INFLUENCE OF DIFFERENT LEADERSHIP STYLES ON EMPLOYEE MOTIVATION

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Abstract

This research paper investigates the influence of changing leadership styles on employee perception and motivation within organizations. Utilizing a quantitative approach, data was collected through Likert-based questionnaires distributed among 331 employees across various industries. The findings reveal a positive perception of employees towards changing leadership styles, emphasizing the importance of leaders' adaptability and communication transparency. Furthermore, the study demonstrates a significant influence of changing leadership styles on employee motivation, highlighting the role of leaders in driving employee engagement and performance. These findings underscore the need for organizations to prioritize leadership development initiatives aimed at enhancing leaders' adaptability and communication skills to effectively navigate organizational change and inspire employee motivation.
Keywords: changing leadership styles, employee perception, motivation, organizational change, leadership development.

Introduction

The importance of leadership in influencing organisational outcomes has received much emphasis in today's fast-paced and competitive corporate world. Leadership has a crucial role in boosting employee motivation, which is essential for the success of an organisation. Highly motivated personnel exhibit increased productivity, as well as heightened levels of engagement, creativity, and commitment towards achieving organisational objectives. Therefore, it is crucial for organisations that aim to maximise their human resources to comprehend the effects of various leadership styles on employee motivation. Leadership styles refer to a range of ways that leaders use to guide and influence their followers. The variety of styles includes authoritarian, transactional, democratic, and transformational, each distinguished by distinct behaviours, decision-making processes, and communication approaches. Autocratic leaders exercise stringent control and make decisions unilaterally, without seeking feedback from employees. In contrast, democratic leaders actively engage their subordinates in the decision-making process and place importance on their contributions. Transactional leaders prioritise the use of incentives and punishments based on the circumstances, whereas transformational leaders encourage and motivate their subordinates to attain greater levels of performance. This study seeks to explore the complex connection between leadership styles and employee motivation, specifically examining how various leadership methods impact key motivational elements such as work satisfaction,

engagement, commitment, and performance. This research aims to analyse current literature in order to gain a full understanding of how leadership styles impact employee motivation and the contextual elements that influence these interactions. The research has great importance as it has the ability to provide valuable insights for organisational practices and efforts focused on leadership development. Organisations may optimise employee happiness and performance by tailoring their leadership tactics to create a motivating atmosphere that aligns with the complex impacts of different leadership styles on staff motivation. Furthermore, this information may assist in the choice, instruction, and enhancement of leaders, providing them with the abilities and understanding required to efficiently inspire their people. Moreover, with the fast changes occurring in the global corporate environment due to technology breakthroughs, demographic shifts, and altering workplace dynamics, it is crucial to emphasise the significance of good leadership in successfully navigating through change and uncertainty. Leaders that possess the ability to inspire and encourage their staff in the face of challenges and disruptions are crucial in promoting organisational resilience and adaptability. Although previous studies have examined the connections between different leadership styles and employee motivation, there is still a requirement for a thorough analysis of the available literature to discover trends, deficiencies, and topics that require future investigation. This research seeks to enhance comprehension of the intricate relationship between leadership and motivation by combining empirical evidence from many studies conducted in different sectors and circumstances. Ultimately, this study aims to provide a comprehensive understanding of how various leadership styles impact employee motivation, delivering significant knowledge for both researchers and professionals in the field of organisational behaviour and leadership. This research aims to enhance theoretical knowledge and guide evidence-based approaches for improving employee motivation in organisations by clarifying the processes via which leadership styles affect motivational outcomes. This introduction establishes the context for the next portions of the research, which will explore the theoretical frameworks, empirical data, and practical consequences of the connection between leadership styles and employee motivation.

Review of Literature

At a study done by Gopal and Chowdhury (2014), they empirically examined the impact of different leadership styles on employee motivation at a prominent Indian oil business. Their research, conducted in the western part of the corporation, included both primary and secondary data gathering methods. Primary data was collected by distributing 75 questionnaires, with 50 of them being completed by respondents from various demographic backgrounds. The survey included components derived from Bass and Avolio's (1994) Full Range Leadership Development Model and the Work Motivation Scale, which evaluated leadership styles and motivation, respectively. The results indicated that the organisation mostly displayed transformational and transactional leadership styles, while the employees had a modest degree of motivation. The study highlights the subtle influence of different leadership styles on different aspects of employee motivation. This empirical study provides useful insights into the wider body of literature on the impact of leadership styles on

employee motivation. It emphasises the necessity for more research to clarify the intricate relationship between leadership behaviours and motivational results.

In a study done by Chowdhury (2014), the researcher examined the influence of different leadership styles on employee motivation and commitment in certain organisations within the corporate sector. The study attempted to investigate the impact of various leadership styles on employee motivation and commitment, with the ultimate goal of predicting group or organisational success, acknowledging the significant influence of leadership on these outcomes. Leadership is a topic that is often discussed and is important in corporate settings, since the relationships between leaders and followers are crucial for the success of an organisation. The study aimed to construct an objective reality by employing a positivist paradigm, which involved comparing claims and ascertaining facts. The study utilised a descriptive research approach to identify patterns of cause and effect in order to make predictions about occurrences. Analysed via a quantitative research technique, this study examined the hypothesised connections between leadership styles, motivation, commitment, and organisational success. The findings revealed the complex interplay between leadership behaviours and employee outcomes.

In their study, Khuong and Hoang (2015) investigated the impact of different leadership styles on employee motivation by examining auditing firms in Ho Chi Minh City, Vietnam. The study employed a quantitative approach to analyse data from 320 auditors. The independent variables included task-oriented, relation-oriented, change-oriented, charismatic, participative, ethical, ethic-based contingent reward, and autocratic leadership. The dependent variable was employee motivation. The results showed that the combination of these leadership styles accounted for 64.5% of the differences in employee motivation, highlighting the important influence of leadership in motivating employees in auditing organisations. The study found a significant correlation between charismatic leadership, relation-oriented leadership, and ethic-based contingent incentive leadership, and employee motivation. This suggests that these leadership styles are important in promoting a motivated workforce. This study enhances comprehension of the intricate correlation between leadership behaviours and staff motivation, providing useful insights for organisational management and leadership development in the auditing industry and beyond.

In their study, Fiaz, Su, Ikram, and Saqib (2017) focused on the leadership gap in Pakistan, specifically in public organisations. They examined how different leadership styles affect employee engagement in the setting of an expanding economy. The study sought to determine the most efficacious leadership style in augmenting employee motivation, with autocratic, democratic, and laissez-faire styles examined as independent factors and employee motivation as the dependent variable. A survey questionnaire was used to collect data from 110 senior and middle-level managers of WAPDA, a Pakistani organisation under federal government administration. The study utilised descriptive statistics, reliability analysis, multiple regression, and analysis of variance to determine that autocratic leadership was prevalent and had a negative correlation with employee motivation. On the other hand, the leadership styles of democracy and laissez-faire were found to have a favourable correlation with employee motivation. Nevertheless, the correlation between democratic leadership and motivation did not reach statistical significance, maybe because of the bureaucratic and

decentralised structure of the organisation. The results are consistent with the predicted outcomes for autocratic and laissez-faire leadership styles, but they do not conform to the expected outcomes for the democratic leadership style. The study recommends using democratic and laissez-faire leadership styles in bureaucratic settings to address motivational difficulties. This study addresses the bureaucratic setting of a developing economy and provides policy implications for enhancing institutions through democratic leadership practices, thus filling a vacuum in the existing literature. The text highlights the significance of leadership development programmes and the advocacy for democratic leadership in organisations that are characterised by bureaucracy and lethargy.

Veliu, Manxhari, Demiri, and Jahaj (2017) conducted a study that explored the significant impact of different leadership styles on employee performance. They acknowledged that leadership has a crucial role in developing employee attitudes and behaviours, including their level of commitment to the organisation. The study sought to investigate the influence of various leadership styles on employee performance in organisations, highlighting the significance of competent leadership in attaining organisational objectives and sustaining competitiveness in the marketplace. The research was carried out among managers of medium and large-sized firms in Kosovo. It involved the use of questionnaires to gather data on leadership styles and their impact on employee performance. Utilising concepts derived from previous studies and guaranteeing consistency, the research conducted statistical analysis to determine the leadership style that best promotes employee performance. The study's findings provide useful insights into the correlation between leadership behaviours and employee performance, having practical implications for the management and development of leadership in Kosovo's private firms.

In 2015, Handoyo, Hamid, and Iqbal performed a study with the goal of understanding how transformational and transactional leadership styles affect employee performance through the mediation of work motivation. The study utilised an explanatory research design with a quantitative approach to examine various relationships. These included the effects of transformational and transactional leadership styles on work motivation, the influence of these leadership styles on employees' performance, the impact of work motivation on employees' performance, and the indirect influence of transformational leadership styles on employees' performance through work motivation. The results indicated that there was no significant relationship between transformational leadership style and work motivation. However, there was a favourable association between transactional leadership style and work motivation, which is consistent with prior studies. Nevertheless, the impact of both transformational and transactional leadership styles on employee performance was shown to be negligible. However, there is a favourable correlation between job motivation and employee performance, which is in line with previous study findings. It is noteworthy that the display of transformational leadership styles had a detrimental impact on employee performance, which was influenced by work motivation. Conversely, transactional leadership styles had a beneficial effect. These findings offer vital insights into the intricate interplay of leadership styles, job motivation, and employee performance, indicating the want for more investigation to comprehend the underlying mechanisms that influence these connections.

In their 2014 study, Naile and Selesho examined the impact of different leadership styles, namely autocratic and transformational approaches, on the motivation of teaching staff in high schools. The research aimed to comprehend the fundamental processes by which leaders demonstrate autocratic or transformative behaviours and how these behaviours impact employee engagement and organisational performance. The study encompassed 13 high schools, with a total of 184 teaching staff members who were specifically chosen to take part. The selection process prioritised schools that were not achieving results higher than the provincial average. The researchers evaluated the prevailing leadership style in the educational system by employing the Multifactor Leadership Questionnaire (MLQ). The process of data analysis incorporated the utilisation of descriptive statistics and the Cronbach-alpha coefficient to assess the dependability. The results demonstrated a robust correlation between transformational leadership behaviours and different types of commitment among teaching personnel. Trust, inspiring a common vision, stimulating innovation, and emphasising growth were highlighted as beneficial factors that inspire personnel. Although transformational leadership does not have a direct impact on job happiness, research has shown that the dedication of teachers to their work has a beneficial influence on job satisfaction and, as a result, enhances academic achievement in schools. This study highlights the significance of transformational leadership behaviours in promoting commitment and motivation among employees, resulting in favourable organisational results.

Al Rahbi, Khalid, and Khan (2017) investigate the impact of different leadership styles on team motivation, specifically in the healthcare industry of Abu Dhabi. The study investigates the dynamic leadership theory, which includes democratic, authoritarian, and laissez-faire forms of leadership, and examines how these types are related to team motivation, filling a vacuum in current research. The writers critically examine major viewpoints on team motivation and leadership styles, taking into account culture as a moderator within their conceptual framework. The study provides a comprehensive analysis of theories and their influence on team motivation, emphasising the importance of comprehending leadership styles in improving staff performance and retention. This study is significant since it is the first to examine how four different leadership styles impact team motivation. The findings provide vital insights for healthcare organisations looking to improve their management and grow their leaders.

Alam, Lawalata, Maricar, and Halim (2021) performed a research to investigate the impact of leadership style and work motivation, both independently and collectively, on staff performance at the BAPPEDA office in Gowa Regency. Furthermore, the research sought to determine the primary component that has the greatest impact on employee performance. The study encompassed 39 personnel from the BAPPEDA office of Gowa Regency, with data gathered via questionnaires. The data analysis encompassed many statistical procedures, such as validity tests, reliability tests, multiple linear regression, determination coefficient analysis, simultaneous tests, partial tests, normality tests, and heteroscedasticity tests. The results indicated that the leadership style and work motivation had a favourable and substantial effect on staff performance at the BAPPEDA office in Gowa Regency. Moreover, the leadership style was shown to be the primary element that significantly impacted employee performance in this particular situation. These findings enhance comprehension of the

intricacies of leadership, motivation, and performance in organisational environments, especially in the public sector.

Overall, the literature analysis on the impact of leadership styles on employee motivation demonstrates a substantial amount of research that emphasises the complex connection between different leadership approaches and employee motivation in many industries and settings. The studies conducted by Gopal and Chowdhury (2014), Khuong and Hoang (2015), and Fiaz et al. (2017) highlight the significance of leadership styles, namely transformational, transactional, and democratic styles, in influencing employee engagement and organisational results. Furthermore, the studies conducted by Veliu et al. (2017), Handoyo et al. (2015), and Naile and Selesho (2014) provide insight into the intricate ways in which leadership behaviours influence employee commitment and performance. Nevertheless, despite the extensive amount of study conducted in this field, there is still a significant research void when it comes to investigating certain leadership styles, such as autocratic or laissez-faire, in various organisational contexts and their effects on employee motivation. Future study should focus on exploring the impact of non-traditional leadership styles and how they interact with organisational dynamics to better understand their influence on employee motivation.

Objectives of the study

- To study the perception of the employees towards changing leadership styles.
- To study the influence of changing leadership styles on employee motivation.

Hypotheses

H1: The perception of the employees towards changing leadership styles is positive.
H2: There is a significant influence of changing leadership styles on employee motivation.

Research Methodology

In this study, a quantitative research methodology was employed to investigate the perception of employees towards changing leadership styles and their influence on employee motivation. A structured survey questionnaire was designed to collect data from a sample of 331 employees within the target organization. The questionnaire consisted of items aimed at assessing employees' perceptions of different leadership styles and their motivation levels. The sampling technique used was random sampling to ensure representation across different departments or units within the organization. Data collection took place over a period of 4 months, during which respondents were asked to rate their agreement with statements related to leadership styles and motivation on a Likert scale. Statistical analysis techniques, such as descriptive statistics and inferential statistics, were applied to analyze the gathered data. Descriptive statistics were used to summarize the characteristics of the sample and the variables under study.

Data Analysis

Table 1. Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-30 years	34	10.3	10.3	10.3
	30-40 years	159	48.0	48.0	58.3
	40-50 years	66	19.9	19.9	78.2
	50-55 years	50	15.1	15.1	93.4
	Above 55 years	22	6.6	6.6	100.0
	Total	331	100.0	100.0	

Table 1 presents the distribution of respondents' ages in the study sample. The majority of participants fall within the age range of 30 to 40 years, accounting for 48.0% of the total respondents. Following this, 19.9% of the participants are aged between 40 to 50 years, while 15.1% are in the 50 to 55 years age group. A smaller proportion, 10.3%, comprises individuals aged between 18 to 30 years, with an additional 6.6% being above 55 years old. These findings indicate that the sample is relatively diverse in terms of age, with a notable representation across different age brackets.

Table 2. Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	176	53.2	53.2	53.2
	Female	155	46.8	46.8	100.0
	Total	331	100.0	100.0	

Table 2 illustrates the gender distribution among the respondents. Of the total participants, 53.2% are male, while 46.8% are female. This indicates a relatively balanced representation of genders within the sample, facilitating a diverse perspective in the study.

Table 3. I believe that changes in leadership styles positively impact our work environment.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	27	8.2	8.2	8.2
	Disagree	25	7.6	7.6	15.7
	Neutral	22	6.6	6.6	22.4
	Agree	89	26.9	26.9	49.2
	Strongly Agree	168	50.8	50.8	100.0
	Total	331	100.0	100.0	

Table 3 presents the responses regarding the belief in the positive impact of changes in leadership styles on the work environment. A majority of respondents strongly agree (50.8%) that changes in leadership styles have a positive effect, followed by 26.9% who agree. Conversely, a smaller percentage either disagree (7.6%) or strongly disagree (8.2%) with this statement, while 6.6% remain neutral. Overall, the data suggests a widespread acknowledgment among participants regarding the positive influence of changes in leadership styles on the work environment.

Table 4. I feel confident in the ability of our leaders to adapt and implement new leadership styles effectively.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	55	16.6	16.6	16.6
	Disagree	39	11.8	11.8	28.4
	Neutral	14	4.2	4.2	32.6
	Agree	88	26.6	26.6	59.2
	Strongly Agree	135	40.8	40.8	100.0
	Total	331	100.0	100.0	

Table 4 illustrates the respondents' confidence in the ability of their leaders to adapt and implement new leadership styles effectively. A significant majority (40.8%) strongly agree with this statement, while 26.6% agree. Conversely, a smaller proportion either disagree (11.8%) or strongly disagree (16.6%), indicating some level of skepticism about their leaders' ability to adapt. Additionally, 4.2% of respondents remain neutral on this issue. Overall, the data suggests a considerable level of confidence among participants in their leaders' capacity to adapt and implement new leadership styles effectively, although there is some variation in opinion.

Table 5. I perceive changes in leadership styles as beneficial for the organization's overall success.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	41	12.4	12.4	12.4
	Disagree	33	10.0	10.0	22.4
	Neutral	19	5.7	5.7	28.1
	Agree	68	20.5	20.5	48.6
	Strongly Agree	170	51.4	51.4	100.0
	Total	331	100.0	100.0	

Table 5 depicts the respondents' perceptions regarding the benefits of changes in leadership styles for the organization's overall success. A majority (51.4%) strongly agree that such changes are beneficial, while an additional 20.5% agree. Conversely, 12.4% strongly disagree, and 10.0% disagree, indicating some level of skepticism or disagreement with the perceived benefits. A smaller proportion of respondents (5.7%) remain neutral on this issue. Overall, the data suggests a strong belief among participants in the positive impact of changes in leadership styles on the organization's success, although there is some dissenting opinion.

Table 6. I trust that our leaders' willingness to embrace change contributes to our collective growth and development.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	38	11.5	11.5	11.5
	Disagree	31	9.4	9.4	20.8
	Neutral	16	4.8	4.8	25.7

Agree	90	27.2	27.2	52.9
Strongly Agree	156	47.1	47.1	100.0
Total	331	100.0	100.0	

Table 6 presents the responses regarding the trust in leaders' willingness to embrace change contributing to collective growth and development. The majority (47.1%) strongly agree that leaders' openness to change fosters collective growth, while an additional 27.2% agree. Conversely, 11.5% strongly disagree, and 9.4% disagree with this notion, suggesting some level of skepticism or lack of trust. A smaller proportion of respondents (4.8%) remain neutral on this issue. Overall, the data indicates a high level of trust among participants in the positive contribution of leaders' willingness to embrace change to collective growth and development, albeit with some dissenting opinions.

Table 7. I am satisfied with the communication and transparency surrounding changes in leadership styles within the organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	33	10.0	10.0	10.0
	Disagree	37	11.2	11.2	21.1
	Neutral	17	5.1	5.1	26.3
	Agree	63	19.0	19.0	45.3
	Strongly Agree	181	54.7	54.7	100.0
	Total	331	100.0	100.0	

Table 7 illustrates the satisfaction levels regarding communication and transparency surrounding changes in leadership styles within the organization. A majority of respondents (54.7%) strongly agree that they are satisfied with the communication and transparency, while an additional 19.0% agree. On the contrary, only 10.0% strongly disagree and 11.2% disagree with the statement, indicating a relatively low level of dissatisfaction. A smaller proportion (5.1%) remains neutral on this aspect. Overall, the data suggests that a significant majority of participants are content with the communication and transparency surrounding changes in leadership styles within the organization, reflecting a positive organizational climate in this regard.

Table 8. Changes in leadership styles motivate me to perform better in my role.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	48	14.5	14.5	14.5
	Disagree	34	10.3	10.3	24.8
	Neutral	25	7.6	7.6	32.3
	Agree	111	33.5	33.5	65.9
	Strongly Agree	113	34.1	34.1	100.0
	Total	331	100.0	100.0	

Table 8 presents the respondents' perspectives on how changes in leadership styles influence their motivation to perform better in their roles. The data indicates that a considerable portion of participants, 34.1%, strongly agree that changes in leadership styles motivate them to

perform better. Additionally, 33.5% agree with this statement. On the contrary, 14.5% strongly disagree and 10.3% disagree with the notion that changes in leadership styles positively impact their motivation. A smaller percentage, 7.6%, remains neutral on this aspect. Overall, the majority of respondents acknowledge that changes in leadership styles serve as a motivating factor for enhancing their performance in their roles.

Table 9. I feel more inspired and engaged at work due to the implementation of new leadership styles.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	49	14.8	14.8	14.8
	Disagree	36	10.9	10.9	25.7
	Neutral	16	4.8	4.8	30.5
	Agree	64	19.3	19.3	49.8
	Strongly Agree	166	50.2	50.2	100.0
	Total	331	100.0	100.0	

Table 9 illustrates the respondents' sentiments regarding feeling more inspired and engaged at work as a result of the implementation of new leadership styles. The data indicates that a significant portion of participants, accounting for 50.2%, strongly agree that they feel more inspired and engaged at work due to the implementation of new leadership styles. Additionally, 19.3% agree with this statement. On the other hand, 14.8% strongly disagree and 10.9% disagree with the notion that the implementation of new leadership styles has positively influenced their inspiration and engagement at work. A smaller percentage, 4.8%, remains neutral on this aspect. Overall, the majority of respondents express a positive correlation between the implementation of new leadership styles and their sense of inspiration and engagement in the workplace.

Table 10. The introduction of different leadership approaches has positively impacted my level of motivation.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	29	8.8	8.8	8.8
	Disagree	52	15.7	15.7	24.5
	Neutral	35	10.6	10.6	35.0
	Agree	103	31.1	31.1	66.2
	Strongly Agree	112	33.8	33.8	100.0
	Total	331	100.0	100.0	

Table 10 presents the distribution of responses regarding the impact of introducing different leadership approaches on the respondents' level of motivation. The data shows that a considerable proportion of participants, constituting 33.8%, strongly agree that the introduction of different leadership approaches has positively impacted their level of motivation. Moreover, 31.1% of respondents agree with this statement. Conversely, 8.8% strongly disagree and 15.7% disagree with the notion that the introduction of different

leadership approaches has positively influenced their motivation. A smaller portion, 10.6%, remains neutral on this aspect. Overall, the majority of respondents perceive a positive correlation between the introduction of different leadership approaches and their level of motivation.

Table 11. I believe that effective leadership changes enhance my sense of belonging and commitment to the organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	45	13.6	13.6	13.6
	Disagree	37	11.2	11.2	24.8
	Neutral	30	9.1	9.1	33.8
	Agree	91	27.5	27.5	61.3
	Strongly Agree	128	38.7	38.7	100.0
	Total	331	100.0	100.0	

Table 11 displays the distribution of responses concerning the belief that effective leadership changes enhance the respondents' sense of belonging and commitment to the organization. The data indicates that a significant portion of participants, comprising 38.7%, strongly agree that effective leadership changes contribute to their sense of belonging and commitment. Additionally, 27.5% of respondents agree with this statement. Conversely, 13.6% strongly disagree and 11.2% disagree with the notion that effective leadership changes enhance their sense of belonging and commitment. A smaller proportion, 9.1%, remains neutral on this aspect. Overall, the majority of respondents perceive a positive relationship between effective leadership changes and their sense of belonging and commitment to the organization.

Table 12. Changes in leadership styles have contributed to a noticeable improvement in my overall job satisfaction and morale.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	35	10.6	10.6	10.6
	Disagree	36	10.9	10.9	21.5
	Neutral	29	8.8	8.8	30.2
	Agree	60	18.1	18.1	48.3
	Strongly Agree	171	51.7	51.7	100.0
	Total	331	100.0	100.0	

Table 12 presents the responses regarding the impact of changes in leadership styles on the respondents' overall job satisfaction and morale. The data indicates that a significant majority, comprising 51.7%, strongly agree that changes in leadership styles have contributed to a noticeable improvement in their overall job satisfaction and morale. Additionally, 18.1% of respondents agree with this statement. Conversely, 10.6% strongly disagree and 10.9% disagree with the notion that changes in leadership styles have positively impacted their job satisfaction and morale. A smaller proportion, 8.8%, remains neutral on this aspect. Overall, the majority of respondents perceive a positive association between changes in leadership styles and their overall job satisfaction and morale.

H1: The perception of the employees towards changing leadership styles is positive.

Table 13. One-Sample Test

	Test Value = 3					
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
I believe that changes in leadership styles positively impact our work environment.	14.974	330	.000	1.04532	.9080	1.1826
I feel confident in the ability of our leaders to adapt and implement new leadership styles effectively.	7.595	330	.000	.63142	.4679	.7950
I perceive changes in leadership styles as beneficial for the organization's overall success.	11.173	330	.000	.88520	.7293	1.0411
I trust that our leaders' willingness to embrace change contributes to our collective growth and development.	11.697	330	.000	.89124	.7414	1.0411
I am satisfied with the communication and transparency surrounding changes in leadership styles within the organization.	12.682	330	.000	.97281	.8219	1.1237

The results of the one-sample test indicate a significant positive perception of employees towards changing leadership styles. Firstly, employees overwhelmingly believe that changes in leadership positively impact the work environment, with a mean difference of 1.04532 (t = 14.974, p < .001), suggesting a strong agreement with this statement. Furthermore, employees express confidence in the leaders' ability to adapt and implement new leadership styles effectively, with a mean difference of 0.63142 (t = 7.595, p < .001), indicating a notable level of trust in their leaders' capabilities. Moreover, employees perceive changes in leadership styles as beneficial for the organization's overall success, with a mean difference of 0.88520 (t = 11.173, p < .001), underscoring the belief that such changes positively contribute to organizational outcomes. Additionally, employees trust that leaders' willingness to embrace change contributes to collective growth and development, with a mean difference of 0.89124 (t = 11.697, p < .001), suggesting a high level of confidence in leadership decisions. Lastly, employees express satisfaction with the communication and transparency surrounding changes in leadership styles within the organization, with a mean difference of 0.97281 (t = 12.682, p < .001), indicating a positive perception of the organization's communication practices. These findings collectively support the hypothesis that the

perception of employees towards changing leadership styles is positive, highlighting a strong alignment between employees' beliefs and organizational leadership practices.

H2: There is a significant influence of changing leadership styles on employee motivation.

Table 14. One-Sample Test

	Test Value = 3					
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Changes in leadership styles motivate me to perform better in my role.	8.048	330	.000	.62538	.4725	.7782
I feel more inspired and engaged at work due to the implementation of new leadership styles.	9.536	330	.000	.79154	.6283	.9548
The introduction of different leadership approaches has positively impacted my level of motivation.	9.022	330	.000	.65559	.5126	.7985
I believe that effective leadership changes enhance my sense of belonging and commitment to the organization.	8.463	330	.000	.66465	.5102	.8192
Changes in leadership styles have contributed to a noticeable improvement in my overall job satisfaction and morale.	11.546	330	.000	.89426	.7419	1.0466

The results of the one-sample test provide compelling evidence for the significant influence of changing leadership styles on employee motivation. Firstly, employees report that changes in leadership styles motivate them to perform better in their roles, with a mean difference of 0.62538 (t = 8.048, p < .001), indicating a strong positive impact on employee performance. Furthermore, employees feel more inspired and engaged at work due to the implementation of new leadership styles, with a mean difference of 0.79154 (t = 9.536, p < .001), highlighting the motivational effect of leadership changes on employee engagement. Moreover, the introduction of different leadership approaches positively impacts employees' level of motivation, with a mean difference of 0.65559 (t = 9.022, p < .001), suggesting that diverse leadership styles contribute to enhanced motivation among employees. Additionally, employees believe that effective leadership changes enhance their sense of belonging and commitment to the organization, with a mean difference of 0.66465 (t = 8.463, p < .001), underscoring the importance of adaptive leadership in fostering employee commitment. Lastly, changes in leadership styles have contributed to a noticeable improvement in employees' overall job satisfaction and morale, with a mean difference of 0.89426 (t =

11.546, p < .001), highlighting the positive impact of leadership changes on employee well-being and satisfaction. These findings collectively support the hypothesis that changing leadership styles significantly influence employee motivation, emphasizing the pivotal role of leadership practices in shaping employee attitudes and behaviors within the organization.

Findings

The findings of the study reveal significant insights into the perceptions of employees regarding changing leadership styles and their impact on employee motivation. Firstly, the analysis indicates that employees generally hold a positive perception towards changes in leadership styles within the organization. Across various dimensions, including the impact on work environment, leaders' adaptability, organizational success, willingness to embrace change, and communication transparency, employees express favorable views. These findings suggest that employees recognize the importance of dynamic leadership approaches in driving positive organizational outcomes and fostering a conducive work environment. Additionally, the results underscore the crucial role of effective communication and transparent leadership practices in shaping employees' perceptions and attitudes towards organizational change initiatives.

Moreover, the study demonstrates a strong influence of changing leadership styles on employee motivation. Employees report feeling motivated and inspired by the implementation of new leadership approaches, indicating that diverse leadership styles contribute to enhanced engagement and performance. The findings also highlight the positive impact of effective leadership changes on employees' sense of belonging, commitment to the organization, job satisfaction, and overall morale. This suggests that adaptive leadership practices play a crucial role in nurturing a supportive and motivating work environment, where employees feel valued, engaged, and empowered to contribute to the organization's success. Overall, these findings underscore the importance of strategic leadership interventions in driving employee motivation and fostering a positive organizational culture conducive to productivity and growth.

Conclusion

In conclusion, the findings of this study emphasize the significant role of changing leadership styles in shaping employee perceptions and motivation within organizations. The positive perceptions of employees towards dynamic leadership approaches highlight the importance of leaders' adaptability and communication transparency in fostering a supportive work environment. Moreover, the strong influence of changing leadership styles on employee motivation underscores the importance of strategic leadership interventions in driving employee engagement and performance. These insights underscore the need for organizations to prioritize leadership development initiatives aimed at enhancing leaders' adaptability and communication skills to effectively navigate organizational change and inspire employee motivation.

The implications of these findings are manifold for organizational leaders and human resource practitioners. Firstly, it is imperative for leaders to embrace a flexible approach to

leadership and actively engage employees in the change process to foster a sense of ownership and commitment. Additionally, organizations should prioritize communication transparency to ensure that employees are well-informed about changes in leadership styles and their implications for the organization. Moreover, fostering a culture of continuous learning and development can empower leaders to effectively adapt their leadership styles to meet evolving organizational needs and employee expectations. By investing in leadership development programs and fostering a supportive organizational culture, organizations can create an environment conducive to employee motivation and organizational success.

For future research, it would be valuable to explore the long-term impact of changing leadership styles on employee motivation and organizational performance. Additionally, investigating the effectiveness of specific leadership development interventions in enhancing leaders' adaptability and communication skills could provide valuable insights for organizational practice. Furthermore, examining the role of organizational culture and contextual factors in shaping employee perceptions of changing leadership styles could contribute to a deeper understanding of the dynamics at play. Overall, further research in this area has the potential to inform evidence-based leadership practices and enhance organizational effectiveness in a rapidly changing business landscape.

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