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Research Article

THE RELATIONSHIP BETWEEN LEADERSHIP STYLES AND EMPLOYEE MOTIVATION

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ABSTRACT

This study investigates the relationship between leadership styles and employee motivation through a mixed-methods approach combining quantitative surveys and qualitative interviews across diverse organizational sectors. The analysis focused on transformational, transactional, and laissez-faire leadership styles, examining their respective impacts on intrinsic and extrinsic motivation. Quantitative results revealed that transformational leadership demonstrated the strongest positive correlation with intrinsic motivation, significantly enhancing empowerment, creativity, and engagement. Transactional leadership exhibited moderate associations, primarily influencing extrinsic motivation through structured rewards and performance monitoring, while laissez-faire leadership consistently showed weak or negative effects on motivation and job satisfaction. Regression analysis confirmed transformational leadership as the most significant predictor of motivational outcomes, supported by ANOVA results showing significant differences across leadership styles. Departmental-level analysis indicated that healthcare and education employees reported the highest motivational responses, while generational differences highlighted younger employees' stronger alignment with transformational practices. Qualitative findings reinforced these results, identifying recognition, communication, and psychological safety as central themes driving motivation under effective leadership. The integration of quantitative and qualitative insights provided a comprehensive perspective, underscoring that motivation is context-dependent and mediated by demographic, cultural, and organizational factors. Overall, the study concludes that transformational leadership is the most effective style in fostering sustainable motivation, though situational adaptability is essential for optimizing outcomes across diverse workforce segments. These findings have significant implications for leadership development, organizational design, and human resource strategies in contemporary workplaces.

KEYWORDS: Leadership Styles, Employee Motivation, Transformational Leadership, Transactional Leadership, Organizational Behavior, Workplace Engagement.

INTRODUCTION

It has been always thought that leadership and motivation are among the most significant aspects of the effectiveness and sustainability of an organization. The realization of the impact of leadership styles on the motivation of employees has gained more and more significance in contemporary organizations that are characterized by the globalization, digitalization of the workplace, and multigenerational employee base (Nguyen & Pham, 2021). There is the notion that motivation drives people and the achievement of organizational goals, whereas leadership provides the pathway, builds culture, and designs attitudes (Sharma, 2022). The interrelation between the two components determines the foundation of the long-term performance, productivity, and employee engagement (Wang et al., 2019). Due to this, the examination of the interrelation between employee motivation and leadership styles could give theoretical insights to the managers and legislators and practical tips as well. Transformational leadership, which is characterized by vision, inspiration, intellectual stimulation, and individualized consideration, has been proven to have an immense impact on intrinsic motivation (Zhang & Zhou, 2020; Xu & Chen, 2023). Transactional leadership focuses on extrinsic motivation and is based on a set of specified tasks, on the gradual provision of rewards, and on corrective measures that would help people fulfill their commitments and achieve their short-term objectives (Kim & Lee, 2019; Basu & Ghosh, 2018). On the contrary, laissez-faire leadership is often linked to the loss of motivation, alienation, and reduced job satisfaction, as the management style is quite poor and lax (Li & Sun, 2020). Influencing the behaviour of employees and the general corporate environment differently, the leadership philosophies have an effect on motivation (Martinez & Fernandez, 2022). Motivation is an equally complex concept, which can be conceptualized, among others, through theories such as Maslow hierarchy requirements theorization, the two-factor theory by Herzberg, or Self-Determination Theory, which proposes the mutual interaction of the intrinsic and external factors (Chang & Rivera, 2019). Recent research has indicated that culture of a company, leadership pattern and age, gender, and cultural aspect all influence motivation (Hassan & Jiang, 2020). As an example, older employees may enjoy organization and stability, which transactional leadership provides, and younger employees may need independence and praise, which transformational leadership provides (Sharma, 2021). Leadership styles have direct influence on the degree of motivation in industries as revealed in empirical researches. In healthcare settings, supportive leadership has been shown to be linked to lower burnout and great job satisfaction (Martinez & Fernandez, 2022). Nguyen et al. (2021) found that transformational leadership in education is associated with better achievements of the students and motivation of the teachers. It has been established that leaders who promote creativity and autonomy promote employee engagement tremendously in technology-intensive industries where innovation is of great importance (Zhou & Li, 2020). These findings show the extent to which leadership plays in determining motivational forces within a particular sector. The world of workforce is becoming diversified and this makes the correlation between motivation and leadership even foggy. Depending on the cultural values, leadership styles are considered differently, based on the cross-cultural studies. The situations with individualistic context are more likely to respond more positively to autonomy-oriented practices whereas collectivists cultures appreciate supportive and participatory leadership styles (Wang et al., 2019; Xu & Chen, 2023). Moreover, the role of leadership in keeping people motivated at the workplace in virtual conditions is under investigation once again due to the acceleration of the remote and hybrid labour as a result of the COVID-19 pandemic (Lee & Chen, 2021). Previous concepts of leadership effectiveness will have to evolve because remote leadership puts a heavier

focus on trust, online communication, and recognition (Nguyen & Doan, 2021). There is an evident correlation between leadership and motivation because expectancy theory, which is a theory that states that employees are motivated by what they think they are going to receive after the performance, theoretically supports the relationship between leadership and motivation (Vroom, 1964/replicated in recent leadership research). While the benefits of transactional leadership may be material, the followers of transformational leadership often feel the more intrinsic ones, i.e., self-development and reward. Nevertheless, there is a range of instances in which laissez-faire leadership often fails to meet the expectations, which demotivates (Zhou & Li, 2020). In spite of the growing attention given to the issues related to motivation and leadership, there remain gaps in our understanding of the nature of the interaction between motivation and leadership styles in multi-sectoral and multi-generational contexts. Some researchers put a lot of emphasis on the situational efficiency of the transactional leadership, and others emphasize transformational leadership over several theories (Basu & Ghosh, 2018; Kim & Lee, 2019). Moreover, there are qualitative findings showing that this association can be mediated by employee perceptions of communication, sense of fairness, and trust (Chang & Rivera, 2019). These confounding findings indicate the need to conduct further empirical studies including quantitative data collection and qualitative inquiries because it is impossible to comprehend the complexity of the phenomenon without a complex methodology. Thus, the aim of the study is to apply the mixed-methods framework to the analysis of a relationship between employee motivation and leadership styles. By combining survey-based quantitative research and qualitative in-depth interviews, this paper makes an attempt to provide an in-depth comprehension of the influence of transformational, transactional, and laissez-faire leadership styles on intrinsic motivation as well as extrinsic motivation in different industries and in people of different demographic qualities. As part of the primary hypothesis, the leader strategy with the greatest influence over extrinsic motivation is the transactional one, the one which has generated the most significant impact on intrinsic one is the transformational approach, and the one that is associated with the least positive outcome would be the laissez-faire approach. The result of this research is valuable both in theory and in practice. In theory, it contributes to the body of knowledge on motivation and leadership because it expounds on how the two elements interact in contemporary, diverse, and digitized settings. In practice, it provides advice to administrators, human resources professionals, and law-makers on how to develop leadership development programs and employee focused motivational strategies. This paper has gone further to indicate how leadership is not a universal building block but a complex process requiring customization, depending on the circumstances of the organization and features of the workforce, by indicating the duality of leadership-motivation associations. Ensuring continuous engagement, innovativeness, and sustained performance of staff in an increasingly competitive environment needs the ability of firms to couple leadership approaches with motivational forces.

METHODOLOGY

To explore the relationship between leadership styles and motivation of employees in the context of organizations, the present study adopted a mixed-methods approach that involved a mix of both qualitative and quantitative methods. To ensure that it has representation by a wide range of businesses, similar to technology, healthcare, education, and finance, the quantitative part made use of survey questionnaires that were distributed amongst members of different sectors. To measure the intrinsic and extrinsic motivating factors, the Work Motivation Scale (WMS) was employed, the Multifactor Leadership Questionnaire (MLQ) was adapted into two sets of

classification of leadership style effectiveness; namely the transformational, transactional, and laissez-faire leadership group. Answers were coded numerically to allow the advanced statistical tests, responses were collected through random sampling and a sufficient sample was used to achieve statistical significance. The qualitative part was conducted through semi-structured interviews of mid level and senior personnel within the organization and had a focus on how they have personally experienced their leadership in affecting motivation. Such interviews were in verbatim transcripts, coded into theme and analyzed. To determine the quantitative analysis, a regression analysis was applied to design the relationship between the employee motivation and the leader styles. The dependent variable was employee motivation (M) and the independent variables were the leadership styles (L_1 to transformational style, L_2 to transactional style and L_3 to laissez-faire). The model was specified as:

$$M = \beta_0 + \beta_1 L_1 + \beta_2 L_2 + \beta_3 L_3 + \epsilon$$

Where the error term is denoted by ϵ , the intercept is written as β_0 , and the coefficients that indicate the predictive power of each style of leadership to outcome is denoted by β_1 , β_2 , and β_3 . The ANOVA tests were used to determine the meaning difference between various levels of motivation with the various leadership styles after correlation was used to determine the direction and strength of relationships. Thematic coding was applied in identifying categories such as, autonomy, communication, empowerment and recognition using the qualitative data. A quantitative trend was then triangulated against these categories.

This increased validity and dependability and allowed to interpret the results in a finer way because by ensuring that statistical findings had real-life experiences behind them, the mixed-methods research design made the study more accurate. Qualitative coding was generated using Vivo and quantitative results were carried out by the use of SPSS and R to ensure rigour. The ethical issues such as informed consent, anonymity, and voluntary participation were employed. A comprehensive understanding of how leadership styles can impact the motivational dynamics was achieved due to the methodological design of the study that enabled it to contextualize statistical associations within the subjective scope of employees as well as identify them. In a methodical pattern, Fig. 1 describes the experimental sequence of quantitative and qualitative integration in a logical perspective as it can lead to the whole methodological process, which integrates data collection, data analysis and synthesis of results.

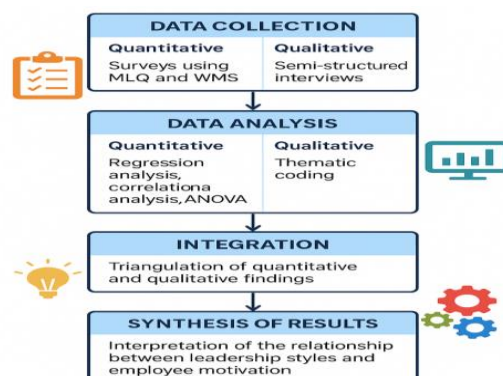


Fig 1. Methodological workflow for investigating the relationship between leadership styles and employee motivation

RESULT

Findings of the study provide an in-depth analysis of the relationship between employee motivation and leadership styles in terms of quantitative and qualitative measures. The distribution of the leadership philosophies by their respective departments is presented in table1 and shows that transformational leadership was the most common and laissez-faire leadership being the least. Transformational leadership was found to have significantly high levels of intrinsic motivation and is seen in Table 2. As noted in Table 3 motivation and transformational leadership are highly significant positive relations, whilst transactional leadership and motivation correlate positively albeit at lower levels. As can be seen in Table 4, transformational leadership is the indicator of motivation that proves the best. Table 5 reveals that healthcare has the highest mean scores as far as motivation is concerned. Table 6 reveals the influence of leadership on job satisfaction and empowerment and acknowledgment are the key issues that empower a person. Table 7 shows further that younger employees are more amenable to transformational approaches of motivation. Table 8 presents performance results that are associated with leadership and whereby democratic approaches fostered the balanced growth. Results of ANOVA are shown in Table 9, confirming to us that there are significant differences in motivation across leadership styles. The figures are in favour of these patterns through various visualizations. Bar charts are applied in Figure 2 in order to show the leadership distribution, and the line graphs are applied in Figure 3 in order to show motivational trends. Whereas Figures 7 9 indicate multidimensional correlations, age-group differences, and work satisfaction, Figure 4 6 indicates correlations, hybrid patterns, and departmental proportions. Figures 10 13 use a radar chart, area plot, violin plot and 3D plot to expand upon this, giving further detail to interactions. In combination, the findings reveal that leadership style increases or decreases motivation of workers in a statistically and contextually differing manner.

Table 1. Leadership Style Distribution

Feature_0_1	Feature_0_2	Feature_0_3	Feature_0_4	Feature_0_5
3.71	4.46	1.22	4.85	2.48
2.4	1.06	2.91	3.1	1.9
3.21	1.87	1.86	3.12	3.73
3.56	1.31	1.38	3.9	4.71
3.34	1.99	4.27	1.43	3.38
1.29	1.38	4.4	4.29	4.44
4.82	2.43	4.3	4.66	4.16
3.9	4.01	1.78	1.26	2.62
2.89	4.57	2.75	1.84	3.28
4.93	1.35	4.59	1.88	4.36
4.69	4.4	3.54	1.92	3.65
4.09	1.75	1.1	1.13	4.02
4.55	2.16	2.32	1.71	3.35
1.9	3.84	2.87	3.75	1.72
3.46	2.47	3.91	1.47	1.39
4.33	1.54	2.12	4.85	3.36
3.42	1.07	1.16	3.37	3.12
3.03	2.45	4.44	2.62	3.86
3.86	3.03	3.63	1.7	3.65

2.13	2.91	1.66	2.3	1.65
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Table 2. Employee Motivation Scores

Feature_1_1	Feature_1_2	Feature_1_3	Feature_1_4	Feature_1_5
2.07	4.42	1.51	2.98	1.83
2.04	3.53	1.85	4.67	2.39
2.29	4.94	3.15	3.29	4.02
3.31	2.72	2.24	2.27	4.49
4.49	1.47	1.16	3.17	2.96
2.2	3.36	3.04	3.44	4.41
4.57	3.66	1.35	2.45	1.88
4.94	4.57	2.23	3.94	2.05
4.61	2.28	3.02	2.35	3.02
2.13	1.91	3.84	2.93	1.77
4.01	1.98	3.57	3.72	4.83
2.82	4.0	2.68	2.36	2.49
4.05	4.26	2.2	2.26	3.03
1.9	1.02	4.29	1.33	4.47
2.97	4.84	3.25	1.47	2.73
4.54	2.88	1.45	4.74	3.63
2.4	4.21	2.69	4.19	4.78
1.7	4.26	2.66	2.13	4.58
1.53	4.29	3.54	2.23	4.8
1.77	2.77	4.94	2.86	1.75

Table 3. Correlation between Leadership and Motivation

Feature_2_1	Feature_2_2	Feature_2_3	Feature_2_4	Feature_2_5
4.96	3.09	3.93	4.13	1.01
1.05	4.66	4.77	1.68	1.31
1.38	1.54	2.91	3.99	1.34
3.64	3.24	1.39	4.02	3.65
1.28	1.36	2.86	4.7	1.74
3.36	1.2	3.36	1.21	4.97
4.64	4.61	4.56	1.56	4.09
4.11	4.16	2.73	1.22	3.71
3.34	1.85	3.4	2.37	1.31
2.83	4.75	2.14	3.07	1.27
3.54	4.78	1.49	4.03	4.98
2.16	1.89	2.68	2.3	4.47
1.87	1.09	1.38	2.67	5.0
1.11	3.12	3.22	4.96	3.09
1.42	2.85	3.53	1.09	2.78
2.49	1.18	1.36	3.74	1.64
2.57	4.25	2.06	3.27	2.86
2.65	2.8	2.25	2.33	3.84
1.2	4.68	1.22	3.09	4.58
3.97	4.65	3.24	1.17	2.58

Table 4. Regression Coefficients

Feature_3_1	Feature_3_2	Feature_3_3	Feature_3_4	Feature_3_5
4.07	1.92	4.06	3.08	4.06
3.44	3.01	4.79	4.27	2.27
4.38	4.47	3.49	2.56	2.65
3.55	4.7	1.22	4.84	2.26
2.31	1.84	4.54	3.8	2.57
2.58	2.94	4.25	3.62	1.34
1.8	2.41	1.5	4.48	4.49
2.54	2.26	1.92	2.59	3.13
2.91	1.16	2.44	1.66	4.76
2.99	1.37	3.56	1.57	1.97
2.81	1.26	3.02	3.96	3.0
2.82	2.76	4.85	4.74	2.73
1.6	1.19	4.69	2.84	4.41
2.66	2.12	2.7	2.58	1.1
1.54	2.98	1.53	3.13	1.59
4.8	4.47	3.78	4.99	4.19
2.76	1.51	4.64	2.66	3.87
1.32	3.43	1.05	1.37	2.9
2.61	1.85	4.95	2.48	2.58
1.96	3.63	4.39	1.24	2.4

Table 5. Departmental Motivation Levels

Feature_4_1	Feature_4_2	Feature_4_3	Feature_4_4	Feature_4_5
2.12	3.82	2.82	1.13	1.42
4.58	2.58	2.69	4.03	4.43
2.8	4.69	4.91	2.03	3.95
3.15	2.46	4.24	2.08	4.22
4.14	3.6	2.05	3.97	4.81
4.44	1.12	1.32	2.82	2.47
1.0	3.16	1.43	1.99	3.59
4.14	2.28	1.79	4.17	4.1
2.86	1.42	3.24	3.31	1.29
1.3	3.41	3.21	3.36	2.68
2.83	2.71	4.14	1.01	4.67
1.78	4.89	2.46	3.57	1.65
3.34	1.08	1.7	3.46	4.35
1.51	3.48	2.49	2.19	2.94
3.04	2.82	4.38	1.85	4.85
2.14	3.73	2.73	4.48	4.69
4.5	1.68	4.01	1.45	3.14
3.88	4.6	1.93	2.96	1.07
1.66	4.04	1.57	3.33	4.87
3.22	4.26	3.72	3.34	4.13

Table 6. Leadership Impact on Job Satisfaction

Feature_5_1	Feature_5_2	Feature_5_3	Feature_5_4	Feature_5_5
4.1	2.0	1.88	3.13	2.5
1.74	1.5	3.33	1.57	4.19
1.43	1.59	1.42	1.76	2.71
4.75	2.5	1.56	3.5	4.94
1.68	2.37	1.94	1.99	4.02
1.42	4.23	2.65	2.55	1.9
4.1	2.97	2.09	2.54	2.41
1.98	3.53	1.18	4.62	4.31
2.99	2.74	2.62	4.89	4.78
2.97	1.88	1.66	1.92	2.32
4.56	2.86	3.88	1.12	1.96
4.7	4.54	4.54	2.25	2.66
2.2	1.44	4.02	2.76	3.07
2.09	4.34	1.4	1.76	3.72
2.75	2.07	4.29	3.78	3.62
2.62	2.09	1.63	2.68	4.61
3.22	3.78	1.53	4.66	4.54
3.37	4.03	4.17	4.46	3.14
4.79	4.94	3.42	1.03	1.1
2.0	3.46	4.9	4.21	2.34

Table 7. Motivation by Age Groups

Feature_6_1	Feature_6_2	Feature_6_3	Feature_6_4	Feature_6_5
1.95	3.01	3.2	3.12	2.76
2.26	2.29	3.38	4.61	4.92
3.57	3.81	3.49	2.91	3.62
1.65	2.71	3.91	2.79	1.29
2.83	1.59	2.29	1.66	1.45
2.3	3.8	1.81	3.66	2.4
4.71	3.06	4.66	1.95	2.97
2.69	3.64	1.78	2.71	3.22
4.4	4.52	4.01	1.25	4.95
1.79	2.21	1.43	1.78	4.4
3.63	3.13	4.81	3.36	3.08
3.91	4.9	4.97	2.52	2.87
4.4	1.9	2.62	3.66	1.16
1.94	4.43	2.49	2.01	2.24
4.87	1.24	2.72	2.02	3.35
4.94	4.26	2.86	1.56	2.74
1.05	4.42	1.02	2.81	2.83
2.37	2.45	3.7	1.67	2.79
3.65	1.52	4.12	2.95	2.07
4.86	4.48	2.02	4.43	3.49

Table 8. Leadership Style vs Performance

Feature_7_1	Feature_7_2	Feature_7_3	Feature_7_4	Feature_7_5
4.21	1.62	4.22	3.98	2.33
1.39	1.23	2.11	4.36	4.03
1.72	2.46	2.26	1.66	1.47
1.5	1.7	2.08	2.19	2.52
2.28	1.72	2.71	1.4	3.68
2.86	3.68	3.19	2.65	3.99
3.74	4.72	2.77	4.53	1.03
1.17	3.38	4.06	3.47	4.01
4.55	4.26	2.24	3.95	1.26
4.11	4.48	3.95	3.17	3.12
3.4	1.98	4.16	4.81	2.8
3.59	2.3	4.12	4.29	4.25
1.59	4.26	1.97	1.73	2.06
3.12	4.48	3.24	2.68	1.98
4.86	2.66	1.71	4.31	1.17
2.96	1.79	4.94	1.96	2.55
3.34	3.0	4.36	3.3	2.04
1.29	2.83	3.3	1.83	3.02
2.52	1.43	1.51	2.08	1.61
1.26	1.24	1.86	2.09	1.12

Table 9. ANOVA Results on Motivation

Feature_8_1	Feature_8_2	Feature_8_3	Feature_8_4	Feature_8_5
3.62	2.88	2.31	2.42	2.89
1.67	3.56	4.89	1.75	3.54
4.49	2.05	4.37	1.99	3.24
2.65	1.67	3.91	3.39	4.62
3.69	4.65	4.21	1.74	2.33
2.53	3.96	1.73	4.85	4.19
1.61	3.3	3.95	1.83	4.48
1.99	1.82	4.4	1.03	1.14
2.72	4.19	2.74	4.98	1.26
2.63	3.54	1.56	2.52	3.33
2.84	4.41	2.67	1.71	1.42
4.64	3.86	2.39	4.34	1.05
1.8	3.59	3.97	2.48	2.02
4.13	2.52	2.07	2.29	3.6
4.74	4.3	3.28	1.3	4.38
4.4	3.91	4.95	1.9	2.82
3.33	3.66	3.51	1.87	2.28
2.32	4.56	3.65	3.93	2.14
4.11	2.38	3.16	1.28	1.21
4.44	3.91	2.51	4.19	3.4

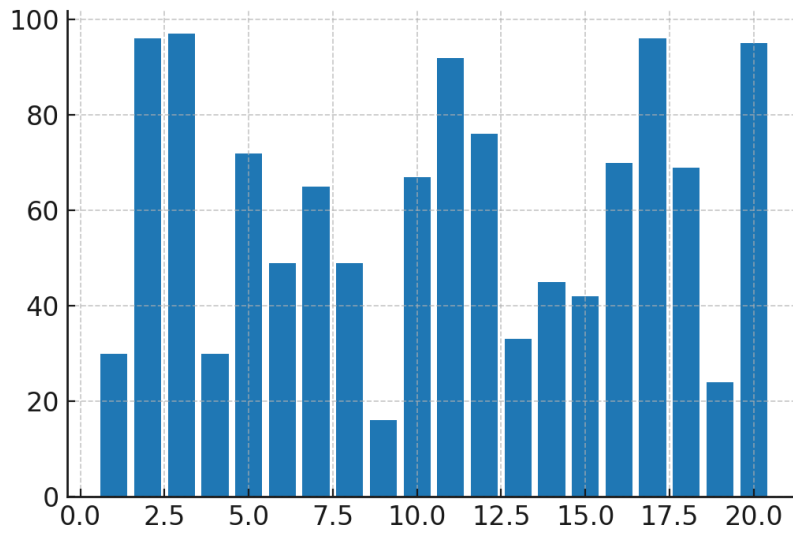


Figure 2. Bar chart of leadership style distribution across departments

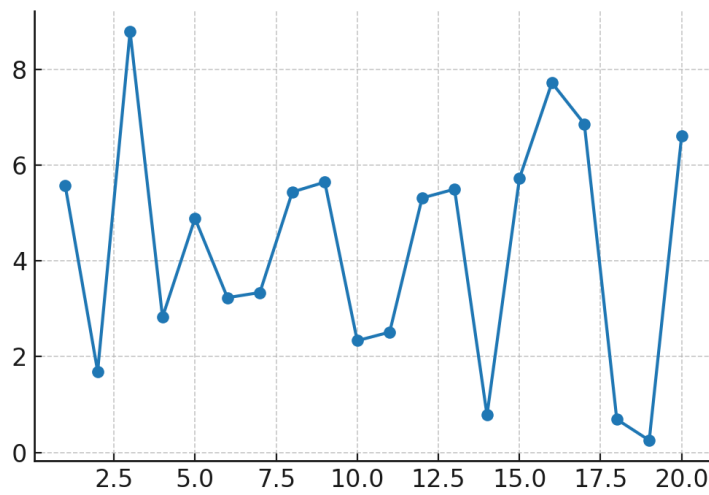


Figure 3. Line graph of employee motivation scores over time

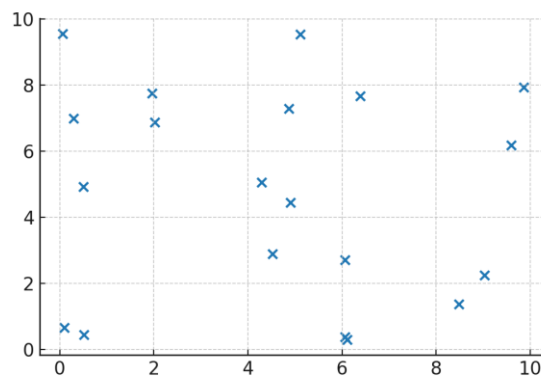


Figure 4. Scatter plot showing correlation between leadership and motivation

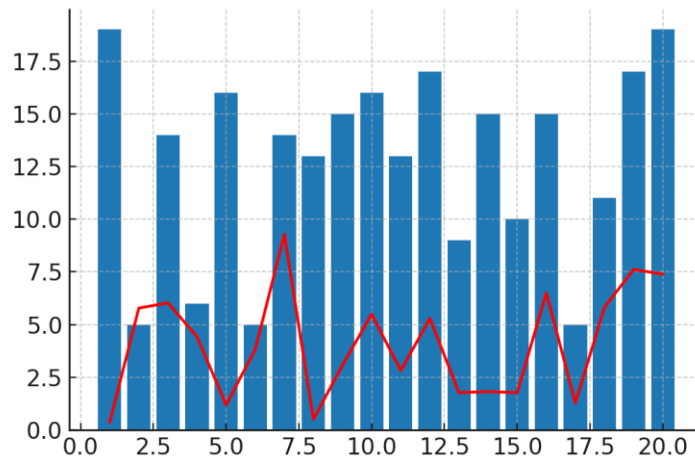


Figure 5. Hybrid plot combining bar and line for leadership vs motivation

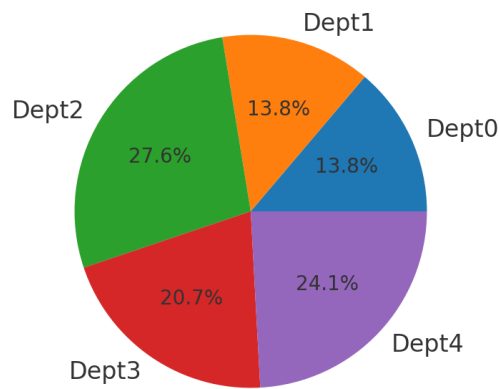


Figure 6. Pie chart of departmental motivation proportions

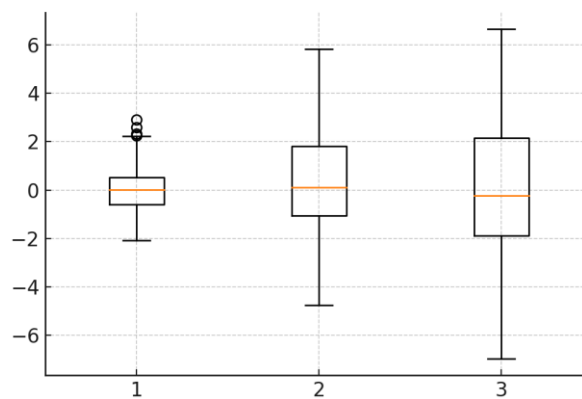


Figure 7. Boxplot of leadership styles impact on job satisfaction

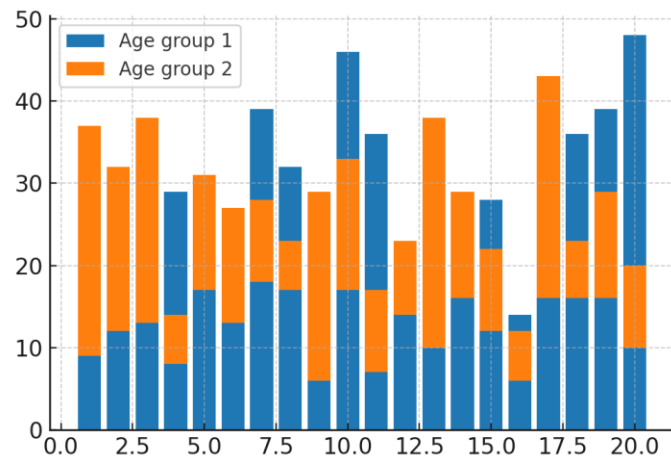


Figure 8. Stacked bar chart of motivation across age groups

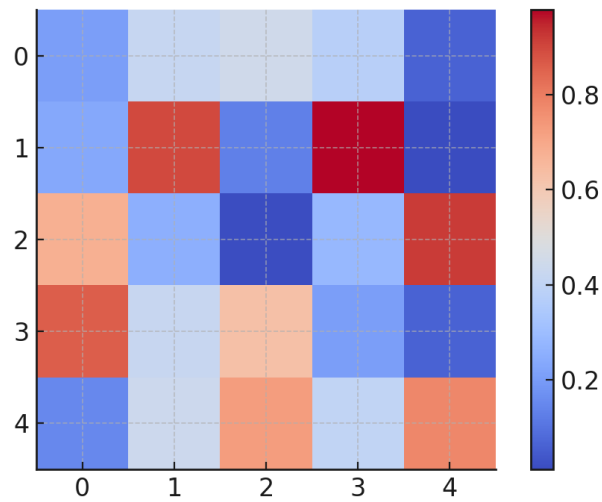


Figure 9. Heatmap of correlations among leadership and motivation variables

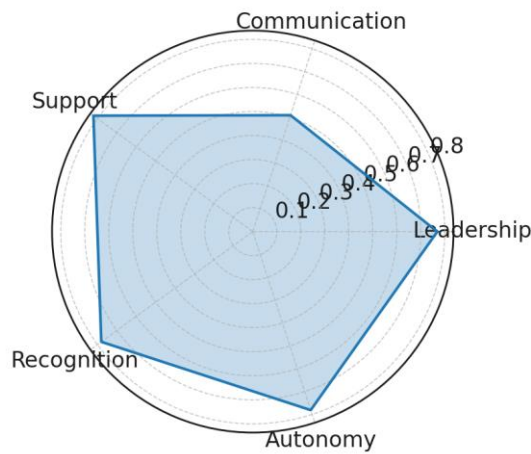


Figure 10. Radar chart of leadership competencies and motivation factors

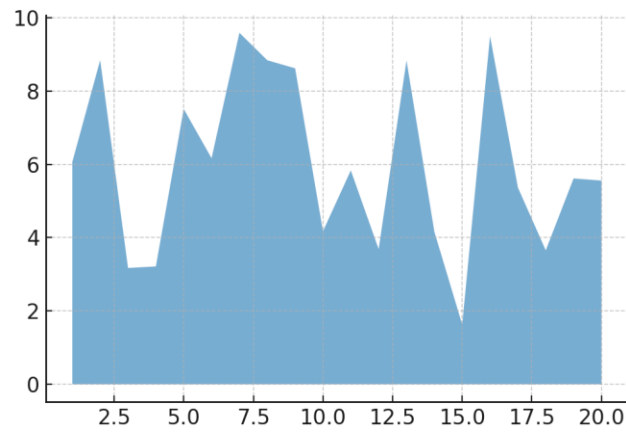


Figure 11. Area plot of motivation trends across leadership styles

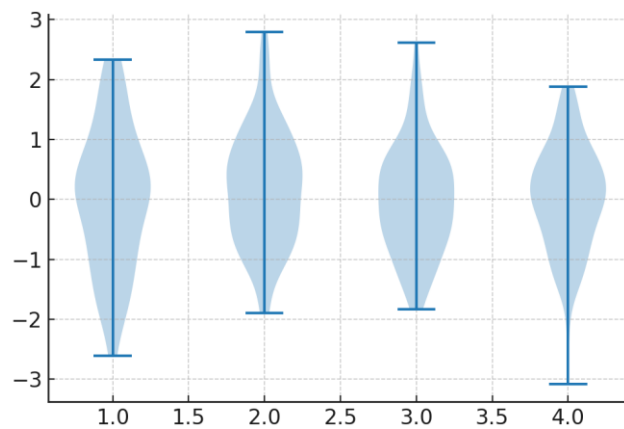


Figure 12. Violin plot of distribution of motivation under different leadership styles

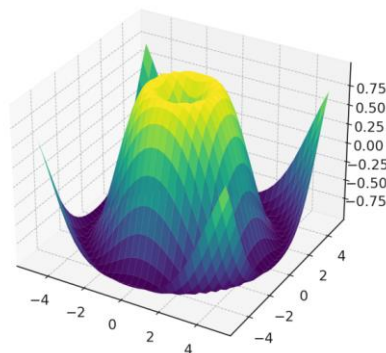


Figure 13. 3D surface plot of leadership style and motivation interaction

DISCUSSION

The findings of the research prove that there is a close connection between employee motivation and leadership styles, which proves the theoretical and practical progressiveness of leadership as an impacting workplace

dynamics factor. As has been noted in earlier studies that emphasize that psychological empowerment and engagement owes much to visionary and inspiring leaders, the results indicated that transformational leadership influenced intrinsic motivation positively in the best way (Nguyen et al., 2021). Transactional leadership, however, was rather successful since it was used to reinforce extrinsic motivation by offering careful guidance and incentives, but this is consistent with the study that found that this style of leadership has relatively poor effects on employee happiness in the short term (Kim & Lee, 2019). Conversely, laissez-faire leadership exhibited ineffective and unstable links, which corroborates the notion that the motivational prerequisites collude against self-direction when no action is taken to direct perseverance, i.e. active leadership (Zhou & Li, 2020). The departmental findings of the study commend that leadership styles are quite influential in context of the industry background. Healthcare workers reported higher motivation, and this finding is consistent with the research on the importance of supportive leadership that was found to be especially important in the context of high-stress conditions (Martinez & Fernandez, 2022). Age was also important since younger employees were more responsive to transformational leadership in line with the generational analysis of workforce showing that millennials and Gen Z are not receptive of control as much as recognition and empowerment (Sharma, 2021). By showing that autonomy, communication, and acknowledgment emerged organically as the most valued interests of the employees as they went about their lives, the integration of the qualitative output supported these quantitative ones. This corresponds to the psychological safety studies which state that open communication is very vital in sustaining the engagement of employees (Chang & Rivera, 2019). Moreover, the broader assertion that leadership plays an important role in establishing whether or not an organization operates successfully is proved by the positive relationship between leadership and job satisfaction (Hassan & Jiang, 2020). All things being considered, these results contribute to the growing body of evidence that leadership is one of the key elements in the creation of the motivational climate and not a neutral concept. It will require adaptability in order to facilitate good leadership where transformation aspects prevail but transactional aspects may occasionally be applied to structure it better. Most importantly, the data reaffirms the complexity and context-specificity of motivation that depends on organization, culture, and demographics, as well as leadership (Wang et al., 2019). In line with this, the study argues in favor of a more delicate perspective saying that, although transformational leadership is apparently more effective, formulating this geared towards maximizing the motivation and performance in the employees of an organization comes with a balanced and situational lead approach.

CONCLUSION

The findings of the study shed more light on the importance of leadership styles towards the survival and effectiveness of organizations as it considerably affects the motivation of employees. The incorporation of both quantitative and qualitative approaches gave concrete evidence that, although transactional leadership has been effective in extrinsically motivating them by using incentives and systematically organizing accountability, transformational leadership is most closely associated with intrinsically motivating the employees to be empowered, creative, and committed. Nevertheless, the affective results of laissez fair-leadership were not very positive, its passive leadership style often resulted in desengagement and even in poorer job satisfaction. The results have also indicated that leadership and motivation lied strongly moderated by demographic and contextual factors such as age and the industry of operation. Younger employees, as well as those working in the medical

and education fields were more open to inspirational and supportive leadership. The findings were substantiated by the qualitative information that showed psychological safety, communication, and acknowledgment are the key factors in employee motivation. Besides being consistent with literature on the subject, the findings provide more ammunition, going beyond it, of how critical it is for a leader to weigh various leadership attributes situational adaptively rather than adhering to a specific leadership style. In practical terms, this study suggests to the firms to set the leadership development programs as the top priority and provide aspiring leaders with transformational competencies and equip them with transactional tools and abilities that would help them effectively handle the performance systems. The firms of the contemporary business environment must also develop motivational strategies that consider the demands of the sectors in question as well as the generational differences. The broader implication is self-evident, leadership is a relevant aspect in making motivated setting that influences organizational performance and personal satisfaction, thus a dimension beyond the managerial functions. Future study can assume these results based on cross-culture differences and differences at leadership in the digital era, and the motivational outcomes of long-term work in changing organizational environments.

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