where they want to keep learning and moving up in their careers. This makes them less happy and less likely to help the company grow.

The above discussed symptoms of the research problems have highlighted the importance of assessing how the leadership styles in friends on employee motivation in the IT sector of India by focusing on the mid-size business firms. It is very important for medium size business organisations to develop an effective and supportive leadership style in order to develop a motivated workforce and achieve the specific organisational goals and objectives while creating a positive organisational culture. Therefore, the research study focuses on assessing how the different leadership styles influence intrinsic and extrinsic motivation and it also focuses on evaluating the impact of cultural and organisational factors on employee motivation by focusing on the medium size IT companies in India. Leadership strategies that are successful in Western, individualistic cultures may not be applicable in the Indian context. Cultural norms concerning authority, acknowledgment, and interpersonal dynamics shape employees' interpretations of leadership conduct and their sources of motivation. Consequently, this study seeks to rigorously analyze the presumed causal relationship between various leadership styles and employee motivation, while also considering moderating variables such as national culture and organizational culture. The study focused

to provide recommendations for mid-sized IT companies in India to formulate more effective leadership strategies to enhance employee motivation.

Therefore, the research study focused to assess the identified research problems of lack of leadership support and encouragement to achieve employee motivation within the mid-sized IT companies in India. These observed problems are multifactorial and may also stem from broader organizational deficiencies, structural constraints, resource limitations, or external market pressures. Therefore, it can be highlighted that effective leadership styles can increase the communication, effectiveness of decision making and employee development through an effective cultural and organizational factor integration.

1.3 Aim, Questions and Objectives

Aim

To assess how different leadership styles influence employee motivation in a mid-sized Indian IT companies.

Research Objectives and Research Questions

The research objectives and questions can be identified as below;

Question 1:

What leadership styles are prevalent in a mid-sized Indian IT company, and how are they perceived by employees?

Objectives:

- ✓ To identify and classify leadership styles as perceived by employees in the selected IT company through quantitative questionnaire.
- ✓ To explore employee perceptions of their leaders' behavior and its impact on motivation.
- ✓ To assess how leadership styles align with employees' motivational needs and expectations.

Question 2:

How do different leadership styles influence intrinsic and extrinsic motivation among employees in the Indian IT sector?

Objectives:

- ✓ To examine the relationship between leadership behaviors and intrinsic motivation (e.g., autonomy, competence, purpose).

- ✓ To evaluate how leadership affects extrinsic motivation (e.g., pay, recognition, job security).

Question 3:

What cultural and organizational factors moderate the relationship between leadership styles and employee motivation?

Objectives:

- ✓ To analyze how national cultural values (e.g., power distance, collectivism) shape leadership-motivation dynamics.

1.4 Rationale of the Study

The rationale of the study can be discussed in two perspectives of academic rationale and practical rationale.

Academic Rationale

The concept of employee motivation and leadership have been widely evaluated in the global literature especially much more researchers work and chapter in the Western cultural and organisational perspective. There is a lack of region-specific studies that explore how leadership styles function within the unique socio-cultural and industrial framework of India, particularly in the IT sector. Most existing studies generalize findings across industries and organizational sizes, offering limited insight into how mid-sized companies; those balancing growth, scalability, and resource constraints are affected by leadership dynamics. The particular research study focuses to fulfill the practical gap by offering and in depth and context specific analysis on how various leadership styles impact on employee motivation among the medium size IT companies in India. The cultural frameworks of Hofstede Insight and the leadership theories such as transformational leadership and the transactional leadership theories are integrated in establishing the research framework to generate meaningful research findings. Additionally, the study's findings may extend the theoretical knowledge base by identifying culturally contingent factors that moderate leadership outcomes.

Practical Rationale

When it comes to the practical point of view, the Indian medium size IT companies are currently facing significant challenges in relation to the employee engagement and employee retention and performance to achieve organisation goals and due to the highly competitive and talent driven market. When there are problems of leadership techniques in a lining and

encouraging with the personal and organisational goals and objectives resulting in decreasing employee model while increasing employees and over it and challenges of accepting the changes within the organisation. This study delivers practical value by giving insights that can drive leadership development, HR strategy, and organizational policy inside Indian IT organizations. By understanding which leadership styles are most effective in improving employee motivation under certain cultural and organizational situations, managers and decision-makers will be better positioned to adapt their leadership methods. The findings of the research study can be developed in a more customized and engaged way to enhance employee motivation by increasing employee productivity and performance over the period of time. Furthermore, it will help the IT industry to keep a competitive and talented workforce over a period of time.

Based on the comprehensive assessment of existing literature review, researcher has developed the below summary table to identify the study gap and proposing fulfil the gap through completion of the research study.

Table 1: Identification of Research Gap

Theme	Existing Findings	Identified Gaps	Way to Close
Leadership Styles and Motivation	Transformational and transactional leadership have been widely studied in Western contexts (Burns, 1978; Bass, 1985) with evidence of positive links to motivation.	Limited empirical research in Indian IT firms, especially considering hybrid leadership styles and their comparative effect.	Tested multiple leadership styles such as hybrid leadership on both intrinsic and extrinsic motivation in mid-sized Indian IT companies.
Cultural Moderators	Hofstede's cultural dimensions (1980) suggest high power distance and collectivism influence leadership acceptance; some studies note cultural fit is important in India (Budhwar & Varma, 2011).	Few studies empirically examine cultural values as moderators in leadership-motivation relationships in the Indian IT sector.	Measured cultural factors (e.g., hierarchy, respect, teamwork) as moderating variables in statistical models.

Organizational Moderators	<p>Organizational climate, communication, and career growth opportunities are linked to motivation (Hackman & Oldham, 1976).</p>	<p>Scarce quantitative evidence on how these factors moderate leadership-motivation relationships in Indian mid-sized firms.</p>	<p>Statistically tested the moderating effect of organizational factors on leadership-motivation relationships.</p>
Mixed-Method Evidence	<p>Several research studies were conducted based on the quantitative method.</p>	<p>The lack of using mixed approach research studies to integrate the quantitative findings with the qualitative insights.</p>	<p>The researcher has collected quantitative data from 100 sample and qualitative data from 10 sample through an in-depth interview process.</p>
Practical Application	<p>The provided recommendations are too general and those are not specified to the particular industry or an organizational context.</p>	<p>No targeted guidelines for leadership in Indian IT companies facing rapid technological and cultural shifts.</p>	<p>Produced context-specific, actionable leadership strategies aligned to cultural norms and organizational realities.</p>

Source: Developed by Author, 2025

The researcher attempted to fulfil the research gap by completing the study with mixed method as a blend of qualitative data and quantitative insights regarding the research problem.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The literature review chapter focuses on evaluating the existing academic research studies that were conducted on leadership styles and employee motivation in different business contexts and how it was applied in the IT industry. The literature review discusses leadership theories including transactional leadership and the transformation leadership and how the hybrid leadership approach can be yours in increasing intrinsic motivation and extrinsic motivation. Because India has its own unique culture and way of doing things, the chapter also uses theoretical ideas about national culture, including Hofstede's cultural dimensions, to look at how cultural and situational elements affect the relationship between leadership and motivation. This chapter tries to find gaps in the present research by combining studies from around the world and from specific regions. It also tries to build the theoretical basis for the research and explain why a concentrated case study on a mid-sized Indian IT company is needed.

The theoretical background of the study was discussed through a well-established theories like Bass and Avolio's (1990) transformational-transactional leadership model and further it discussed about Herzberg's motivation-hygiene theory to look at the many different ways that leadership may make people more motivated. However the literature review identified that there are a number of the studies that were conducted in the Western cultures since the Western cultural people hide concern about how the culturally accepted norms influence on employee motivation through leadership rather than countries such as India. For example, people typically praise transformational leadership for how it promotes motivation and performance. However, other researchers argue it might not work as well in cultures with a lot of structure or a huge power distance (Skogstad et al., 2015; Derue et al., 2011). Transactional leadership has also been criticised for perhaps lowering intrinsic motivation by putting too much emphasis on external rewards (Che et al., 2017). However, it can be useful in situations when performance is important. This chapter also discusses about the many points of view on Hofstede's cultural dimensions theory, which is a common technique to talk about how culture affects how people act at work. Hofstede's model has proven useful for showing broad cultural patterns (Hofstede et al., 2005), but it has also been criticised for being too general, having methodological problems, and being biased towards Western cultures (Stavrou & Eisenberg, 2006; McSweeney, 2002). Therefore, these literature review

gaps highlighted the importance of assessing how the organizational and cultural factors influence on leadership and motivation in Indian context. There are certain language barriers and cultural structure as well as challenges of chain of command in Indian context.

Furthermore, there were very limited studies were conducted in specific context of medium sized IT companies in India with the selected research topic. Many of the studies were conducted in the international contexts by focusing on the large multinational companies. Therefore, the chosen context of medium sized IT companies in India are significant to study due to old and complex hierarchies and inflexible organizational policies and procedures. Current research does not do a good job of addressing the unique problems these organisations have with leadership, keeping people, and building a positive organisational culture. Because of these theoretical problems and lack of real-world evidence, this chapter combines studies from around the world and from specific regions to create a conceptual framework that better reflects the relationship between leadership and motivation in India's IT sector.

2.2 Theoretical Background

The researcher has chosen various established theories to use as grounded theories of the study. Basically, researcher has discussed the leadership theories and motivational theories. The chosen theories include Self-Determination Theory (SDT), Herzberg's Two-Factor Theory, and Hofstede's Cultural Dimensions Theory.

2.2.1 Transformational and Transactional Leadership Theory

Burns has introduced the theory on 1978 was the first to separate transformational leadership from transactional leadership. Bass (1985) then built on this idea. The transformational leadership approach focuses on encouraging and inspiring employees through sharing a strong vision by showing charisma and giving employees opportunities to grow personally and professionally within the organisation. If the leaders are using the transformation leadership approach they can help employees to go beyond their job expectations and they may be innovative and committed with increasing job involvement. Transactional leadership, on the other hand, works through clear exchanges between leaders and followers, where conformity is rewarded and deviations are fixed using formal systems of incentives and sanctions (Bass & Avolio, 1994). This method is frequently more direct, focusing on getting things done, following regulations, and meeting performance requirements. Transformational leadership has been linked to higher levels of employee happiness, motivation, and

commitment to the organisation in Indian organisations, especially in the IT sector (Jyoti & Bhau, 2015). Many Indian companies have strong hierarchical structures and significant power distance, which means that they often need to use transactional leadership to keep control, make sure everyone is following the rules, and run their businesses efficiently (Panda & Gupta, 2001). The Indian IT organisations are currently using a mix of these leadership approaches in order to balance the need for stimulating ideas and encouraging creativity within the need for control and accountability within the organisation. It helps organizations to develop a moderate leadership theory by integrating cultural conversations with the complicated business practices and the organisational hierarchies.

2.2.2 Self-Determination Theory (SDT)

According to Deci and Ryan (1985) the Self-Determination Theory (SDT) which is highlighted that the people can be motivated through the physiological needs such as autonomy, relatedness and competence. Different styles of leadership have a big impact on whether these needs are addressed. As explained by Gagné & Deci (2005) transformational leaders has ability to enhance autonomy and competencies by offering employee more power and helping them to grow personally and professionally within the organization. In Indian culture, especially in collectivist and high power distance circumstances, the need for relatedness, belonging, social harmony, and interpersonal connection becomes very important. Chirkov et al. (2003) and other studies imply that in these kinds of cultures, intrinsic motivation is intimately linked to social cohesiveness and belonging to a group. So, Indian IT companies may be better off using leadership styles that focus on empathetic communication, relational trust, and team cohesion, such transformational or servant leadership, to motivate their workers. Indian workers also commonly seek competence through acknowledgement from higher-ups and organised feedback, which is in line with the traditional reverence for hierarchy. But this can sometimes limit freedom, especially in workplaces that are quite structured. So, a balanced leadership style that encourages relationships and competency while slowly giving people more freedom may work best in the Indian IT sector. This shows how important it is to use culturally appropriate leadership styles when using SDT in India's medium-sized IT enterprises.

2.2.3 Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory discussed about the motivators and hygiene factors. It further described that motivators increased job satisfaction while hygiene factors drive employee

demotivation. (Herzberg, Mausner & Snyderman, 1959). Leadership has two jobs when it comes to dealing with both sets of circumstances. Transactional leadership focusses more on hygiene elements by setting clear expectations and structured pay, while transformational leadership focusses more on motivators by encouraging personal growth and giving people meaningful work (Hackman & Oldham, 1976). Herzberg's Two-Factor Theory (1959) says that hygiene factors and motivators are the two most important things that affect how happy and motivated employees are at work. Hygiene variables like pay, job security, working environment, and company policies don't necessarily inspire people, but if they're not good enough, they might make them unhappy. On the other hand, motivators like recognition, achievement, responsibility, and chances to grow all help to make people happier at work and more motivated from inside. Therefore, it can be highlighted that the leadership is very important concern in developing employees in an effective way. Transactional leadership frequently focusses on hygienic elements by making sure that employees know their jobs, what is expected of them, and how they will be rewarded. It helps companies to maintain a happy and satisfied workforce over the period of time. Furthermore, transformational leadership approach is highly effective and useful in developing more engaged and happy workfrce through allocating meaningful works (Hackman & Oldham, 1976). Therefore, it is very important concern in IT sector of India. It helps to provide job security, job autonomy and career development opportunities for employees. (Agarwal & Tyagi, 2010). Since IT sector of India is highly dynamic and competitive and changes quickly, good leaders need to make sure that basic job demands are addressed while also creating an environment that is interesting and encourages growth. This balance is important for keeping good workers, making them happier at work, and improving the performance of the organisation. So, leadership styles that combine both transactional and transformational features fit well with Herzberg's paradigm and meet the motivational needs of Indian IT professionals.

2.2.4 Hofstede's Cultural Dimensions Theory

Furthermore, selected theory of Hofstede's (1980) Cultural Dimensions Theory discussed about the elements driving cultural background of the countries which are significantly influencing on organizational settings. The Indian high score on power distance shows that people in the country are okay with unequal power distribution. Employees usually anticipate and appreciate clear hierarchical systems and leaders who are in charge. The particular cultural norm keeps employees to make decisions and provide directions. Furthermore, it impacts on developing rules and regulations within the organizations (Hofstede Insights,

2023). Furthermore, leaders who have ability to maintain an effective balance between teamwork encouragement and hierarchical power can increase employee engagement and employee motivation. Moreover, if the managers and leaders do not consider the cultural factors into account by being too democratic without showing authority or by ignoring the value of group harmony; they may have trouble getting people to work hard and stay motivated. Because of this, transformational leadership in India often needs to be adapted to fit the situation, combining visionary inspiration with respect for group norms and hierarchical duties. On the other hand, transactional leadership, which has defined frameworks and focusses on order and control, fits well with power distance requirements and is usually well-liked. A recent study conducted by Budhwar and Varma (2011) highlighted that complicated association between leadership practices and cultural values are important to leadership and motivation in Indian organizations. The researcher has blended above discussed theories to develop conceptual framework and hypotheses of the study. It combines transformational and transactional leadership theories, which explain how leadership behaviour affects motivation, with Self-Determination Theory (SDT), which adds depth by showing how leaders can meet psychological needs to boost intrinsic motivation. However, there are certain contradictions regarding the Herzberg's Two-Factor Theory for being too inflexible in its binary classification.

2.3 Factors Affecting on Leadership Styles and Employee Motivation

2.3.1 Leadership Styles on Employee Motivation

Leadership styles have been widely recognised as a central factor influencing employee motivation across various organisational contexts. Effective leadership does not only set direction but also inspires and engages employees, aligning their personal goals with organisational objectives. It can be highlighted that it is important to evaluate how the leadership styles on motivating employees by considering the context of situational factors and cultural factors as well as organisational factors.

Transformational Leadership

Transformational leadership can be defined as the leadership style which focused on vision, inspiration, individualised consideration and intellectual stimulation which is often used for positive influence on employee motivation and increasing organizational outcomes. According to Schuh, Zhang and Tian (2013), transformational leadership can significantly elevate employee moral engagement and work effort, especially when complemented with

ethical behaviors. A study by Asrar-ul-Haq and Kuchinke (2016) emphasized that transformational leadership significantly influence on increasing employees' positive attitude toward their leader and performance, underlining the importance of emotional and relational aspects of leadership in motivating teams. Nevertheless, transformational leadership is not a one-size-fits-all approach. As Puni, Ofei and Okoe (2014) argue in their study on firm performance in Ghana, transformational leadership yields stronger motivational outcomes in organisations where employees are given autonomy and the freedom to innovate. In more structured or hierarchical environments, where top-down directives are the norm, transformational leadership may lose its efficacy unless adapted to the cultural and operational dynamics of the organisation.

Transactional Leadership

Transactional leadership, with its emphasis on structured rewards and penalties, is typically associated with extrinsic motivation. It ensures that employees meet clearly defined goals and performance benchmarks through conditional reinforcement. Chaudhry and Javed (2012) demonstrate that transactional leadership can positively impact motivation, particularly when employees value job security and financial incentives. If there is an organisation environment which demands a high level of disciplines and standards specially the banking and manufacturing sectors, the transactional leadership may be very effective. An over-reliance on external rewards can diminish intrinsic motivation and may result in a lack of long-term engagement. Anwar et al. (2017) transactional leadership is important in development and supportive organisation cultures and it has the ability to reduce job satisfaction and hinder employee innovation special in knowledge based industries such as IT.

Laissez-Faire Leadership

Furthermore, Laissez-faire leadership can be defined as the hands off approach of leadership that limited intervention and it has been widely rejected in many businesses and many leading organizations. Chaudhry and Javed (2012) found that laissez-faire leadership is the least effective style in enhancing employee motivation, often resulting in ambiguity, lack of direction, and reduced job performance. Van Vugt et al. (2004) similarly argued that autocratic or absent leadership in social and organisational dilemmas can undermine group cohesion and stability, leading to dissatisfaction and conflict. Interestingly, some scholars offer a more nuanced view. According to the expectancy-match perspective, laissez-faire leadership may work in highly autonomous environments or among self-motivated employees. When it comes to the technology based business situations such as ICT industries, skilled and talented employees demand for autonomy and minimum management

where laissez-faire leadership may have moderate impact on enhancing employee morale and motivation.

2.3.2 Ethical and Autocratic Dimensions of Leadership

There is an increasing demand for the ethical leadership in modern context of human resource management. People believed that ethical leadership has ability to enhance employee motivation through value alignment. According to Bouckenooghe, Zafar and Raja (2015) ethical leadership promotes job performance and motivation by enhancing psychological capital and fostering goal congruence. Employees who trust their leaders to act fairly are more likely to be motivated to contribute meaningfully to organisational objectives. Conversely, autocratic leadership, often observed in high power distance cultures, may suppress motivation if not tempered with emotional intelligence. Van Vugt et al. (2004) caution that autocratic leadership can breed resentment and instability in teams, particularly when employee voices are silenced or undervalued. Nonetheless, in certain contexts such as crisis management or early-stage start-ups, decisive autocratic leadership may temporarily boost performance and motivation by providing clarity and urgency (Chemers, 2014).

2.3.3 Cultural Factors on Employee Motivation

Employee motivation is not solely determined by organisational practices or leadership approaches; it is deeply influenced by cultural factors that shape how individuals perceive work, leadership, rewards, and personal growth.

Organisational Culture and Motivation

Organisation culture is identified as one of the important factor in determining employee motivation and employee behaviours. As Odor (2018) explains, organisational culture forms the environment within which motivation strategies are interpreted and acted upon. Cultures that promote openness, recognition, and development tend to foster high employee morale, whereas those rooted in rigid hierarchies and poor communication structures often stifle motivation. Supporting this, Sinha et al. (2010) found that work culture significantly influences both motivational levels and performance in private sector organisations in India. Their findings underscore that a flexible, employee-centric culture enhances both intrinsic and extrinsic motivation. Conversely, a toxic or highly bureaucratic culture can reduce commitment and productivity, regardless of how robust reward mechanisms are. Similarly, Brenyah and Tetteh (2016) argue that the alignment between personal and organisational values strengthens motivation and retention. In Ghanaian tertiary institutions, positive

organisational culture was directly linked to lower turnover intentions and higher engagement levels, suggesting that culture is both a motivational and retention tool.

Cultural Dimensions: Hofstede and Schwartz

The cultural dimensions theory provides broader framework in understanding how the cross cultural differences influence on employee motivation and how the cross cultural factors can be used in developing employee motivational strategies. Hofstede's model is one of the most extensively cited in this domain. According to Hofstede, Hofstede and Minkov (2005), values such as individualism versus collectivism, power distance, and uncertainty avoidance significantly influence motivational triggers. For instance, in high power distance cultures like India or Saudi Arabia, employees may be more motivated by status recognition, hierarchical progression, and directive leadership. In contrast, in low power distance cultures such as the Netherlands or Sweden, motivation may stem from autonomy, trust, and flat organisational structures (Hofstede & Bond, 1988). Stavrou and Eisenberg (2006) compared Hofstede's and Schwartz's frameworks and highlighted that understanding cultural values is crucial for designing motivation strategies. While Hofstede focuses on work-related cultural values, Schwartz considers universal human values. Together, these frameworks help organisations understand how employees from different cultures perceive motivation, responsibility, and success.

Motivation Theories in Cultural Contexts

The theories of employee motivation highlighted the need of using Herzberg two factor theory since it broadly discussed about the hygiene factors and motivational factors. The theory can be applied in any kind of business industry including manufacturing sectors and the service sectors. Herzberg et al. (1959) distinguished between motivators (e.g., achievement, recognition) and hygiene factors (e.g., salary, job security). Tan and Waheed (2011), studying the Malaysian retail sector, found that Herzberg's theory was partially valid, but the motivation-hygiene classification varied across cultural lines. For example, in collectivist societies, interpersonal relationships and group harmony may act as strong motivators—unlike in Western individualist cultures where personal achievement holds greater value. Moreover, Tremblay et al. (2009) developed the Work Extrinsic and Intrinsic Motivation Scale (WEIMS), showing that intrinsic and extrinsic motivation are both culturally conditioned. Employees from collectivist cultures may be intrinsically motivated by fulfilling group norms or contributing to community goals, rather than purely personal growth. Aldhuwaihi (2013), in a study on the Saudi Arabian banking sector, emphasised that cultural expectations regarding loyalty, family, and hierarchy must be incorporated into job

design and motivation strategies. Failing to acknowledge these cultural components can lead to dissatisfaction and high turnover, especially in conservative societies.

Strategic Human Resource Management must incorporate cultural considerations to drive motivation. The strategic human resource management to incorporate with the cultural consideration since it's significantly influenced on employee motivation. According to Lundy and Cowling (1996) the development of the human resource management policies need to adapt with the cultural elements of a particular country. It is highlighted that the Western cultures reward recognition. They provide work autonomy by encouraging flat organisational cultures and the informal work structures and religious values hold more weight than the financial incentives. Therefore, motivation strategies must be culturally nuanced. A culturally aligned work environment not only boosts motivation but also enhances overall organisational commitment and performance. The impact of national and organizational culture on employee motivation is substantial; nevertheless, these impacts are not consistent among all individuals in a diverse society like India. Generalizations like "Indians are collectivist" ignore the fact that Indian culture is quite diverse. The way people see leadership and motivation is different depending on where they live, their age, their gender, and their financial standing. For example, younger IT workers who live in cities and come from middle or upper-class families may place a higher priority on independence, personal growth, and open communication qualities that are more often seen in cultures with low power distance or individualism. Also the employees from more traditional and the rural backgrounds will still demand for the perspective leadership approach and they can be motivated through the recognition and jobs security which typically shows the high power distance cultures. Therefore it highlighted the need of developing leadership styles by concerning the individual concerns specially regarding the cultural perspective and they may be both from the national cultural frameworks and their micro cultural elements within the employees.

2.4 Thematic Literature Review: Leadership Styles and Their Influence on Employee Motivation and Performance

Based on the entire literature review analysis, it can be highlighted that the transformational leadership approach has consistently been associated with positive organizational performers such as increasing employee motivation and job satisfaction and superior employee performance to achieve organizational goals and objectives. Bass and Avolio (1990) describe transformational leaders as those who inspire and intellectually stimulate their followers

while offering individualised consideration. Numerous empirical studies have affirmed these claims. For instance, Prabowo, Noermijati and Irawanto (2018) found that transformational leadership significantly enhances employee performance, with job satisfaction playing a mediating role. Similarly, Eliyana and Ma'arif (2019) reported that transformational leadership positively affects both job satisfaction and organisational commitment, ultimately contributing to elevated performance levels.

Furthermore, Derue et al. (2011), through a comprehensive meta-analysis, highlighted that transformational leadership behaviors such as articulating a clear vision and fostering a supportive climate were more predictive of effective leadership than trait-based models. These findings indicate that leadership development focused on behaviour rather than innate traits may yield more practical benefits for organisations aiming to motivate and retain high-performing employees. In contrast to transformational leadership, passive and laissez-faire leadership styles are frequently criticised for their detrimental impact on employee well-being and organisational health. Passive leaders avoid decision-making and delay interventions, which leads to a buildup of stressors in the work environment (Che et al., 2017). This accumulation often results in increased workload and work–family conflict, which in turn can deteriorate employee mental and physical health. Skogstad et al. (2015) further supported these findings by comparing constructive, laissez-faire, and tyrannical leadership styles, revealing that laissez-faire leadership was among the least effective in promoting job satisfaction. Employees under laissez-faire leaders reported confusion, lack of direction, and feelings of neglect. This style, while seemingly empowering due to its hands-off nature, often leads to ambiguity and demotivation among staff members who require feedback and guidance.

Leadership plays a pivotal role in determining levels of job satisfaction, which in turn influences motivation and performance. Munir and Iqbal (2018) found that different leadership styles among college principals significantly affected teachers' job satisfaction levels. Transformational and democratic styles were linked to higher satisfaction, while autocratic and transactional approaches had mixed or negative effects. In similar context, Prabowo, Noermijati and Irawanto (2018) demonstrated that the pathway from leadership to performance is largely shaped by job satisfaction. This reinforces the need for organisations to focus not just on performance metrics, but also on the underlying satisfaction levels of their workforce as influenced by leadership. Leadership styles also profoundly shape organisational culture, which in turn impacts employee motivation. Sürütü and Yeşilada (2017) argue that leadership is a critical driver of cultural norms, values, and practices.

Leaders set the tone for what is expected, rewarded, and tolerated in the workplace. Cultures that encourage open communication, mutual respect, and innovation are often the result of transformational or participative leadership styles.

Surucu and Sesen (2019) further expanded this idea by linking leader-member exchange (LMX) quality with entrepreneurial behaviours in the hospitality industry. High-quality LMX relationships, fostered by supportive leadership, motivated employees to engage in proactive and innovative behaviours. This aligns with transformational principles where employees are seen as partners in growth rather than subordinates. The literature clearly suggests that leadership styles are not just abstract concepts but tangible forces that shape employee motivation, satisfaction, and performance. Transformational leadership, through its emphasis on vision, support, and empowerment, consistently emerges as the most effective style. In contrast, passive and laissez-faire leadership tend to demotivate employees and compromise their well-being. Moreover, leadership not only influences individual outcomes but also organisational culture, highlighting its far-reaching implications. For organisations striving to enhance employee engagement and productivity, investing in leadership development is not optional it is essential.

2.5 Conclusion

The chapter provided a comprehensive literature review on the selected research topic of leadership theories and employee motivation. The literature review highlights the rich and multifaceted understanding of how the different leadership approaches influence employee motivation and job satisfaction as well as increasing overall organisation performance. Also, it highlighted that the application of transformational leadership is most affected on all the leadership styles since it increases the intrinsic motivation and the commitment and high levels of performance through shared organisational vision and the individualised consideration of each and every employee of the organisation (Bass & Avolio, 1990; Prabowo et al., 2018; Eliyana & Ma'arif, 2019). Conversely, passive and laissez-faire leadership styles are consistently associated with negative organisational outcomes, such as employee demotivation, work-related stress, and poor job satisfaction (Che et al., 2017; Skogstad et al., 2015). The chapter also underscores that leadership does not operate in isolation but is embedded within the cultural context of the organisation and the broader society. Organisational culture, shaped by both national values and leadership behavior, plays a mediating role in how motivation is experienced by employees (Hofstede et al., 2005; Sürütü & Yeşilada, 2017). Moreover, motivational theories such as Herzberg's two-factor

theory and Self-Determination Theory provide valuable theoretical frameworks to explain the interaction between leadership styles and motivational outcomes (Herzberg et al., 1959; Tremblay et al., 2009). Importantly, the review highlights that while leadership and culture are separate constructs, they are deeply interlinked. Leaders shape and reinforce cultural values, which in turn determine what motivates employees and how they respond to different leadership styles (Brenyah & Tetteh, 2016; Surucu & Sesen, 2019). Thus, effective leadership must be culturally intelligent and contextually adaptive to address the unique motivational needs of employees in diverse organisational settings.

CHAPTER THREE: METHODOLOGY

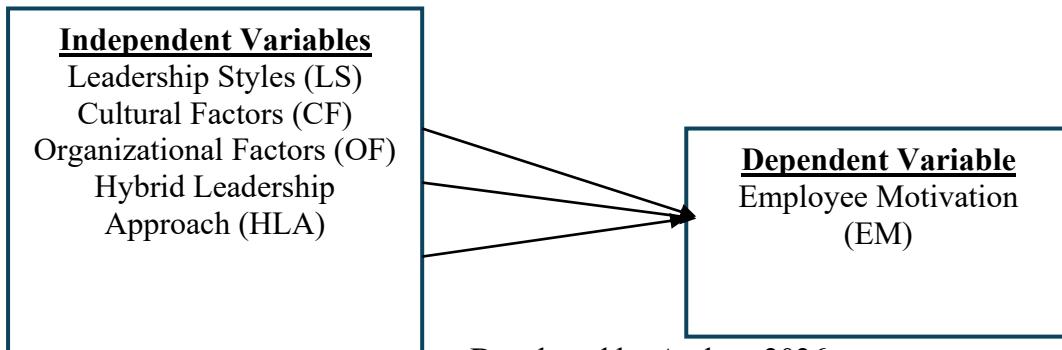
3.1 Introduction

The chapter three is research methodology which discusses the research design and conceptual framework and sample and population of the study. It provides description of the application of the research philosophy and the research approach and research design as well as the data collection methods and the data analysis methods. Also the chapter provides the selection of the research sample in order to collect both the qualitative data and the quantitative date of the study. Also the research conceptual framework development and the formulation of the research hypothesis formulation discussed with the methodology chapter and it is one of the very important chapters which describes the methodological choices of the research study.

3.2 Conceptual Framework

The conceptual framework of the study is elaborated as below;

Figure 1: Conceptual Framework



Source: Developed by Author, 2026

Formulation of research hypotheses based on independent variables and dependent variable is as below;

Hypothesis 1:

H_1 : Leadership Styles (LS) have a significant positive influence on Employee Motivation (EM) in mid-sized Indian IT companies.

H_{01} : Leadership Styles (LS) have no significant influence on Employee Motivation (EM) in mid-sized Indian IT companies.

Hypothesis 2:

H_2 : Cultural Factors (CF) significantly moderate the relationship between Leadership Styles (LS) and Employee Motivation (EM).

H_{02} : Cultural Factors (CF) do not moderate the relationship between Leadership Styles (LS) and Employee Motivation (EM).

Hypothesis 3:

H_3 : Organizational Factors (OF) significantly moderate the relationship between Leadership Styles (LS) and Employee Motivation (EM).

H_{03} : Organizational Factors (OF) do not moderate the relationship between Leadership Styles (LS) and Employee Motivation (EM).

Hypothesis 4:

H_4 : Hybrid leadership styles have a stronger positive effect on motivation than pure transformational or transactional styles'

H_{04} : Hybrid leadership styles does not have a stronger positive effect on motivation than pure transformational or transactional styles'

3.3 Research Design

3.3.1 Research Philosophy

Researcher has chosen the pragmatism research philosophy since the study is a mix of qualitative and quantitative data. This strategy allows the study to identify quantifiable trends (such as the statistical correlations between leadership styles and motivation) while also examining the cultural and contextual variations that numerical data could overlook. It makes the results more engaging, boosts their validity through methodological triangulation, and gives mid-sized Indian IT enterprises better advice by mixing objective evidence with real-life examples. This approach of thinking supports the use of statistical tools and quantitative methods to test ideas. This makes sure that the results are based on real facts, can be replicated, and can be used in other scenarios. The study's objective is to generate accurate and scientifically valid statistics to assist leaders in mid-sized Indian IT organisations by emphasising facts above personal beliefs.

3.3.2 Research Approach

Since the researcher has used a mix of deductive and inductive approaches, the research study has evaluated both qualitative data and the quantitative data to assess the independent variables and the dependent variables of the study. This two-pronged approach ensures that the study not only validates or critiques established frameworks such as transformational leadership, Hofstede's cultural dimensions, and Herzberg's Two-Factor Theory, but also

adapts them to meet the specific requirements of the Indian IT sector. Because of this, the results are both theoretically solid and valuable for both academics and practitioners. The study used a deductive approach, first with established leadership theories such as transformational, transactional, autocratic, and laissez-faire leadership, thereafter testing these ideas within the Indian IT sector. This strategy allows the researcher to formulate clear hypotheses grounded in prior literature and subsequently validate their accuracy using empirical data collected from respondents. It aids the investigation in validating or refuting prevailing hypotheses and contributes to theory testing rather than theory formulation. This makes it especially beneficial for studying leadership styles that are already known in a certain company.

3.3.3 Research Strategy

Researcher has utilised the survey research strategies since the research study focused on the medium size IT sector of India by focusing the data collection from the large number of samples. This method is especially good for positivist and deductive research since it makes it easier to measure things like leadership styles, cultural and organisational aspects, and employee motivation. Surveys also let you compare different groups of people and levels of an organisation, which gives you a better idea of the patterns and connections in the data. The fact that polls are anonymous can make people more honest, which makes the results more reliable.

3.3.4 Time Horizon

The chosen time horizon is the cross sectional since the researcher needed to complete the study within the given time period. This method is both cost-effective and time-efficient, which makes it a good fit for the goals and scope of this study. But it does let you find links between variables, it doesn't let you figure out whether one variable causes another or how things evolve over time. Consequently, the study's findings will represent the present correlations between leadership styles and motivation, rather than their development or enduring impacts.

3.3.5 Data Collection Methods:

The reliability and the validity of the research study highly depend on the both primary and secondary data collection methods. The primary data was collected through a structured questionnaire and researcher has distributed questionnaire among the selected research

sample. Also the primary data was collected through a structured interviewing process and the secondary database collected through the published journal articles and book reference. This method makes sure that the information is relevant to the situation, up-to-date, and in line with the study goals, especially when it comes to figuring out how leadership styles affect employee motivation. The organised format of the questionnaire reinforces the positivist mindset and deductive methodology by facilitating standardised replies suitable for statistical analysis. Conversely, the integration of secondary data via an extensive literature analysis establishes a robust theoretical framework for the research. It enables the researcher to contextualise the study within established academic discourses, authenticate notions, and discern pivotal variables grounded in previous empirical evidence. This combination of primary and secondary data not only makes the methodology more rigorous, but it also lets the study compare real-world results with established theories, which improves both internal and external validity. Furthermore, by utilising both types of data sources, the research is more effectively equipped to obtain nuanced insights and formulate educated findings pertinent to leadership practices and motivational dynamics within the Indian IT sector.

3.4 Population and Sample

3.4.1 Population

The study focuses on CEOs and management-level employees in mid-sized IT enterprises in India to get insights from persons directly impacted by leadership practices and capable of appropriately reflecting on motivating variables in their work environment. These people are more likely to comprehend and analyse leadership behaviours and their influence on workplace motivation. Focusing on mid-sized companies is also interesting because these companies are typically in between the rigid policies of big companies and the freedom of startups. This means that different leadership styles may have different effects on motivation.

3.4.2 Sample Size

A sample size of 100 is suitable for performing statistical analyses, including regression and correlation, while ensuring a feasible scope for data collection and interpretation. This size is a good compromise between being practical and needing to be representative, so that useful patterns and relationships can be seen and evaluated. Along with the survey, the researcher did semi-structured interviews with 10 experts to get more detailed qualitative information. The interview transcripts underwent thematic coding through an inductive methodology,

facilitating the emergence of patterns and categories straight from the data. Subsequently, codes were organised into overarching themes consistent with the study's conceptual framework. Researcher has matched these qualitative themes with the quantitative survey data to make sure the conclusions were correct, point out similarities and differences, and give a more detailed picture of the background. This mixed-method triangulation improved the research results by making them more reliable, believable, and deep in their meaning. It is important to acknowledge that although 100 respondents offer adequate power for exploratory quantitative research, the results may not be entirely generalizable to all mid-sized IT enterprises in India. Subsequent research may augment the sample size for enhanced generalizability..

3.4.3 Sampling Technique

Stratified random sample makes the study more representative and trustworthy by making sure that subgroups (such various departments, age groups, or management levels) are represented in the right amounts. This strategy lessens selection bias and makes it easier to compare different groups of workers more accurately. As a result, it makes the research findings more reliable, especially when looking at how different leadership styles affect motivation in different demographic and organisational settings within the company.

3.5 Conclusion

This chapter has delineated the extensive methodological framework employed to examine the impact of various leadership styles, cultural influences, and organisational characteristics on employee motivation in mid-sized IT enterprises in India. Based on a positivist research ethic and a deductive technique, the study uses a structured survey strategy to collect empirical data that can be used to test hypotheses. Utilising a cross-sectional temporal horizon allows the researcher to obtain a glimpse of the current leadership-motivation dynamics at a particular moment, yielding timely and pertinent insights into the selected research setting. Additionally, the combination of primary data from questionnaires and secondary data from a thorough literature analysis improves the study's validity through methodological triangulation. The sample of 100 executives and management-level employees, chosen using stratified random sampling, guarantees representation from various tiers of the organisational structure, hence enhancing the generalizability of the results. In general, this carefully thought-out method not only fits with the research goals and questions, but it also gives a reliable and objective basis for looking at how leadership practices, when

looked at with cultural and organisational factors, affect intrinsic and extrinsic motivation in the Indian IT sector. The next chapter will show how the data was analysed and interpreted, which will lead to conclusions and suggestions that are founded on evidence.

CHAPTER FOUR: DATA ANALYSIS AND PRESENTATION

4.1 Introduction

This chapter looks at and explains the data that was collected using a structured questionnaire given to executives and management-level employees of a mid-sized Indian IT company. This chapter looks at how several types of leadership of transformational, transactional, laissez-faire, autocratic, and hybrid affect employee motivation, both intrinsic and extrinsic, in the context of Indian culture and organisations. The chapter starts by talking about the demographics of the people who answered the survey in order to give the sample some perspective. Then, it shows descriptive statistics for important variables, and then it uses inferential techniques, such as correlation and multiple regression, to test the hypotheses from Chapter Three. We also look at how cultural and organisational influences might change things. This chapter's goal is to give real-world examples of how different leadership styles work and the elements that affect them by carefully looking at how leadership styles affect employee motivation. The results are the basis for the next chapter's discussion and suggestions.

4.2 Demographic Factor Analysis

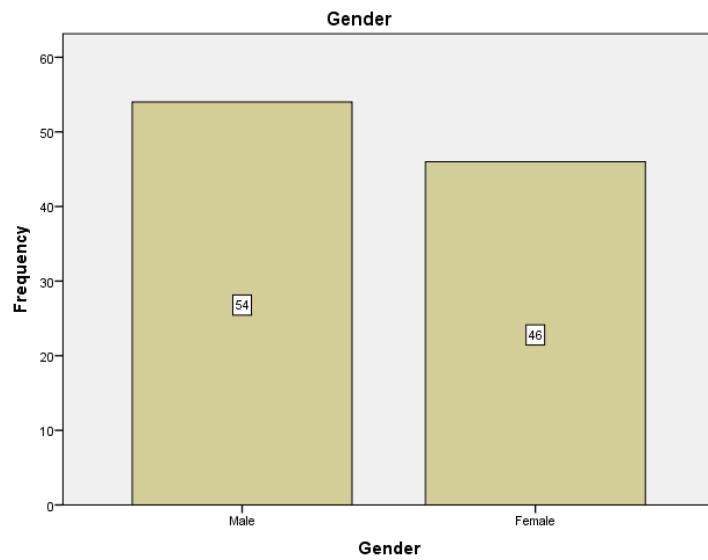
Gender

Table 2: Gender

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	54	54.0	54.0	54.0
	Female	46	46.0	46.0	100.0
	Total	100	100.0	100.0	

Source: Developed by Author, 2025

Figure 2: Gender



Source: Developed by Author, 2025

The gender breakdown of the people who answered shows that 54% are men and 46% are women. This shows that the sample has a very even mix of men and women, with only a little majority of men. This distribution shows that there is more gender diversity in the Indian IT business, especially at the executive and management levels, which were the focus of this study. The fact that there were almost as many men as women in the survey makes the results more credible and inclusive. It means that the results are less likely to be affected by gender and can help us understand how leadership styles affect motivation in a way that is sensitive to gender. Additionally, because gender can affect how people see leadership and what motivates them, this balanced sample lets the research capture a wider range of motivational elements.

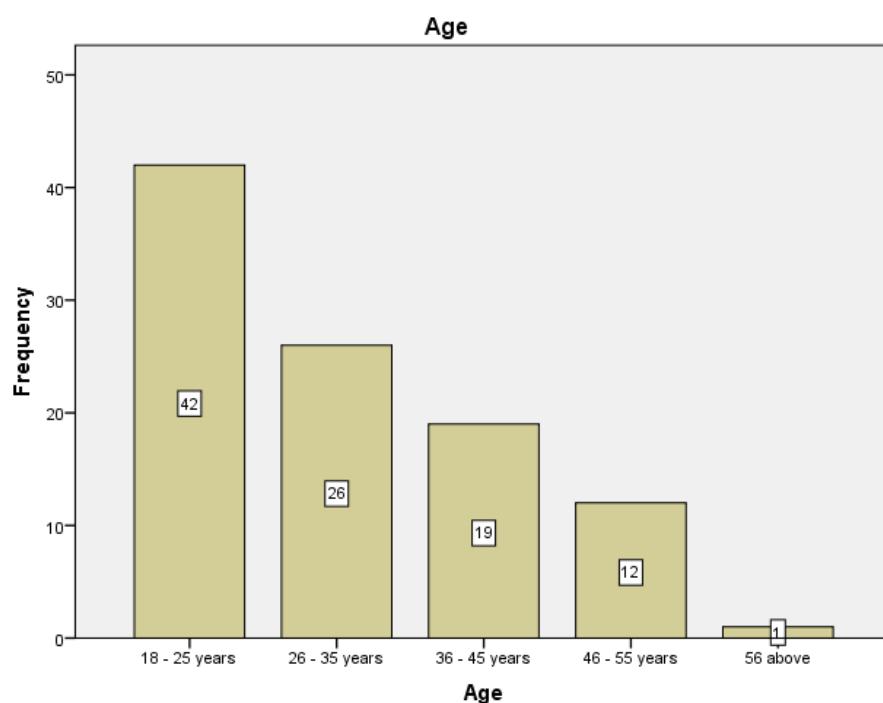
Age

Table 3: Age

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 - 25 years	42	42.0	42.0	42.0
	26 - 35 years	26	26.0	26.0	68.0
	36 - 45 years	19	19.0	19.0	87.0
	46 - 55 years	12	12.0	12.0	99.0
	56 above	1	1.0	1.0	100.0
	Total	100	100.0	100.0	

Source: Developed by Author, 2025

Figure 3: Age



Source: Developed by Author, 2025

The age distribution shows that most of the people who answered (42%) are between the ages of 18 and 25, while the next largest group (26%) is between the ages of 26 and 35. 68% of the participants are under 35 years old, which means that most of the people who answered

are young professionals. The 36–45 year age group makes up 19% of the total, the 46–55 year age group makes up 12%, and the 56 and above age group makes up only 1%. Most of the people who answered were younger, which shows that the study's results are significantly influenced by the views of millennials and Gen Z. These groups tend to value independence, recognition, flexibility, and purpose-driven leadership, which could change how people see leadership styles like transformational or hybrid methods. The study may show that intrinsic motivators are more important than traditional extrinsic ones like job stability or seniority because younger workers generally anticipate collaborative leadership, regular feedback, and chances to grow in their careers. There may be less insights on how older employees see motivation and leadership because there aren't as many of them, especially in environments that are centred on hierarchy or stability. Overall, the results fit well with the changing demographics of the Indian IT sector, which is recognised for having a young workforce. However, any advice should take into account that different age groups may have different motivational needs, thus leadership techniques should be attentive to this.

Experience

Table 4: Experience

Work Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	15	15.0	15.0	15.0
	1 to 3 years	39	39.0	39.0	54.0
	4 to 6 years	26	26.0	26.0	80.0
	7 to 10 years	10	10.0	10.0	90.0
	More than 10 years	10	10.0	10.0	100.0
	Total	100	100.0	100.0	

Source: Developed by Author, 2025

Figure 4: Experience



Source: Developed by Author, 2025

The findings show that the most people who answered (39%) have 1 to 3 years of experience, followed by 26% who have 4 to 6 years, and 15% who have less than 1 year. This suggests that 80% of the people that took part have less than 7 years of work experience. The other people who answered have 7 to 10 years of experience (10%) and more than 10 years of experience (10%). Employees who don't have a lot of experience may respond better to leadership styles that offer organised direction, mentorship, and chances to progress. So, transformational leadership and hybrid approaches that mix assistance with clear expectations may work better for them. There may not be enough evidence on long-term organisational viewpoints, stability-focused motivators, and senior-level expectations because there are fewer experienced personnel. Newer employees may still be figuring out their ideas about leadership and workplace culture, so they may be more affected by leadership visibility, feedback, and recognition. This makes them good indications of how well leadership works in keeping early talent. The results show that many mid-sized Indian IT organisations have a young and somewhat inexperienced workforce. This highlights the need for leadership styles that are flexible, supportive, and focused on growth to keep early-career employees motivated and lower turnover.

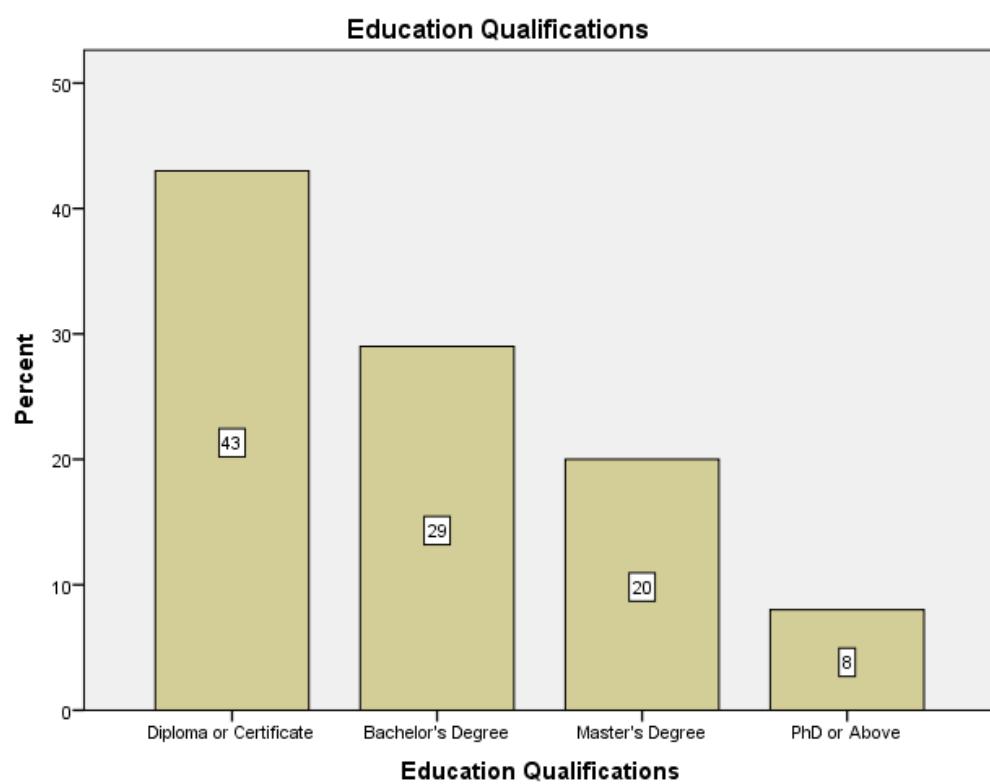
Education Qualifications

Table 5: Education Qualifications

Education Qualifications					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma or Certificate	43	43.0	43.0	43.0
	Bachelor's Degree	29	29.0	29.0	72.0
	Master's Degree	20	20.0	20.0	92.0
	PhD or Above	8	8.0	8.0	100.0
	Total	100	100.0	100.0	

Source: Developed by Author, 2025

Figure 5: Education Qualifications



Source: Developed by Author, 2025

The educational backgrounds of the people who answered show that the sample has a wide range of academic backgrounds. A large number of them, 43%, have diplomas or certificates, which means that a lot of them have vocational or technical training. At the same time, 29% have a bachelor's degree and 20% have a master's degree, showing that there are a lot of officially educated professionals with both undergraduate and graduate degrees. Also, 8% of the people who answered the survey have a PhD or higher, which shows that there are people who are very specialised and focused on research. This distribution implies that the workforce has a mix of practical, academic, and advanced skills. This could affect how people at different levels of education in the organisation view and value different leadership styles and motivational techniques.

4.3 Reliability Analysis

Table 6:Reliability Analysis

Variable	No of Items	Cronbach's Alpha Value
Leadership Styles (LS)	06	0.787
Cultural Factors (CF)	06	0.704
Organizational Factors (OF)	06	0.757
Hybrid Leadership Approach (HLA)	05	0.760
DV: Employee Motivation (EM)	06	0.886

Source: Developed by Author, 2025

All of the variables' reliability values are higher than the standard criterion of 0.70. This means that the items used to measure each construct are consistent and reliable within themselves. The Employee Motivation (EM) variable has the highest alpha value (0.886), which make sure that this major dependent variable is reliable for measuring the study's main outcomes. The study and conclusions based on the data can be deemed statistically strong and methodologically sound because all of the independent variables (Leadership Styles, Cultural Factors, Organisational Factors, and HLA) also show good reliability. This accurate measurement base promotes valid hypothesis testing and makes the research results more credible, especially when looking at how leadership styles and contextual factors affect employee motivation in the Indian IT sector.

4.4 Validity Analysis

Table 7: Validity Analysis

Variable	No of Items	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	KMO and Bartlett's Tes (sig)
Leadership Styles (LS)	06	0.777	0.000
Cultural Factors (CF)	06	0.708	0.000
Organizational Factors (OF)	06	0.807	0.000
Hybrid Leadership Approach (HLA)	05	0.790	0.000
DV: Employee Motivation (EM)	06	0.844	0.000

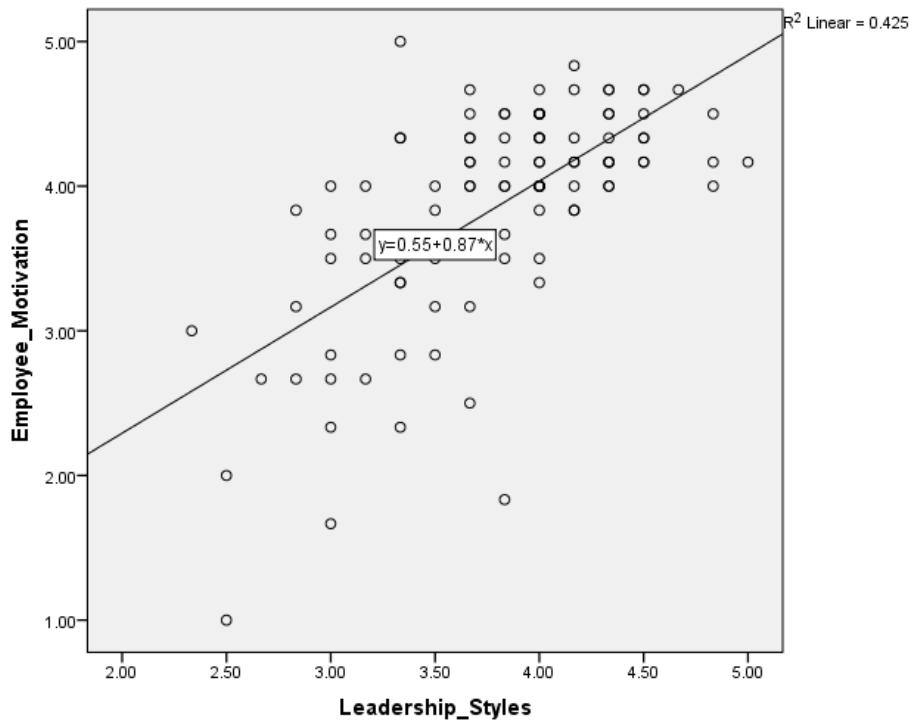
Source: Developed by Author, 2025

The validity of the measurement constructs was examined using the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity. The KMO values for all variables above the required threshold of 0.6, indicating that the sample is adequate for factor analysis. Specifically, the KMO values vary from 0.708 (Cultural Factors) to 0.844 (Employee Motivation), demonstrating good to exceptional sample adequacy across all variables. Additionally, Bartlett's Test of Sphericity for all variables shows a significant p-value (0.000), confirming that the correlations among the items are sufficiently large for component analysis. These results together imply that the questionnaire items employed in this study display excellent construct validity and are eligible for further statistical analysis. This strengthens the reliability and robustness of the study's findings in studying the relationship between leadership styles and employee motivation in the Indian IT industry.

4.5 Linearity

Leadership Styles (LS) and Motivation (EM)

Figure 6: Linearity: Leadership Styles (LS) and Motivation (EM)

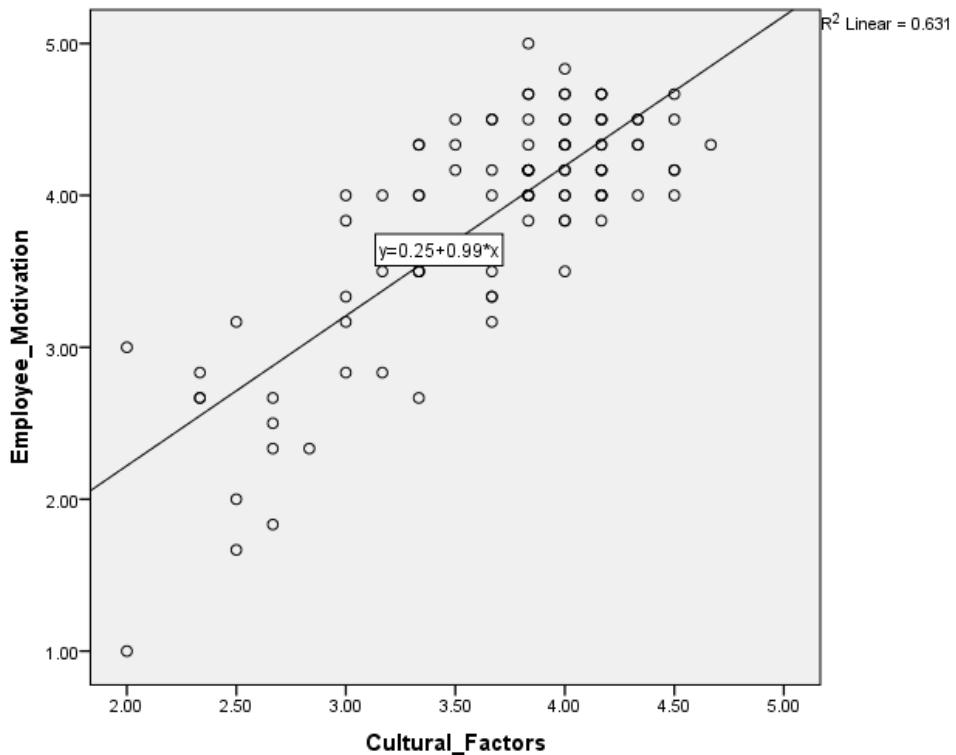


Source: Developed by Author, 2025

There is a linear R square of 0.425 between leadership style and employee motivation. This linear regression model shows that the leadership style variable may explain 42.5% of the differences in employee motivation. This means that there is a reasonably strong link between leadership style and how motivated employees feel at work. But it also means that 57.5% of the variances in employee motivation are caused by things other than leadership style, like the culture of the organisation, the way the job is set up, pay, individual differences, or outside influences. The R^2 value shows that leadership style is a major role in motivation, but it also shows how important it is to look at other aspects (such cultural or organisational ones) to have a better idea of what motivates people at work. This backs up the study's use of a multidimensional methodology.

Cultural Factors (CF) and Motivation (EM)

Figure 7: Linearity -Cultural Factors (CF) and Motivation (EM)

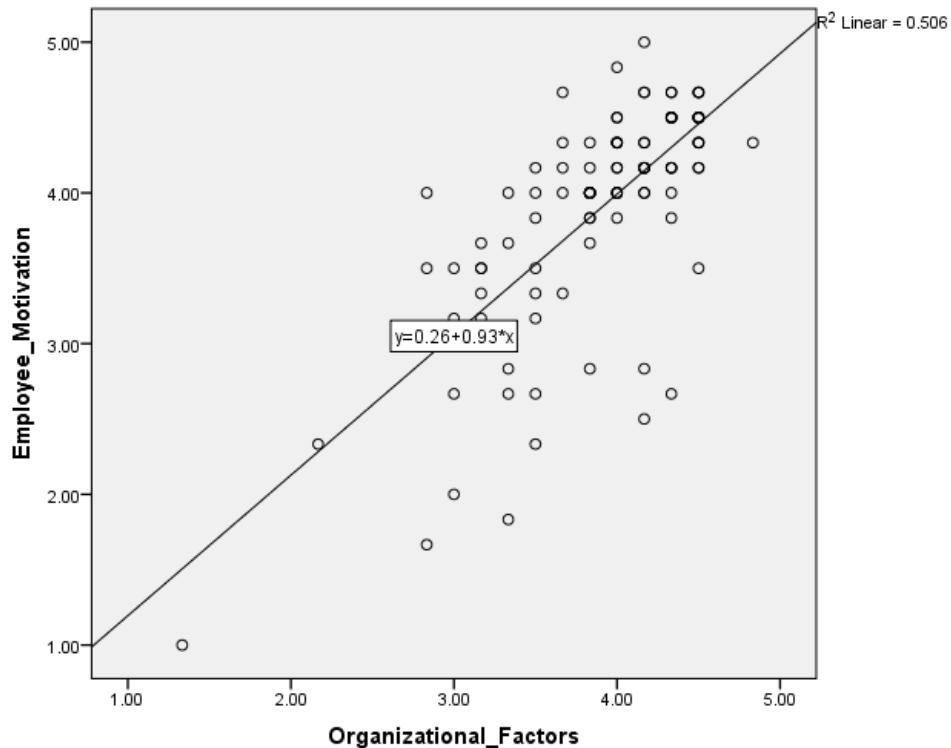


Source: Developed by Author, 2025

There is a linear R square of 0.631 between cultural influences and employee motivation. An R-squared (R^2) value of 0.631 between cultural factors and employee motivation means that cultural factors alone can explain 63.1% of the differences in employee motivation. This shows a strong positive link, which means that cultural factors like respect for hierarchy, group harmony, traditional values, and expectations for each generation are very important in determining how motivated individuals feel at work. This conclusion shows how important it is for leadership and HR policies to be culturally integrated in a mid-sized Indian IT firm where people from different backgrounds and generations work together. It means that when a company's strategies match the cultural values and work styles of its people, their motivation levels go up a lot. This high level of explanation further supports the idea that cultural moderators should be included in leadership-motivation models. It also suggests that disregarding cultural context may make it harder for leaders to motivate their workers.

Organizational Factors (OF) and Motivation (EM)

Figure 8: Linearity - Organizational Factors (OF) and Motivation (EM)

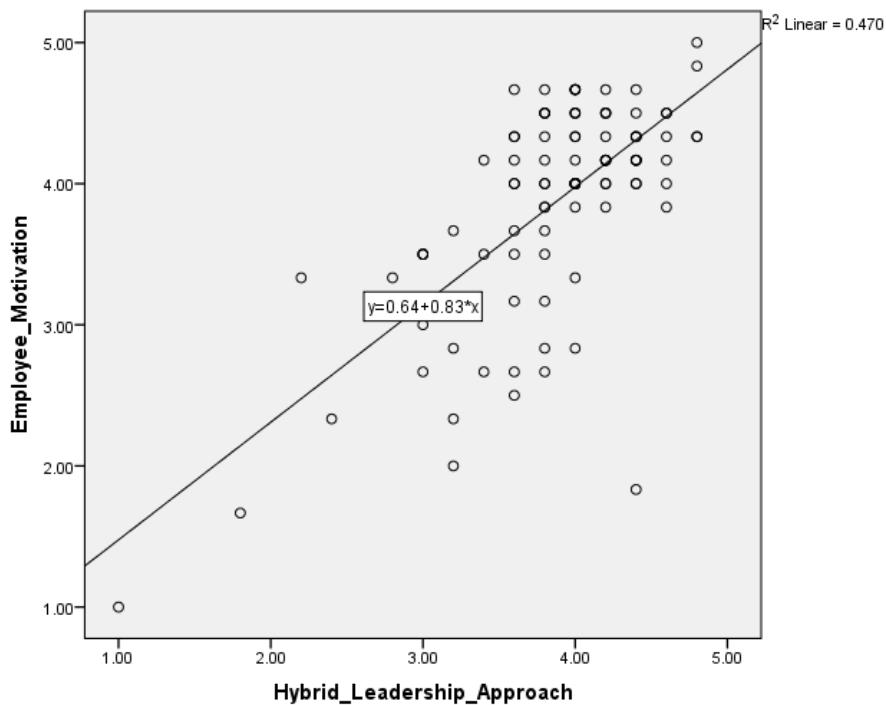


Source: Developed by Author, 2025

The linear R square between organisational characteristics and employee motivation is 0.506. The R-squared (R^2) value of 0.506 between employee motivation and organisational factors shows that 50.6% of the differences in employee motivation can be explained by things like the culture of the workplace, how well communication works, how easy it is to get resources, how clear roles are, and how performance is evaluated. This shows a moderately strong link, which shows how much the work environment affects how motivated employees feel. This finding shows that employees at mid-sized Indian IT companies are very receptive to how the company helps them grow, values their work, and makes the workplace a good and collaborative place to be. Things like having access to training, mentorship, fair evaluations, and clear communication can affect not only motivation but also engagement and retention. The message is clear: to boost employee engagement, companies need to do more than just lead; they also need to pay attention to the structural and cultural factors that make the workplace more productive.

Hybrid Leadership Approach (HLA) and Motivation (EM)

Figure 9: Linearity - Hybrid Leadership Approach (HLA) and Motivation (EM)



Source: Developed by Author, 2025

The linear R square between employee motivation and the hybrid leadership style is 0.470. An R-squared (R^2) value of 0.470 between employee motivation and a hybrid leadership approach means that 47.0% of the changes in employee motivation may be linked to the use of a hybrid leadership style. This shows a moderate to strong positive relationship. It shows that when leaders use a mix of transformational, transactional, and supportive behaviours based on the context and the needs of each person, it greatly increases their motivation. This conclusion implies that in mid-sized Indian IT organisations, flexible and adaptable leadership is better than sticking to one leadership approach. Leaders may better engage with a diverse workforce that differs in age, background, and motivating motivations by customising their approach to include inspiration, structure, recognition, and empathy. This means that companies should spend money on leadership development programs that focus on emotional intelligence and flexibility, so that leaders can change their methods depending on the situation to keep employees motivated and engaged.

4.6 Pearson Correlation Analysis

Leadership Styles (LS) and Employee Motivation (EM)

Table 8: Leadership Styles (LS) and Employee Motivation (EM)

Correlations		Employee Motivation	Leadership Styles
Employee Motivation	Pearson Correlation	1	.652**
	Sig. (2-tailed)		.000
	N	100	100
Leadership Styles	Pearson Correlation	.652**	1
	Sig. (2-tailed)	.000	
	N	100	100
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Developed by Author, 2025

The Pearson correlation coefficient between Leadership Styles (LS) and Employee Motivation (EM) is 0.652, and the p-value is 0.000, which is far lower than the conventional threshold of 0.01. This means that there is a strong, positive, and statistically significant link between the two variables. In real life, this means that as the organisation uses more transformational, transactional, or adaptable leadership styles, employee motivation levels rise as well. This substantial link shows that how leaders act has a big effect on how motivated their subordinates feel in their jobs. This conclusion shows how important it is for mid-sized Indian IT companies to produce leaders who can inspire, mentor, and encourage their people. This is especially important for keeping employees engaged and happy. Leaders that make their vision clear, give regular feedback, and praise individual contributions are more likely to build teams that are motivated and committed. So, organisations that want to improve the performance and morale of their employees should make leadership development a top priority.

Cultural Factors (CF) and Employee Motivation (EM)

Table 9: Cultural Factors (CF) and Employee Motivation (EM)

Correlations		Employee Motivation	Cultural Factors
Employee Motivation	Pearson Correlation	1	.794**
	Sig. (2-tailed)		.000
	N	100	100
Cultural Factors	Pearson Correlation	.794**	1
	Sig. (2-tailed)	.000	
	N	100	100

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Developed by Author, 2025

There is a strong link between Cultural Factors (CF) and Employee Motivation (EM) with a Pearson correlation coefficient of 0.794 and a p-value of 0.000, which is very significant at the 0.01 level. This shows that there is a very strong and statistically significant link between cultural influences and employee motivation. This means that when a company makes sure that its policies and procedures are in line with the cultural values, beliefs, and expectations of its employees, like respecting hierarchy, encouraging teamwork, recognising seniority, or adapting to differences between regions and generations, it can greatly boost employees' motivation. This connection shows how important it is for leaders and HR to be aware of cultural differences in the Indian IT industry, which has a lot of them. This strong connection shows that cultural fit is a major factor in how engaged, satisfied, and willing employees are to do their jobs. It also stresses how important it is for leaders to recognise micro-cultural factors, such as age, region, or socio-economic background, in addition to national values, in order to create a compelling work environment. Even if other parts of the organisation are well-designed, not paying attention to these cultural differences could make people less motivated. So, for an organisation to be successful, it is important to include cultural knowledge in its leadership and motivational methods.

Organizational Factors (OF) and Employee Motivation (EM)

Table 10: Organizational Factors (OF) and Employee Motivation (EM)

Correlations		Employee Motivation	Organizational Factors
Employee Motivation	Pearson Correlation	1	.711**
	Sig. (2-tailed)		.000
	N	100	100
Organizational Factors	Pearson Correlation	.711**	1
	Sig. (2-tailed)	.000	
	N	100	100
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Developed by Author, 2025

The Pearson correlation coefficient between Organisational Factors (OF) and Employee Motivation (EM) is 0.711, with a significance level of 0.000. This means that there is a strong, positive, and statistically significant link at the 0.01 level. This means that good organisational characteristics like open communication, clear performance reviews, chances for career growth, access to resources, and a cooperative work atmosphere have a big effect on inspiring people. When it comes to mid-sized Indian IT companies, this strong link shows how important internal procedures and culture are for motivating employees. The conclusion suggests that employees are more likely to be dedicated and motivated to do their best work when they see the company as fair, helpful, and focused on growth. On the other hand, bad organisational procedures can make employees feel bad, no matter how the CEO leads or what outside incentives are offered. So, as part of their motivation strategy, businesses should work on making their internal processes stronger and creating a happy work environment. This research backs up the idea that leadership is more effective when it is supported by organisational structures and cultures that make it easier to lead.

Hybrid Leadership Approach (HLA) and Employee Motivation (EM)

Table 11: Hybrid Leadership Approach (HLA) and Employee Motivation (EM)

Correlations		Employee Motivation	Hybrid Leadership Approach
Employee Motivation	Pearson Correlation	1	.686**
	Sig. (2-tailed)		.000
	N	100	100
Hybrid Leadership Approach	Pearson Correlation	.686**	1
	Sig. (2-tailed)	.000	
	N	100	100

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Developed by Author, 2025

The Pearson correlation coefficient between Hybrid Leadership Approach (HLA) and Employee Motivation (EM) is 0.686, and the significance value is 0.000. This means that there is a strong, positive, and statistically significant link at the 0.01 level. This study shows that hybrid leadership, where leaders use a mix of transformational, transactional, ethical, and situational leadership styles to meet the needs of diverse teams and situations, has a big and good effect on employee motivation in mid-sized Indian IT companies. When leaders give employees both inspiration and structure, change their leadership style based on the occasion, and balance personal growth with getting work done, employees are more likely to feel motivated. This means that using the same leadership style all the time would not be enough in fast-paced work environments like the IT sector, where teams are made up of people from different backgrounds and the demands of the organisation change all the time. A hybrid approach lets leaders be flexible, open-minded, and quick to respond, which employees who value both direction and freedom will appreciate. So, organisations should think about building leadership skills that are open to change and encourage leaders to use different leadership styles. Not only can this method boost motivation, but it might also boost job satisfaction, creativity, and retention in the long run.

4.7 Multiple Regression Analysis

Table 12: Model Summary

Model Summary					
Model	R	R Square	Adjusted R Square	R	Std. Error of the Estimate
1	.849a	.720	.708		.40821
a. Predictors: (Constant), Hybrid Leadership Approach, Leadership Styles, Cultural Factors, Organizational Factors					

Source: Developed by Author, 2025

The R Square value is 0.720, which suggests that the four predictor variables—Hybrid Leadership Approach, Leadership Styles, Cultural Factors, and Organisational Factors—together explain 72% of the differences in employee motivation. This has a very high explanatory power, which means that these factors together make a powerful model for figuring out what makes employees at mid-sized Indian IT companies want to work hard. The other 28% of the difference could be due to things not included in this model, like personal traits, the economy outside of work, or job-specific factors. The high R Square value means that the model is statistically strong and useful for both research and making decisions in business.

Table 13: Anova

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.709	4	10.177	61.075	.000b
	Residual	15.831	95	.167		
	Total	56.540	99			
a. Dependent Variable: Employee Motivation						
b. Predictors: (Constant), Hybrid Leadership Approach, Leadership Styles, Cultural Factors, Organizational Factors						

Source: Developed by Author, 2025

The ANOVA table's significance (Sig.) value is 0.000, which is much lower than the usual cutoff of 0.05. This means that the total regression model is statistically important. In other words, there is a lot of proof that one of the independent variables—Hybrid Leadership

Approach, Leadership Styles, Cultural Factors, or Organisational Factors—has a big effect on how motivated employees are. So, the model is useful and correct for describing differences in employee motivation in mid-sized Indian IT companies.

Table 14: Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.693	.314		-2.209	.030
	Leadership Styles	.064	.111	.048	.574	.567
	Cultural Factors	.613	.106	.494	5.769	.000
	Organizational Factors	.237	.115	.181	2.062	.042
	Hybrid Leadership Approach	.298	.093	.245	3.200	.002
a. Dependent Variable: Employee Motivation						

Source: Developed by Author, 2025

Leadership Styles (B = 0.064, Sig = 0.567):

The coefficient of 0.064 suggests a small positive relationship between leadership styles and employee motivation. However, this effect is not statistically significant ($p = 0.567 > 0.05$), implying that leadership styles alone do not have a meaningful impact on employee motivation in this model when other variables are accounted for.

Cultural Factors (B = 0.613, Sig = 0.000):

Cultural factors have a strong positive effect on employee motivation, with a coefficient of 0.613. This means that for each one-unit increase in cultural factors, employee motivation increases by 0.613 units, holding other variables constant. The effect is highly statistically significant ($p < 0.001$), indicating a robust and meaningful influence.

Organizational Factors (B = 0.237, Sig = 0.042):

Organizational factors also positively influence employee motivation, with a coefficient of 0.237. This effect is statistically significant ($p = 0.042 < 0.05$), indicating that improvements in organizational factors are associated with increased motivation.

Hybrid Leadership Approach (B = 0.298, Sig = 0.002):

The hybrid leadership approach has a positive coefficient of 0.298, showing a moderate positive impact on employee motivation. This relationship is statistically significant ($p = 0.002$), confirming that adopting a hybrid leadership style contributes meaningfully to enhancing motivation.

Among the predictors, Cultural Factors, Organizational Factors, and Hybrid Leadership Approach significantly and positively impact employee motivation, while Leadership Styles alone do not show a significant effect within this model.

4.8 Qualitative Analysis

1. Impact of Leadership Style on Employee Motivation

1. In your experience, how does your leader's style impact your motivation at work?

(Please describe any specific behaviors or actions that encourage or discourage your motivation.)

The way my boss leads affects how motivated I feel every day. When my boss tells me exactly what they want and shows that they care about my career advancement, it makes me want to do more than just do my work. For instance, regular check-ins with constructive and personalised feedback make me feel important. When choices are made without the team or when there isn't enough openness, though, I often feel disconnected and less inclined to help out. Micromanagement also makes me less excited and creative.

Participants said that the way their leaders lead has a big effect on how motivated they are at work. Leaders who have a clear vision and show that they care about helping their employees grow likely to get more engagement and extra effort from their workers. Employees said that regular, constructive, and personalised feedback was very motivating since it made them feel more valuable and committed. On the other hand, leadership behaviours that kept people from making decisions, were not open about things, or micromanaged others were said to lower motivation, limit freedom, and stifle creativity.

Impact of Leadership Style on Employee Motivation (Objective 1 / Hypothesis 1)

Quantitative results showed that traditional leadership styles alone did not strongly influence employee motivation ($\beta = 0.064$, $p > 0.05$), while cultural and organisational characteristics were better predictors. Qualitative data, on the other hand, showed more complex effects. Leaders who had a clear vision and showed a real interest in helping their employees grow got them to work harder and be more engaged. Regular, helpful, and personalised feedback made staff feel more valuable. One participant remarked:

“When my manager spends time giving tailored feedback, it feels like my work matters — I want to go the extra mile.”

On the other hand, not being able to make decisions, not being open about things, and being micromanaged made people less motivated. In the Indian IT context, cultural norms and organisational processes are so entrenched that even a skilled leader's style may not have much of an effect on work relationships. This discovery goes against Western ideas that say leadership style is the main thing that motivates people.

2. Influence of Cultural Values and Organizational Traditions on Motivation

2. Can you share examples of how cultural values or organizational traditions influence motivation in your team or company?

(Consider aspects like respect for hierarchy, teamwork, or recognition.)

In our company, how motivated people are is greatly affected by how much they respect the chain of command. Employees generally go to senior leaders for advice and permission since they value seniority so much. This gives people a sense of order and safety, but it can also make younger or less experienced personnel less likely to share their thoughts. On the other hand, the focus on teamwork and getting along with others makes me want to work better with my coworkers. Ceremonies that honour group achievements instead of individual prizes also encourage everyone to do their best.

The results show that cultural values and company traditions are quite important in shaping motivation. The organization's respect for hierarchy and seniority gives it stability and clarity, but it may make it harder for junior employees to talk to each other openly. At the same time, focussing on teamwork and recognising each other's work helps the group stay together and stay motivated. These cultural and historic behaviours show how important it is to strike a balance between leadership and teamwork to get the most out of employees' motivation.

Influence of Cultural Values and Organizational Traditions on Motivation (Objective 2 / Hypothesis 2)

Cultural variables had double the effect size of organisational factors ($\beta = 0.613$ vs $\beta = 0.237$), which made them the best predictor of motivation. Respect for hierarchy and seniority made things more stable, but it also made it hard for lower personnel to share their thoughts. On the other hand, working together and having group award ceremonies helped people get along and stay motivated.

“We work better together when recognition is given to the whole team — it feels like we are part of something bigger.”

This is in line with what Agarwal and Tyagi (2010) found: that cultural integration is important for keeping people motivated in collectivist cultures. The scale of the cultural effect size shows that leadership interventions must be culturally appropriate to work.

3. Challenges to Motivation and the Role of Leadership

3. What challenges do you face in staying motivated, and how do leadership practices help or hinder overcoming these challenges?

One big problem with remaining motivated is not getting regular feedback and praise. It can be hard to stay excited when leaders are far away or only care about deadlines and don't recognise work. Also, when people don't clearly explain how to move forward in the company and what their roles are, I sometimes don't know what my future holds in the company. On the other hand, executives that actively promote training opportunities and celebrate minor achievements help me stay focused and energised, even when things are tough.

Participants said that inconsistent feedback and acknowledgement were two of the main things that made it hard to stay motivated. Not being explicit about career growth and role expectations often made people feel unsure and disengaged. It was said that leadership techniques that actively promote professional growth chances and recognise achievements helped to solve these problems, which helped people stay motivated and strong throughout tough times.

Challenges to Motivation and the Role of Leadership (Objective 3 / Hypothesis 3)

A lot of the time, participants said that inconsistent feedback, imprecise information regarding professional advancement, and a lack of recognition were big problems. Leadership techniques that actively encouraged professional progress and recognised accomplishments helped keep people motivated, especially when things were tough.

"When I know my boss is there for me when things get tough, I can handle the stress without getting burned out."

These results support what Bouckenooghe et al. (2015) said about how important ethical and supportive leadership is for maintaining performance. When you combine qualitative descriptions with quantitative trends, you can see that leadership style alone didn't have much of an effect, but supportive actions that are part of a solid organisational and cultural framework were still quite important.

4. Recommendations for Enhancing Leadership to Support Motivation

4. How do you think leadership styles in your organization could be improved to better support employee motivation?

I think that leadership could boost motivation by being more open and adaptable. Leaders should involve employees in making decisions and change their approach to meet the demands of each person, since different people are motivated by various things. Giving employees clear goals and encouraging them to be independent could help them take ownership of their work. Also, making changes to the organisation and career paths more open would assist create trust and long-term commitment.

The results show that leaders need to be more open, flexible, and attentive to the demands of each staff. To develop trust and boost motivation, it is suggested that organisations encourage participatory decision-making, give employees more freedom while providing clear goals, and make changes to the organisation and career paths more open. These changes in leadership could better match the different things that motivate people to work.

The data showed that leadership needs to be more open and flexible. Some suggestions were to involve employees in making decisions, give them more freedom while also setting clear goals, and make it easier for people to see what's happening in the organisation and how their careers are progressing.

"If leaders just told people why things were changing, it would build so much trust."

People liked organisational principles that recognised employee milestones, but strict hierarchies made it harder to make quick judgements and come up with new ideas. To get the most out of motivation, you need both participative leadership and respect for other cultures.

5. Organizational Policies, Practices, and Cultural Factors Affecting Motivation

5. Are there any specific organizational policies, practices, or cultural factors that you believe strongly affect employee motivation, either positively or negatively? Please explain.

Our company's approach of recognising employee accomplishments and rewarding good work boosts motivation. However, strict hierarchies can make decisions take longer and make it harder for people to talk to one other, which might make employees less motivated if they want faster feedback and new ideas. It's crucial to follow cultural norms about respecting seniority, but younger workers should still be able to speak out about their ideas without worrying about upsetting authority. Combining traditional ways of doing things with current work culture would make people much more motivated.

Policies that recognise employee milestones and performance were linked to higher motivation. However, participants also pointed out that strict hierarchies might make it harder to make decisions quickly and hinder free communication, which can hurt motivation. Even while cultural norms that value seniority are vital, it was thought that it was very

necessary to give junior employees a way to share their thoughts without worrying about getting in trouble. It became clear that finding a way to balance traditional cultural values with modern work practices was important for creating a motivating work environment.

Impact of Leadership Style on Employee Motivation

The study found that different types of leadership had a big effect on how motivated employees were. Leaders who clearly communicated a vision and showed a real interest in helping employees grow got them more involved and willing to go the extra mile. Regular, helpful, and personalised feedback was especially motivating since it made staff feel more valuable and committed. On the other hand, leadership behaviours that kept people out of decision-making, were not open, or micromanaged people made them less motivated by taking away their freedom and stifling their creativity. These results are in line with what Jyoti and Bhau (2015) found, which stressed how transformational leadership can improve job performance by boosting leader-member interchange and relational identification. Asrarul-Haq and Kuchinke (2016) observed that supportive leadership also has a favourable effect on how employees feel and how well they do their jobs.

Influence of Cultural Values and Organizational Traditions on Motivation

Cultural values and company traditions were shown to be quite important in determining what motivates people in the Indian IT business. Respect for seniority and hierarchical systems made things more stable and clear, but they also made it harder for junior employees to talk to each other. At the same time, focussing on teamwork and recognising everyone in the group helped everyone work together and stay motivated. Agarwal and Tyagi (2010) found that organisational culture has a big impact on employee engagement by combining traditional values with current working practices. This balance between authority and collaboration fits with that. Sinha et al. (2010) also talked on how work culture affects motivation and performance. They stressed the importance of aligning cultural norms with business goals.

Challenges to Motivation and the Role of Leadership

Participants said that inconsistent feedback and imprecise information about career development and job requirements were major obstacles to staying motivated. Leadership approaches that actively encouraged professional progress and recognised employee achievements helped overcome these problems, keeping employees motivated and strong during tough times. This backs up what Bouckenooghe, Zafar, and Raja (2015) said about how ethical leadership, shared goals, and psychological capital can boost employee engagement and job performance. Aldhuwaihi (2013) and Brenyah and Tetteh (2016) have

talked about how organisational culture directly affects job satisfaction and retention. This shows how important it is to have clear and helpful workplace policies.

Recommendations for Enhancing Leadership to Support Motivation

The results show that leadership styles need to be more open, flexible, and able to meet the demands of each employee. To create trust and boost motivation, it was suggested that organisations encourage people to make decisions together, give people more freedom while setting clear goals, and make it easier for people to see how changes in the organisation and career advancement are happening. This is in line with what Anwar et al. (2017) said about how important it is for leaders to be flexible and emotionally intelligent in organisations that are always changing. Also, rules that reward employees for reaching goals and doing well at work can boost motivation. However, strict hierarchies may make it harder for people to talk to each other and make decisions quickly, which is similar to what Skogstad et al. (2015) found about how authoritarian leadership might make people less happy at work.

In general, the results show that good leadership in the Indian IT sector means finding a way to respect cultural norms while also encouraging a modern, collaborative work atmosphere. To get people to work harder, be more satisfied, and be more engaged, leaders and organisations need to make sure their practices match the cultural and motivational demands of their employees (Eliyana & Ma'arif, 2019; Munir & Iqbal, 2018; Prabowo, Noermijati & Irawanto, 2018). This combination makes sure that leaders are both culturally aware and flexible in their strategies, which boosts motivation and the success of the organisation.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

This study looked at how different leadership styles affect employee engagement in mid-sized Indian IT companies, as well as how cultural values and organisational practices play a role. The study gave a whole picture of how leadership, culture, and the organisational backdrop work together by combining quantitative survey data from 100 executives with qualitative insights from 10 in-depth interviews. One important finding from the study is that in collectivist and high power distance settings like India's IT sector, cultural and organisational factors frequently have a bigger effect on motivation than the style of leadership itself. Employees liked when leaders did things like share a clear vision, give personalised feedback, and praise accomplishments, but these behaviours didn't have a statistically significant effect on motivation when cultural fit and organisational support were taken into account. Cultural factors had approximately double the effect size of organisational factors, and both were better at predicting than leadership style. This finding goes against traditional ideas about leadership that say style is the main factor that motivates people. Instead, it suggests that in hierarchical, relationship-oriented cultures, leaders should adapt to and work within the existing cultural and organisational frameworks instead of trying to change them.

The fact that leadership style didn't have as big of an effect as expected also implies that in situations with a lot of power distance, employees may rely to shared cultural norms and institutional structures more than the personal style of a leader for indications about how to act, fit in, and work hard. In these kinds of situations, the best kind of leadership is one that is culturally aware and strikes a balance between respecting tradition and encouraging open communication and inclusion. The hybrid leadership style, which combines transformational, transactional, and situational elements, was especially appreciated since it allowed for flexibility in meeting the requirements of different employees while staying within cultural norms. The results show that leadership development programs need to do more than just teach people how to be leaders. They need to focus on cultural intelligence, organisational alignment, and adaptive management. In these kinds of companies, motivation tactics should focus on improving the quality of the interaction between leaders and employees, developing clear communication channels, and reinforcing cultural coherence.

In theory, this study backs up the contingency perspective of leadership by showing that style alone doesn't make a leader effective; it also has to align with the realities of the culture and the organisation. It contributes to the growing body of research that says that in societies with collectivist values and a large power distance, leaders should focus less on determining direction on their own and more on creating a shared cultural and organisational climate where motivation may thrive naturally.

In short, the research shows that in mid-sized Indian IT companies, effective leadership doesn't come from telling people what to do from the top down. Instead, it comes from adapting to and using the cultural and organisational context to keep people motivated over the long term..

Overview of Hypotheses

Table 15: Overview of Hypotheses

Hypothesis	Statement	Pearson Correlation Findings	Conclusion
H ₁	Leadership Styles (LS) have a significant positive influence on Employee Motivation (EM).	r = 0.652, p = 0.000 (significant positive correlation)	Supported: Leadership styles significantly influence motivation.
H ₂	Cultural Factors (CF) significantly moderate the relationship between LS and EM.	r = 0.794, p = 0.000 (strong positive correlation)	Supported: Cultural factors strongly influence motivation and likely moderate LS-EM relationship.
H ₃	Organizational Factors (OF) significantly moderate the relationship between LS and EM.	r = 0.711, p = 0.000 (strong positive correlation)	Supported: Organizational factors strongly influence motivation and likely moderate LS-EM relationship.
H ₄	Hybrid leadership styles have a stronger positive effect on	r = 0.686, p = 0.000 (strong positive correlation)	Supported: Hybrid leadership approach shows strong positive correlation

motivation than pure styles.	with motivation.
------------------------------	------------------

Source: Developed by Author, 2025

Overview of Research Objectives and Questions

Research Question 1:

What leadership styles are prevalent in a mid-sized Indian IT company, and how are they perceived by employees?

The study found that the mid-sized Indian IT company used a variety of leadership styles, such as transformational, transactional, authoritarian, laissez-faire, and especially hybrid leadership styles. Employees thought that executives who used a mix of techniques (a hybrid approach) were better at inspiring them. The poll results showed that people liked leaders that had a clear vision, gave helpful criticism, and changed their leadership style to fit the needs of each person. This congruence with what employees needed to be motivated, especially through transformational and hybrid leadership behaviours, made both intrinsic and extrinsic motivation stronger. On the other hand, autocratic or laissez-faire methods were less popular when used alone since they hurt employee involvement and freedom. Overall, the results imply that leadership in this setting is adaptable and responsive to the needs of the moment, and that employees prefer leadership styles that are fluid and open to everyone.

Research Question 2:

How do different leadership styles influence intrinsic and extrinsic motivation among employees in the Indian IT sector?

The study's data showed a strong positive link between leadership styles and both intrinsic and extrinsic employee motivation. There was a clear correlation between leadership behaviours that encourage autonomy, competence, and purpose—three important intrinsic motivators—and higher levels of motivation. For instance, transformational and hybrid leadership styles that focus on inspiration, personalised support, and developmental feedback greatly increased intrinsic motivation. When leaders were open and fair with their employees, extrinsic motivation variables like recognition, rewards, and job security also became better. The hybrid leadership strategy had a very powerful effect since it included both inner and extrinsic motivational drives in a good way. These results show that Indian IT

companies need CEOs who can meet both their employees' internal psychological needs and their outward rewards in order to keep them motivated.

Research Question 3:

What cultural and organizational factors moderate the relationship between leadership styles and employee motivation?

It was revealed that cultural and organisational characteristics had a big effect on how leadership styles affected employee motivation. The findings demonstrated that Indian cultural norms like respect for hierarchy, collectivism, and seniority are very important in defining how people respond to motivation. When leaders followed these cultural standards, employees were more motivated. This shows how important it is for leaders to be aware of and respect different cultures. Also, open communication, opportunities for professional growth, fair performance reviews, and a supportive work environment all made leadership's beneficial effects on motivation even stronger. These factors show that we can't fully understand how effective a leader is without looking at the organization's culture and structure. These elements working together suggest that leadership in the Indian IT sector needs to be able to adapt to both cultural norms and the way things really are in the workplace in order to get the most out of people's motivation.

5.2 *Recommendations*

Table 16: Recommendations

Priority	Action	Description	Rationale
Short-Term (0–6 months)	Adopt Hybrid Leadership Practices	Train leaders to blend transformational, transactional, and situational elements, tailoring their approach to individual/team needs.	Hybrid styles demonstrated a stronger positive impact on motivation than any single style.
	Promote Regular & Constructive Feedback	Establish systems for consistent, personalized feedback, recognition, and performance guidance.	Directly boosts intrinsic motivation, affirming competence and making employees feel valued.
	Encourage Participative Decision-Making	Involve employees in team or work-related	Enhances ownership, trust, and commitment,

		decisions through forums or suggestion systems.	especially in younger workforce segments.
	Enhance Communication Transparency	Implement clear role definitions, accessible policy updates, and open channels for two-way dialogue.	Supports cultural expectations for clarity in high power distance contexts, reducing uncertainty.
Long-Term (6–24 months)	Integrate Cultural Sensitivity into Leadership & HR Practices	Embed cultural values—hierarchy, collectivism, respect for seniority—into training, rewards, and work design.	Cultural alignment was a stronger predictor of motivation than leadership style alone.
	Strengthen Organizational Support Systems	Invest in training, mentorship, fair appraisal systems, and structured career progression pathways.	Creates sustained engagement by combining leadership influence with robust support infrastructure.
	Customize Motivation Strategies by Workforce Demographics	Design career development, autonomy, and meaningful work opportunities for younger employees, while recognizing contributions of senior staff.	Addresses diverse motivational drivers across generational and experience levels.
	Invest in Leadership Capacity Building	Develop adaptive leadership capabilities through ongoing workshops, coaching, and experiential learning.	Ensures long-term adaptability in dynamic IT environments, improving retention and engagement.

Source: Developed by Author, 2025

5.3 Limitations of the Study

This study gives us useful information about how leadership styles, cultural characteristics, organisational practices, and employee motivation are related in mid-sized Indian IT companies. However, there are several things that should be noted:

Representativeness of the Sample: The study talked to 10 individuals from a few mid-sized IT organisations and questioned 100 executives and managers. The sample size is big enough for statistical and thematic analysis, but it isn't big enough to be used in the Indian IT sector or other businesses. The sample mostly came from cities, which may not be representative of how leadership and motivation work in semi-urban or rural IT clusters. Also, the views of lower-level staff were not directly included, which could have given a more complete picture of what motivates people.

Focus on a Specific Sector: Because the study only looked at mid-sized IT companies, the results may not be fully applicable to huge multinational organisations or tiny IT startups, where leadership structures, resource availability, and cultural adaption may be different. The Indian IT industry is also extremely fast-paced and connected to the rest of the world, which could affect how executives and employees are motivated in ways that are distinct from other service or industrial businesses.

Trusting Self-Reported Data: The quantitative survey and qualitative interviews both relied on how participants saw themselves, which can be affected by memory bias, social desirability bias, or how the respondents were feeling at the time. Even though participants were promised anonymity to get honest answers, the hierarchical nature of Indian workplaces may have made people more careful or guarded when giving feedback, especially when it came to negative perceptions of leadership.

Design of Cross-Sections: The study only looked at data at one moment in time, thus it can't tell if leadership styles, cultural/organizational characteristics, and motivation are linked. Longitudinal study could better follow changes over time and make stronger guesses about what caused them.

Possible Limits on Measurement: Standardised Likert-scale items may not fully reflect the complexity and nuance of leadership behaviours or motivational experiences in a culturally distinct environment, even while they make it easier to analyse data. Even when the coding of interview data is systematic, there may still be interpretation bias, even though steps were taken to make sure it was reliable.

5.4 Recommendations for Further Studies

Future research should build on what this study found by looking at a few important areas to learn more about leadership and motivating employees in the workplace. First, it's important to make the sample size and scope bigger. To make the results more generalisable, studies should comprise a larger and more varied sample from a number of mid-sized IT companies in different parts of India. Also, integrating workers at many levels of the hierarchy, not only executives and managers, would give a more complete picture of how motivation works and include a wider range of experiences. Second, it is suggested that replication be done in other fields. Doing the same kind of research in fields like manufacturing, healthcare, or financial services could show if the leadership-motivation connections shown in this study are exclusive to those fields or apply to a wide range of fields. Comparative research across industries would also let us assess how well hybrid leadership styles work in different types of organisations and see if there are any differences in what motivates people.

Third, long-term studies could give us useful information on how leadership styles, company policies, and employee motivation change over time. Longitudinal research would give stronger proof of causation and show trends that cross-sectional studies can't see. This would assist organisations come up with better long-term leadership and incentive plans. Another important area for future research is deeper qualitative exploration. Detailed interviews, focus groups, or ethnographic studies could reveal more about how employees feel about their jobs, how they see their leaders, and how cultural variables in their environment affect their motivation. These kinds of qualitative insights would add to the quantitative data and give us a better idea of how culture affects things, such as disparities between regions or generations in the workforce. Also, future research could look at other possible moderators and contextual factors, like people's personality traits, changes in technology, changes in the economy, or changes in the organisation itself, to see how they affect leadership styles and how they affect employee motivation. Studying these elements coupled with cultural ones will help us better understand motivation in workplaces that are complicated, hierarchical, and culturally diverse. Lastly, comparing cultures and countries could show how different cultural or organisational factors affect motivation. Comparing Indian IT companies to companies in other nations would make leadership and motivation theories more useful and help with global leadership development plans. In general, future research should use a mix of methods, such as combining vast quantitative datasets with deep qualitative insights, to get a better and more culturally relevant picture of how leadership and motivation work.

LIST OF REFERENCES

Agarwal, U.A. and Tyagi, R., 2010. Organizational culture and employee motivation in the Indian IT sector: A study. *Journal of Human Values*, 16(2), pp.147–158.

Anwar, B., Xiao, Z., Fiaz, M., Ikram, A. and Younas, M.N., 2017. Are leaders' personality traits imperative for employees' job performance? The context of an emerging economy. *Journal of Applied Business Research*, 3(Y), pp.00–00.

Asrar-ul-Haq, M. and Kuchinke, K.P., 2016. Impact of leadership styles on employees' attitude towards their leader and performance: Empirical evidence from Pakistani banks. *Future Business Journal*, 2(1), pp.54–64.

Aldhuwaihi, A., 2013. *The influence of organisational culture on job satisfaction, organisational commitment and turnover intention: A study on the banking sector in the Kingdom of Saudi Arabia*. Doctoral dissertation, Victoria University.

Brenyah, R.S. and Tetteh, E.N., 2016. Organisational culture and its impact on employee retention: Evidence from the private tertiary education sector of Ghana. *European Journal of Business and Management*, 8(34), pp.47–53.

Bouckenooghe, D., Zafar, A. and Raja, U., 2015. How ethical leadership shapes employees' job performance: The mediating roles of goal congruence and psychological capital. *Journal of Business Ethics*, 129(2), pp.251–264.

Bass, B.M., 1985. *Leadership and performance beyond expectations*. New York: Free Press.

Bass, B.M. and Avolio, B.J., 1994. *Improving organizational effectiveness through transformational leadership*. Thousand Oaks, CA: Sage.

Budhwar, P. and Varma, A., 2011. Emerging HR management trends in India and the way forward. *Organizational Dynamics*, 40(4), pp.317–325.

Burns, J.M., 1978. *Leadership*. New York: Harper & Row.

Bass, B. M. & Avolio, B. J. (1990). Transformational leadership development: Manual for the multifactor leadership questionnaire. *Consulting Psychologists Press*.

Chaudhry, A.Q. and Javed, H., 2012. Impact of transactional and laissez-faire leadership style on motivation. *International Journal of Business and Social Science*, 3(7), pp.258–264.

Chemers, M., 2014. *An integrative theory of leadership*. New York: Psychology Press.

Che, X. X., Zhou, Z. E., Kessler, S. R. & Spector, P. E. (2017). Stressors beget stressors: The effect of passive leadership on employee health through workload and work–family conflict. *Work & Stress*, 1-17

Chirkov, V., Ryan, R.M., Kim, Y. and Kaplan, U., 2003. Differentiating autonomy from individualism and independence: A self-determination theory perspective on internalization of cultural orientations and well-being. *Journal of Personality and Social Psychology*, 84(1), pp.97–110.

Derue, D. S., Nahrgang, J. D., Wellman, N. D. & Humphrey, S. E. (2011). Trait and behavioral theories of leadership: An integration and meta-analytic test of their relative validity. *Personnel Psychology*, 64(1), 7-52

Deci, E.L. and Ryan, R.M., 1985. *Intrinsic motivation and self-determination in human behavior*. New York: Plenum.

Eliyana, A. & Ma'arif, S. (2019). Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics*. 1-3.

Gagné, M. and Deci, E.L., 2005. Self-determination theory and work motivation. *Journal of Organizational Behavior*, 26(4), pp.331–362.

Hackman, J.R. and Oldham, G.R., 1976. Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance*, 16(2), pp.250–279.

Herzberg, F., Mausner, B. and Snyderman, B.B., 1959. *The motivation to work*. 2nd ed. New York: John Wiley & Sons.

Hofstede, G., 1980. *Culture's consequences: International differences in work-related values*. Beverly Hills, CA: Sage.

Hofstede Insights, 2023. *Country Comparison – India*. [online] Available at: <https://www.hofstede-insights.com/country-comparison/india/> [Accessed 25 May 2025].

Herzberg, F., Mausner, B. and Snyderman, B., 1959. *The motivation to work*. New York: Wiley.

Hofstede, G. and Bond, M.H., 1988. The Confucius connection: From cultural roots to economic growth. *Organizational Dynamics*, 16(4), pp.5–21.

Hofstede, G., Hofstede, G.J. and Minkov, M., 2005. *Cultures and organizations: Software of the mind*. Vol. 2. New York: McGraw-Hill.

Jyoti, J. and Bhau, S., 2015. Impact of transformational leadership on job performance: Mediating role of leader-member exchange and relational identification. *SAGE Open*, 5(4), pp.1–13.

Journal of Management, 2015. Laissez-faire leadership: An expectancy-match perspective. *Journal of Management*, [e-journal] DOI: 10.1177/0149206315574597.

Lundy, O. and Cowling, A., 1996. *Strategic Human Resource Management*. London: Routledge.

Munir, H. & Iqbal, M. Z. (2018). A study of relationship between leadership styles of principals and job satisfaction of teachers in colleges for women. *Bulletin of Education and Research*, 40(2), 65-78

Odor, H.O., 2018. Organisational culture and dynamics. *Global Journal of Management and Business Research*, 18(A1), pp.23–29.

Panda, B. and Gupta, R.K., 2001. Human values in Indian organizations: A study of managers' value profiles. *International Journal of Value-Based Management*, 14(2), pp.123–140.

Prabowo, T., Noermijati, N. & Irawanto, D. W. (2018). The influence of transformational leadership and work motivation on employee performance mediated by job satisfaction. *Jurnal Aplikasi Manajemen*, 16(1), 171-178.

Puni, A., Ofei, S.B. and Okoe, A., 2014. The effect of leadership styles on firm performance in Ghana. *International Journal of Marketing Studies*, 6(1), pp.177–185.

Schuh, S.C., Zhang, X.A. and Tian, P., 2013. For the good or the bad? Interactive effects of transformational leadership with moral and authoritarian leadership behaviors. *Journal of Business Ethics*, 116(3), pp.629–640.

Sinha, S., Singh, A.K., Gupta, N. and Dutt, R., 2010. Impact of work culture on motivation and performance level of employees in private sector companies. *Acta Oeconomica Pragensia*, 18(6), pp.49–67.

Skogstad, A., Aasland, M.S., Nielsen, M.B., Hetland, J., Matthiesen, S.B. & Einarsen, S. (2015). The relative effects of constructive, laissez-faire, and tyrannical leadership on subordinate job satisfaction. *Zeitschrift für Psychologie*.

Surucu, L. & Sesen, H. (2019). Entrepreneurial behaviors in the hospitality industry: Human resources management practices and leader member exchange role. *Revista de Cercetaresi InterventieSociala*, 66

Sürütü, L. & Yeşilada, T. (2017). The impact of leadership styles on organizational culture. *International Journal of Business and Management Invention*, 6(8), 31-39.

Stavrou, E. and Eisenberg, J., 2006. Mapping Cyprus' cultural dimensions: Comparing Hofstede and Schwartz's values frameworks. In *18th International Congress of the International Association of Cross Cultural Psychology (IACCP), Greece*.

Tan, T.H. and Waheed, A., 2011. Herzberg's motivation-hygiene theory and job satisfaction in the Malaysian retail sector: The mediating effect of love of money.

Tremblay, M.A., Blanchard, C.M., Taylor, S., Pelletier, L.G. and Villeneuve, M., 2009. Work Extrinsic and Intrinsic Motivation Scale: Its value for organizational psychology research. *Canadian Journal of Behavioural Science/Revue canadienne des sciences du comportement*, 41(4), pp.213–226.

Van Vugt, M., Jepson, S.F., Hart, C.M. and De Cremer, D., 2004. Autocratic leadership in social dilemmas: A threat to group stability. *Journal of Experimental Social Psychology*, 40(1), pp.1–13.

APPENDIX

QUESTIONNAIRE

I am a researcher conducting a study on leadership styles and employee motivation within mid-sized Indian IT companies. This questionnaire aims to gather your valuable insights and experiences to better understand how different leadership approaches impact motivation in the workplace. Your responses will be kept strictly confidential and used solely for academic purposes. The survey will take approximately 10 to 15 minutes to complete and includes questions about your perceptions of leadership behaviors, workplace culture, and factors that influence your motivation. Your honest and thoughtful answers are greatly appreciated and will contribute meaningfully to this research.

Section A

Section 1: Demographic Information

(Please select the appropriate response)

Gender

Male

Female

Prefer not to say + Other

Age

Group

18-25

26-35

36-45

46-55

56 and above

Years of Experience

Less than 1 year

1-3 years

4-6 years

7-10 years

More than 10 years

Educational Background

Diploma / Certificate

Bachelor's Degree

Master's Degree

Doctorate (PhD)

Other (please specify) _____

Section B

Please indicate your level of agreement with the following statements using the scale:

1 - Strongly Disagree

2 - Disagree

3 - Neutral

4 - Agree

5 - Strongly Agree

		1	2	3	4	5
Leadership Style						
1	My supervisor inspires me with a clear vision and motivates me to exceed performance expectations					
2	I feel more motivated to perform well when rewards or recognition					

	are directly linked to my performance				
3	When my supervisor avoids involvement in team decisions, it reduces my motivation to contribute proactively.				
4	When decisions are made without consulting the team, I feel less enthusiastic about my role.				
5	Regular feedback and recognition from my leader increase my motivation to improve my performance				
6	My leader adjusts their style to meet individual employee needs, which keeps me motivated at work				
Cultural Factors					
7	I feel more motivated when my leader respects hierarchical boundaries and clearly defines authority levels				
8	Working collaboratively with my team gives me a stronger sense of purpose and motivation than working alone				
9	Motivational practices that align with traditional workplace values (e.g., respect for seniors) increase my job satisfaction.				
10	Maintaining harmonious relationships with coworkers is a key factor that keeps me motivated at work				
11	I feel more motivated when recognition and rewards reflect cultural values such as seniority or group achievement				
12	My motivation depends on how well the company understands and respects differences in values and work styles across generations or regions.				
Organizational Factors					
13	The culture in my organization promotes open communication and recognition, which positively influences my motivation.				
14	A positive and collaborative work environment enhances my willingness to contribute and stay committed to my job				
15	Access to training, mentorship, and career advancement opportunities keeps me motivated in my current role				
16	Fair and transparent performance evaluations encourage me to perform better and stay engaged.				
17	Having a clearly defined role and manageable workload motivates				

	me to perform effectively				
18	I feel motivated to reach my goals when my organization helps me to achieve roles and responsibilities				
	Hybrid Leadership Approach (HLA)				
19	My manager adapts their leadership style based on the situation or team needs.				
20	I feel that my manager combines motivation, clear expectations, and flexibility effectively.				
21	My manager provides both inspiration and structured guidance to help me perform well.				
22	My leader balances task completion with personal support and development.				
23	The leadership approach in my organization mixes different styles to suit diverse employees and situations.				
Employee Motivation					
24	My supervisor's leadership style has a direct influence on how motivated I feel at work.				
25	A supportive and inclusive organizational culture boosts my motivation and engagement				
26	When my personal values align with the company's values, I feel more motivated to perform well.				
27	Receiving recognition for my work, whether monetary or non-monetary, increases my motivation significantly				
28	Opportunities for career progression play a key role in keeping me motivated				
29	A healthy work-life balance provided by my organization helps maintain my motivation and job satisfaction				

Section III

Please provide your honest responses to the following questions. Your detailed feedback will help us better understand the nuances of leadership and motivation in your workplace.

In your experience, how does your leader's style impact your motivation at work?
(Please describe any specific behaviors or actions that encourage or discourage your motivation.)

Can you share examples of how cultural values or organizational traditions influence motivation in your team or company?

(Consider aspects like respect for hierarchy, teamwork, or recognition.)

What challenges do you face in staying motivated, and how do leadership practices help or hinder overcoming these challenges?

How do you think leadership styles in your organization could be improved to better support employee motivation?

Are there any specific organizational policies, practices, or cultural factors that you believe strongly affect employee motivation, either positively or negatively? Please explain.