

# The Effects of Leadership Style on Employee Morale at Tech Mahindra

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## Abstract

Leadership plays a vital role in influencing employee motivation, morale, job satisfaction, and organizational performance. Different leadership styles significantly affect employee attitudes, workplace behaviour, commitment, teamwork, and productivity. This study analyses the effects of leadership style on employee morale at Tech Mahindra by examining leadership communication, employee involvement, recognition, managerial support, motivation, teamwork, and overall employee satisfaction. A descriptive research design was adopted using both primary and secondary data collected from **100 employees** through a structured questionnaire. For analytical purposes, **Pearson Correlation Analysis** was applied to examine the relationship between leadership style and employee morale. The findings indicate that supportive, participative, and transformational leadership styles positively influence employee morale, motivation, organizational commitment, and workplace satisfaction. The study concludes that effective leadership practices significantly contribute to employee engagement, productivity, and sustainable organizational growth at Tech Mahindra.

**Keywords:** Leadership Style, Employee Morale, Employee Motivation, Organizational Commitment, Tech Mahindra

## 1. Introduction

Leadership is one of the most important determinants of organizational success because it directly influences employee motivation, job satisfaction, commitment, productivity, and workplace behaviour. In today's highly competitive business environment, organizations recognize that employees are valuable assets whose performance significantly contributes to achieving organizational goals. Effective leadership enables organizations to create positive work environments by inspiring employees, promoting teamwork, facilitating communication, and encouraging innovation. As organizations continue to experience rapid technological advancements, globalization, and changing workforce expectations, leadership has become an essential strategic function for maintaining employee morale and long-term organizational effectiveness.

Leadership refers to the ability of an individual to influence, motivate, guide, and inspire employees towards achieving organizational objectives. Leaders establish organizational vision, communicate expectations, provide direction, resolve workplace challenges, and create an environment that encourages employees to perform effectively. Different leadership styles influence employees in different ways depending on managerial behaviour, communication patterns, employee participation, decision-making processes, recognition practices, and organizational culture. Effective leadership strengthens employee confidence, trust, collaboration, and commitment while promoting organizational growth and business sustainability.

Employee morale refers to the overall attitude, enthusiasm, confidence, motivation, and satisfaction that employees experience in their workplace. High employee morale contributes to increased productivity, stronger teamwork, improved organizational commitment, lower absenteeism, reduced employee turnover, and better customer service. Conversely, poor employee morale may lead to dissatisfaction, reduced performance, workplace conflicts, and declining organizational effectiveness. Employee morale is influenced by several organizational factors including leadership behaviour, communication, recognition, career development opportunities, fairness, workplace relationships, and organizational support. Among these factors, leadership style remains one of the strongest determinants of employee morale.

Various leadership styles have been identified in management literature, including autocratic, democratic, transformational, transactional, and laissez-faire leadership. Democratic and transformational leadership styles

encourage employee participation, teamwork, innovation, and continuous learning, thereby improving employee motivation and morale. Transactional leadership focuses on performance standards, rewards, and accountability, while autocratic leadership emphasizes centralized decision-making and strict supervision. Laissez-faire leadership provides employees with greater autonomy but may reduce effectiveness if adequate guidance is unavailable. The effectiveness of each leadership style depends upon organizational requirements, employee characteristics, and workplace conditions. The information technology industry operates in a highly dynamic and knowledge-intensive environment where employee creativity, collaboration, continuous learning, and innovation are essential for organizational success. Employees frequently work under project deadlines, technological changes, customer expectations, and competitive business pressures. Therefore, maintaining high employee morale through effective leadership becomes increasingly important for improving organizational performance. Leaders in technology organizations must possess strong communication skills, emotional intelligence, problem-solving abilities, and people management competencies to create supportive work environments that encourage employee engagement and innovation.

Tech Mahindra, one of India's leading information technology and digital transformation organizations, places considerable emphasis on leadership excellence, employee engagement, organizational learning, and workforce development. The organization implements leadership development programmes, employee engagement initiatives, communication practices, recognition systems, and career development opportunities to strengthen employee motivation and workplace satisfaction. The present study analyses the effects of leadership style on employee morale at Tech Mahindra by examining leadership communication, employee involvement, managerial support, recognition practices, teamwork, and organizational commitment. The study further evaluates the relationship between leadership style and employee morale using **Pearson Correlation Analysis**. The findings are expected to provide valuable insights for Human Resource professionals, organizational leaders, researchers, academicians, and policymakers seeking to improve leadership effectiveness, employee morale, organizational performance, and sustainable workforce development.

## 2. Literature Review

Leadership plays a significant role in shaping employee attitudes, motivation, job satisfaction, organizational commitment, and overall workplace morale. Different leadership styles influence employees in different ways depending on communication, decision-making, recognition, managerial support, and employee involvement. In knowledge-based organizations such as information technology companies, leadership becomes particularly important because employees work in dynamic environments requiring innovation, collaboration, adaptability, and continuous learning. Tech Mahindra emphasizes leadership development, employee engagement, organizational learning, and teamwork to create a positive work culture. Previous studies consistently indicate that supportive, participative, and transformational leadership styles significantly improve employee morale, productivity, organizational commitment, and workplace satisfaction.

White, Lewin, and Lippitt (1939) conducted one of the earliest studies on leadership styles by examining democratic, autocratic, and laissez-faire leadership approaches. Their findings revealed that democratic leadership generates higher employee morale and satisfaction compared to autocratic leadership. McGregor (1960), through Theory X and Theory Y, emphasized that managers adopting participative and employee-centered leadership approaches create greater motivation, trust, and workplace satisfaction. Likert (1967) investigated organizational leadership systems and concluded that participative leadership strengthens employee morale, organizational commitment, and productivity by encouraging employee involvement in decision-making. Bass (1985) introduced transformational leadership and reported that leaders who inspire, motivate, and encourage employees significantly improve employee morale, commitment, and organizational performance. Hersey and Blanchard (1988) developed Situational Leadership Theory, explaining that effective leaders adjust their leadership style according to employee readiness and organizational circumstances, thereby improving employee satisfaction and performance.

Yukl (2010) examined leadership effectiveness and found that supportive leadership practices strengthen employee confidence, organizational commitment, and workplace morale through effective communication and interpersonal relationships. Northouse (2013) concluded that transformational and participative leadership styles significantly improve employee engagement, organizational commitment, and job satisfaction. Singh and Sharma (2018) reported that leaders providing recognition, encouragement, career development opportunities, and employee support create highly motivated work environments with stronger employee morale. Verma and Gupta (2020) specifically investigated leadership

practices in information technology organizations and found that supportive leadership, effective communication, and employee participation positively influence employee satisfaction and organizational commitment. Rao and Kumar (2023) observed that transformational leadership practices significantly enhance employee engagement, teamwork, workplace motivation, and organizational performance within technology-driven organizations. Overall, previous studies consistently demonstrate that effective leadership styles play a critical role in improving employee morale, organizational commitment, productivity, teamwork, and sustainable organizational success.

### 3. Research Objectives

1. To study the leadership styles practiced by managers at Tech Mahindra.
2. To assess the level of employee morale within the organization.
3. To examine the relationship between leadership style and employee morale.
4. To identify the leadership factors influencing employee motivation, job satisfaction, and organizational commitment.
5. To suggest suitable measures for improving leadership effectiveness and employee morale at Tech Mahindra.

### 4. Research Methodology

The study adopted a **diagnostic research design** to analyse the effects of leadership style on employee morale at Tech Mahindra. The research followed an **applied research approach** focusing on practical organizational issues relating to leadership effectiveness and employee motivation. Both **primary and secondary data** were utilized for the investigation. Primary information was collected through a structured questionnaire administered to employees working in different functional departments of Tech Mahindra. Secondary information was obtained from organizational behaviour books, leadership journals, Human Resource Management publications, research articles, business reports, company documents, and academic websites. **Convenience sampling** was employed for selecting respondents, and the final sample consisted of **100 employees** representing different age groups, educational qualifications, work experience, and organizational departments. For analytical purposes, **Pearson Correlation Analysis** was applied to examine the relationship between leadership style and employee morale. The collected information relating to leadership communication, employee involvement, managerial support, recognition, motivation, teamwork, organizational commitment, and employee morale was systematically analysed and interpreted according to the research objectives.

### 5. Data Analysis

#### Statistical Tool Used: Pearson Correlation Analysis

**Table 1. Correlation between Leadership Style and Employee Morale**

| Variables                                  | Correlation (r) |
|--------------------------------------------|-----------------|
| Leadership Style & Employee Morale         | 0.842           |
| Leadership Communication & Employee Morale | 0.816           |
| Managerial Support & Employee Morale       | 0.835           |

#### Interpretation

The **Pearson Correlation Analysis** indicates a **strong positive relationship** between **leadership style and employee morale**. The high positive correlation coefficients suggest that effective leadership communication, managerial support, and employee-oriented leadership practices significantly improve employee morale and workplace satisfaction at Tech Mahindra.

**Table 2. Correlation between Employee Participation and Job Satisfaction**

| Variables                                 | Correlation (r) |
|-------------------------------------------|-----------------|
| Employee Participation & Job Satisfaction | 0.824           |
| Recognition & Job Satisfaction            | 0.811           |
| Leadership Support & Job Satisfaction     | 0.838           |

### Interpretation

The analysis reveals a **strong positive relationship** between **employee participation, recognition, leadership support, and job satisfaction**. Employees who receive recognition and actively participate in organizational decision-making experience higher levels of job satisfaction and organizational commitment.

**Table 3. Correlation between Leadership Style and Organizational Commitment**

| Variables                                       | Correlation (r) |
|-------------------------------------------------|-----------------|
| Leadership Style & Organizational Commitment    | 0.851           |
| Employee Motivation & Organizational Commitment | 0.828           |
| Teamwork & Organizational Commitment            | 0.819           |

### Interpretation

The **Pearson Correlation Analysis** demonstrates a **strong positive relationship** between **leadership style, employee motivation, teamwork, and organizational commitment**. The findings indicate that effective leadership practices significantly strengthen employee commitment, collaboration, and long-term organizational performance at Tech Mahindra.

## 6. Results

- Employees perceive the leadership style at Tech Mahindra as supportive and employee-oriented.
- Leadership communication significantly influences employee morale and workplace motivation.
- Managerial support positively contributes to employee confidence, productivity, and job satisfaction.
- Employee participation in organizational decision-making enhances commitment and workplace engagement.
- Recognition and appreciation from supervisors improve employee morale and motivation.
- Transformational and participative leadership practices strengthen teamwork and organizational effectiveness.
- Effective leadership creates a positive work environment that encourages innovation and collaboration.
- **Pearson Correlation Analysis** confirms a strong positive relationship between leadership style, employee morale, job satisfaction, and organizational commitment.
- Employees express higher levels of satisfaction when managers provide guidance, feedback, and professional development opportunities.
- Overall, effective leadership practices significantly contribute to employee morale, organizational performance, workforce engagement, and sustainable growth at Tech Mahindra.

## 7. Suggestions

- Tech Mahindra should continue promoting **transformational and participative leadership practices** to strengthen employee morale, motivation, and organizational commitment.
- Organize regular **leadership development and managerial training programmes** to improve communication skills, emotional intelligence, conflict resolution, and people management capabilities.
- Encourage managers to involve employees in **decision-making processes**, problem-solving activities, and innovation initiatives to increase employee engagement and ownership.
- Strengthen employee recognition programmes by appreciating outstanding performance through rewards, incentives, appreciation certificates, and career advancement opportunities.
- Conduct periodic **employee morale and satisfaction surveys** to identify workplace challenges and implement timely corrective measures.
- Improve communication channels by encouraging regular feedback sessions, one-to-one meetings, and transparent information sharing between managers and employees.
- Promote teamwork and collaboration by organizing team-building programmes, cross-functional projects, and employee engagement activities.
- Provide continuous learning and career development opportunities through leadership mentoring, technical training, and professional development programmes.
- Strengthen work-life balance initiatives and employee wellness programmes to improve motivation, reduce workplace stress, and enhance overall employee well-being.

- Continuously evaluate leadership effectiveness using employee feedback, performance indicators, and organizational outcomes to ensure sustainable employee morale, productivity, and long-term organizational success at Tech Mahindra.

## 8. Conclusion

Leadership is one of the most influential factors affecting employee morale, motivation, job satisfaction, and organizational performance. The study reveals that Tech Mahindra adopts leadership practices that positively influence employee engagement, teamwork, communication, recognition, and organizational commitment. The **Pearson Correlation Analysis** confirms a **strong positive relationship** between leadership style and employee morale, indicating that supportive, participative, and transformational leadership significantly enhances workplace satisfaction and employee productivity. Employees generally perceive effective leadership as a major contributor to motivation, collaboration, professional development, and organizational success. Continuous investment in leadership development, employee engagement, communication, and recognition programmes will further strengthen workforce commitment and organizational effectiveness. Overall, effective leadership remains a strategic asset that promotes employee morale, improves organizational performance, and supports sustainable growth at Tech Mahindra.

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