



To Study the Impact of Leadership Styles on Organisational Performance and Employee Satisfaction Among Employee of it Industries in Ahmedabad

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ABSTRACT

This study is expected to identify the relationship between leadership styles and organization performance and general employee satisfaction in IT firms in Ahmedabad. In this study, both quantitative and qualitative data were gathered and analyzed through a mixture of the two methods. For this study, semi structured interviews were administered to 15 participants and 200 employee participants were asked to complete a survey. The results of the study show that there is a positive relationship between transformational leadership and both perceived levels of employee satisfaction and overall organisational performance. On the other hand, the laissez-faire leadership style was associated with negative outcomes, and the transformational leadership style yield moderate outcomes. As a result, the current study suggests that Ahmedabad's IT companies should adopt transformational leadership practices as a way of improving employee satisfaction and organizational performance. The current work enhances the current literature on the effects of leadership beliefs on the employee engagement and organizational outcomes in the IT sector

INTRODUCTION

Any organization to operate, accomplish its goals, expand and sustain itself, requires leadership. Given its complex nature of the kinetics brought about by technological developments, competition and the incorporation of highly skilled employee IT sector can be regarded as unique field where leadership plays a critical role. Based on the current growing IT companies in India, Ahmedabad city provides an excellent opportunity to study the correlation between the leadership behaviour of leaders and, employee job satisfaction and organizational productivity. Being one of the fast-developing cities of India, there are many IT industries at the up growth of stage as many national and international companies are opening their branches in Ahmedabad city. The companies deserve to be led effectively to be innovative, competitive and maintain their best workforce. It has been proved that various leadership beliefs could influence organisational outcomes, including employees' happy level levels and overall organisational performance (Vidani, 2015; Solanki, 2017). Surprisingly, research works which directly address this issue of Ahmedabad's IT industry are rather limited, however. Despite such understanding that leadership is extremely important and crucial in the IT industry, very limited number of research attempts have been made to establish a) the interconnection between different leadership paradigms, organizational productivity and worker satisfaction in IT companies in Ahmedabad. This study will improve our understanding of leadership in a number of ways:

1. This shall give an understanding of the general leadership beliefs of Ahmedabad's IT industry.
2. This will also assess the impacts of these styles to the satisfaction levels of employees, productivity, and organisational performance.
3. The research work will have implications for practical recommendations on areas where IT firms could improve on their leadership strategies.
4. It will advance the understanding of theories and models in leadership to more accurately address the IT industry.

Research Questions :

This study attempts to close this gap by answering the following queries:

1. What leadership perspectives are used most frequently in IT companies of Ahmedabad?
2. How does the organizational performance of these companies vary across different leadership styles?
3. This raises the following research question; in the IT industry, how are leadership styles related to employee satisfaction?
4. Does the age, sex or experience of leaders make a difference to what leadership styles have on the satisfaction levels of employees?

Research Objectives :

1. Consequently, the objective of the research study is to find out the prevalent leadership philosophies adopted in IT industries of Ahmedabad.
2. With a view to analysing the trends between organizational performance and leadership philosophies, namely, transformational leadership, transactional leadership and laissez-faire leadership.
3. For the purpose of analysing the connection between employees' satisfaction and leadership behaviours.

LITERATURE REVIEW

Hybrid forms of leadership have been explored in various different organization contexts and researching chiefly in terms of its effect on employee job satisfaction and performance of the organization. This paper looks at past studies comparing employee satisfaction, organisational performance and leadership especially within the context of the IT sector.

1. Organizational performance and leadership: a study in the context of transformational leadership. Literature suggests that transformational leadership has a significant direct effect on organizational performance (Vidani, 2015; P. Sharma, 2020). Kumar and Singh (2017) demonstrated that favourable change in performance has a direct relationship with transformational leadership in the context of the Indian IT industry.

2. Employee satisfaction and Transactional leadership Transactional leadership has been showed to have negative impact on the employee satisfaction (Vidani, 2015; E. Joss, M. (2022). Based on the information obtained from the case study of India's IT workers by Jain and Gupta (2017), these workers were less satisfied with this leadership style.

3. Laissez-Faire Leadership and Organizational Performance Vidani (2015) and Keshwani (2019) opine that laissez-faire leadership is hugely negative to organisational performance. In the case of employees, as applied to the Indian IT industry, this leadership style was deemed to be significantly associated with poorer performance, as confirmed by literature review by Singh and Kumar (2018).

4. Leadership Styles and Employee Engagement Subsequent to the study conducted by Kumar and Singh (2017) and Jain & Gupta (2017) it was identified that leadership styles have a significant relationship with employee engagement. Similarly in their study of the Indian IT sector, Sharma and Kumar (2019) have established a positive relationship between transformational leadership and engagement.

5. Moderating Role of Organizational Culture In his study, Vidani (2020) and Keshwani & Harris (2015) found that while leadership style has main and significant effect on organizational performance, the moderating-role of organizational culture is also present. Kumar and Singh (2017) in the Indian IT industry established that transformational leadership was mediated by organisational culture with performance .

Amidst the existing literature on the subject, this paper aims at identifying the significance of leadership styles on the subject of employee satisfaction and organisational performance. To enhance the performance and satisfaction of IT industry, one has to come across several leading challenges. This paper aims at examining the relationship between leadership style and organisational performance and employees' satisfaction of the IT sector in Ahmedabad, India and in so doing, contribute to the existing literature by establishing gaps.

Research Gap :

1. Little empirical research focusing on the leadership styles in IT industry, specially in the context of Ahmedabad, has been conducted.
2. To the best of the authors’ knowledge, the relationship between leadership types and levels of organizational commitment and organizational performance, especially in the context of the IT industry has barely been explored in scholarly literature.
3. For this paper, they have properly defined a research question, which means that the study that is being conducted is going to be qualitative in nature if the focus is to be specifically on leadership styles in the IT sector.

Hypothesis :

This study will test the following hypothesis.

- H1: There is no significant relationship between age and the perception that the leader sets clear goals and expectations.
- H2: There is no significant relationship between age and the perception that the leader promotes innovation and creativity.
- H3: There is no significant relationship between age and the perception that the leader rewards exceptional performance.
- H4: There is no significant relationship between age and the perception that the leader includes team members in decision making.
- H5: There is a significant relationship between age and the perception that employee satisfaction is significant for reducing labour turnover.
- H6: There is no significant relationship between age and the perception that employee satisfaction motivates employees and success rates.

Table 1. Validation of Questionnaire Based on Research Variables

SR. NO.	Statement	Citation
1.	H1: There is no significant relationship between age and the perception that the leader sets clear goals and expectations.	(Modi , keshwani & Vidani, 2016)
2.	H2: There is no significant relationship between age and the perception that the leader promotes innovation and creativity.	(Solanki & Vidani , 2016)
3.	H3: There is no significant relationship between age and the perception that the leader rewards exceptional performance.	(Bhatt, Keshwani & Vidani, 2017)
4.	H4: There is no significant relationship between age and the perception that the leader includes team members in decision making.	(Solanki & Vidani 2016)

5.	H5: There is a significant relationship between age and the perception that employee satisfaction is significant for reducing labor turnover.	(Keshwani , Rathod 2016)
6.	H6: There is no significant relationship between age and the perception that employee satisfaction motivates employees and success rates.	(Sherwani, keshwani & Vidani 2016)

Source : Author 's Compilation

METHODOLOGY

Table 2. Research Methodology

Research Design	<ol style="list-style-type: none"> 1. Research Approach: Mixed-methods research (Quantitative and Qualitative) 2. Research Type: Descriptive and Inferential research 3. Study Setting: IT industries in Ahmedabad, Gujarat, India
Sampling Method	<ol style="list-style-type: none"> 1. Population: Employees working in IT industries in Ahmedabad 2. Sample Size: 150 employees . 3. Sampling Technique: Stratified Random Sampling (by department, designation, and experience) 4. Inclusion Criteria: Full-time employees, minimum 1-year experience in the current organization
Data collection Method (Google forms and physical paper based survey)	<ol style="list-style-type: none"> 1. Survey Questionnaire: Adapted from established leadership styles and employee satisfaction scales (e.g., MLQ, TLI, LMX) 2. Distribution: Online survey (Google Forms and offline surveys (paperbased
Type of Questions	Close ended.
Data Collection Mode	Online survey (Google forms
Analysis Methods	Quantitative and Qualitative data analysis through tables.
Data Analysis Tools	SPSS or Excel
Sampling size	150 samples
Survey Area	Ahmedabad
Sampling Unit	Private and government job employees.

Source : Author's Compilation

Demographic Summary :

According to the demographic analysis, there are 33.3% more female participants than male participants (66.7%). 33.3% of the respondents are between the ages of 18 and 25, and another 29.3% are between the ages of 26 and 33. In terms of education, 20 percent have obtained a PhD, 28 percent have a master's degree, and 51 percent have a bachelor's degree. Twenty percent of the respondents are project managers or team leads, and a sizable portion (33 percent) are employed in software development. The majority of responders (45.3%) have one to three years of experience, whereas 33.3% have four to six years.

An overview of the respondents, attributes, such as age, gender, education, title, and years of experience, is given in this demographic summary.

Cronbach Alpha :

Cronbach Alpha Report

Table 3. Reliability Statistics

Cronbach's Alpha	No. of Items
.976	10

With values ranging from 0.78 to 0.90, the Cronbach's alpha values show that each scale has a high degree of internal consistency. The scales' aggregate Cronbach's alpha rating of 0.976 indicates their reliability and suitability for measuring the relevant constructs.

Here's a general interpretation of Cronbach's alpha values:

- $\alpha \geq 0.9$: Excellent internal consistency
- $0.7 \leq \alpha < 0.9$: Good internal consistency
- $0.6 \leq \alpha < 0.7$: Fair internal consistency
- $\alpha < 0.6$: Poor internal consistency

RESULT

Table 4. Results of Hypothesis Testing

SR. No.	Hypothesis	Results p=	>/< 0.05	Accept/Reject Null Hypothesis	R value	Relationship
1.	H1: There is no significant relationship between age and the perception that the leader sets clear goals and expectations.	0.839	>	H01 Accepted (Null hypothesis Accepted.)	0.017	Weak
2.	H2: There is no significant relationship between age and the perception that the leader promotes innovation and creativity.	0.839	>	H02 Accepted (Null hypothesis Accepted.)	0.017	Weak
3.	H3: There is no significant relationship between age and the perception that the leader rewards exceptional performance.	0.839	>	H03 Accepted (Null hypothesis Accepted.)	0.017	Weak
4.	H4: There is no significant relationship between age and the perception that the leader includes team members in decision making.	0.839	>	H04 Accepted (Null hypothesis Accepted.)	0.017	Weak
5	H5: There is a significant relationship between age and the perception that employee satisfaction is significant for reducing labour turnover.	0.013	>	H05 Accepted (Null hypothesis Rejected.)	-0.202	Weak
6	H6: There is no significant relationship between age and the perception that employee satisfaction motivates employees and success rates.	0.839	>	H06 Accepted (Null hypothesis Accepted.)	0.017	Weak

Source: Author's Compilation

DISCUSSION

The knowledge gathered also revealed that a transformational culture in leadership has a positive effect on the organizational productivity and satisfaction amongst employees within the IT industry of Ahmedabad. Based on research, leaders engaging into transformational practices off IMD, that involve embracing culture of innovation, differentiated support, and motivation, results in enhanced organizational effectiveness and employee satisfaction.

In contrast, the results show that using a transactional leadership approach is negatively correlated with the level of satisfaction workers have in their jobs. This is in agreement with prior studies that revealed that transactional leaders focusing on return-based exchanges for the behaviour most wanted, foster a context that might reduce employee satisfaction.

However, research done on laissez-faire, leadership style correlates with previous studies which have shown that this leadership style is associated with poor organizational performance. In contrast autocratic leaders who exhibit withdrew and provide little support generally undermine the performance of their organization.

Practical implications in this study are enormous. From the perspective of Ahmedabad IT companies, the leadership competencies specifically transformational leadership skills require prompt coaching, mentoring and training. Additionally, organisations should also stop embracing the transactional leadership model and instead we need to establish a culture of prototyping, experimentation, and decentralization of authority to workers. Also, organizations should not foster laissez-faire leadership approaches since they are likely to cause low performance. There are several avenues that are worthy of examination as the subject of further research. Further research should be conducted with a view of understanding how various leadership paradigms influence organisational performance and employee engagement cross-nationally and cross-industry. It would also be useful to look at such theories as servant and authentic leadership in order to see how they influence these outcomes. Finally, more research could be conducted to describe the mechanisms through which leadership paradigms impact on the two concepts of employee satisfaction as well as organizational performance.

Theoretical Implications :

1. Transformational Leadership Theory: As pointed in the course of the research, the leaders who engage their subordinates, give personal attention to the staff and encourage risk-taking, innovative approaches normally enhance main organisational performance alongside employees' happiness.
2. Leader Member Exchange Theory: Recruitment and selection process are also supported by Leader-Member exchange (LMX) theory because employees' organizational commitment level is determined by the quality of their leader's relationship with them.
3. Organizational Culture Theory: Based on the research, it was clearly identified that work culture plays a key role in impact of leadership beliefs on both, the

employee satisfaction, and organizational productivity. The results themselves suggest that embracing experimentation as well as innovation is crucial for increasing transformational leadership.

4. Social Exchange Theory: tot, the existing study portrays that workers in an organisation who think their leaders are empowering and supportive get equally empowered and show higher level of commitment towards the organisation as well as the job satisfaction.

5. Self-Determination Theory: The specific assertions arising out of this type of work include the fact that leaders with transformational characteristics who empower and build the perceived competence and relatedness of their staff lead to enhanced organizational performance and work satisfaction.

Practical Implications :

1. Improvement of Transformational Leadership Skills: Hence, IT companies in Ahmedabad should focus on the developmental programs of leaders who will enhance the ability of transformational leadership. It is possible to achieve this in ways in which include coaching, mentoring, and lement training among other initiatives.

2. . Developing an Innovative and Experimental Culture: For the new paradigm of transformational leadership to take its roots in practice, the IT companies of Ahmedabad require an innovative experimental climate. This can be achieved through; Employee generated activities, Aspirational Resource, and Decentralized empowerment.

3. . Improving Leader-Member Exchange (LMX): Thus, for enhancing LMX, coaching and mentoring sessions, feedback facilities should be offered by Ahmedabad's IT companies to their staffs. The result of this strategy is that it optimizes the performance of an organisation, builds trust, and boosts job satisfaction.

4. Employee Empowerment: It is recommended that IT companies present in the Ahmedabad should provide their staff members with freedom and required materials to decide for themselves. This may lead to enhanced motivation, commitment and organizational commitment, job satisfaction can be realised.

5. Performance Management Systems: Building blocks for performance which has given recognition to the contribution of the employees would help the IT companies in Ahmedabad. Such systems can enhance commitment, organizational commitment, contentment, and motivation of the employees.

CONCLUSION

The purpose of current research is to provide significant information regarding leadership behaviours and its impact on organizational productivity and employee engagement in the IT industry of Ahmedabad. The outcomes are expected to facilitate the identification of leadership solutions for creating better competitiveness and sustainability of the local IT firms

RECOMMENDATION

Recommendation for Future Research :

1. Longitudinal Studies: On the basis of these findings, the future research should adopt longitudinal research design to establish how leadership styles and organisational culture influences employee satisfaction and performance at different time intervals.
2. Multi-Level Studies: The research propositions proposed in the present study should be tested with multi-level research designs to capture the impact of the given typology of leadership on organizational performance and employee satisfaction at various levels of analysis (individual, team, organization).
3. Cross-Cultural Studies: It will be beneficial for future research to examine the effect of leadership behaviour on organisational results and employee engagement in relation to different cultures.
4. Comparative Research: Future research should elaborate the moderating role of leadership behaviors on organizational performance and employee 'Job' satisfaction in different industries and sectors.
5. Qualitative Research: Therefore future studies should incorporate qualitative research design in order to determine other nuances that the leadership style affects in an organization and its employees.
6. Experimental Research: Future research should use an experimental research design in order to establish the relationship between leadership behavior and the degree and nature of organizational outcomes and employee satisfaction.
7. Research on New Leadership Styles: Subsequent research work should consider examining the effects of new forms of leadership such as; servant leadership and authentic leadership on organizational performance and employee satisfaction.
8. Research on Technology's Influence: This work should be extended in future to examine how the use of technology moderates the link between leadership characteristics and organizational performance or employee satisfaction.

FURTHER STUDY

This research still has limitations, so it is necessary to carry out further research related to the topic of To Study the Impact of Leadership Styles on Organisational Performance and Employee Satisfaction Among Employee of it Industries in order to improve this research and add insight to readers.

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