

A STUDY ON THE EFFECTIVENESS OF LEADERSHIP ON EMPLOYEE MOTIVATION

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ABSTRACT

This study explores the connection between employee motivation and successful leadership using surveys, interviews, and data analysis. It investigates various leadership approaches and their impact on employee motivation and productivity. The aim is to identify the most effective leadership strategies for motivating teams and understanding employee perceptions of these strategies. The findings offer insights for enhancing leadership practices to foster an innovative workforce, recommending behaviors like performance recognition and effective communication to boost staff morale. The research, descriptive and empirical in nature, uses purposive sampling and collects primary data through structured questionnaires from 180 randomly selected respondents. Statistical analyses, including the Normality test, Mann–Whitney U test, Kruskal-Wallis H test, and Spearman’s correlation, provide insights into variable distribution and associations. The study helps organizations improve leadership strategies to meet employee motivation needs and offers recommendations for other organizations seeking to enhance their leadership practices.

INTRODUCTION

Leadership in business involves setting and achieving challenging goals, taking decisive action, outperforming competitors, and inspiring others. Strong leadership skills often lead to executive positions and provide direction, teaching responsibilities, and setting a positive example. It involves personality processes, behaviour fulfillment, persuasive authority, goal achievement, interaction, role differentiation, and structure initiation. Effective leadership involves executing a company's vision and creating a work culture that encourages employees to contribute to the company's goals. It involves creating strategic plans, improving the company's vision, allocating resources, and tracking performance to identify weaknesses. Key personal and professional skills include decision-making, communication, interpersonal relationships, and strategic planning. Employee motivation is a drive to perform at work, influenced by recognition, growth opportunities, and a positive work environment. It boosts productivity, creativity, and engagement, enhancing job satisfaction. Key indicators include seeking feedback, taking personal responsibility, and seeking approval. Employees should strive for achievement, affiliation, and power, adapting to their environment, and taking responsibility for their actions.

REVIEW OF LITERATURE

Neil Shah (2023), This article has been found in various studies that several leadership styles play significant roles in change management processes, including authoritarian, transformational, laissez-faire, servant, transactional, democratic, strategic, bureaucratic, consultative, and participative leadership. Further investigation reveals that leadership is crucial in facilitating positive organizational transformations. **Fatma Sonmez Cakir (2021)**, In this study, the importance of knowledge sharing behaviour and the positive effects of both independent variable and mediator variable on the organization are emphasized. In addition, the positive effect of leadership effectiveness and knowledge sharing behaviour on work performance, firm strategy, and firm performance variables was detected. **Parvaneh Saeidi (2021)**, The results also identified two fully mediated relationships: non-financial performance acted as a full mediator between CSR and financial performance, and CSR and non-financial performance were multiple full mediators between OL and financial performance. These findings help Malaysian managers understand their leadership strengths and weaknesses concerning CSR. **Hariswaran .B (2020)**, this study is to examine the influence of leadership on organizational performance in service organizations. **Aymen Asif (2020)**, This paper explores the essential characteristics required for effective strategic leadership, drawing evidence from a comprehensive review of secondary literature. **Gimhani Nanda singhe (2020)**, This paper aims to describe leadership, leadership qualities, skills, models, its importance, and its impact on organizational performance. **Dina Metwally (2019)**, This study aims to explore whether ethical leadership among middle to lower-level managers positively influences employees' readiness for change (H1) and whether this relationship is mediated by the creation of an organizational culture of effectiveness (H2). **Awwal Muhammad Shafiu (2019)**, This study explores the impact of organizational leadership on performance levels. It was also found that organizational leadership does not encourage academic staff to surpass their set goals. **Ali Abdulridha Jabbar (2017)**, This paper aims to explore the role of leadership in both strategy formulation and implementation through a review of existing literature. This study also evaluation process contributes to sustaining the organization's continuous growth. **Tamara P. Williams (2016)**, This review consolidates current theories and practical implications in leadership, organizational culture, and sustainability change initiatives. **Igbaekemen GO (2015)**, It investigates the missing link in leadership styles and its impact on the performance of employees, with a focus on organizations in Nigeria. **Raluca-Elena (2015)**, This paper aims to explore the impact of leadership styles on organizational performance, with a particular focus on transformational leadership.

OBJECTIVES OF THE STUDY

- To analyze the key factors affecting the leaders' motivation of their employees.
- To determine the influence of leadership feedback and recognition on employee motivation.
- To investigate the correlation between different leadership styles and their impact on employee motivation.
- To develop recommendations for improving leadership strategies aimed at increasing employee motivation and engagement within the organization.

NEED OF THE STUDY

The aim of the study is to address the critical need for understanding leadership behaviours and the way they affect employee engagement and motivation in organizations. The study will examine the key factors that impact a leader's ability to motivate their team members, taking into account elements including goal alignment, development programs, and interaction style. Also, the research will examine the impact of leadership feedback and recognition on employee motivation, emphasizing the significance of quick and insightful feedback in developing a motivated workforce. Additionally, the research will examine the relationship between different styles of leadership (transformational, transactional, democratic, etc.) and employee motivation in order to bring insight into effective leadership strategies. The study aims to make significant improvements by developing recommendations to improve leadership strategies focused at improving motivation and engagement.

SCOPE OF THE STUDY

The purpose of this research is to investigate the way various leadership approaches affect employee motivation in an organizational behaviour situation. It will examine various styles of leadership, such as servant, transactional, and transformational leadership, and how they affect employee motivation directly. Interviews, evaluations, and organizational analysis of information are going to be utilized in this research to develop a thorough understanding of the relationship between motivation and leadership. For Future study can investigate specific industries or cultural environments in more detail in order to understand the ways in which motivating factors and leadership styles change between different organizations. Research involving an ongoing approach can be used to evaluate the leadership's long-term effects on employee motivation. In addition, evaluating whether new leadership theories or changes in technology are influencing leadership practices will provide valuable information about way to increase employee motivation in a rapidly changing work culture.

RESEARCH METHODOLOGY

The research design adopted in this study is Descriptive research. Descriptive research is a research method describing the characteristics of the population or phenomenon studied. The primary data collection techniques used in this study is QUESTIONNAIRE METHOD. In this study, the major questionnaire technique used is Close Ended Questions. Probability sampling involves randomly selecting members from a population based on specific criteria, ensuring that each member has an equal chance of being included in the sample. The sampling technique used in this study is Simple Random Sampling. The sample size for this study is 180, which is derived from the population (N) of 250. The collected data has been analyzed by the following statistical tool:

- 1) Mann-Whitney U Test
- 2) Spearman's Correlation

DATA ANALYSIS AND INTERPRETATION

MANN-WHITNEY U TEST

Hypothesis:

H0: There is no significant difference between the mean rank of male & female with respect to the variables.

H1: There is a significant difference between the mean rank of male & female with respect to the variables.

TABLE SHOWING GENDER TEST STATISTICS OF U TEST

Test Statistics ^a				
	Factors affecting leaders motivation of employees	Influence of leadership feedback and recognition	Correlation between leadership styles and impact on employees motivation	Recommendations for improving leadership strategies
Mann-Whitney U	1944.500	2067.500	1812.500	1767.000
Wilcoxon W	11955.500	12078.500	11823.500	11778.000
Z	-2.801	-2.374	-3.261	-3.420
Asymp. Sig. (2-tailed)	.005	.018	.001	.001

a. Grouping Variable: Gender

INFERENCE:

From the above test it is inferred that the Mann – Whitney U test is conducted on the sample data, and it is found that the significance value (P value) for the all variables factors affecting leader's motivation, feedback and recognition, correlation between leadership styles, and recommendation

for improving leadership strategies is less than 0.05 i.e., $P < 0.05$. Therefore, the null hypothesis (H_0) is rejected. There is significant difference between the mean rank of male & female with respect to the variables factors affecting leader's motivation, feedback and recognition, correlation between leadership styles, and recommendation for improving leadership strategies. So, the alternative hypothesis (H_1) is accepted.

CORRELATION

Hypothesis:

H_0 : There is no significant correlation between the variables

H_1 : There is a significant relationship between the variables.

TABLE SHOWING CORRELATION

Correlations						
			Factors affecting leaders motivation of employees	Influence of leadership feedback and recognition	Correlation between leadership styles and impact on employees motivation	Recommendations for improving leadership strategies
Spearman's rho	Factors affecting leaders motivation of employees	Correlation Coefficient	1.000	.831**	.740**	.694**
		Sig. (2-tailed)	.	.000	.000	.000
		N	180	180	180	180
	Influence of leadership feedback and recognition	Correlation Coefficient	.831**	1.000	.789**	.761**
		Sig. (2-tailed)	.000	.	.000	.000
		N	180	180	180	180
	Correlation between leadership styles and impact on employees motivation	Correlation Coefficient	.740**	.789**	1.000	.766**
		Sig. (2-tailed)	.000	.000	.	.000
		N	180	180	180	180
	Recommendations for improving leadership strategies	Correlation Coefficient	.694**	.761**	.766**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	180	180	180	180

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

INFERENCE:

Since, the sample data follows non parametric test, Spearman rank correlation is used. It is observed that the variables are positively correlated, since the correlation coefficient is more than 0.05. Therefore, null hypothesis is rejected. Alternative hypothesis is accepted.

FINDINGS

It is found that the majority of respondents were aged 26-35 (48.9%), predominantly male (78.3%), and unmarried (58.9%). Many held postgraduate degrees (40.6%) and had 1-3 years of experience (43.9%). A supportive and inclusive work culture was affirmed by 79.4%, with 31.1% emphasizing the role of trust between leaders and employees. Recognition and appreciation were key motivational factors, with 73.3% confirming positive recognition from leadership. Neutral responses were common regarding leaders' communication (43.9%) and opportunities for growth (35%). Open communication from supervisors was supported by 69.4%, and 38.3% felt leaders empowered team autonomy. Leadership styles and their impact on motivation received mixed responses. Significant differences in motivation, feedback, and recognition were noted based on gender and marital status (Mann-Whitney U test) and age (Kruskal-Wallis H test), with no significant differences based on education or experience. A positive correlation among variables was indicated by Spearman rank correlation.

SUGGESTIONS

The study suggests that to enhance employee motivation, leadership should tailor training to the career aspirations of the 26-35 age group and ensure inclusivity for the predominantly male workforce. For unmarried employees, mentorship programs and social activities are recommended to foster a sense of belonging. Emphasis on continuous learning and career advancement is crucial for postgraduates, while employees with 1-3 years of experience need guidance. Building a supportive work culture through clear communication, recognition, and growth opportunities is essential. Leadership should promote open communication, empower team members, involve them in decision-making, and prioritize development, feedback, and competitive compensation to maintain high motivation levels and contribute to organizational success.

CONCLUSION

In conclusion, this study offers valuable insights into the impact of leadership on employee motivation within a manufacturing company. It reveals that effective leadership characterized by clear direction, recognition of achievements, and open communication significantly boosts employee morale and productivity. The study emphasizes the importance of tailoring leadership

strategies to demographic factors such as gender, marital status, age, education, and experience to enhance motivation. While some factors may not significantly influence motivation, understanding diverse employee needs is crucial for inclusive leadership. The findings also highlight the need for ongoing leadership training focused on empathy, communication, and interpersonal skills to foster a motivating work environment. These recommendations can guide manufacturing companies in optimizing leadership practices to enhance employee engagement, satisfaction, and performance, ultimately leading to sustainable growth and competitive advantage.

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