

The Effects of Leadership Styles on Employee Motivation and Performance

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ABSTRACT

This study examines the impact of leadership styles on employee motivation and performance (Vidani, 2015). It analyzes various behaviors—such as encouraging participation and inspiring a clear vision—and their influence on outcomes. Using Chi-Square analysis, the findings indicate that these relationships are weak and statistically insignificant, suggesting that leadership alone may not drive motivation and performance (Vidani, 2015). The results highlight the importance of other factors, such as organizational culture and individual traits, in shaping employee behavior (Solanki & Vidani, 2016). This challenges conventional leadership theories and advocates for a more holistic view of employee motivation within a broader organizational context (Vidani, 2015). The study recommends future research to explore mediating variables, adopt longitudinal approaches, and investigate non-leadership influences (Vidani, 2016)

INTRODUCTION

Leadership has a significant impact on business performance, employee behavior, and organizational culture (Pradhan, Tshogay, & Vidani, 2016). Understanding the relationship between leadership styles, employee engagement, and performance is crucial for helping organizations achieve their goals and enhance overall productivity (Vidani, 2016). Effective leadership not only influences how employees perceive their workplace but also affects their motivation, job satisfaction, and commitment to the organization's mission (Singh & Vidani, 2016). The main focus of this study is to explore the effects of different leadership philosophies on employee motivation and performance in an organizational context (Solanki & Vidani, 2016).

Over time, leadership theories have evolved to highlight various leadership philosophies, ranging from transactional and authoritarian to transformational and participatory (Biharani & Vidani, 2018). Each leadership style encompasses a distinct set of traits, actions, and approaches to working with team members, which can significantly influence their attitudes, behaviors, and productivity (Biharani & Vidani, 2018). Notably, the concept of motivation is closely intertwined with leadership (Vidani, 2018). Leaders can either inspire employees to perform at their best or contribute to disengagement and subpar performance based on their communication, goal setting, feedback delivery, and cultivation of a sense of purpose (Odedra, Rabadiya, & Vidani, 2018) (Vidani, 2015).

Consequently, motivation has been identified as one of the most crucial factors impacting employee performance (Vasveliya & Vidani, 2019). It serves as a psychological driving force that motivates team members to pursue organizational objectives, overcome challenges, and achieve high-performance standards (Sachaniya, Vora, & Vidani, 2019). Managers and leaders must grasp the functioning of motivation and how different leadership philosophies can enhance it (Vidani J. N., 2016). Simply expecting excellent performance is inadequate; a leader must also cultivate an environment that inspires employees to give their best (Vidani & Singh, 2017).

In the business world, performance denotes an employee's ability to achieve objectives, complete tasks efficiently, and contribute to the company's success (Vidani & Pathak, 2016). The work environment, external pressures, and individual skills are some of the factors that influence employee performance (Pathak & Vidani, 2016). Nevertheless, leadership has a unique impact on shaping the environment in which employees thrive. By establishing clear objectives, offering guidance, acknowledging achievements, and nurturing a positive work environment, a leader's style can have a direct impact on staff performance (Vidani & Plaha, 2017).

The Role of Leadership in Organizational Success

The pivotal role of leadership in an organization cannot be overstated (Vidani & Dholakia, 2020). Leaders are instrumental in shaping organizational culture, providing guidance, and aligning the team's efforts with the company's vision and strategic objectives (Vidani, Meghrajani, & Siddarth, 2023). Whether in a corporate environment, a small startup, or a nonprofit organization, the quality of leadership significantly influences how employees engage with their work and their commitment to achieving organizational goals. Leadership encompasses more than devising strategies and making decisions; it also entails inspiring and motivating employees to invest their time, skills, and effort in achieving these goals (Rathod, Meghrajani, & Vidani, 2022). Leadership catalyzes employee engagement and organizational performance (Vidani & Das, 2021). A study by the Gallup Organization revealed that managers account for at least 70% of the variance in employee engagement scores (Vidani J. N., 2022). This underscores the direct link between leadership behavior and employee motivation, emphasizing the importance of adopting the right leadership style to optimize motivation and performance (Vidani, Das, Meghrajani, & Singh, 2023).

Defining Leadership Styles

The way a leader provides instructions, implements plans, and motivates staff members is known as their leadership style (Vidani, Das, Meghrajani, & Chaudasi, 2023). A leader's approach significantly influences their team's performance. There are various recognized leadership philosophies, each with unique traits and outcomes. Some of the most well-known and well-researched leadership philosophies include:

Autocratic Leadership: Leaders who embrace an autocratic style make decisions independently without consulting their staff. This approach emphasizes control over the work process and is highly directive. It can be effective in situations requiring quick decision-making and clear instructions, but it can also result in low employee morale as workers may feel disconnected and powerless.

- **Transactional Leadership** involves focusing on structured tasks and reward-based systems. Leaders emphasize routine, clear expectations, and performance monitoring. Rewards are given for meeting specific goals, and corrective action is taken when performance falls short. This style can motivate employees to achieve short-term goals but may fail to foster long-term commitment and creativity.
- **Transformational Leadership** inspires and motivates employees by creating a compelling vision of the future, fostering innovation, and encouraging personal development.
- **Democratic (Participative) Leadership** involves involving employees in the decision-making process, seeking input and feedback before making major decisions.

Motivation and Its Importance in the Workplace

Motivation is a powerful psychological force that propels individuals to achieve goals, perform tasks, and meet expectations. It encompasses both intrinsic and extrinsic drivers that spur behavioral engagement (Chaudhary, Patel, & Vidani, 2023). Within the realm of organizational behavior, motivation plays a pivotal role as it shapes employees' approach to work, their exertion levels, and their resilience in tackling challenges (Patel, Chaudhary, & Vidani, 2023).

1. Maslow's Hierarchy of Needs : Maslow posited a hierarchical arrangement of human needs, commencing with fundamental physiological requirements and culminating in self-actualization. Leaders can motivate employees by tending to these needs, ensuring that basic requirements are fulfilled before fostering the pursuit of their full potential.

2. Herzberg's Two-Factor Theory: Herzberg distinguished between motivators, which yield satisfaction, and hygiene factors, which avert dissatisfaction. Leaders can bolster motivation by providing avenues for accomplishment, acknowledgment, and advancement, while also ensuring that working conditions, remuneration, and job security meet fundamental expectations.

3. McGregor's Theory X and Theory Y : McGregor delineated two contrasting perspectives on human nature. Theory X presumes that employees are inherently indolent and necessitate close supervision, while Theory Y assumes that employees are self-motivated and seek opportunities for growth. A manager's adopted leadership style may mirror these presumptions, thereby influencing how they motivate their team.

RESEARCH GAP

Despite extensive research on leadership styles and their impact on employee motivation and performance, there is still a notable gap in understanding the nuanced relationship between different leadership styles and varying employee motivations across diverse organizational settings. The existing literature often focuses on broad, generalized findings without addressing how factors such as organizational culture, employee personality, or the specific industry context may mediate or moderate these relationships. Furthermore, there is a lack of longitudinal research that tracks the effects of leadership on employee performance over time, limiting insights into the long-term influence of leadership behaviors. Additionally, there is a need to explore how a combination of leadership styles, rather than a singular approach, might more effectively enhance motivation and performance in complex or dynamic work environments. This highlights the need for more targeted, context-sensitive investigations into the optimization of leadership styles to foster both motivation and performance across different employee demographics.

RESEARCH OBJECTIVES

1. The goal is to analyze the influence of various leadership behaviors, such as fostering participation, inspiring a clear vision, encouraging autonomy, and seeking feedback, on employee motivation and performance within organizational settings.
2. The aim is to evaluate the statistical significance of the relationships between leadership behaviors and employee outcomes.
3. The objective is to explore the impact of additional organizational factors, including culture, job satisfaction, and individual traits, on employee motivation and performance.
4. The intention is to question established leadership theories, like transformational and participative leadership, in terms of their effects on employee outcomes.
5. The aim is to advocate for a holistic approach to understanding employee motivation, incorporating leadership as one element within a broader organizational context.

LITERATURE REVIEW

1. Transformational Leadership and Employee Motivation Transformational leadership, characterized by vision, inspiration, and individualized consideration, has been extensively studied for its impact on employee motivation and performance. According to Bass (1985), transformational leaders motivate employees by aligning organizational goals with individual values, resulting in higher job satisfaction and engagement. Subsequent studies have confirmed these claims, indicating that transformational leaders foster intrinsic motivation, enhance organizational commitment, and increase productivity (Avolio & Bass, 1991). However, some scholars have raised concerns about the sustainability of these effects, suggesting that the influence of transformational leadership may diminish over time without strong organizational support (Podsakoff et al., 1990). This raises questions about whether leadership alone is sufficient to sustain long-term employee motivation and performance.
2. Transactional Leadership and Performance Outcomes In contrast to transformational leadership, transactional leadership focuses on structured, task-oriented behaviors, including rewards for meeting expectations and penalties for failure. While this leadership style has been criticized for being less inspiring, it has been found to have a positive impact on short-term performance (Judge & Piccolo, 2004). Research by Bass and Avolio (1994) suggests that transactional leadership enhances efficiency and performance in highly structured environments where clear guidelines and objectives are crucial. However, some studies have questioned its ability to foster long-term motivation, as employees may become disengaged when extrinsic rewards are not perceived as meaningful or when they feel controlled (Deci et al., 1999).
3. Participative Leadership and Employee Engagement Participative leadership, which emphasizes employee involvement in decision-making, has been shown to improve motivation and performance by fostering a sense of ownership and accountability. Research by Schriesheim and Neider (1996) suggests that when employees are actively engaged in decisions, they are more likely to feel valued and motivated to contribute to organizational goals. This leadership style is linked

to higher job satisfaction, increased job autonomy, and improved performance outcomes (Somech, 2006). However, critics argue that participative leadership may not always be effective in organizations with hierarchical structures or in situations that require quick decision-making, as it can slow down processes and create conflict over decision rights (Harrison & Chia, 2008).

4. Leadership Styles and Organizational Culture Several studies have highlighted the significant role of organizational culture in mediating the relationship between leadership styles and employee outcomes. Leaders influence organizational culture, which in turn affects employee motivation and performance (Schein, 2010). For instance, a supportive culture that values innovation and collaboration can enhance the positive effects of transformational and participative leadership, whereas an authoritarian culture may undermine these leadership styles (Denison, 1990). Additionally, leaders who adapt their style to fit the prevailing culture are often more successful in motivating employees and driving performance (Kotter, 1990). This suggests that the effectiveness of leadership is not solely dependent on the leader's style but also on how well it aligns with organizational norms and values.
5. The role of individual employee traits in leadership effectiveness is a significant area of study. While much of the literature focuses on the leader's style, recent studies emphasize the importance of individual employee traits, such as personality, motivation, and personal values, in moderating the effects of leadership on motivation and performance. For instance, research by Judge et al. (2004) suggests that employees who score high on traits like openness to experience and conscientiousness may respond more positively to transformational leadership, while those with lower levels of self-esteem may require more supportive leadership styles. Similarly, the fit between a leader's style and an employee's personal values has been found to influence the effectiveness of leadership on motivation (Van Knippenberg & Sitkin, 2013). These findings underscore the complexity of the leader-employee relationship and suggest that leadership styles alone may not fully account for employee performance outcomes.

HYPOTHESIS

- H1. My leader encourages team members to share their ideas and participate in decision-making.
- H2. My leader inspires us with a clear vision and motivates us to achieve it.
- H3. My leader gives me the freedom to make my own decisions in my role.
- H4. My leader regularly communicates the goals and direction of the team.
- H5. My leader actively seeks feedback from the team to improve processes.
- H6. My leader shows appreciation for hard work and dedication.
- H7. My leader promotes a positive work environment.
- H8. I feel motivated to perform well in my job.
- H9. I am encouraged to be creative and propose new ideas.
- H10. I feel connected to a larger purpose within my organization
- H11. I collaborate effectively with my team members.
- H12. I am willing to take on additional responsibilities to support my team

- H13. I feel my work contributes positively to the organization
H14. I regularly seek feedback to improve my performance.

Table 1: Validation of Questionnaire

All Statements with scale	Citation from JV citation file (You can add more than 1 citation)
My leader encourages team members to share their ideas and participate in decision-making.	(Bhatt, Patel, & Vidani, 2017)
My leader inspires us with a clear vision and motivates us to achieve it.	(Modi, Harkani, Radadiya, & Vidani, 2016)
My leader gives me the freedom to make my own decisions in my role.	(Vidani, 2016)
My leader regularly communicates the goals and direction of the team.	(Mala, Vidani, & Solanki, 2016)
My leader actively seeks feedback from the team to improve processes.	(Dhere, Vidani, & Solanki, 2016)
My leader shows appreciation for hard work and dedication.	(Vidani, 2018)
My leader promotes a positive work environment.	(Vidani & Plaha, 2016)
I feel motivated to perform well in my job.	(Vidani, Chack, & Rathod, 2017)
I am encouraged to be creative and propose new ideas.	(Sukhanandi, Tank, & Vidani, 2018)
I feel connected to a larger purpose within my organization.	(Vidani J. N., 2020)
I collaborate effectively with my team members.	(Saxena & Vidani, 2023)
I am willing to take on additional responsibilities to support my team.	(Singh, Vidani, & Nagoria, 2016)
I feel my work contributes positively to the organization.	(Vidani, Jacob, & Patel, 2019)
I regularly seek feedback to improve my performance.	(Vidani, 2019)

RESEARCH METHODOLOGY

Table 2: Research Methodology

Research Design	Descriptive
Sample Method	Non-Probability - Convenient Sampling method
Data Collection Method	Primary method
Data Collection Method	Structured Questionnaire
Type of Questions	Close ended
Data Collection mode	Online through Google Form
Data Analysis methods	Tables
Data Analysis Tools	SPSS and Excel
Sampling Size	116
Survey Area	Ahmedabad
Sampling Unit	Students, Private and government Job employees, Businessmen, Home maker, Professionals like CA, Doctor etc.

**Source: Author's compilation*

DEMOGRAPHIC SUMMARY

The demographic profile of the study sample indicates a predominantly young and male workforce, characterized by a diverse mix of educational backgrounds and job titles. Most participants (75.2%) are aged between 22 and 27, followed by those in the 27-32 age group (16.2%). The sample is largely male, with 82.1% identifying as male compared to 17.9% who identify as female. In terms of education, most participants have completed undergraduate studies (54.7%), while 36.8% have pursued postgraduate education, and 8.5% have obtained their Higher Secondary Certificate (HSC). The largest job title category consists of employees (42.7%), followed by interns (23.1%), with managers and executives each making up 15.4% of the sample, and trainers representing a smaller segment at 3.4%. This demographic distribution indicates that the sample predominantly reflects younger professionals, primarily male, with a notable representation of individuals in mid-level and entry-level positions.

CRONBACH ALPHA

Reliability Statistics

Cronbach's Alpha	N of Items
.856	14

The Cronbach's Alpha value of 0.856, based on 14 items, indicates a high level of internal consistency for the scale used in this study. This suggests that the items are strongly correlated and reliably measure the same underlying construct. As a general rule, a Cronbach's Alpha above 0.7 is considered acceptable, and a value of 0.856 signifies that the scale demonstrates good reliability, making it suitable for use in this research.

Table 2: Results of Hypothesis Testing

Add rows as per number of hypothesis you have created

Sr. No	Alternate Hypothesis	Result p =	>/< 0.05	Accept/Reject Null hypothesis	R value	Relations hip
H1	My leader encourages team members to share their ideas and participate in decision-making.	0.079	>	H01 Accept (Null hypothesis Accepted)	0.244	Weak
H2	My leader inspires us with a clear vision and motivates us to achieve it.	0.472	>	H02 Accepted (Null Hypothesis Accepted)	0.562	Weak

H3	My leader gives me the freedom to make my own decisions in my role.	0.966	>	H03 Accepted (Null Hypothesis Accepted)	0.778	Weak
H4	My leader regularly communicates the goals and direction of the team.	0.329	>	H04 Accepted (Null Hypothesis Accepted)	0.285	Weak
H5	My leader actively seeks feedback from the team to improve processes.	0.365	>	H05 Accepted (Null Hypothesis Accepted)	0.528	Weak
H6	My leader shows appreciation for hard work and dedication.	0.624	>	H06 Accepted (Null Hypothesis Accepted)	0.590	Weak
H7	My leader promotes a positive work environment.	0.211	>	H07 Accepted (Null Hypothesis Accepted)	0.538	Weak
H8	I feel motivated to perform well in my job.	0.912	>	H08 Accepted (Null Hypothesis Accepted)	0.846	Weak

H9	I am encouraged to be creative and propose new ideas.	0.767	>	H09 Accepted (Null Hypothesis Accepted)	0.727	Weak
H10	I feel connected to a larger purpose within my organization.	0.748	>	H10 Accepted (Null Hypothesis Accepted)	0.695	Weak
H11	I collaborate effectively with my team members.	0.841	>	H11 Accepted (Null Hypothesis Accepted)	0.933	Weak
H12	I am willing to take on additional responsibilities to support my team.	0.293	>	H12 Accepted (Null Hypothesis Accepted)	0.341	Weak
H13	I feel my work contributes positively to the organization.	0.136	>	H13 Accepted (Null Hypothesis Accepted)	0.785	Weak
H14	I regularly seek feedback to improve my performance.	0.520	>	H14 Accepted (Null Hypothesis Accepted)	0.424	Weak

DISCUSSION

This study aimed to investigate the effects of various leadership styles on employee motivation and performance within an organization. Results from the Chi-Square analysis indicated that in all fourteen hypotheses, the null hypothesis was accepted. This suggests that the observed relationships between leadership behaviours and employee motivation or performance were weak and statistically insignificant.

In Hypothesis 1 (H1), which examined the impact of leaders encouraging team members to share ideas and engage in decision-making, a p-value of 0.079 indicated no significant relationship between leadership encouragement and employee involvement in decision-making. A weak correlation ($R = 0.244$) implies that, while leaders may foster an environment conducive to idea-sharing, it does not have a substantial effect on employee participation in decision-making. Similarly, Hypothesis 2 (H2), which assessed whether a clear vision from leadership motivates employees, produced a p-value of 0.472, also failing to reject the null hypothesis. The weak correlation ($R = 0.562$) suggests that, although a visionary approach may exert some influence, it does not strongly impact employee motivation. This pattern was consistent across other leadership behaviours, including Hypothesis 3 (autonomy in decision-making), Hypothesis 4 (communication of team goals), Hypothesis 5 (feedback solicitation), Hypothesis 6 (recognition of hard work), and Hypothesis 7 (promotion of a positive work environment). In all these cases, p-values exceeded 0.05 and correlation values were weak, indicating minimal to no significant impact on employee behaviour or motivation. For instance, H3 examined whether granting employees autonomy in decision-making enhances motivation. The results yielded a p-value of 0.966 and a correlation of 0.778, reinforcing the notion that autonomy does not significantly influence motivation. Similarly, H4 explored the impact of regularly communicating team goals and direction, resulting in a p-value of 0.329 and a weak correlation of 0.285. This suggests that while clear communication is important, it does not substantially affect employees' perceptions of team direction or motivation. Other dimensions of leadership, such as H8 (employee motivation to perform well), H9 (encouragement of creativity), and H10 (connection to a larger purpose), also revealed weak relationships with leadership behaviours, as indicated by p-values exceeding 0.05. For instance, H8, which investigated employee motivation, recorded a p-value of 0.912 and a weak correlation of 0.846, further supporting the conclusion that leadership behaviour does not significantly impact individual employee motivation within the context of this study. In contrast, H11 (effective collaboration with team members), H12 (willingness to take on additional responsibilities), and H13 (perceived contribution to the organization) also exhibited weak correlations with leadership behaviours. These results suggest that leadership actions, such as promoting teamwork and taking on responsibilities, while often regarded as vital in other research, may not have a significant effect on employee collaboration, responsibility-taking, or overall contribution in this particular context. Finally, H14 assessed whether employees seek feedback to enhance performance and showed a p-value of 0.520, indicating a weak and insignificant relationship between feedback-seeking behaviour and leadership influence.

THEORETICAL IMPLICATIONS

The findings of this research carry several important theoretical implications for understanding leadership, employee motivation, and performance. Specifically, the results challenge some widely held assumptions about the direct and pronounced influence of leadership behaviours on employee outcomes, as suggested by existing leadership theories.

1. Challenge to Traditional Leadership Theories: Many conventional leadership models, such as Transformational Leadership (Bass, 1985) and Participative Leadership (Vroom & Yetton, 1973), posit that leaders who actively engage their teams, communicate a clear vision, promote autonomy, and provide feedback significantly boost employee motivation and performance. However, this study's findings—where most leadership behaviours exhibited weak and statistically insignificant effects on employee motivation and performance—suggest that these theoretical frameworks may not fully capture the complexities of leadership's impact in modern organizational settings.
2. Complexity of Motivation and Performance: The observed weak correlations between leadership behaviours and employee motivation and performance underscore the multi-dimensional nature of these outcomes. Existing motivation theories, such as Self-Determination Theory (Deci & Ryan, 1985), highlight the significance of intrinsic motivation through the pillars of autonomy, competence, and relatedness. However, these theories may require adaptation to better capture the intricate interactions between leadership behaviours and individual motivations. This study suggests that leadership is merely one of many factors influencing employee outcomes. Motivation and performance may be driven more significantly by personal traits, external incentives, or organizational culture than by leadership alone.
3. Contextual Variability in Leadership Effectiveness: The findings indicate that the effectiveness of leadership behaviours can vary depending on the specific context or environment in which they are employed. Theories such as Contingency Theory (Fiedler, 1967) and Situational Leadership Theory (Hersey & Blanchard, 1969) propose that leadership effectiveness hinges on a leader's ability to adapt their style to the needs of their team and the situation at hand.

PRACTICAL IMPLICATIONS

The findings of this study hold significant practical implications for leaders, managers, and organizations seeking to enhance employee motivation and performance. While leadership undoubtedly plays a crucial role in shaping the work environment, the weak and statistically insignificant relationships observed between leadership behaviours and employee outcomes indicate that the influence of leadership may not be as direct or potent as **commonly** presumed.

1. Leadership Development Programs: The results suggest that traditional leadership training programs, which typically emphasize behaviours such as encouraging participation, inspiring a vision, and promoting autonomy, may require reconsideration regarding their direct impact on employee motivation and performance. Organizations might benefit from adopting more nuanced and context-specific leadership development initiatives that extend beyond conventional leadership behaviours. Training should also encompass skills like emotional intelligence, adaptability, and relational leadership, aligning more closely with current workplace realities.
2. Emphasis on Employee-Centric Factors: Given the study's findings of weak relationships between leadership and employee outcomes, organizations should prioritize intrinsic factors that influence motivation and performance. Leaders should focus on cultivating a positive organizational culture, providing opportunities for personal growth, and ensuring employees feel valued and supported. For instance, investing in career development, granting autonomy in job roles, and fostering a sense of community and purpose could have a more significant impact on employee motivation than merely concentrating on leadership behaviours.
3. Emphasizing Organizational Support and Resources: This study suggests that leadership behaviours might not significantly influence motivation and performance if employees do not perceive adequate organizational support. Consequently, organizations should invest in developing systems and structures that enhance employee performance—such as effective communication channels, feedback mechanisms, and opportunities for professional development. By prioritizing these practical supports, organizations may indirectly boost motivation and performance.

CONCLUSION ANND RECOMENDATION

This study sought to investigate the effects of different leadership styles on employee motivation and performance, aiming to clarify the direct relationship between leadership behaviours and employee outcomes. The results revealed that leadership behaviours—such as fostering participation, inspiring a clear vision, promoting autonomy, and soliciting feedback—demonstrated weak and statistically insignificant correlations with employee motivation and performance. These findings suggest that contrary to common belief, leadership alone may not be the primary factor influencing employee outcomes.

1. Exploring Mediating and Moderating Variables:

Future research could focus on examining the mediating and moderating variables that may affect the relationship between leadership and employee outcomes. Factors such as job satisfaction, trust in leadership, organizational culture, and perceived organizational support could be analysed to determine how they influence the impact of leadership on employee motivation and performance.

2. Longitudinal Studies:

Since this study relied on cross-sectional data, it limits the ability to assess causality or changes over time. Future research could adopt a longitudinal approach to monitor changes in leadership behaviours, employee motivation, and performance over an extended period. Longitudinal studies could yield more comprehensive insights into the long-term effects of leadership on employee outcomes and help identify whether leadership behaviours influence motivation and performance gradually or under specific conditions.

3. Context-Specific Leadership and Employee Outcomes:

The findings indicate that leadership may have varying impacts depending on the organizational context. Future studies could investigate sector-specific or industry-specific leadership styles and their effects on motivation and performance. For instance, leadership in creative industries (e.g., advertising, media) may exert different influences compared to leadership in more structured sectors (e.g., manufacturing, finance). Analyzing contextual factors such as company size, organizational culture, and task complexity could help determine how leadership styles should be tailored to specific work environments to enhance effectiveness.

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