

## A Study on Effect of the Use of Various Leadership Style on Employee Motivation with Reference Through IT Company in Ahmedabad City

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### ABSTRACT

The current study explores the impact of different leadership styles on employee motivation in an IT company in Ahmedabad. Based on a quantitative approach, results were extracted after analyzing the relationship between employee age and their perceptions of leadership decision-making, communication, and motivational strategies. The results indicate that participative leadership style has a high impact on employee motivation with the impact growing with the perception of whether employee opinions are sought. This provides recommendations for future work to be done on the impact of telecommuting, psychological safety, and motivation in an environment with demographic inequality. In this regard, the current study complements the findings on effective leadership practices that are productive in modern organizational settings by placing greater emphasis on practices that ensure higher employee motivation and productivity

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## **INTRODUCTION**

Leadership within an organization, particularly in the field of motivating employees, has been found to be a significant force in molding the dynamics of an organization. (Vidani, 2015) The relationship between leadership styles, motivation of employees, and organizational performance has received considerable attention during recent years, as applied equally well in academic research and practical applications. (Vidani & Solanki, 2015) This introduction focuses on the multi-faceted nature of the leadership styles and their impact on employee motivation in the information technology sector, particularly IT companies in Ahmedabad. (Vidani, 2015)

### **Understanding Leadership Styles**

There exist different kinds of leadership styles, some of which include rational-legal, traditional, and charismatic leaders. Each of the above types of leadership has characteristic attributes, and would, therefore, impact employees' behavior or motivation differently. (Solanki & Vidani, 2016) Rational-legal leaders fundamentally work based on formal rules and structures. On the other hand, traditional leaders primarily run their affairs according to already established customs and practices. (Vidani, 2016) Charismatic leaders, instead inspire and energize their teams through personal charisma and vision. These styles differ in their effectiveness in a given situation and according to what is required of the workforce. (Bhatt, Patel, & Vidani, 2017). Studies state that the style of leadership will determine the culture within the workplace as well as the motivation of employees. (Niyati & Vidani, 2016) For example, a research study by Khaliq et al. (2021) revealed that all kinds of leadership styles positively affect the motivation and organizational culture of the employees. (Pradhan, Tshogay, & Vidani, 2016) Their studies suggest effective leaders not only to elicit good morale among the employees but also to elicit an active collaborative and productive work environment. (Modi, Harkani, Radadiya, & Vidani, 2016) That is why proper choice of appropriate leadership styles is crucial for making up with the organizational context in terms of the expectations of the employees. (Vidani, 2016)

### **Employee Motivation and Performance**

The motivating factor is also a very good force that pushes employees to perform. (Sukhanandi, Tank, & Vidani, 2018). Theories of motivation are Maslow's hierarchy of needs and Herzberg's two-factor theory on what drives employees to perform at work. The main driver behind employee performance is intrinsic, which is personal satisfaction and involvement, and extrinsic, which is dependent on rewards and recognition from the employer. (Singh, Vidani, & Nagoria, 2016) Nurzaman et al. (2023) discussed the relationship of leadership style, work motivation, and employee performance, which depicts that a favourable work environment and effective leadership could increase employee's performance to a great extent. (Dhere, Vidani, and Solanki 2016) According to their study, those organizations that hold motivational levels of students toward work through positive leadership are likely to gain higher performance. It can be highly applied in the IT sector. The fast pulse of work demands a fair amount of motivation and engagement from employees in the IT sector. (Singh & Vidani, 2016)

### **The Role of Compensation and Incentives**

Apart from motivation, many factors like compensation and incentives also dictate the performance of the employees. (Vidani & Plaha, 2016) Various studies, for example, Muqbil and Rizal (2012), Alderid and Parker (2012), and Siddaquee and Lassetter (2011) have emphasized the role of financial and non-financial incentives in enhancing motivation. For example, an explicit study, Zaenal et al. (2015) illustrated a greatly positive direct relationship that exists between styles of leadership, motivation, and the provision of incentives, thus showing that if the leadership is effective, along with the right rewards, spectacular improvements in the performance of employees would be witnessed. (Solanki & Vidani, 2016) Moreover, A. Arifuddin et al. also presented their findings in the Regional Financial Management Agency where it was found that employee performance was mostly influenced by motivation and leadership styles. (Vidani, 2016) Towards that, it has already been proved that organizations have to recognize the intricate interrelationship between these factors and strategies have to be developed so as to include effective leadership behaviors combined with motivational methods for boosting productivity of employees. (Vidani, Chack, & Rathod, 2017)

### **Challenges and Considerations**

The existing positive correlations between leadership styles and the levels of motivation of employees do not solve all the problems. Modern workplaces, especially within an IT environment, require leaders who can change their style to meet the changing needs of the employees. Poor motivation usually results from lack of appreciation, inadequate rewards, or poor communication that can adversely affect the performance and lead to job disengagement. Therefore, organizations must gain knowledge of various leadership styles and how they influence the motivation of an individual to ensure that they have an effective motivated and high-performance workforce. (Vidani, 2018)

The leaders must, therefore, develop competence in communication and emotional intelligence because these competencies are very crucial in an organizational culture that is supposed to be positive. With better understanding through effective communication, there will be better motivation and performance among the employees. (Biharani & Vidani, 2018). In that way, leadership styles are intertwined with the motivation of employees, which, in turn, will finally lead to organizational performance in multifaceted ways. Thus, this research will provide useful insights into the impact of different leadership styles on the motivation of IT company employees in Ahmedabad. (Vidani, 2018) Knowledge of the differences in leadership styles and the influence that they have on motivation will only help organizations improve their working culture, thus resulting in an improvement in the performance of the employees and ultimately the prosperity of the organization as a whole. There is a pressing need for appropriate leadership because the nature of work continues to change. (Odedra, Rabadiya, & Vidani, 2018)

## RESEARCH OBJECTIVES

- To explore the relationship between age and perceptions regarding openness of communication by leaders
- Determine the contribution of age to the inspiration of feelings by the vision and direction provided by a leader.

Analyzing how age contributes to views on initiative and decision-making spurs by the leader.

To determine whether age relates with contribution recognition by leaders or not.

To examine the relationship between age and beliefs toward the effectiveness of leaders in motivating teams to achieve goals.

To examine whether age is related to the perception of constructive feedback the leader receives

To determine if age influences perceptions of cooperation facilitated by the leader's style of leading

To examine how age affects the perceived levels of motivation associated with the accessibility or supportiveness that leaders provide.

The interaction of leadership styles with age in regards to overall motivation.

## LITERATURE REVIEW

Leadership style is one of those factors that really plays a critical role in the success of an organization. It not only motivates the employees but also forms the whole work culture of an organization. With the passage of time, organizations are being transformed, especially such companies which are related to such dynamic sectors as IT. In this regard, the relationship between the level of motivation of the employee and the leadership style can be really significant. (Vidani, 2019) The literature review that follows explores the various styles of leadership, their consequences on the employees' motivational levels, and finally the results in terms of the level of organization productivity, especially in the context of IT-based organizations.

### Leadership Styles

#### Traditional Leadership

Traditional leadership is perceived in terms of set customs and hierarchies. Leaders who have established customs and rules will rely on autocratic authority and norms to command their juniors. While this may keep things stable in operations, it tends to conserve rather than create new ideas, especially in highly dynamic environments like the IT sector. Subordinates are less motivated by this type of leadership, as they are less engaged and not empowered, research shows (Khaliq et al., 2021).

#### Rational-Legal Leadership

Rational-Legal leadership bases its work on rules and formal regulations. The leaders in this category work formally, and their objective is set on efficiency and predictability. Such a style is necessary in organizations where there is the need for clear guidelines. At the same time, such a style may lead to bureaucratic stagnation,

that is, structural constraints that have led employees to be crippled by rigid structures and hence decrease their motivation (Nurzaman et al., 2023).

### **Charismatic Leadership**

On the other hand, charismatic leadership is characterized by how the leader can inspire other people through a sense of vision and personal charm. Charismatic leaders create an emotional bonding with the team, creating a supportive environment of trust and enthusiasm. According to research studies, it greatly enhances employee motivation since they feel more involved and devoted to what they do. (A. Arifuddin et al., 2023).

### **Transformational Leadership**

Transformational leaders inspire and motivate followers to go beyond their own self-interests for the good of the organization. This kind of leadership focuses on inspiring environments within an organization that can increase employee motivation and performance. "Transformational leadership is linked with such outcomes as development, job satisfaction, and engagement," Zaenal et al. (2015).

### **Employee Motivation**

#### **Theoretical Frameworks**

Employee motivation is a multi-dimensional construct, hence depends on several factors. Among the many theories that explain employee motivation, Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory are probably two of the most widely recognized.

#### **Maslow's Hierarchy of Needs**

Maslow theory explains that human beings have various levels of needs. These include the physiological needs, safety needs, love needs, esteem needs, and then self-actualization. For example, at a workplace, security, recognition, and fulfillment are some needs to make good motivational levels among employees. The leaders who are aware of such needs and pay attention to them are likely to build a more motivated workforce (Nurzaman et al., 2023).

#### **Herzberg's Two-Factor Theory**

According to Herzberg's Two-Factor Theory, hygiene factors are the type of salary and working conditions. Motivation factors include recognition and achievement. Hygiene factors are those that prevent dissatisfaction but do not necessarily motivate. Intrinsic factors encourage a feeling of achievement and recognition. Leaders who design work environments involving both will have a stronger potential to effectively motivate their workforce (A. Arifuddin et al., 2023).

#### **The Role of Intrinsic and Extrinsic Motivation**

Intrinsic motivation is a type of motivation that originates from within a person. This type of motivation takes place in a person after their satisfaction and engagement toward the work. In contrast, extrinsic motivation is driven due to incentives, rewards such as bonuses, promotion, or recognition. The influence of both types of motivators can be successful with the right type of leadership. For instance, transformational leaders are often associated with intrinsic motivation, which is achieved through aligning organizational goals with the personal values and aspirations of the employees (Zaenal et al., 2015).

## **Leadership Styles and Their Impact on Employee Motivation**

### **Charismatic and Transformational Leadership**

Continuous research findings point out that charismatic and transformational leadership styles form important impacts on the motivation of employees. Charismatic leaders make individuals feel they are part of something and motivate them to work together to achieve collective goals, thus pushing up the job satisfaction levels and commitment (Khaliq et al., 2021). Transformational leaders, as in the sharing of the vision and motivating employees to take ownership of their work, lead to a motivated workforce.

### **Rational-Legal Leadership and Employee Motivation**

On the other hand, rational-legal leadership may offer a way to lower motivation at the levels of employees if the organizational culture supports rules over innovation. Employees are in tendency more restricted by formal procedures and not as much disposed to contribute creatively. As it was mentioned by Nurzaman et al. (2023), rational-legal leadership can impose order but does not represent flexibility required to motivate employees working within rapidly changing industries like IT.

### **The Role of Communication in Leadership**

No leadership style is void of effective communication. Leaders who are open and transparent with people can earn trust and create a more motivated workforce. A. Arifuddin et al. (2023) explained that a study revealed that communication skills are one of the most important competencies among leaders because it affects directly the motivation and performance of employees.

### **Compensation, Incentives, and Employee Motivation**

#### **The Importance of Incentives**

Incentives, financial and non-financial, will be crucial in motivating employees. Research such as by Zaenal et al. (2015) obviously reveals the connection of actual motivation with a leadership style that goes hand in hand with incentives. The organization with an appropriate incentive program is likely to attain greater success in terms of performance and satisfaction.

#### **Compensation and Employee Performance**

Compensation however, is not the need, it cannot be an isolated determinant in motivating employees. According to Nurzaman et al. (2023), compensation is not an effective driver of performance among employees unless considered hand in hand with effective leadership as well as a good work environment. There is, therefore, a need for a holistic method of driving motivation in employees including practices regarding effective leadership as well as compensation.

### **Challenges in Enhancing Employee Motivation**

#### **Addressing Diverse Employee Needs**

Among the major challenges of motivating employees has been the differentiation of various needs of different employees. Most probably, whatever could motivate one employee will not motivate the second in a multicultural workplace. Such leaders have to be flexible, exercising all forms of leadership styles and motivational techniques to fit every employee's needs and preferences (Khaliq et al., 2021).

#### **The Role of Organizational Culture**

Organizational culture, too, has been cited to be an enormous motivator of employees. A culture that enables innovation and collaboration is more likely to make employees motivated. On the other hand, a rigid, chain-of-command type of culture kills

inspiration and motivation (A. Arifuddin et al., 2023). It should become an active agent at the organizational level in producing a culture which supports the desired organizational behavior but also encourages motivation among the employees. Of course, the relationship between styles of leadership and employee motivation is a very complex, multi-layered relationship. Indeed, different leadership styles are associated with varied impacts on employee motivation and organizations' performance. For example, charismatic, transformational, and rational-legal types of leadership differ in the possible impacts of such styles on employee motivation and organizational performance. A more effective leadership can significantly improve intrinsic and extrinsic motivation leading to higher levels of engagement and satisfaction of employees.

As the IT industry expands, the subtleties of different leadership styles and how they affect employee motivation will become ever more crucial for those organizations seeking to be successful. Leadership must be adaptable, providing a changing array of techniques to suit the various needs of that worker in such an organization while cultivating an inspired and high-performing workforce. Future research will thus concentrate on these dynamics, particularly in fast-changing environments, to enhance practice regarding leadership and organizational design.

## **RESEARCH GAP**

### **Leadership Style and Organizational Success**

Leadership style is one of the most crucial determinants of organizational success in dynamic sectors such as IT. The general working culture and productivity in the organizations are highly influenced by the interaction of leadership style and employee motivation. This literature review therefore reviews various leadership styles, their impacts on employee motivation, and the influence on organizational productivity: focusing on IT companies in Ahmedabad.

#### **1. Traditional Leadership**

Traditional leadership styles are characterized by well-defined traditions and hierarchies. The manner in which the leadership operates, therefore, is pretty autocratic, where a lot of emphasis goes to stability and order rather than innovation. Even though this may guarantee that things are done the same way and in the same manner every other time, it is demonstrated by demotivation from the employees due to lack of engagement and empowerment (Khaliq et al., 2021). Research has proved that it is such rigid approaches, especially in as dynamic environments as IT, that strangle creativity and motivation.

#### **2. Rational-Legal Leadership**

This type is based on formal rules and bureaucracy, whose major objectives are to enhance efficiency and predictability. This though is necessary for organizations that require strict guidelines, but at times it is counterproductive as it results in bureaucratic stagnation. Such stagnation de-motivates due to the imposed limitations on contribution towards creativity. Rational-legal leadership might be too rigid and therefore may discourage motivation especially in fast-moving industries.

#### **3. Charismatic Leadership**

Charismatic leaders inspire teams through vision and personal appeal, engaging employees on an emotional level and establishing trust. This kind of leadership is associated with better employee motivation as their involvement as well as sense of

ownership are increased (A. Arifuddin et al., 2023). Such leaders could provide a support climate that increases motivation and job satisfaction.

#### **4. Transformational Leadership**

Transformational leaders inspire subordinates to put the needs of the organization ahead of individual needs, thereby creating an inspiring environment. Such leadership style is observed to have a positive relationship with results including enhanced job satisfaction and job involvement (Zaenal et al., 2015). Transformational leadership inspires employees to act as a stakeholder in their jobs, hence maximizing motivation and performance.

#### **Employee Motivation**

Employee motivation is one of the complex constructs and is the product of several theories that most significantly include Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory.

##### **1. Maslow's Hierarchy of Needs**

Maslow argues that the more basic needs differ in order, as low as physiological to self-actualization. In the workplace, satisfaction of such needs as security, recognition, and fulfillment can greatly contribute to improving motivation at the workplace. The leaders who have been attuned to these needs will most likely create a motivated workforce (Nurzaman et al., 2023).

##### **2. Herzberg's Two-Factor Theory**

Herzberg identifies hygiene factors that involve things like salary and working conditions, motivation factors that consist of factors in the realms of recognition and achievement. Hygiene factors help work against dissatisfaction; however, motivating people intrinsically is essential for developing a motivated workforce, as A. Arifuddin et al., 2023.

##### **3. Intrinsic and Extrinsic Motivation**

Intrinsic motivation is based on personal satisfaction and interest, whereas extrinsic motivation is based on external rewards. Effective leadership utilizes both intrinsic and extrinsic motivations, especially transformational leadership, where the organizational goals are aligned with the personal values of the employees (Zaenal et al., 2015).

#### **Impact of Leadership Styles on Employee Motivation**

According to research, charismatic and transformational leadership has always enhanced the motivation of employees. Charismatic leaders create a sense of belonging and shared purposes that enhance job satisfaction and commitment (Khaliq et al., 2021). Rational-legal leadership may squash the motivation due to rigid structures that severely limit creativity (Nurzaman et al., 2023).

#### **Communication and Motivation**

In addition to effective communication, all types of leadership styles require a visible relationship between leaders and their followers. Such open communicating leaders promote trust and motivate the workforce. Analyses suggest that the leader must have good communications since it directly affects the motivation and performance of the employees (A. Arifuddin et al., 2023).

#### **Compensation and Employee Motivation**

Rewards, whether in the monetary or intrinsic form are inspiring to an employee. According to research, motivation levels of employees are proportional to leaders' styles concerning incentive systems (Zaenal et al. 2015). Compensation cannot act as a

motivational factor alone; it has to be paired with good leadership and a healthy working environment (Nurzaman et al. 2023).

### **Challenges in Enhancing Employee Motivation**

A diverse workforce is quite challenging to motivate because the needs and wants of each employee are so varied. Therefore, leading is tough and requires flexibility and different styles and tactics for motivating the diverse workforce (Khaliq et al., 2021).

### **Organizational Culture's Role**

Organizational culture plays a very important role in motivating employees. Organizations that describe their cultures as innovative and team-spirited typically motivate employees much more than rigid and hierarchical organizations (A. Arifuddin et al., 2023). An adaptive organizational culture can foster greater employee involvement and performance.

### **Conclusion of Literature Review**

The relationship between leadership style and employee motivation is quite complex and multi-dimensional. Different dimensions of leadership styles result in a varying impact on motivation and organizational performance. The IT industry changes rapidly, thereby placing increased emphasis on these dynamics for organizational success. Thus, research into such relationships should increase in the future, especially when this new environment changes rapidly, in order to enhance leadership practices and organizational design.

### **HYPOTHESIS (Only list)**

**H1** There is a significant association between Age and the perception that my manager makes decisions without consulting the team.

**H2** There is a significant association between Age and the feeling of motivation when the manager provides clear instructions.

**H3** There is a significant association between Age and the perception that my manager encourages team participation in decision-making.

**H4** There is a significant association between Age and the feeling of motivation when my opinions are considered before a decision is made.

**H5** There is a significant association between Age and the feeling of motivation derived from the vision and goals communicated by the manager.

**H6** There is a significant association between Age and the perception that my manager inspires me to exceed my performance expectations.

**H7** There is a significant association between Age and the perception that my manager provides rewards based on performance achievements.

**H8** There is a significant association between Age and the belief that a system of rewards and penalties influences working behavior.

**H9** There is a significant association between Age and the perception that my manager's ethical behavior inspires me to maintain high personal standards.

**H10** There is a significant association between age and the perception that the leadership style in the organization encourages individuals to perform to the best of their abilities.

**H11** There is a significant association between age and the perception that a change in leadership style would significantly impact motivation and productivity.

**H12** There is a significant association between age and the perception that the manager's willingness to help with challenges enhances work performance.

**H13** There is a significant association between age and the perception that overall job satisfaction improves when the manager demonstrates empathy and emotional intelligence.

**H14** There is a significant association between age and the perception that leadership development programs in the company positively influence motivation levels.

**H15** There is a significant association between age and the perception that collaborative discussions with the manager improve job satisfaction.

**H16** There is a significant association between age and the perception that feeling motivated is linked to receiving clear, measurable goals and rewards.

**Table 1: Validation of Questionnaire**

Statements	Citation from JV citation file (You can add more than 1 citation)
My manager make decision without consulting the team	(Vidani, 2015)
I feel motivated when manager provides clear instructions.	(Vidani& Solanki, 2015)
My manager encourages team participation in decisions making	(Vidani& Solanki, 2015)
I feel motivated when my opinion is considered before decision is made.	(Bhatt, Patel, &Vidani, 2017)
I feel motivated by the vision and goals communicated by manager.	(Sukhanandi, Tank, &Vidani, 2018)
My manager inspires me to exceed my performance expectation.	(Vidani, Chack, &Rathod, 2017)
My manager provides rewards-based performance achievements.	(Vidani, Das, Meghrajani, & Singh, 2023)
I believe that a system of rewards and penalties reflects in working behavior.	(Vidani, Das, Meghrajani, &Chaudasi, 2023)
My managers ethical behavior inspire me to maintain high personal standards.	(Vidani, Das, Meghrajani, &Chaudasi, 2023)
The leadership style in organization	(Saxena&Vidani, 2023)

encourages me to able to perform to the best of my abilities.	
A change in leadership style would significantly impact my motivation and productivity.	(Vidani, Das, Meghrajani, &Chaudasi, 2023)
My managers willingness to help me with challenges enhance my work performance.	(Vidani, Jacob, & Patel, 2019)
My overall job satisfaction improves when my manager demonstrate empathy and emotionally intelligence.	(Patel, Chaudhary, & Vidani, 2023)
Leadership developments program in the company positivity influence my motivation levels.	(Bansal, Pophalkar, & Vidani, 2023)
Collabrative discussions with my manager improve my job satisfaction.	(Chaudhary, Patel, & Vidani, 2023)
I feel motivated when I receive clear, measurable, goals and rewards.	(Sharma & Vidani, 2023)

## RESEARCH METHODOLOGY

**Table 2: Research Methodology**

<b>Research Design</b>	Descriptive
<b>Sample Method</b>	Non-Probability - Convenient Sampling method
<b>Data Collection Method</b>	Primary method
<b>Data Collection Method</b>	Structured Questionnaire
<b>Type of Questions</b>	Close ended
<b>Data Collection mode</b>	Online through Google Form
<b>Data Analysis methods</b>	Tables
<b>Data Analysis Tools</b>	SPSS and Excel
<b>Sampling Size</b>	150
<b>Survey Area</b>	Ahemdabad
<b>Sampling Unit</b>	Students, Private and government Job employees, Businessmen, Home maker etc.

*\*Source: Author's compilation*

## DEMOGRAPHIC SUMMARY

The demographics of respondents in the survey point towards a young workforce dominating the IT sector in Ahmedabad. For instance, below 25 years' age group comprised 47.3% and 25-35 years 26.0% of the sample-a total of 73.3% of the entire sample. Gender demography showed males constituted far larger proportions than females - who constituted just 40.7% of the sample. With respect to experience, the majority are less than one year in IT industry, and 20.7% fall between one and three years. Combined, 61.4% have less than four years of experience and therefore define an inexperienced workforce. This is quite an important demographic character when analysing how styles of leadership may vary in regards to affecting employee motivation in this context.

**CRONBACH ALPHA****Table 3: Cronbach Alpha**

Cronbach Alpha Value	No. of items
.865	16

*\*Source: SPSS Software*

Reliability statistics; Cronbach's Alpha = .865 with 16 items, suggesting good internal consistency of the items. An alpha value over .70 is typically acceptable, and values above .80 are to be regarded as strong, which is the case here. The measure is strengthened substantially by the high number of items, such that thus capture a broader range of the construct being measured. Such a high alpha suggests that the respondents probably answer in similar ways, effectively measuring a concept. Though this degree of reliability is auspicious, one should take the same care to ensure that the items validly reflect the construct at issue because a scale may be reliable and, at the same time, invalid. In other words, the statistics point out that the scale is both reliable as well as adequate as a measuring instrument.

**Table 4: 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	<b>There is a significant association between Age and the perception that my manager makes decisions without consulting the team.</b>	0.769	>	H01 Accepted (Null hypothesis Accepted)	0.668	Strong
H2	<b>There is a significant association between Age and the feeling of motivation when the manager provides clear instructions.</b>	0.194	<	H02 Rejected( Null Hypothesis is Rejected)	0.524	Strong
H3	<b>There is a significant association between Age and the perception that my manager encourages team participation in decision-making.</b>	0.155	<	H03 Rejected( Null Hypothesis is Rejected)	0.308	Weak

H4	<b>There is a significant association between Age and the feeling of motivation when my opinions are considered before a decision is made.</b>	0.794	>	H04 Accepted (Null hypothesis Accepted)	0.809	Strong
H5	<b>There is a significant association between Age and the feeling of motivation derived from the vision and goals communicated by the manager.</b>	0.059	<	H05) Rejected( Null Hypothesis is Rejected	0.015	Weak
H6	<b>There is a significant association between Age and the perception that my manager inspires me to exceed my performance expectations.</b>	0.026	<	H06 Rejected( Null Hypothesis is Rejected	0.008	Weak
H7	<b>There is a significant association between Age and the perception that my manager provides rewards based on performance achievements.</b>	0.113	<	H07 Rejected( Null Hypothesis is Rejected	0.300	Weak
H8	<b>There is a significant association between Age and the belief that a system of rewards and penalties influences working behavior.</b>	0.003	<	H08 Rejected( Null Hypothesis is Rejected	0.027	Weak
H9	<b>There is a significant association between Age and the perception that my manager's ethical behavior inspires me to maintain high personal standards.</b>	0.107	<	H09 Rejected( Null Hypothesis is Rejected	0.039	Weak

H10	<b>There is a significant association between age and the perception that the leadership style in the organization encourages individuals to perform to the best of their abilities.</b>	0.004	<	H10 Rejected( Null Hypothes is Rejected	0.005	Weak
H11	<b>There is a significant association between age and the perception that a change in leadership style would significantly impact motivation and productivity.</b>	0.010	<	H11 Rejected( Null Hypothes is Rejected	0.097	Weak
H12	<b>There is a significant association between age and the perception that the manager's willingness to help with challenges enhances work performance.</b>	0.446	<	H12 Rejected( Null Hypothes is Rejected	0.321	Weak
H13	<b>There is a significant association between age and the perception that overall job satisfaction improves when the manager demonstrates empathy and emotional intelligence.</b>	0.008	<	H13 Rejected( Null Hypothes is Rejected	0.000	Weak
H14	<b>There is a significant association between age and the perception that leadership development programs in the company positively influence motivation levels.</b>	0.288	<	H14 Rejected( Null Hypothes is Rejected	0.031	Weak
H15	<b>There is a significant association between age and the perception that collaborative discussions with the manager improve job satisfaction.</b>	0.009	<	H15 Rejected( Null Hypothes is Rejected	0.003	Weak

H16	<b>There is a significant association between age and the perception that feeling motivated is linked to receiving clear, measurable goals and rewards.</b>	0.002	<	H16 Rejected( Null Hypothesis is Rejected	0.000	Weak
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## DISCUSSION

This is an IT company in Ahmedabad that explores leadership style and their contributions to the motivation of employees. Therefore, it contains in-depth explorations of organizational dynamics and employee engagement. A significant number of hypotheses were tested in terms of associations between the age of employees and perceptions of leadership behaviours as well as motivational factors. Several subtle patterns characterize the results, which merit further examination. I would like to note here that H1 and H4 were also accepted wherein it meant that age had no association whatsoever with the perceptions regarding the decisions-making processes of the managers. In simpler words, any two employees belonging to different groups have similar feelings regarding the nature of unilateral decisions that are taken by the managers without consulting them and getting their opinions before taking a decision. This would build homogeneity in the workplace culture, in respect of the managerial decision-making procedures and may have the effect of stripping away what are potential motivational benefits that could emanate if more elaborate leadership styles were to be utilized. Contrarily, denial of H2, H3, H5, and H6 assumes the feeling of motivation on issues of clear instructions, team participation, vision communication, and inspirational leadership does not differ in cross-age groups. Maybe it is one signal that will bring the managers some awareness concerning how they treat their employees of diverse ages with regard to their approaches to motivating workers at work. Notably, lack of supports for hypotheses regarding reward systems and ethical leadership (H7, H8, H9, H10) may indicate that employees perceived lesser effectiveness of these motivational strategies. The low correlations throughout the variables could be an indication of a non-resonance of reward mechanisms and standards set through ethical practices of managers with their respective employees, again irrespective of age group. This brings into the equation the consideration of whether reward structures in their current form are appropriate and whether an ethical climate of the organization is influencing leaders to rethink their practices in terms of increasing motivation. Acceptance of H1 and H4, but contrary to the rejection of the rest, emphasizes the role of participative leadership. The results will meet the fact that when their opinions are acknowledged, the motivation of employees is higher, thus including a feedback mechanism would hugely enhance their engagement. This goes consistent with the modern theories of leadership, which require change as well as participative leadership in sharing the power and collaboration with employees.

The study further identifies perceptions of the leadership development programs and collaborative discussions (H14, H15) do not have much influence on motivation among age groups. It may accordingly suggest that the current leadership development programs lack interesting appeal to every employee's access. Organisations should design such programs so as to suit the different demographics within the employed workforce, relevant and interesting for everyone.

Such a strong rejection of H16 may suggest that quite different ages are not being motivated by clear, measurable goals and rewards. Indeed, this finding might have further implications for a gap in the aims that management has for performance assessment and

employees' expectations regarding their own evaluations. Reducing such a gap might be critical for developing a motivated workforce.

Lastly, though a few links between age and motivational factors were feeble, the information derived from the data calls for a radical change in leadership practices to be implemented throughout the organization. A focus on participative decision-making, enhanced ethical leadership, and reward systems cut at different needs might drive employee motivation and performance in the company quite powerfully. This means that further studies should concentrate more on the details of these relationships, possibly with organisational culture and individual employee characteristic variables to gain a better understanding of effective leadership and its motivational potential within employees.

## THEORETICAL IMPLICATIONS

Findings of the research concerning the influence of leadership styles on employees' motivation at an IT company in Ahmedabad could help augment some of the existing theories around leadership and motivation. In this way, some broad and general implications lie:

1. Reinforcement of Leadership Theories This study has revalidated the participation of leadership and fits well with the Transformational Leadership theories that suggest leaders are supposed to encourage employee involvement and motivation by the involvement of employees in various processes. So basically, it's such that when H1 and H4 are accepted, the moment the employees have the impression that their voices are heard within a process or decision, they feel motivated, hence repeating that this is an indispensable leadership for employees to become engaged.
2. Age as a Non-Determinant Factor: The low cross-correlations obtained based on various hypotheses oppose the traditional views that consider age to be one of the most critical determinants in the different leadership dynamics and motivational responses. This therefore means that the organizational culture, management practices, and characteristics of employees themselves may even outplay age as another influencing factor on the views of effectiveness in leadership. This gives implications in the development of leadership strategies that look beyond assumptions based on age and therefore apply a more holistic approach in managing employees.
3. Need for Situational Leadership: The hypotheses related to the impact of rewards, ethical leadership, and effectiveness of leadership development programs were rejected. This indicates that a universal or a fixed leadership is not applicable in all situations, thereby advocating for situational leadership theories where the situational variables decide the required styles from the leaders. The employees have different needs and motivators, which can be better interpreted through situational awareness training of the leaders to be sensitive to the needs and motivation of different employees.
4. Redefinition of Reward System: The study urged that the reward systems in existence to meet up the needs of the employees, and it is accepted that the traditional forms of rewards, themselves are contradictory to the motivation of the employees. Low correlations obtained speak about the design of the present system of rewards and the traditional forms of rewards can be ignored since they do not appeal towards meeting intrinsic needs End.
5. Conclusion and Implications: A relationship between the theory of adult learning and leadership development programs, leads to conclusion that current leadership development programs, in fact, are not targeted towards any defined age groups. Models at the theoretical level could be designed which can promote tailor-made programs of leadership development, and programs should be directed towards the different needs of the employees. Adding ideas from the adult learning theory, the program is relevant and influential because it can cultivate lifelong learning in leaders.

6. Emotional Intelligence and Ethical Leadership Failure to Support Hypotheses to Ethical Behaviour and Emotional Intelligence: The absence of alleged leadership is what is emphasized here as failing to support hypotheses for ethical behavior and emotional intelligence, which has implications even in developing curricula to work with emotional intelligence models in leadership development. And thus, such leaders have to depict a sense of empathy and ethical responsibility for influencing the employees positively towards motivation and job satisfaction.

7. Future research directions: The study opens up further avenues that will actually investigate the interplays between different styles of leadership and other demographic variables such as educational background or work experience and cultural influences. For instance, longitudinal studies would tell how organisational change or some shift in the marketplace might permit the following developments in effectiveness and motivation of workers to take place.

This way, the study would suggest to the general theoretical landscape surrounding leadership and motivation the provocation caused by adaptive, inclusive, and context-sensitive leadership practices. The insights will not only contribute toward understanding IT sector employees' motivation but also to a general academic discourse on effective leadership within contemporary organizational settings.

### **PRACTICAL IMPLICATIONS**

Findings: The results drawn from this study reveal the impact of such styles of leadership on motivation within an IT company in Ahmedabad and have several practical implications for organizational management and leadership development. Results are helpful to the managers and HR professionals in enhancing better employee engagement and general workplace effectiveness.

1. Valuing Participative Leadership Organizations ought to participate in developing an organizational culture of participative leadership, where the employees' needs are assured through interaction with participants on topics to be determined. Involving managers in their work to seek and implement feedback may lead to a situation wherein the satisfaction and motivation increase, and this would hold well with ownership and accountability.

2. Age-Tailored Leadership Development: What constitutes leadership effectiveness varies as the age of the stakeholder progresses, so too should age-tailored leadership development for employees who work in organizations. This should be communicated with an eye to the 'hot areas' where common employee needs are more prevalent yet carrying a degree of flexibility for response on the part of the leader for their specific team's specific need. This would ensure effective communication and relation exchange between the managers and their subordinates.

3. Reviewing Reward Systems There exist findings that prove that the traditional reward of an organization would be insufficient in motivating people at work. In fact, an organization should review its existing reward structure about the intrinsic motivation of an employee. Some ways of rewarding contributions may include highly regarding their non-monetary contributions, engaging them toward developing their professions, and working within an environment where the psychological satisfaction and well-being of the employees are given top importance.

4. Ethical leadership builds strength: Perceived ineffectiveness in ethical leadership had deficits, which showed that organisations strengthened their commitment to ethical standards and behaviour. Training on the importance of ethical decision-

making and emotional intelligence can strengthen the abilities of managers to instil trust and respect from employees that could build morale and motivation.

5. Encourage Open Communication: An organization should develop an open communication culture where employees feel free to express themselves concerning whatever is going on in their minds and hearts. Feedback sessions, surveys, check-ins, or even casual interchanges may be very important to gain insight into employees' perceptions of leadership and motivation. The open communication practice can help management realize areas for improvement, not to mention that employee opinions are valued.

6. Leadership Development Programs In truth, the calling out for effective leadership development programs that speak to employees is called through findings. Organizations need to continually learn through such opportunities with leaders by infusing those elements that include mentoring, peer feedback, emotional intelligence, and motivational strategy workshops so as to fit them for their team engagement.

7. Measuring Employee Satisfaction and Motivation: Firms require preparing measurement instruments so that they can measure employee satisfaction and motivation levels quite frequently. Periodic surveys can be conducted which may measure the perceptions of employees regarding leadership and engagement levels and might bring changes, due to which organizations are able to make appropriate alterations regarding their management practice.

8. Supportive Work Environment Organization should formulate supportive work environments that, in reality, aid teamwork to boost the motivation of employees. In this respect, the organizations can carry out team-building activities and collaborative projects where the labourers can join hands with each other. This will enhance attachment of employees towards the organization.

9. Diversity and Inclusion The organization should emphasize diversity and inclusion because diversity is the essence to diverse perspectives of the leadership. Improved decision-making and a better all-around understanding of the needs of diverse people may lead to the motivation level in an organization to be higher. That implies practical implications for such organizations involved since such leadership comes from flexible, open, and ethical styles. Putting forward such recommendations by this research will help in boosting up the performance of both the organization and employees involved, as an activated workforce means improved performance.

## **CONCLUSION AND RECOMMENDATIONS**

This study on how styles of leadership might influence employee motivation within an IT company in Ahmedabad throws light into the intricacies of leadership in its detailed exploration and how its exercise differentially acts on engrossing employees in their work. While participation in decision-making and showing regard for subordinates' suggestions enhance staff motivation, many aspects of traditional leadership and reward practices are not motivating to employees across the three age groups.

Acceptance of the hypotheses related to the perceptions of the employees about the decision-making process concludes that the inclusive leadership aspect is crucial for any organization. However, failure to accept some hypotheses related to

the effectiveness of reward systems, ethical behaviour, and collaborative discussion shows an important need for organizations to reconsider their approach toward the motivation strategy of leadership. In practice, this structure would encourage organizations to take a more participative leadership approach, design modules for training of their managers, and correct reward mechanisms to reflect better what is needed by employees. Working toward trust and teamwork, an open communication framework must be nurtured with greater focus on ethical leadership issues.

Overall, this study supports the existing knowledge base dealing with issues in leadership and motivation since it underlines the importance and relevance of adaptive leadership practices which reflect the need for differences among employees. Future studies could broaden these findings by taking up other demographic factors and longitudinal changes, as this would first of all enrich our understanding of effective leadership in contemporary organizational contexts. Implementation of these findings in this study will lead to an organization towards an even more motivated and engaged workforce, hence better success and productivity.

These findings of the study, hence open doors for further research that enable one to explore more other theories that relate to the effects of leadership styles on the motivation of employees. Recommendations The following recommendations form potential areas of inquiry:

1. Differences: In the proposed future study, other demographic differences such as gender, educational background, and work experience would be applied to study if indeed these would influence perceptions about effective leadership and motivation. That is a much more sensitive view of the degree to which employees within each population are engaged.
2. Longitudinal Studies a longitudinal study could very well help in tracking the change overtime of perception and motivation amongst employees, especially in relation to changes in leadership in an organization or external change in a business environment. It might well shed light on the impact of various leader styles at various career stages of motivating an employee.
3. Cross-Industry Analysis: Generalization of the study to other industries, which is not IT, will help in richer comparison and benchmarking to understand how, in different industries, industry-specific factors moderate the special efficacy of certain styles of leadership. This will elicit best practices applicable across different contexts of organizations.
4. Telecommuting and Hybrid Working: As telecommuting and hybrid work are spreading more and more; future research should pay attention to what kinds of leadership styles are used at work or how they impact motivation in telecommuters and hybrid workers. Some of the issues of sorts of remote leadership and the dynamics related to them would help the reader understand the response of organizations to new work modalities.
5. Qualitative Research: This can involve interviews or focus groups as a way of gaining a deeper understanding of employees' experience and perspective on leadership. Qualitative data may be combined with the findings from the quantitative data to achieve a richer comprehension of difficult-to-analyse motivations and behaviours at work.

6. Leadership Style to the Relationship with Performance Result: Future research studies can easily identify specific relations of certain leadership styles with work motivation and result of performance. It can be done by measuring productivity and job satisfaction together with some motivational factors in such a way that better insight can be achieved about how specific styles of leadership influence organizational performance.

7. Training Effectiveness: various leadership training programs might be compared to which exhibit a more positive impact upon the motivation and engagement of employees. In researching this, one may be able to gather information on through which aspects of the training in leadership, employees' effectiveness in leadership and satisfaction enhance.

8. Cultural Influences: Workplaces today are all becoming more globalised in the modern context. Further, an added understanding of how cultural factors influence perception and motivation in leadership in such a diverse, multiculturally ambiguous environment can be understood to be able to do well in that environment. The study of cross-cultural leadership dynamics would thereby empower the organisations in working well in diverse work environments.

9. Investigation of Psychological Safety: The role of psychological safety for the motivation of employees and to what extent leadership style really makes the difference in contributing or blocking is a rather possible subject of future studies. Better understanding of this relationship dynamics would lead to strategies encouraging the increase of employee engagement.

Following these suggestions, there will be grounds for additional research in understanding the rather complicated relationship between leadership and employee motivation. Therefore, further exploration is crucial in designing effective leadership practices to fit into increasingly complicated demands of the workforce for organizational success.

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