A Study on The Impact of Leadership Style on Employee Productivity In It Sector In Coimbatore City

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Abstract- *The IT sector in Coimbatore city is a rapidly growing industry, and leadership style plays a crucial role in influencing employee productivity. This study aims to investigate the impact of leadership style on employee productivity in the IT sector in Coimbatore city.A quantitative research approach was employed, and data was collected through a survey questionnaire administered to 300 IT professionals in Coimbatore city. The results of the study revealed a significant positive correlation between transformational leadership style and employee productivity.The study also found that transactional leadership style had a negative impact on employee productivity. The findings of this study suggest that IT organizations in Coimbatore city should adopt transformational leadership styles to enhance employee productivity.The study contributes to the existing literature on leadership style and employee productivity, and provides valuable insights for IT organizations to improve their leadership practices and enhance employee productivity.*

I. INTRODUCTION

The Information Technology (IT) sector plays a pivotal role in driving innovation, economic growth, and organizational success. Within this dynamic and fast-evolving industry, leadership style is a crucial determinant of employee productivity. Leadership in the IT sector often requires a blend of technical acumen, strategic thinking, and interpersonal skills to navigate complex challenges and inspire teams.

Coimbatore, known as the "Manchester of South India," has emerged as a significant hub for IT and software services, attracting a wide range of professionals and businesses. The city's IT workforce is characterized by a mix of young talent and experienced professionals, making it an ideal environment to study the relationship between leadership styles and employee productivity.

This study aims to explore the impact of various leadership styles such as transformational, transactional, democratic, and autocratic on the productivity of employees in Coimbatore's IT sector. By understanding these dynamics, organizations can adopt effective leadership practices to foster innovation, enhance team performance, and achieve sustainable growth in a competitive landscape. Additionally, the findings will provide valuable insights into tailoring leadership approaches to the unique cultural and professional context of Coimbatore, thereby enabling companies to maximize their workforce's potential.

II. OBJECTIVES OF THE STUDY

- To identify the most effective leadership style that enhances employee productivity
- To explore the mediating role of motivation, job satisfaction, and organizational commitment on the relationship between leadership style and employee productivity.
- To analyse the impact of demographic factors on the relationship between leadership style and employee productivity
- To examine the role of leadership communication in boosting employee performance
- To analyse the impact of transformational and transactional leadership on employee motivation.

III. LIMITATIONS OF THE STUDY

1. Geographical Limitation: The study is limited to IT sector employees in Coimbatore city, and the findings may not be generalizable to other cities or industries.
2. Sample Size Limitation: The sample size of 300 employees may not be representative of the entire IT sector in Coimbatore city.
3. Self-Reported Data: The study relies on self-reported data from employees, which may be subject to biases and inaccuracies.
4. Cross-Sectional Design: The study uses a cross-sectional design, which only provides a snapshot of the relationship

between leadership style and employee productivity at a single point in time.

5. Limited Leadership Styles: The study only examines the impact of transformational and transactional leadership styles on employee productivity, and does not consider other leadership styles.

RESEARCH METHODOLOGY

The research will adopt a Descriptive research design to examine the relationship between leadership style and employee productivity.Quantitative approach using surveys and statistical analysis.

SAMPLING DESIGN

Sampling design refers to the framework, plan, or strategy used to select a subset of individuals or units from a larger population for a study. It determines how, when, and from whom data will be collected to ensure that the sample accurately represents the population being studied**.**

SAMPLE SIZE

Sample size refers to the number of individuals or units selected from a population to participate in a study. It determines how much data is collected and influences the accuracy and reliability of research findings. A sample size of this study is a minimum of **120**IT Employees.

SOURCE OF DATA

For the study on "The Impact of Leadership Style Of Employee Productivity in the IT Sector with Reference to Coimbatore City," data will be collected from both primary and secondary sources to ensure a comprehensive analysis.

PRIMARY DATA

Primary data is used for the purpose of collecting responses from the customers through Google form questionnaire. It involves collecting the information directly from employees and leaders within IT companies.

SECONDARY DATA

Secondary data was collected from internet, magazines and journals. It involves analysing existing research and publications related to leadership styles and employee productivity in the sector specifically focusing on Coimbatore or similar contexts.

TOOLS USED FOR ANALYSIS

1.SIMPLE PERCENTAGE ANALYSIS

Simple percentage analysis is a statistical method used to analyse and interpret survey responses in terms of percentages. It helps to present data in a clear and concise manner, making it easier to identify trends and patterns.

The formula used for percentage calculation:

Percentage= {Frequency of responses / Total responses} ×100

2.CHI-SQUARE TEST

The chi-square (χ^2) test is a statistical method used to examine relationships between categorical variables, essentially determining if observed frequencies deviate significantly from expected frequencies. It operates by comparing the actual counts of data within different categories (observed frequencies) to the counts that would be expected if the variables were completely independent of each other.

$$\chi^2 = \sum E(O-E)2$$

Where:

O = Observed frequency

E = Expected frequency

3. ANOVA TABLE

The ANOVA table is a compact summary of an Analysis of Variance test, designed to quickly assess differences between group means. It breaks down the total variability of data into components attributable to different sources, primarily "between groups" and "within groups." By presenting the F-statistic and its associated p-value, the table enables researchers to determine if observed differences in group means are statistically significant, essentially indicating whether those differences are likely due to genuine effects or random chance.

IV. FINDINGS

- Most (25.8%) of the respondents belong to the 25–35 age group.
- Majority (50.8%) of the respondents are male.
- Most (27.5%) of the respondents have 6–10 years of experience in the IT sector.
- Most (27.5%) of the respondents are working as Developers in their organization.
- Most (29.2%) of the respondents are postgraduates.
- Most (30.8%) of the respondents associate Transformational leadership with empowerment and relationship-building.

- Most (27.5%) of the respondents believe that all the listed factors are key characteristics of a high-performing team.
- Most (32.5%) of the respondents consider Leadership as the process of influencing others to achieve a common goal.
- Most (32.5%) of the respondents believe that all the listed benefits result from diversity and inclusion in the workplace.
- Most (29.2%) of the respondents believe that all the listed factors are key characteristics of a toxic workplace.
- Most (27.5%) of the respondents consider Job satisfaction as the primary mediator between leadership style and employee productivity.
- Most (29.2%) of the respondents associate Job satisfaction with job-derived pleasure or contentment.
- Most (27.5%) of the respondents believe that all the listed factors influence job satisfaction.
- Most (30.8%) of the respondents associate Organizational commitment with employee loyalty and psychological attachment.
- Most (27.5%) of the respondents believe that all the listed outcomes result from high employee motivation.
- Most (29.2%) of the respondents associate Engagement with work engagement and sense of purpose.
- Most (27.5%) of the respondents identify Job satisfaction as the key mediator in the leadership style–productivity relationship.
- Most (25.8%) of the respondents believe that Age influences leadership style preferences.
- Most (27.5%) of the respondents recognize Segmentation as the process of dividing a population by demographic characteristics.
- Most (29.2%) of the respondents associate Generational differences with variations in values and behaviors across age groups.
- Most (27.5%) of the respondents believe that all the listed demographic factors influence job satisfaction.
- Most (29.2%) of the respondents consider Situational leadership as the method for adapting leadership style to employee demographics.
- Majority (29.2%) of the respondents consider both motivating/inspiring employees and all listed purposes as key functions of leadership communication.
- Most (30.8%) of the respondents view Transformational leadership as the most effective communication style for enhancing performance.
- Most (30.8%) of the respondents consider Communication as the primary process of information exchange between leaders and employees.

- Most (29.2%) of the respondents believe that all the listed outcomes are benefits of effective leadership communication.
- Most (27.5%) of the respondents associate Emotional intelligence with effective communication across
- Most (27.5%) of the respondents believe that all the listed strategies help build trust with employees.
- Most (27.5%) of the respondents consider Performance management as the key process for providing feedback and coaching to improve performance.
- Most (29.2%) of the respondents believe that all the listed factors are barriers to effective leadership communication.
- Most (27.5%) of the respondents consider Emotional intelligence as the key ability for adapting communication style to employee needs.
- Majority (30.8%) of the respondents associate transformational leadership with both employee empowerment and reluctance to delegate tasks.
- Most (32.5%) of the respondents recognize Leadership as the key process for achieving common goals.
- Most (30.8%) of the respondents consider Transformational leadership as the style that promotes motivation and job satisfaction.
- Most (29.2%) of the respondents believe that Transformational leadership fosters a supportive work environment.
- Most (27.5%) of the respondents believe that all the listed outcomes result from effective transformational leadership.
- There is a significant relationship between age group and differences in values and behaviors across age groups
- There is a significant relationship between gender and leadership style that promotes motivation and job satisfaction.
- There is a significant correlation between primary mediator between leadership style and employee productivity and outcome of effective transformational leadership.
- There is a significant correlation between barrier to effective leadership communication and process of leader-employee information exchange**.**
- There is a significant association between age group and ability of leaders to communicate across organizational levels.
- There is a significant association between experience and benefit of diversity and inclusion in the workplace.

V. SUGGESSTIONS

1. Organizations should promote transformational leadership training to foster empowerment and relationship-building.
2. Leaders must be encouraged to maintain clear goals, effective communication, and strong guidance to enhance team performance.
3. Leadership development programs should emphasize the role of leadership in influencing team motivation and productivity.
4. Initiatives that promote diversity and inclusion should be strengthened to improve workplace innovation and morale.
5. Measures should be taken to address toxic work environments through better communication and employee support systems.
6. Enhancing job satisfaction should be prioritized, as it serves as a key mediator in leadership effectiveness.
7. Employee well-being programs should be integrated to boost engagement and sense of purpose at work.
8. HR departments should consider employee age when assigning leadership styles to maximize team efficiency.
9. Leadership styles must be adapted to demographic traits using situational leadership approaches.
10. Emotional intelligence training for leaders should be prioritized to improve adaptive communication.
11. Open communication channels and feedback mechanisms should be established to foster trust and performance.
12. Performance management practices must be strengthened through regular coaching and mentoring.
13. Leaders should be made aware of communication barriers and trained to address cultural, technological, and language challenges.
14. Regular leadership workshops should focus on motivation strategies and job satisfaction improvements.
15. Cross-generational team-building exercises can help bridge value and behavior differences among age groups.

VI. CONCLUSION

The set out to explore the influence of leadership styles on various dimensions of employee performance, motivation, and workplace engagement. Based on the comprehensive analysis of primary data collected from respondents within the IT sector in Coimbatore, the study has provided several insights into how different leadership approaches impact organizational outcomes and employee perceptions. One of the core findings is the prevalent association of transformational leadership with empowerment, motivation, job satisfaction, and a supportive work environment. This leadership style is perceived not only as effective in boosting employee performance but also in building trust and emotional engagement among team members. Employees across various age groups and experience levels acknowledged the significance of leadership style in shaping their productivity and overall job experience. Furthermore, situational and emotionally intelligent leadership practices emerged as key strategies for aligning leadership communication and behavior with demographic traits. The research also emphasized that job satisfaction acts as a critical mediator between leadership style and employee productivity. It further found that generational differences, shaped by age, play a significant role in influencing leadership preferences and workplace behavior. The ability of leaders to adapt their communication styles and the presence of barriers such as cultural or technological differences were also shown to affect the quality of leader-employee interaction.

A strong correlation was found between communication barriers and the process of information exchange, highlighting the importance of clear and inclusive communication practices. The role of diversity and inclusion was also validated, with experience levels showing a significant impact on how employees perceive its benefits. Additionally, gender differences were found to influence preferences for leadership styles that foster motivation and satisfaction. The results confirm that leadership is not a one-size-fits-all concept but a dynamic and responsive process that must consider employee needs, organizational goals, and demographic characteristics. In essence, effective leadership, when aligned with emotional intelligence, adaptability, and inclusive values, significantly enhances employee engagement, commitment, and productivity.