

# LEADERSHIP STYLES AND ORGANIZATIONAL PERFORMANCE: A STUDY ON THE IMPACT OF LEADERSHIP IN DRIVING EMPLOYEE ENGAGEMENT AND BUSINESS OUTCOMES AT DADB INDIA PVT LTD

Karthik G<sup>1</sup>

<sup>1</sup>Student, MBA, University Of Mysore, Karnataka, India.

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## ABSTRACT

This study examines the impact of leadership styles on employee engagement and organizational performance at DADB India Pvt. Ltd., a German-based company operating in the Indian technology and education sector. Using a descriptive research design, data was collected from 120 employees across diverse demographics through structured questionnaires. Statistical tools such as chi-square, correlation, and ANOVA were applied using SPSS to analyze the relationships between leadership styles, engagement levels, and business outcomes. The findings reveal that transformational and participative leadership styles significantly enhance employee motivation, satisfaction, and alignment with organizational values, while transactional and authoritarian styles show weaker associations. The results highlight the importance of leadership development programs that foster communication, recognition, and empowerment. This research provides empirical evidence that effective leadership is central to driving employee engagement and organizational success, with recommendations for both practice and future research.

**Keywords:** Leadership Styles, Employee Engagement, Organizational Performance, Job Satisfaction, Motivation.

## 1. INTRODUCTION

In the contemporary business environment, organizations increasingly recognize that their most valuable asset is not technology or capital, but people. Employees play a crucial role in shaping organizational success, and their engagement directly influences productivity, innovation, and overall performance. Among the many factors that drive engagement, leadership has emerged as one of the most significant. Effective leaders not only inspire individuals to achieve organizational goals but also create a culture that fosters trust, motivation, and long-term commitment.

Leadership has been defined as the ability to influence, guide, and support individuals or teams toward the achievement of shared objectives. Traditional leadership models emphasized control and authority, but today's dynamic industries demand adaptive, participative, and transformational leadership styles. As organizations expand globally and face increasing competition, leaders must align their approach with evolving employee expectations, including career development, recognition, and work-life balance.

Employee engagement refers to the level of emotional and cognitive involvement employees have toward their job and workplace. Engaged employees display enthusiasm, discretionary effort, and commitment to organizational goals. Research consistently demonstrates that engagement is strongly linked to performance indicators such as customer satisfaction, profitability, and employee retention.

This study focuses on **DADB India Pvt. Ltd.**, which specializes in emerging technologies such as 5G, IoT, solar energy, hydrogen technology, and e-mobility. By exploring the relationship between leadership style, employee engagement, and organizational performance in this context, the research provides insights relevant for technology-driven and knowledge-based organizations.

## 2. LITERATURE REVIEW

Leadership styles have been extensively studied in relation to organizational performance and employee engagement. Transformational leadership, characterized by vision, inspiration, and individualized consideration, has been found to enhance motivation and engagement (Bass & Avolio, 1994). Studies by Tims, Bakker, and Xanthopoulou (2011) confirm that transformational leaders foster enthusiasm and purpose among employees.

Transactional leadership, which emphasizes supervision and rewards, may improve short-term performance but is less effective in sustaining long-term engagement (Breevaart et al., 2014). Autocratic styles often reduce morale and increase turnover intentions (Lewin et al., 1939), whereas participative leadership has been shown to improve trust and commitment (Somech, 2006).

Employee engagement itself has been defined as enthusiasm and dedication toward work (Kahn, 1990). Large-scale studies (Harter et al., 2002) confirm its strong correlation with productivity and profitability. Saks (2006) emphasized

that engagement is influenced by leadership behavior, while Bakker and Demerouti (2008) highlighted leadership's role in providing job resources to buffer stress and enhance motivation.

A clear link has been established between leadership style and engagement. Schaufeli and Bakker (2004) showed that transformational leadership boosts vigor and dedication. In India, Agarwal (2014) found that leadership practices emphasizing trust and empowerment reduce attrition.

Despite these findings, research remains limited in technology-driven training and education sectors. This study addresses that gap by analyzing the dynamics within **DADB India Pvt. Ltd.**

### 3. RESEARCH METHODOLOGY

This research employed a **descriptive design** to examine the relationship between leadership styles, employee engagement, and performance.

- **Sample:** 120 employees of DADB India Pvt. Ltd., selected using stratified random sampling.
- **Data Collection:** Structured questionnaires covering demographics, leadership style perceptions, and engagement indicators.
- **Research Instruments:** Items measured transformational, transactional, autocratic, and participative leadership; along with job satisfaction, motivation, communication, and alignment with organizational values.
- **Tools:** SPSS software used for analysis. Techniques included:
  - Descriptive statistics
  - Chi-square tests (association between demographics and leadership perceptions)
  - Correlation analysis (relationships between leadership and engagement)
  - ANOVA (differences across groups)
  - Reliability testing (Cronbach's alpha)

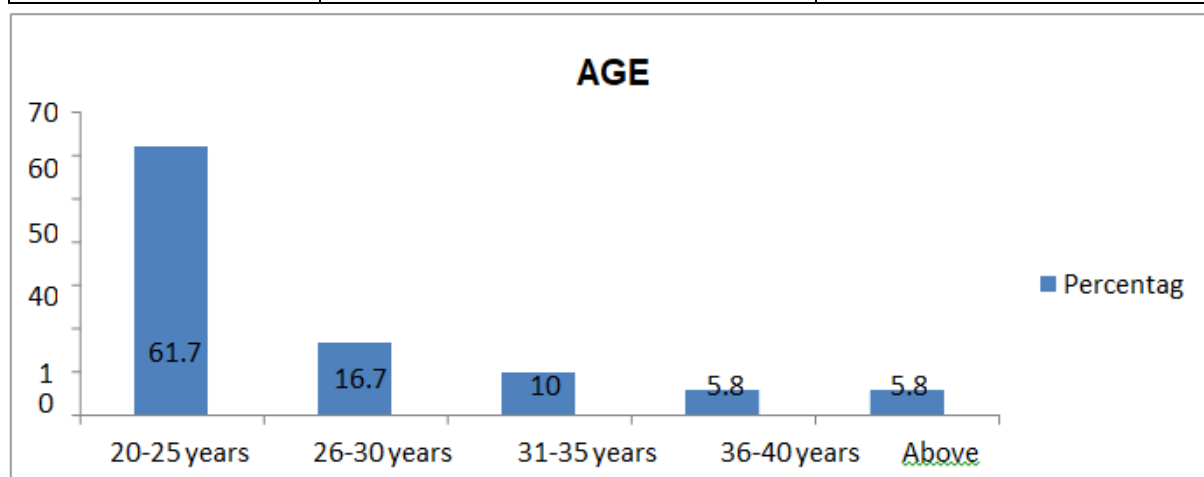
**Scope & Limitations:** The study was limited to one organization and a small sample size, which restricts generalizability.

## 4. RESULTS AND DISCUSSION

### 4.1 Demographic Profile

**Table 1:** Age distribution of respondents

Particulars	No of Respondents	Percentage of Respondents
20-25 years	74	61.7
26-30 year	20	16.7
31-35 years	12	10
36-40 years	7	5.8
Above 40 years	7	5.8
Total	120	100

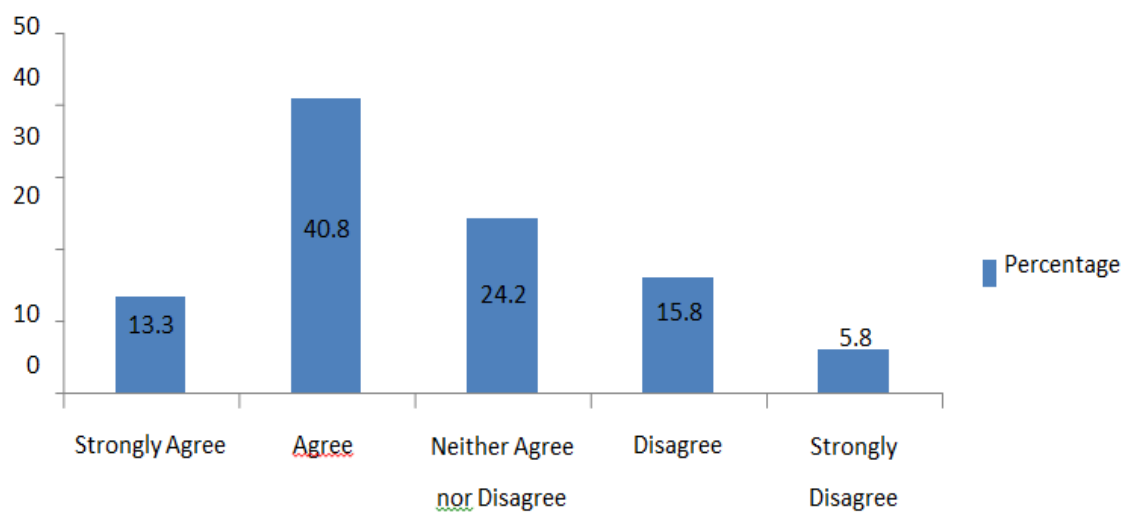


**Figure 1:** Age distribution of respondents

**Table 2:** Organization's mission consistently inspires me to do my best work

Particulars	No of respondents	Percentage of respondents
Strongly Agree	16	13.3
Agree	49	40.8
Neither Agree nor Disagree	29	24.2
Disagree	19	15.8
Strongly Disagree	7	5.8
Total	120	100

### ORGANIZATION'S MISSION INSPIRES THE BEST WORK



**Figure 2:** Organization's mission consistently inspires me to do my best work

#### 4.2 ANOVA ANALYSIS

**Table 3 ANOVA ANALYSIS FOR AGE AND EMPLOYEE ENGAGEMENT FACTORS**

Anova has been utilized for the analysis of age of the respondents & employee engagement factors and interpreted in table

**H0:** There is no significant difference in employee engagement among different age groups.

**H1:** There is significant difference in employee engagement among different age groups.

**Table 3:** The organization's mission consistently inspires me to do my best work

FACTORS	AGE					F VALUE	P VALUE	SIGNIFICANCE LEVEL
	20-25	26-30	31-35	36-40	44 & Above			
Job Characteristics	2.69	3.40	3.08	4.71	3.71	4.267	.003	Significant
Career Development	2.39	2.75	2.50	2.57	2.14	.83	.821	Not Significant
Perceived Supervisor Support	2.99	2.75	3.58	2.29	2.43	1.176	.326	Not Significant
Organizational Fit	2.27	2.30	2.42	1.71	2.57	.458	.767	Not Significant

Significance Level Tested at 0.05

#### 4.3 CORRELATION ANALYSIS

Correlation analysis has been utilized for studying the relationship between career development and work relationship and the results are tabulated in

Null Hypothesis (H0) – There is no significant relationship between career development and work relationship.

Alternative Hypothesis (H1) - There is significant relationship between career development and work

relationship.

**Table 4:** Correlation between career development and work relationship

Correlations			
		Career Development	Work Relationship
Career Development	Pearson Correlation	1	.017
	Sig. (2-tailed)		.851
	N	120	120
Work Relationship	Pearson Correlation	.017	1
	Sig. (2-tailed)	0.851	
	N	120	120

Significance level is tested at 0.05

## 5. CONCLUSION

This study confirms that leadership style significantly affects employee engagement and organizational performance at DADB India Pvt. Ltd. Transformational and participative leadership emerged as the most effective styles in promoting motivation, satisfaction, and alignment with organizational goals.

The findings highlight the importance of leadership development programs that emphasize vision, communication, recognition, and empowerment. For organizations in technology-driven sectors, adopting such practices is crucial to building an engaged and productive workforce.

Limitations include the single-organization scope and modest sample size. Future research should expand to multiple industries and larger samples, incorporating qualitative insights for deeper understanding.

In conclusion, effective leadership is not just a driver but a prerequisite for sustained employee engagement and organizational success.

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