

LEADERSHIP STYLES AND EMPLOYEE MOTIVATION: AN EMPIRICAL INVESTIGATION IN A LEADING OIL COMPANY IN INDIA

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ABSTRACT

The objective of this study is to explore how at the western region of a leading oil and refinery Company, leadership styles (the independent variable) influence employee motivation (the dependent variable). Data of both types, primary and secondary, have been used for the study. Secondary data has been collected through published data in public domain. For primary data, using random sampling, 75 questionnaires were distributed, out of which 50 were completed. Data was collected from these 50 respondents belonging to different age groups, educational background, occupational status, job tenure, gender. The questionnaire contains different elements drawn from a) The Full Range Leadership Development Model, developed by Bass and Avolio (1994) and b) Work Motivation Scale. The instrument employs 29 questions on Leadership style and 10 questions on Motivation, on a 5-point and 7-point scale respectively. The survey was administered between Jan and March 2014. The researcher found that the dominant leadership styles were transformational and transactional and employees were moderately motivated. The results show that different leadership style factors will have different impact on employee motivation components.

KEYWORDS: Leadership Styles, Transformational Leadership, Transactional Leadership, Laissez Faire Leadership, Employee Motivation