

*Available in online @ [www.iaraindia.com](http://www.iaraindia.com)*

*RESEARCH EXPLORER-International Journal on Economics and Business Management*

*ISSN: 2250-1940 (P) 2349-1647 (O)*

*Impact Factor: 8.276 (I2OR), 3.676 (COSMOS)*

*Volume XIV, Issue 49*

*October - December 2025*

*Formally UGC Approved Journal (63185), © Author*

## **A STUDY ON EFFECTIVENESS OF LEADERSHIP STYLES ON EMPLOYEE MOTIVATION IN SELECTED ORGANIZATIONS WITH SPECIAL REFERENCE TO TIRUCHIRAPPALLI DISTRICT**

**Mrs. M. ARUNA**

Part-Time Research Scholar in Management Studies

A.V.V.M. Sri. Pushpam College (Autonomous)

(Affiliated to Bharathidasan University, Tiruchirappalli)

Poondi – 613 503

Thanjavur District, Tamil Nadu.

**Dr. R. PALANIVELU**

Associate Professor and Research Advisor in Economics

A.V.V.M. Sri. Pushpam College (Autonomous)

(Affiliated to Bharathidasan University, Tiruchirappalli)

Poondi – 613 503

Thanjavur District, Tamil Nadu.

### **ABSTRACT**

*Leadership plays a vital role in determining the success and sustainability of any organization. Effective leadership not only guides employees toward achieving organizational goals but also creates a work environment that fosters motivation, commitment, and productivity. The style of leadership adopted by managers' influences how employees perceive their roles, how satisfied they feel, and how much effort they are willing to contribute toward the organization's success. Tiruchirappalli district is rapidly growing industrial, educational, and service hub in Tamil Nadu, organizations face unique challenges in managing and motivating a diverse workforce. The presence of varied sectors, such as manufacturing, healthcare, information technology, and education, demands flexible and context-specific leadership approaches. The following are the objectives of the study, (i) to present the different leadership style in the organization, (ii) to present the socio economic factors of the sample respondents, (iii) to find the relationship between Relationship between Effectiveness of leadership style and Effectiveness of leadership on Employee Motivation and (iv) to offer suggestions to the employees those are working in the organization. The researcher distributed 250 structured questionnaire in the study area which designed for data collection. Convenient sampling methods adopted for data collection method. Out of that 228 questionnaires were collected back, all the 228 samples were taken for analysis. The study concluded that the organizations needs an efficient leader to lead the organization, the leaders are working out with men and machine, the machines are periodically updating by the organizations, the same time the men should up skill periodically. These activities should lead by the leaders. The leaders' motivation having effective result in employees' performance and activities. This study shows the effectives leadership style and which benefits to the employees.*

**KEYWORDS:** Leadership Style, Organizational Goals, Employees Performance and Employees Motivation.

## **INTRODUCTION**

Leadership plays a vital role in determining the success and sustainability of any organization. Effective leadership not only guides employees toward achieving organizational goals but also creates a work environment that fosters motivation, commitment, and productivity. The style of leadership adopted by managers' influences how employees perceive their roles, how satisfied they feel, and how much effort they are willing to contribute toward the organization's success. In today's competitive business environment, the ability of leaders to motivate their workforce has become one of the most critical factors for organizational effectiveness.

Leadership styles vary from one organization to another and even among leaders within the same organization. The most widely recognized styles include transformational, transactional, and laissez-faire leadership. Transformational leaders inspire and intellectually stimulate their employees, helping them go beyond self-interest for the sake of the organization. Transactional leaders, on the other hand, focus on performance-based rewards and punishments to achieve compliance. Laissez-faire leaders exhibit a more hands-off approach, allowing employees to make decisions independently. Each style has a distinct impact on employee motivation and organizational outcomes.

Employee motivation refers to the internal drive or external factors that stimulate enthusiasm and persistence to pursue a course of action. Motivated employees are more productive, innovative, and loyal to their organizations. Factors such as recognition, job satisfaction, rewards, and leadership practices significantly affect motivation levels. Thus, understanding which leadership styles effectively enhance motivation is crucial for managerial efficiency and employee well-being.

Tiruchirappalli district is rapidly growing industrial, educational, and service hub in Tamil Nadu, organizations face unique challenges in managing and motivating a diverse workforce. The presence of varied sectors, such as manufacturing, healthcare, information technology, and education, demands flexible and context-specific leadership approaches. However, many organizations still rely on traditional leadership patterns, which may not align with the changing expectations of modern employees. Therefore, studying the effectiveness of leadership styles on employee motivation within the local context of Tiruchirappalli provides valuable insights for both researchers and practitioners.

## **STATEMENT OF THE PROBLEM**

Leadership and motivation are two interconnected pillars that determine organizational success. Despite their importance, many organizations in Tiruchirappalli face challenges such as low employee morale, high turnover, and limited engagement. One of the key reasons behind these issues may be the mismatch between leadership styles adopted by managers and the motivational needs of employees.

There were several studies have been conducted nationally and internationally on leadership and motivation, limited empirical evidence exists specifically focusing on organizations in Tiruchirappalli district. The cultural background, management practices, and employee expectations in this region differ from those in metropolitan cities. As a result, leadership approaches effective elsewhere may not yield the same outcomes locally. Managers often adopt leadership styles based on personal preference or experience rather than evidence of their motivational effectiveness.

The problem of this study is to examine how different leadership styles (transformational, transactional, laissez-faire and etc) influence employee motivation in selected organizations of Tiruchirappalli district, and to identify which leadership style most effectively enhances employee motivation in the local organizational context.

**RESEARCH GAP**

1. Limited empirical evidence exists on the relationship between leadership styles and employee motivation in Tiruchirappalli district.
2. Most prior studies have concentrated on specific sectors like IT or education; there is a lack of cross-sectoral analysis covering multiple industries.
3. Few studies have compared the relative effectiveness of transformational, transactional, and laissez-faire leadership styles in the context of small and medium organizations in Tamil Nadu.
4. The influence of local work culture, employee expectations, and organizational environment on leadership–motivation linkage remains underexplored.
5. This present study aims to fill these gaps by analyzing the effectiveness of leadership styles on employee motivation in selected organizations of Tiruchirappalli district.

**Different Types of Leadership Styles**

1. Autocratic Leadership
2. Democratic (Participative) Leadership
3. Laissez-faire (Free-rein) Leadership
4. Transactional Leadership
5. Transformational Leadership
6. Bureaucratic Leadership
7. Charismatic Leadership
8. Situational Leadership
9. Servant Leadership
10. Visionary Leadership

**OBJECTIVES OF THE STUDY**

The following are the objectives of the study.

1. To present the different leadership style in the organization.
2. To present the socio economic factors of the sample respondents.
3. To find the relationship between Relationship between Effectiveness of leadership style and Effectiveness of leadership on Employee Motivation
4. To offer suggestions to the employees those are working in the organization.

**SAMPLING**

The present study conducted with selected organizations in Tiruchirappalli, manufacturing and engineering are taken for this study. The researcher distributed 250 structured questionnaire in the study area which designed for data collection. Convenient sampling methods adopted for data collection method. Out of that 228 questionnaires were collected back, all the 228 samples were taken for analysis.

**HYPOTHESIS**

There is no relationship between Relationship between Effectiveness of leadership style and Effectiveness of leadership on Employee Motivation.

**TOOLS**

Percentage analysis and Correlation coefficient are used for this study as tools and analysis. The master table prepared in MS excel and uploaded in SPSS for further analysis. The tables prepared with the values which derived from SPSS were taken for analysis.

**ANALYSIS**

Percentage analysis used to present the socio economic profile of the sample respondents.

**Table No: 1**  
**Age group of the respondents**

Sl. No.	Age group	Number of respondents	Percentage
1	Less than 30 years	37	16.23

2	31 years to 40 years	62	27.19
3	41 years to 50 years	77	33.77
4	Above 50 years	52	22.81
Total		228	100

*Source : Primary data*

The above table shows the age group of the sample respondents, out of 228 sample respondents, out of 228 respondents, thirty seven (16.23%) respondents are less than 30 years old. Sixty two (27.19%) respondents are between 31 years and 40 years. Seventy seven (33.77%) respondents are between 41 years and 50 years and remaining fifty two (22.81%) respondents are above 50 years old. Majority (33.77%) of the respondents are between 41 years and 50 years.

**Table No:2**  
**Gender of the respondents**

Sl. No.	Gender	Number of respondents	Percentage
1	Male	137	60.09
2	Female	91	39.91
3	Transgender	0	0
Total		228	100

*Source : Primary data*

The above table presents the gender of the respondents, out of 228 sample respondents, one hundred and thirty seven (60.09%) respondents are male and remaining ninety one (39.91%) respondents are female, 3<sup>rd</sup> option is transgender, which given to the respondents, during the data collection there were no transgender in the study area. Majority (60.09%) of the respondents are male.

**Table No:3**  
**Marital status of the respondents**

Sl. No.	Marital status	Number of respondents	Percentage
1	Married	117	51.32
2	Unmarried	91	39.91
3	Divorce / Widow	20	8.77
Total		228	100

*Source : Primary data*

The above table shows the marital status of the respondents, out of 228 sample respondents, one hundred and seventeen (51.32%) are married. Ninety one (39.91%) respondents are unmarried and the remaining twenty (8.77%) are unmarried. Majority (51.32%) of the respondents are married.

**Table No:4**  
**Family type of the respondents**

Sl. No.	Family type	Number of respondents	Percentage
1	Joint family	103	45.18
2	Nuclear family	125	54.82
Total		228	100

*Source : Primary data*

The above table shows the family type of the respondents, out of 228 sample respondents, one hundred and three (45.18%) respondents are joint families and remaining one

hundred and twenty five (54.82%) respondents are nuclear families. Majority (54.82%) respondents are nuclear families.

**Table No: 5**  
**Family members of the respondents**

Sl. No.	Family members	Number of respondents	Percentage
1	3 members	78	34.21
2	4 to 5 members	44	19.30
3	Above 5 members	106	46.49
Total		228	100

*Source : Primary data*

The above table shows the family members of the respondents, out of 228 sample respondents, seventy eight (34.21%) respondents' family members are 3. Forty four (19.30%) respondents' family members are 4 to 5 and remaining one hundred and six (46.49%) respondents' family members are above 5. Majority (46.49%) of the respondents' family members are above 5.

**Table No: 6**  
**Years of experience of the respondents**

Sl. No.	Years of experience	Number of respondents	Percentage
1	Less than 5 years	63	27.63
2	6 to 10 years	78	34.21
3	Above 10 years	87	38.16
Total		228	100

*Source : Primary data*

The above table shows the years of experience in their organization, out of 228 sample respondents sixty three (27.63%) respondents are having less than 5 years of experience. Seventy eight (34.21%) respondents are having 6 years to 10 years of experience and remaining eighty seven (38.16%) respondents are having above 10 years of experience. Majority (38.16%) of the respondents are above 10 years of experience.

#### **Effectiveness of leadership style**

**Table No: 7**  
**Effectiveness of leadership style**

Sl. No.	Effectiveness of leadership style	Number of respondents	Percentage
1	High level	62	27.19
2	Moderate level	119	52.19
3	Low level	47	20.62
Total		228	

*Source : Primary data*

The above table shows the level of effectiveness of leadership style which the organizations following, Out of 228 sample respondents sixty two (27.19%) respondents are felt a high level of leadership effectiveness. One hundred and nineteen (52.19%) respondents are felt moderate level of leadership effectiveness and remaining forty seven (20.62%) respondents are felt low level of leadership effectiveness. Majority (52.19%) of the respondents are felt moderate level of leadership effectiveness.

**Effectiveness of leadership on Employee Motivation****Table No: 8****Effectiveness of leadership on Employee Motivation**

Sl. No.	Effectiveness of leadership on Employee Motivation	Number of respondents	Percentage
1	High level	55	24.12
2	Moderate level	124	54.39
3	Low level	49	21.49
Total		228	100

Source : Primary data

The above table shows the level of effectiveness of leadership on employee's motivation of the respondents, out of 228 respondents, fifty five (24.12%) respondents felt low level of effectiveness of leadership. One hundred and twenty four (54.39%) respondents are felt moderate level of effectiveness of leadership and remaining forty nine (21.49%) respondents felt high level of effectiveness of leadership. Majority (54.39%) of the respondents are felt moderate level of effectiveness of leadership.

**Correlation**

The following table presented the relationship between the Relationship between Effectiveness of leadership style and Effectiveness of leadership on Employee Motivation, the values presented in the table which were derived from SPSS.

**Table No: 9****Correlation – Relationship between Effectiveness of leadership style and Effectiveness of leadership on Employee Motivation**

		Relationship between Effectiveness of leadership style	Effectiveness of leadership on Employee Motivation
Relationship between Effectiveness of leadership style	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	228	
Effectiveness of leadership on Employee Motivation	Pearson Correlation	.933**	1
	Sig. (2-tailed)	.001	
	N	228	500

\*. Correlation is significant at the 0.05 level (2-tailed).

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

The Relationship between Effectiveness of leadership style (0.001) has positive and significant relationship with Effectiveness of leadership on Employee Motivation improvement due to training at 1% significant level.

**Hypothesis**

There is no relationship between relationship between Effectiveness of leadership style and Effectiveness of leadership on Employee Motivation.

**Result**

The above correlation test shows that there is positive and significant relationship between Effectiveness of leadership style and Effectiveness of leadership on Employee Motivation. Hence, the hypothesis has been rejected at 1% significant level.

It concluded that the leadership style which following by the organizations are motivate the employees to perform well and give best in their job position.

**FINDINGS OF THE STUDY**

The following are the findings of the study

1. Majority (33.77%) of the respondents are between 41 years and 50 years.

2. Majority (60.09%) of the respondents are male.
3. Majority (51.32%) of the respondents are married.
4. Majority (54.82%) respondents are nuclear families.
5. Majority (46.49%) of the respondents' family members are above 5.
6. Majority (38.16%) of the respondents are above 10 years of experience.
7. Majority (52.19%) of the respondents are felt moderate level of leadership effectiveness.
8. Majority (54.39%) of the respondents are felt moderate level of effectiveness of leadership.
9. The leadership style which following by the organizations are motivate the employees to perform well and give best in their job position.

### SUGGESTIONS TO MANAGEMENT

1. **Adopt Participative Leadership** :Encourage managers to involve employees in decision-making. This enhances ownership, trust, and intrinsic motivation among employees.
2. **Provide Continuous Feedback and Recognition**: Leaders should regularly recognize employee efforts and provide constructive feedback. Recognition improves morale and motivates employees to perform better.
3. **Promote Transformational Leadership Practices**: Encourage leaders to inspire, guide, and support employees with a clear vision. This leadership style fosters innovation, commitment, and higher productivity.
4. **Conduct Leadership Development Programs**: Organize regular training programs to improve managerial communication, emotional intelligence, and motivational skills. Well-trained leaders can adapt their style to suit different employee needs.
5. **Create a Supportive Work Environment**: Establish open communication channels and ensure that leaders are approachable. A positive environment increases motivation and reduces workplace stress.

### SUGGESTIONS TO EMPLOYEES

1. **Maintain Open Communication with Leaders**: Employees should freely express ideas, challenges, and feedback. Open communication helps leaders understand employee needs and provide better support.
2. **Develop Self-Motivation and Initiative**: Employees should take responsibility for their own growth and performance. Self-driven employees are more adaptable to various leadership styles.
3. **Participate Actively in Team Decisions**: Employees should contribute actively in discussions and organizational activities. This strengthens collaboration and improves motivation through involvement.
4. **Seek Constructive Feedback** :Regularly seek feedback from supervisors to improve performance and align with organizational goals. It helps employees feel guided and valued.
5. **Embrace Organizational Vision and Goals**: Employees should align personal goals with the organization's objectives. Shared purpose enhances commitment and long-term motivation.

### CONCLUSION

The present study conducted by the researcher are Tiruchirappalli, with samples of 228. The data collected from the employees those are working in organization in the study area. The employees are should understand the purpose of being and working in the organization, the organizational objectives and their own objectives should be clearly explained to the employees, it is organizations duty. The leaders are there to lead the team to achieve the

organizational goals. The organizations needs an efficient leader to lead the organization, the leaders are working out with men and machine, the machines are periodically updating by the organizations, the same time the men should up skill periodically. These activities should lead by the leaders. The leaders' motivation having effective result in employees' performance and activities. This study shows the effectives leadership style and which benefits to the employees.

#### REFERENCE

1. Almutairi, DO (2016). The mediating effects of organizational commitment on the relationship between transformational leadership style and job performance. *International Journal of Business and Management*, 11, 231–241.
2. Arunkumar.G. (2018). Direct Benefit Transfer- An Innovative approach to Financial Inclusion in India, *Journal of Emerging Technologies and Innovative Research*, December 2018, Volume 5, Issue 12
3. Barikani, A., Javadi, M., Mohammad, A., Firooze, B., &Shahnazi, M. (2013). Satisfaction and motivation of general physicians toward their career. *Global Journal of Health Science*, 5(1), 166–173. doi:10.5539/gjhs.v5n1P1A66
4. Chaddha, V. (2016). The effect of communication and participation on job satisfaction with specific reference to banking sector employees. *Splint International Journal of Professionals*, 3(6), 57–61.
5. DuBois, M., Hanlon, J., Koch, J., Nyatuga, B., & Kerr, N. (2015). Leadership styles of effective project managers: Techniques and traits to lead high performance teams. *Journal of Economic Development, Management, IT, Finance, and Marketing*, 7(1), 30–46.
6. Hodges, HF, & Massey, AT (2015). Interprofessional problem-based learning project outcomes between prelicensure baccalaureate of science in nursing and doctor of pharmacy programs. *Journal of Nursing Education*, 54, 201–206.
7. Kumar, P., &Misra, B. (2012). Motivation and behavior modification with reference to health care services: Are we underperforming? *Anusandhanika*, 4(2), 51–60.
8. Naidu, C. Kalpana, A Study on Role of Bancassurance in Indian Life Insurance Business ( 2014). *SELP Journal of Social Science*, Vol V: Issue. 20, April - June 2014,
9. Nelson, E., Schroeder, M., &Welpman, L. (2014). Does career maturity impact leadership behavior? *Journal of Leadership, Accountability and Ethics*, 11, 82–96.
10. Pipa, MD, &Sîrbu, J. (2016). Organizational communication from the perspective of qualitative analysis. *Calitatea*, 17, 58–68.
11. Salman, M., Aamir, M., Asif, M., & Khan, I. (2015). Impact of organizational climate and engagement on motivation level of university teachers. *Oeconomics of Knowledge*, 7(1), 2–24.
12. Tomescu-Dumitrescu, C. (2016). Effective communication. *AnaleleUniversitatii "ConstantinBrancusi " din TarguJiu. SerieLiteresiStiinteSociale*, 3(3), 39–51.