INVESTIGATING THE IMPACT OF LEADERSHIP STYLE ON WORKFORCE PRODUCTIVITY IN INFORMATION TECHNOLOGY CAPTIVE CENTERS IN INDIA

by

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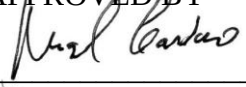

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Finally, I dedicate this dissertation to all current and future organizational leaders who seek to inspire, develop, and empower others, contributing to building more resilient, innovative, and human-centered workplaces.

Dedication

This dissertation is dedicated to my family, whose unwavering support, encouragement, and love have been the foundation of my journey.

To my parents, for instilling in me the values of perseverance and learning. To my spouse and children, for their patience, understanding, and belief in me through every challenge and milestone. To my mentor, batchmates and colleagues, for their guidance and inspiration.

This accomplishment is not mine alone. It is ours.

ABSTRACT

INVESTIGATING THE IMPACT OF LEADERSHIP STYLE ON WORKFORCE PRODUCTIVITY IN INFORMATION TECHNOLOGY CAPTIVE CENTERS IN INDIA

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Dissertation Chair: Dr. Gualdino Cardoso

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This thesis explores the significant impact of leadership styles on workforce productivity in IT Captive Centers in India. Leadership styles can foster a positive work environment or create obstacles that hinder productivity and job satisfaction. Key issues include inadequate direction and communication, Autocratic decision-making, and limited trust and transparency.

Our comprehensive analysis identifies and categorizes commonly observed leadership styles (Democratic, Autocratic, and Laissez-faire) and scrutinizes their impacts on employee motivation, engagement, and job satisfaction. We employ a combination of surveys, interviews, and performance metric analysis techniques to develop a holistic understanding of the relationship between leadership styles and workforce productivity.

The study underscores the importance of an in-depth investigation into the influence of leadership style on workforce productivity for a deeper understanding of IT Captive Centers in India. By examining organizational dynamics and identifying strategies to maximize productivity, companies can enhance their ability to motivate and engage employees successfully. The insights gained will assist organizations in making well-informed decisions when selecting and developing leaders. The leadership style practiced within these Captive Centers plays a pivotal role in shaping employee performance and determining overall organizational success.

Directed by: **Prof. Vijayakumar Varadarajan, PhD**

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CHAPTER I:
INTRODUCTION

1.1 Introduction

In today's globally competitive and technology-driven economy, leadership is recognized as a critical determinant of organizational performance (Yukl and Gardner, 2018). This influence is particularly visible in the Information Technology (IT) sector, notably within Captive Centers also termed Global Capability Centers (GCCs) or Global In-House Centers that are strategically established by multinational corporations to drive innovation, ensure operational excellence, and provide global service support (Akparep, Jengre and Mogre, 2019; Purwanto et al., 2020). India, renowned for its extensive pool of skilled IT professionals, hosts a significant number of these centers, offering a wide array of services such as software development, infrastructure support, data analytics, and customer engagement (Madanchian et al., 2021; Narayana, 2017).

Workforce productivity in these centers is heavily influenced by leadership styles, which shape employee motivation, satisfaction, and performance outcomes (Khan and Adnan, 2014; Ali Larik and Karim Lashari, 2022). Identifying the most suitable leadership approach aligned with organizational culture, specific goals, and situational contexts is vital to maximizing productivity and sustaining competitive advantage (Lewin, Lippitt and White, 1939; Cherian et al., 2020). Effective leaders often exhibit flexibility, adapting their styles as circumstances dictate to optimize results (Frantz and Jain, 2017a; Anderson and Sun, 2017).

Figure 1.1 below presents a conceptual overview of the primary leadership styles explored in this research, derived from Kurt Lewin's foundational framework (Lewin,

Lippitt and White, 1939) and widely applied in organizational behavior studies (Jaafar, Zambi and Fathil, 2021; Setiawan et al., 2021).

Figure 1.1: Types of Leadership Styles

This study focuses on the following leadership styles and their influence on workforce productivity in IT organizations:

Autocratic Leadership: Characterized by unilateral decision-making, this style is beneficial in high-pressure or crisis situations where swift action is essential (Jony, 2019; Erdem, 2021; Olayisade and Awolusi, 2021).

Democratic Leadership: Emphasizes participatory decision-making, enhancing employee engagement, morale, and satisfaction by involving team members in key processes (Foels et al., 2000; Suprianto et al., 2021; Dahiya and Luthra, 2018).

Laissez-faire Leadership: Grants employees a high degree of autonomy, which can be effective when teams are highly skilled and self-motivated but may risk reduced accountability without proper oversight (Jaafar, Zambi and Fathil, 2021; Jabeen and Rahim, 2021).

These leadership styles have varying implications for employee engagement, innovation, and overall productivity, as evidenced by research showing their distinct effects on organizational outcomes (Veliu et al., 2017; Zhang, Liu and Du, 2021). Notably, while participative and transformational leadership styles often correlate positively with employee satisfaction and productivity, autocratic and laissez-faire styles may yield mixed results depending on organizational culture and operational context (Bass, 2008; Milhem, Muda and Ahmed, 2019).

Despite the growing relevance of leadership research, there remains a scarcity of empirical studies focused specifically on the unique context of IT Captive Centers in India (Asbari, Bernarto and Wijayanti, 2020). Given the increasing strategic importance of these centers, understanding how leadership dynamics influence workforce productivity is essential for achieving sustained success (Karacsony, 2021; Kumar and Singh, 2018).

This study aims to investigate the relationship between leadership styles and workforce productivity, incorporating the moderating effects of organizational culture, employee development initiatives, and rewards and recognition mechanisms. The research findings seek to provide actionable insights for leaders and organizations striving to enhance performance, employee engagement, and long-term organizational outcomes (Belias et al., 2015; Sharma, 2020; Togher, 2016).

1.2 Research Problem

While leadership is widely acknowledged as a critical determinant of organizational success, its specific influence on workforce productivity within IT Captive Centers in India remains underexplored (Akparep, Jengre and Mogre, 2019).

Multinational corporations increasingly depend on these centers for mission-critical operations, yet many face persistent challenges, including employee disengagement, lack of strategic direction, high turnover rates, and underutilization of employee potential often attributed to the misalignment of leadership styles with organizational needs (Purwanto et al., 2020; Jaafar, Zambi and Fathil, 2021).

Figure 1.2 is a conceptual diagram that maps out the relationship between leadership styles and workforce productivity, showing how organizational culture, rewards and recognition, and employee development act as moderators, while barriers and enablers influence implementation.

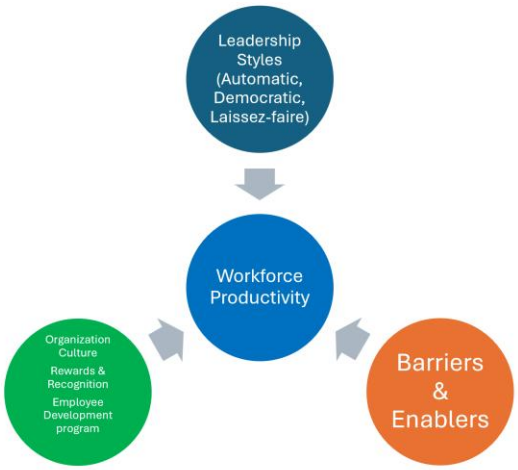


Figure 1.2: Conceptual Framework

Although the broader literature offers substantial insights into leadership styles across various business environments (Yukl and Gardner, 2018; Anderson and Sun, 2017), there is a notable paucity of research specifically examining how leadership behaviors are enacted and experienced within IT Captive Centers, particularly within the Indian context (Cherian et al., 2020; Kumar and Singh, 2018). The inherently complex, dynamic, and multicultural settings of these centers necessitate leadership approaches

that not only enhance operational performance but also foster innovation, agility, and trust among diverse teams (Lewin, Lippitt and White, 1939; Belias et al., 2015).

Moreover, existing studies have largely overlooked the critical roles of mediating and moderating variables such as organizational culture, employee development initiatives, and rewards and recognition systems that may shape or amplify the relationship between leadership styles and workforce productivity (Asbari, Bernarto and Wijayanti, 2020; Sharma, 2020). Without a nuanced understanding of how these contextual factors interact with leadership behaviors, organizations risk deploying leadership strategies that fail to deliver optimal outcomes (Togher, 2016; Zhang, Liu and Du, 2021).

This research seeks to address these gaps by systematically investigating:

The direct effects of leadership styles on workforce productivity.

The moderating influences of rewards, organizational culture, and employee development initiatives.

The practical barriers and facilitators that affect the successful implementation of leadership approaches within IT Captive Centers in India.

Through this inquiry, the study aims to contribute both to theoretical understanding and to the development of actionable leadership strategies tailored to the unique demands of the IT captive sector.

1.3 Purpose of Research

The primary purpose of this research is to investigate the influence of leadership styles on workforce productivity within IT Captive Centers in India. In an increasingly competitive global marketplace, organizations are placing heightened emphasis on

workforce productivity as a critical determinant of organizational performance (Yukl and Gardner, 2018). Among the various drivers of productivity, leadership style plays a pivotal role in shaping employee motivation, engagement, and output (Akparep, Jengre and Mogre, 2019; Jaafar, Zambi and Fathil, 2021). This study focuses on examining the effects of Autocratic, Democratic, and Laissez-faire leadership styles on employee performance within IT Captive Centers operated by multinational corporations.

The central aim is to assess the correlation between leadership approaches and productivity outcomes in these technologically advanced environments. IT Captive Centers form a critical segment of India's IT landscape, delivering essential services such as software development, data analytics, infrastructure management, and customer service for global operations (Purwanto et al., 2020; Madanchian et al., 2021). Given their strategic significance, gaining a deeper understanding of leadership dynamics within these centers is imperative for enhancing operational effectiveness and sustaining long-term success (Cherian et al., 2020; Karacsony, 2021).

To fulfill these objectives, the study employs a quantitative research methodology, utilizing structured survey instruments and performance data analysis to generate empirical insights. The research further investigates the moderating roles of key organizational factors, including rewards and recognition mechanisms, organizational culture, and employee development and training initiatives, to determine how these variables amplify or mediate the relationship between leadership styles and workforce productivity (Sharma, 2020; Togher, 2016; Belias et al., 2015).

By identifying leadership practices that most effectively enhance workforce productivity, the research aims to contribute to both theoretical discourse and practical leadership strategies. The findings are expected to facilitate evidence-based decision-making in leadership development and provide actionable recommendations for

improving employee performance, satisfaction, and retention (Olayisade and Awolusi, 2021; Zhang, Liu and Du, 2021). Additionally, the study offers a framework for aligning leadership behavior with the evolving needs of IT Captive Centers, thereby promoting innovation, operational efficiency, and sustained competitive advantage in the Indian IT sector.

1.4 Significance of the Study

This study holds significance in advancing the understanding of how leadership styles impact workforce productivity within the distinct context of IT Captive Centers in India, operated by multinational corporations. These centers function as strategic extensions of global organizations, delivering mission-critical technology services that underpin business continuity, innovation, and customer satisfaction across international markets (Akparep, Jengre and Mogre, 2019).

Despite the expanding role of IT Captive Centers in India's digital economy, empirical research examining leadership dynamics and their influence on employee performance within these settings remains limited (Purwanto et al., 2020; Jaafar, Zambi and Fathil, 2021). By investigating the relationship between leadership styles specifically Autocratic, Democratic, and Laissez-faire and workforce productivity, this study addresses a critical gap in both scholarly literature and organizational practice (Lewin, Lippitt and White, 1939; Cherian et al., 2020).

India has emerged as a global hub for IT services, with the IT and business process management (BPM) industry contributing approximately $245 billion in revenue in FY 2023 and employing over 5.4 million professionals (NASSCOM, 2023). IT Captive Centers estimated at over 1,500 in number account for a significant share of this

workforce, underscoring their critical role in sustaining India's position as a digital powerhouse (NASSCOM, 2023).

From a theoretical standpoint, the research contributes to the field of organizational behavior and leadership by contextualizing classical leadership theories within the Indian IT services sector. It enhances understanding of how various leadership approaches interact with organizational culture, employee motivation, and development initiatives to influence productivity outcomes (Anderson and Sun, 2017; Sharma, 2020; Belias et al., 2015).

Practically, the study provides actionable insights for senior executives, human resource professionals, and team leaders within IT Captive Centers. By identifying leadership styles that most effectively enhance productivity, the findings can inform leadership development programs, improve employee engagement, lower attrition rates, and drive operational efficiency (Olayisade and Awolusi, 2021; Zhang, Liu and Du, 2021). The research also underscores the significance of complementary organizational factors including rewards and recognition systems, training and development initiatives, and a supportive culture in amplifying positive leadership outcomes (Togher, 2016; Suprianto et al., 2021).

Beyond organizational implications, the study carries societal relevance by emphasizing employee well-being and fostering inclusive, motivating work environments. Given India's vast and growing IT workforce, enhancing leadership effectiveness within Captive Centers can promote job satisfaction, career advancement, and broader economic growth (Madanchian et al., 2021; Narayana, 2017).

In essence, this research offers a comprehensive framework for understanding and advancing leadership effectiveness in the digital era, aligning organizational objectives

with human capital development and contributing to the sustained strategic success of IT Captive Centers in the global economy.

1.5 Research Purpose and Questions

The overarching purpose of this study is to develop a nuanced understanding of how different leadership styles namely Autocratic, Democratic, and Laissez-faire affect workforce productivity within IT Captive Centers in India. Given the strategic importance of these centers in sustaining global operations, identifying leadership approaches that effectively enhance employee engagement, motivation, and output is vital for maintaining high performance and long-term success (Purwanto et al., 2020).

To achieve this aim, the study is guided by the following research questions:

RQ1. What is the relationship between different leadership styles (Autocratic, Democratic, and Laissez-faire) and workforce productivity in IT Captive Centers in India?

This question examines the direct correlation between leadership behaviors and key indicators of employee performance, satisfaction, and operational efficiency (Lewin, Lippitt and White, 1939; Jaafar, Zambi and Fathil, 2021).

RQ2. To what extent do rewards and recognition mechanisms (e.g., promotions, incentives) moderate the relationship between leadership styles and workforce productivity?

This question explores how formal motivational structures influence or amplify the impact of leadership styles on performance outcomes (Togher, 2016; Sharma, 2020).

RQ3. How do organizational culture and employee development initiatives affect the relationship between leadership style and productivity?

This investigates the moderating or mediating roles of organizational culture and continuous learning initiatives in shaping the effectiveness of different leadership styles (Belias et al., 2015; Suprianto et al., 2021).

RQ4. What are the perceived barriers and enablers in implementing various leadership styles to enhance workforce productivity in IT Captive Centers?
This question seeks to uncover practical insights into organizational challenges and facilitating factors that influence the successful adoption and execution of leadership strategies (Olayisade and Awolusi, 2021; Zhang, Liu and Du, 2021).

Collectively, these research questions are designed to provide a comprehensive understanding of leadership effectiveness within the unique context of India's IT Captive Centers and to offer evidence-based guidance for optimizing workforce performance and achieving sustainable business outcomes.

Table 1.1 provides a structured overview of the study's key investigative aims. Each research question focuses on a specific aspect of leadership effectiveness within IT Captive Centers in India. Corresponding objectives clarify the purpose behind each question, guiding the study's exploration of leadership-performance linkages, the moderating roles of rewards, culture, and development initiatives, and the practical barriers and enablers to leadership implementation.

Table 1.1: Research Questions and Objectives Summary

Research Question	Research Objective
RQ1. What is the relationship between different leadership styles (Autocratic, Democratic, and Laissez-faire) and workforce productivity in IT Captive Centers in India?	To examine the direct correlation between leadership behaviors and employee output, satisfaction, and efficiency.
RQ2. To what extent do rewards and recognition mechanisms (e.g., promotions, incentives) moderate the relationship	To analyze the moderating effect of rewards and recognition on the

between leadership styles and workforce productivity?	relationship between leadership styles and productivity.
RQ3. How do organizational culture and employee development initiatives affect the relationship between leadership style and productivity?	To explore how organizational culture and continuous learning influence leadership effectiveness on productivity outcomes.
RQ4. What are the perceived barriers and enablers in implementing various leadership styles to enhance workforce productivity in IT Captive Centers?	To identify practical barriers and enabling factors influencing the successful implementation of leadership styles.

Table 1.1 serves as a roadmap for research, ensuring alignment between inquiry and outcomes.

CHAPTER II:

REVIEW OF LITERATURE

2.1 Leadership and Workforce Productivity

Extensive research underscores the pivotal role of leadership in shaping employee performance and productivity outcomes. Studies by Frantz and Jain (2017a), Galanou (2010), Purwanto et al. (2020), and Yahaya (2014) have demonstrated that Democratic and Transformational leadership styles are consistently associated with enhanced workforce performance, while Autocratic and Laissez-faire leadership styles often produce variable results depending on organizational context.

The nature of the leadership-productivity relationship is frequently contingent upon contextual factors such as task complexity, employee expectations, and overarching organizational objectives (Lewin, Lippitt and White, 1939; Cherian et al., 2020). In knowledge-intensive IT environments where creativity, problem-solving, and continuous innovation are critical leadership approaches that emphasize engagement, motivation, and constructive feedback are particularly effective in driving higher levels of workforce productivity (Madanchian et al., 2021; Zhang, Liu and Du, 2021).

2.2 Mediating and Moderating Factors

Mediating and moderating factors are essential in clarifying both the mechanisms through which (mediators) and the conditions under which (moderators) an independent variable, such as leadership style, influences a dependent variable like workforce productivity. These factors provide a nuanced understanding of the complex dynamics underpinning leadership effectiveness (Fishbein and Ajzen, 1975; Togher, 2016).

2.2.1 Rewards and Recognition

Rewards and recognition systems serve as critical motivators that can enhance the effectiveness of leadership practices. Togher (2016) highlighted that both financial and non-financial incentives significantly contribute to employee productivity by fostering a sense of value and belonging. These mechanisms not only drive motivation but also mediate the effectiveness of leadership styles particularly Democratic leadership by reinforcing positive behaviors and performance outcomes.

2.2.2 Organizational Culture

Organizational culture plays a pivotal role in shaping how leadership behaviors are perceived and enacted. A culture that emphasizes support, collaboration, and continuous learning tends to amplify the impact of Democratic and transformational leadership styles, fostering innovation and engagement (Belias et al., 2015; Kumari and Singh, 2018). Conversely, rigid or hierarchical cultures may reinforce Autocratic leadership tendencies, potentially stifling initiative and creativity (Narayana, 2017).

2.2.3 Employee Development and Training

The presence of robust employee development and training programs strengthens the effectiveness of leadership by equipping employees with the skills and confidence needed to perform optimally. Manzoor (2022) and Sharma (2020) found that continuous learning initiatives not only enhance productivity but also cultivate employee loyalty and long-term commitment, thereby magnifying the sustained impact of effective leadership.

2.3 Leadership Dynamics within Indian IT Captive Centers

India's IT Captive Centers have become pivotal drivers of global digital transformation, serving as strategic hubs for multinational corporations by managing essential technology-intensive business operations. These centers employ a highly skilled workforce specializing in areas such as software development, data analytics, cloud computing, cybersecurity, and emerging technologies (NASSCOM, 2023). The work environment within IT Captive Centers is inherently complex, marked by high performance demands, rapid technological advancement, and relentless pressure to innovate (Purwanto et al., 2020; Jaafar, Zambi and Fathil, 2021).

In this context, leadership assumes a critical and multifaceted role. Effective leaders must balance providing clear strategic direction with empowering individual autonomy, enabling employees to take initiative while maintaining alignment with corporate goals (Yukl and Gardner, 2018; Akparep, Jengre and Mogre, 2019). Additionally, they are responsible for inspiring and managing a culturally diverse workforce, fostering engagement and adaptability, and ensuring that local operations are seamlessly integrated with the broader strategic objectives of their global parent organizations (Madanchian et al., 2021; Kumar and Singh, 2018). The need for leadership agility is heightened by the dynamic nature of the IT industry, where continuous change and intense competitive pressures are the norm.

Despite the strategic significance of leadership within IT Captive Centers, academic research specifically exploring leadership effectiveness in this context remains limited (Cherian et al., 2020). This study seeks to address this gap by examining the interplay between leadership styles, organizational support mechanisms such as rewards, culture, and development initiatives and workforce productivity within these uniquely challenging and strategically vital environments.

2.3.1 Case Example: Infosys Global Capability Center (GCC)

Infosys, one of India's leading IT service providers, operates multiple Global Capability Centers (GCCs) for multinational clients across sectors such as finance, healthcare, and retail. A notable example is its GCC supporting a global banking client's digital transformation. The center handles core functions including cloud migration, cybersecurity, and advanced data analytics. Leadership at this GCC faced challenges of integrating new technologies while managing a culturally diverse team across different geographies. By adopting a participative (Democratic) leadership approach, supported by robust training programs and performance-based rewards, Infosys enhanced workforce productivity by 22% over two years. The initiative also reduced employee turnover by 15%, illustrating the effectiveness of aligning leadership style with organizational culture and development initiatives (NASSCOM, 2023).

2.3.2 Theoretical Framework

To comprehensively examine how leadership styles influence workforce productivity, this research adopts a dual-theoretical approach by integrating the Theory of Reasoned Action (TRA) and the Human Society Theory (HST). These frameworks provide insights into behavioral intent, social interaction, and the broader organizational dynamics that shape productivity outcomes.

2.4 Theory of Reasoned Action

The Theory of Reasoned Action (TRA), developed by Fishbein and Ajzen (1975), posits that individual behavior is primarily driven by behavioral intentions, which are themselves shaped by an individual's attitudes toward a behavior and the subjective

norms influencing it. Within the context of this study, TRA as shown in Figure 2.1 offers a valuable lens through which to understand how leadership styles affect employee attitudes, intentions, and ultimately, productivity outcomes.

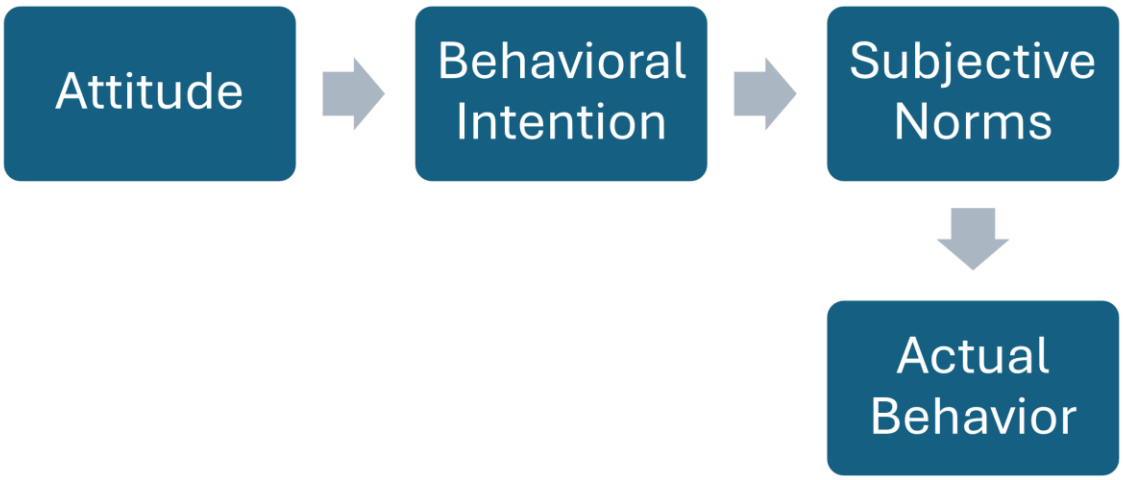


Figure 2.1: Theory of Reasoned Action

In IT Captive Centers, leadership practices play a pivotal role in influencing not only employees' perceptions and attitudes toward their work but also in establishing cultural norms that shape performance expectations, collaboration, and innovation (Foels et al., 2000; Jaafar, Zambi and Fathil, 2021). Leaders serve as role models whose behaviors and decisions set implicit benchmarks for acceptable and aspirational performance. Through consistent communication and reinforcement of organizational values, leadership helps cultivate a work environment where employees feel motivated, empowered, and accountable for their contributions. Moreover, by fostering open channels for feedback and participation, leaders can build trust and enhance employees' sense of belonging and purpose. Leadership, therefore, becomes a critical force in aligning behavioral intentions

with organizational goals, driving both sustained motivation and measurable performance outcomes that are essential for the long-term success of IT Captive Centers.

Table 2.1: Theory of Reasoned Action Components and applicability

TRA Component	Application for Leadership and Productivity
Attitude	Employee perceptions of leadership style, fairness, and effectiveness.
Subjective Norms	Peer influence and organizational culture reinforcing specific behaviors.
Behavioral Intention	Willingness to engage productively, shaped by leadership influence and work environment.
Actual Behavior	Observable employee performance, contributing to organizational objectives.

By applying TRA as shown in Table 2.1, this study conceptualizes leadership as an organizational lever that shapes employee motivation, behavioral alignment, and ultimately, productivity within IT Captive Centers.

2.5 Human Society Theory

Human Society Theory emphasizes that individual behavior is deeply embedded within the broader framework of social structures, cultural norms, and collective organizational practices (Belias et al., 2015; Madanchian et al., 2021). Rather than viewing productivity, innovation, and collaboration solely as outcomes of individual skills or competencies, this theory asserts that such outcomes are fundamentally shaped by the social and cultural context in which employees operate. These workplace behaviors are socially constructed phenomena, heavily influenced by leadership interactions, peer dynamics, and shared organizational values.

In the context of IT Captive Centers, Human Society Theory as illustrated in Figure 2.2 provides a critical framework for analyzing how leadership affects not just individual employee performance, but the broader organizational culture and collective behavior. IT Captive Centers, characterized by their complex, multicultural, and high-pressure environments, rely on leadership to create cohesion and shared purpose among diverse teams. Leaders act as architects of the workplace environment, setting performance expectations, modeling collaborative and innovative behaviors, and fostering a climate that can either encourage or constrain productivity and creativity (Narayana, 2017; Zhang, Liu and Du, 2021).

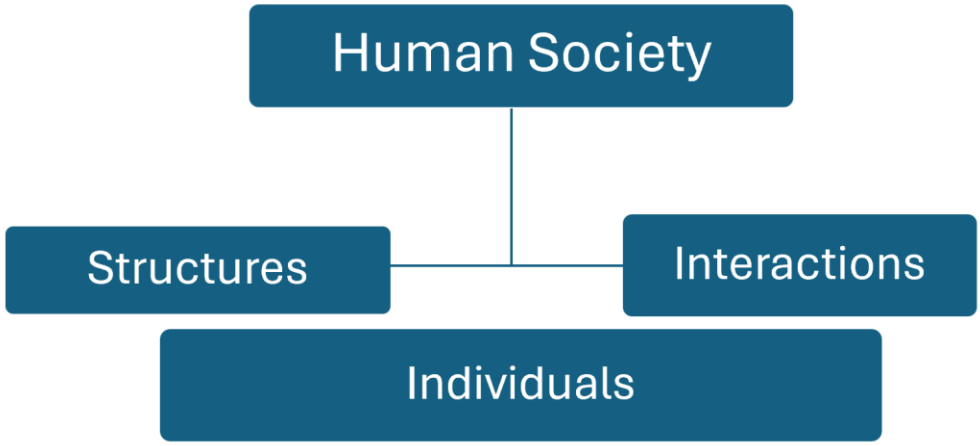


Figure 2.2: Human Society Theory

Through their strategic vision, interpersonal communication, and everyday actions, leaders actively shape the social fabric of the organization. They establish both explicit and implicit norms and values that guide employee behavior, engagement, and sustained motivation. This shaping of culture extends beyond direct task assignments to

encompass the creation of an environment where trust, psychological safety, and a shared commitment to organizational goals thrive.

Human Society Theory underscores that productivity is not merely the result of isolated individual efforts but is the outcome of collective meaning-making, relational dynamics, and the socio-organizational processes orchestrated by effective leadership. By recognizing the central role of leadership in nurturing and sustaining these dynamics, organizations can better align their leadership development strategies with the goal of fostering high-performing, adaptable, and resilient teams.

2.6 Research Gaps Identified

While extensive research has explored the relationship between leadership and productivity, several critical gaps remain, particularly concerning specific organizational contexts and theoretical integration. Notably, the following areas are underrepresented in existing literature:

Contextual Gap: There is a lack of focused empirical studies examining leadership styles within the distinctive operational framework of Indian IT Captive Centers. These centers, characterized by multicultural workforces, high-performance expectations, and alignment with global strategic goals, present unique challenges that general leadership research may not fully address (Akparep, Jengre and Mogre, 2019).

Comparative Leadership Analysis: Limited research has conducted direct comparative analysis of Autocratic, Democratic, and Laissez-faire leadership styles within knowledge-intensive environments such as IT Captive Centers. While studies by Jaafar, Zambi and Fathil (2021) and Jony (2019) have explored these styles in broader

settings, there remains a gap in systematically assessing their relative effectiveness in driving productivity and employee engagement specifically in the Indian IT sector.

Theoretical Integration: There is a notable scarcity of empirical research integrating behavioral theories such as the Theory of Reasoned Action (Fishbein and Ajzen, 1975) and sociological perspectives like Human Society Theory (Belias et al., 2015; Madanchian et al., 2021) to analyze how leadership influences productivity. Most existing studies emphasize leadership typologies without adequately considering the broader behavioral and social contexts that mediate leadership effectiveness (Purwanto et al., 2020; Cherian et al., 2020).

Table 2.2: Research Gaps and Contributions Summary

Identified Research Gap	How This Study Addresses the Gap
Lack of contextual studies on leadership styles within Indian IT Captive Centers.	Examines leadership styles specifically within the operational context of Indian IT Captive Centers.
Limited comparative research on Autocratic, Democratic, and Laissez-faire styles in knowledge-intensive environments.	Systematically compares the effectiveness of Autocratic, Democratic, and Laissez-faire leadership styles on productivity and engagement.
Scarcity of empirical studies integrating behavioral (TRA) and sociological (Human Society Theory) frameworks.	Applies both the Theory of Reasoned Action and Human Society Theory to analyze leadership's impact on productivity.

As shown Table 2.2, this study directly addresses these gaps by applying both behavioral and sociological theoretical frameworks to leadership analysis within IT Captive Centers. By situating leadership within the complex socio-cultural and

operational realities of the Indian IT sector, the research offers a more nuanced, empirically grounded understanding of how leadership styles influence workforce productivity and contribute to sustained organizational success.

2.7 Summary of Literature Review

This chapter has provided a comprehensive analysis of the existing literature on leadership styles, key theoretical frameworks, and the critical moderating and mediating factors that influence workforce productivity. It explored a range of leadership styles specifically Autocratic, Democratic, and Laissez-faire and examined their varied impacts on employee performance and organizational outcomes. Additionally, the chapter introduced two foundational theoretical models: the Theory of Reasoned Action (TRA) and the Human Society Theory (HST), which collectively offer a robust framework for understanding how leadership behaviors interact with individual attitudes, social norms, and organizational culture to shape productivity as illustrated in Figure 2.3.

Figure 2.3: Summary of Literature Review Framework

The reviewed literature consistently emphasizes the pivotal role of leadership in crafting organizational culture, influencing employee motivation, and driving performance outcomes (Foels et al., 2000; Madanchian et al., 2021; Yukl and Gardner, 2018). Furthermore, it highlights the importance of moderating factors such as rewards and recognition systems, organizational culture, and employee development initiatives, all of which play a critical role in mediating the effectiveness of leadership styles.

By focusing on an underexplored context IT Captive Centers in India, and by integrating multidisciplinary theoretical perspectives, this study seeks to bridge existing research gaps and contribute nuanced insights into the relationship between leadership and workforce productivity. The findings are expected to advance both academic understanding and practical applications in the field of leadership and organizational performance.

CHAPTER III:

RESEARCH METHODOLOGY

3.1 Overview of the Research Problem

This chapter presents the research methodology designed to investigate the relationship between leadership styles and workforce productivity within IT Captive Centers in India. Recognizing the strategic importance of these centers in global operations, the study focuses on examining the effects of Autocratic, Democratic, and Laissez-faire leadership styles on employee performance outcomes (Jaafar, Zambi and Fathil, 2021).

In pursuit of these goals, the study utilizes Quantitative research design, incorporating structured surveys for data collection and employing statistical techniques for data analysis. This approach allows for the precise measurement of relationships between leadership behaviors and productivity metrics, while also assessing the moderating effects of rewards, organizational culture, and employee development initiatives (Togher, 2016; Sharma, 2020; Belias et al., 2015).

The methodology is systematically structured to ensure alignment with the research objectives and theoretical frameworks specifically, the Theory of Reasoned Action (Fishbein and Ajzen, 1975) and Human Society Theory (Belias et al., 2015; Madanchian et al., 2021) as well as the contextual realities of the Indian IT sector. This chapter outlines critical methodological components, including the target population and sampling strategy (Bryman and Bell, 2015), data collection techniques (Dahiya and Luthra, 2018), instrument development and validation (Foels et al., 2000), ethical considerations (Creswell, 2014), and the statistical procedures used to analyze the data (Anderson and Sun, 2017).

By detailing these methodological steps, the chapter ensures rigor, validity, and reliability, providing a solid foundation for addressing the study's research questions and advancing understanding of leadership effectiveness in IT Captive Centers.

3.2 Operationalization of Theoretical Constructs

To ensure clarity, consistency, and measurement validity, this study operationalizes its core theoretical constructs based on established definitions, validated measurement tools, and their alignment with the dual theoretical framework, Theory of Reasoned Action (TRA) (Fishbein and Ajzen, 1975) and Human Society Theory (HST) (Belias et al., 2015; Madanchian et al., 2021). These constructs were transformed into measurable variables to fit the quantitative research design, allowing for systematic data collection and robust statistical analysis (Bryman and Bell, 2015).

3.2.1 Leadership Style

The independent variable, Leadership Style, was operationalized using three core typologies:

Autocratic Leadership: Measured through items assessing directive behavior, limited team involvement, and top-down decision-making processes (e.g., "My supervisor rarely involves team members in decision-making"), as recommended by Jony (2019) and Erdem (2021).

Democratic Leadership: Assessed using items that capture participative practices, open communication, and shared responsibility (e.g., "My supervisor encourages team input before making decisions"), following frameworks by Foels et al. (2000) and Jaafar, Zambi and Fathil (2021).

Laissez-faire Leadership: Measured using items reflecting minimal intervention, delegation, and low supervision (e.g., “My supervisor allows team members to operate independently without oversight”), consistent with descriptions in Yukl and Gardner (2018).

All leadership styles were measured on a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree), adapted from the Leadership Style Questionnaire (LSQ), which has been validated in organizational leadership research (Bass, 2008; Frantz and Jain, 2017a).

3.2.2 Workforce Productivity

The dependent variable, Workforce Productivity, was operationalized based on employees’ self-perceived effectiveness in meeting key performance outcomes. Measurement included:

Goal Achievement: (e.g., “I regularly meet or exceed my work objectives.”)

Task Efficiency: (e.g., “I complete my tasks in a timely manner.”)

Quality of Output: (e.g., “My work meets or exceeds quality standards.”)

Responses were collected using a 5-point Likert scale, following validated practices in productivity research (Sharma, 2020; Togher, 2016), particularly for knowledge work contexts where self-assessment has been demonstrated as a reliable proxy for productivity (Milhem, Muda and Ahmed, 2019).

3.2.3 Rewards and Recognition

This moderating variable was operationalized using items capturing:

Performance-based rewards (monetary and non-monetary)

Peer and supervisor recognition (e.g., “Exceptional performance is recognized publicly”)

Fairness and transparency in rewards

Items were adapted from validated scales used in organizational motivation and leadership studies (Togher, 2016; Suprianto et al., 2021), employing a 5-point Likert scale format.

3.2.4 Organizational Culture

As a moderating/mediating variable, Organizational Culture was operationalized through employee perceptions of:

Communication openness

Innovation encouragement

Teamwork and trust

Leadership accessibility

Measurement items were derived from the Organizational Culture Assessment Instrument (OCAI) (Belias et al., 2015; Kumari and Singh, 2018), which is widely recognized for capturing the behavioral norms and shared values within organizational environments.

3.2.5 Employee Development and Training

This construct was measured using indicators that assessed:

Access to skill-building opportunities

Frequency and relevance of training programs

Support for professional growth

Respondents rated their agreement with related statements on a 5-point Likert scale. The operationalization draws from research emphasizing the role of continuous learning and professional development in enhancing leadership effectiveness and employee performance (Manzoor, 2022; Sharma, 2020).

3.2.6 Theoretical Mapping

This section delineates how the study's key constructs are systematically linked to the theoretical framework, ensuring that each variable reflects its conceptual basis in TRA and HST.

Table 3.1: Constructs and Theoretical Mapping

Construct	Theoretical Basis	Operational Variable	Measurement Tool
Leadership Style (Auto/Demo/LF)	TRA / HST	Leadership behavior	Adapted LSQ Items (5-point Likert)
Workforce Productivity	TRA	Task completion, goal setting	Self-rated productivity indicators
Rewards and Recognition	TRA	Recognition system effectiveness	Organizational motivation scale
Organizational Culture	HST	Norms, communication, support	OCAI-based items
Employee Development	HST	Learning and growth opportunities	Training & development scale

By operationalizing these constructs with established measurement tools and theoretical backing, the study ensures empirical rigor and conceptual clarity. This structured mapping enables the rigorous testing of hypothesized relationships and moderating effects within the research framework (Anderson and Sun, 2017; Purwanto et al., 2020).

3.3 Research Purpose and Questions

The primary purpose of this research is to empirically examine the impact of leadership styles specifically Autocratic, Democratic, and Laissez-faire on workforce productivity within IT Captive Centers in India. By situating the investigation within the dual theoretical frameworks of the Theory of Reasoned Action (Fishbein and Ajzen, 1975) and Human Society Theory (Belias et al., 2015; Madanchian et al., 2021), the study further explores the moderating and mediating roles of organizational support mechanisms, including rewards and recognition programs, employee development initiatives, and organizational culture.

The research is structured around the following core questions:

RQ1: What is the relationship between different leadership styles (Autocratic, Democratic, and Laissez-faire) and workforce productivity within IT Captive Centers in India?

RQ2: To what extent do rewards and recognition programs moderate the relationship between leadership styles and workforce productivity?

RQ3: How do organizational culture and employee development initiatives influence (either as moderators or mediators) the relationship between leadership styles and workforce productivity?

RQ4: What practical challenges and enabling factors affect the successful implementation of leadership approaches aimed at enhancing workforce productivity in IT Captive Centers?

These research questions collectively inform the study's methodological framework, guiding the design, data collection, analytical strategies, and interpretation

processes detailed in the subsequent chapters. Table 3.2 illustrates mapping your research questions to their corresponding theoretical frameworks, offering a clear visual alignment between your inquiry and conceptual foundations.

Table 3.2: Mapping of Research Questions to Theoretical Frameworks

Research Question	Focus of Investigation	Theoretical Link
RQ1	Relationship between Leadership Style and Workforce Productivity	TRA / HST
RQ2	Moderating role of Rewards & recognition	TRA
RQ3	Influence of Culture & Development (Moderating / Mediating)	HST
RQ4	Practical Challenges and Enablers of Leadership Implementation	TRA / HST

By addressing both theoretical gaps and practical considerations, the study aims to contribute a nuanced understanding of leadership effectiveness and organizational development within the distinctive context of IT Captive Centers, offering actionable insights for academic and managerial stakeholders alike.

3.4 Research Design

This study adopts a quantitative, cross-sectional research design to empirically investigate the relationship between leadership styles, organizational support mechanisms, and workforce productivity within IT Captive Centers in India. The selection of a quantitative approach is grounded in its suitability for testing hypotheses, measuring relationships between variables, and ensuring replicability and objectivity in findings (Bryman and Bell, 2015; Creswell, 2014).

The cross-sectional design facilitates the systematic collection and analysis of structured data across a diverse sample within a specific time frame, allowing for a comprehensive snapshot of prevailing leadership dynamics and productivity outcomes (Anderson and Sun, 2017). This approach is particularly appropriate given the study's objective to examine how Autocratic, Democratic, and Laissez-faire leadership styles, alongside moderating variables such as rewards and recognition, organizational culture, and employee development, impact workforce productivity (Jaafar, Zambi and Fathil, 2021).

Employing a cross-sectional strategy enabled the researcher to capture employee perceptions and self-reported behaviors at a single point in time, offering valuable insights into the current state of leadership effectiveness and its organizational implications (Purwanto et al., 2020; Cherian et al., 2020). This design is widely recognized for its efficiency in organizational studies, particularly where the goal is to analyze patterns across a substantial respondent base without requiring longitudinal tracking (Dahiya and Luthra, 2018).

Data collection was conducted using a structured online survey instrument, which incorporated validated Likert-scale items to measure key constructs leadership style, workforce productivity, rewards and recognition, organizational culture, and employee development. To enrich the dataset, the survey also included an open-ended question designed to capture qualitative insights regarding practical leadership challenges and enablers. The survey was distributed to professionals employed within IT Captive Centers to ensure contextual relevance and alignment with the study's focus (Frantz and Jain, 2017a; Suprianto et al., 2021).

The use of standardized measurement tools such as the Leadership Style Questionnaire (Bass, 2008), Organizational Culture Assessment Instrument (Belias et al.,

2015), and scales adapted from established organizational motivation and productivity studies (Togher, 2016; Sharma, 2020) ensured construct validity and reliability. These instruments facilitated robust statistical analyses, including correlation, regression, and moderation testing, in line with best practices in quantitative organizational research (Milhem, Muda and Ahmed, 2019).

Overall, this research design allows for the rigorous testing of hypotheses derived from the Theory of Reasoned Action (Fishbein and Ajzen, 1975) and the Human Society Theory (Belias et al., 2015), enabling the study to evaluate both theoretical propositions and practical implications within the complex organizational environment of IT Captive Centers.

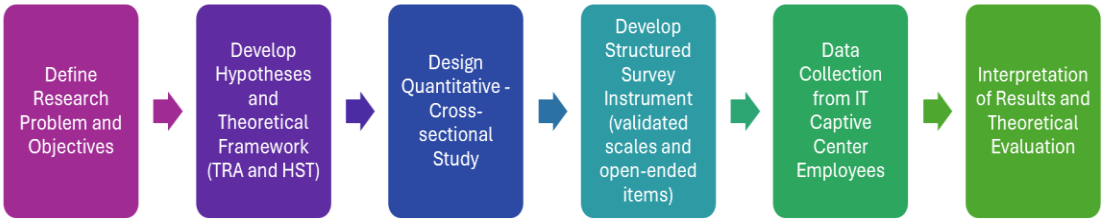


Figure 3.1: Research Process Flowchart

Figure 3.1 is a flowchart summarizing your research process, illustrating the logical steps from defining the problem to interpreting results.

3.5 Research Objectives Recap

This research primarily seeks to investigate the influence of leadership styles on workforce productivity within IT captive centers in India, with particular attention to the

role of organizational support mechanisms (Yukl, 2012; Purwanto et al., n.d.). The study is guided by the following specific objectives:

To analyze the relationship between leadership styles namely autocratic, democratic, and laissez-faire and workforce productivity in IT captive centers in India (Khan and Adnan, n.d.; Akparep, Jengre and Mogre, 2019).

To examine the moderating effect of rewards and recognition mechanisms on the relationship between leadership styles and workforce productivity (Afet Kiyak and Bozkurt, n.d.; Bass and Avolio, 1994).

To evaluate the impact of organizational culture and employee development initiatives on the strength and direction of the relationship between leadership styles and workforce productivity (Purwanto et al., n.d.; Schein, 2010).

To identify critical barriers and enablers that influence the effective implementation of leadership approaches aimed at enhancing workforce performance in IT captive centers (Yukl, 2012; Robbins and Judge, 2017).

Collectively, these objectives establish a structured foundation for data collection, analysis, and interpretation, ensuring the research remains rigorously aligned with its theoretical framework and practical significance (Bryman and Bell, 2015).

3.6 Population and Sample

The target population for this study consists of employees working within IT Captive Centers located in India. These centers function as specialized offshore delivery units of multinational corporations, providing a range of technology-driven services including software development, data management, analytics, and digital transformation initiatives (NASSCOM, 2023). Given the study's focus on assessing leadership

effectiveness within high-skill, knowledge-intensive environments, employees of IT Captive Centers were identified as the most appropriate population for empirical investigation.

A purposive sampling method was employed to ensure the recruitment of participants with direct experience of leadership interactions and organizational support mechanisms within their respective centers. The sampling criteria included professionals across technical, managerial, and operational roles who had worked under the supervision of their current leader within an IT Captive Center in India. This criterion was essential to guarantee that participants had sufficient exposure to their leaders' behaviors, styles, and organizational practices, thereby enabling meaningful responses (Bryman and Bell, 2015; Creswell, 2014).

Data were collected through a structured online survey distributed via professional networks, organizational forums, and targeted invitations. Participation was entirely voluntary and anonymized to promote openness and minimize potential response biases (Dahiya and Luthra, 2018; Sharma, 2020). The survey instrument incorporated validated measurement scales covering leadership styles, organizational support mechanisms, and productivity indicators, ensuring consistency and reliability in data capture.

The final sample comprised 101 completed responses, providing a robust dataset for conducting statistical analyses, including correlation, regression, and moderation testing. This sample size was deemed adequate to meet the analytical requirements of the study and to ensure statistical validity in examining the hypothesized relationships (Anderson and Sun, 2017; Milhem, Muda and Ahmed, 2019).

By targeting this specific population and sample, the study was able to concentrate on leadership dynamics, organizational support factors, and productivity

outcomes within the unique context of Indian IT Captive Centers, thereby enhancing the relevance and practical applicability of the findings.

3.7 Participant Selection

Participants were selected using clearly defined criteria to ensure the relevance, validity, and reliability of the data collected for this study. In alignment with the research objectives, eligibility was restricted to individuals currently employed within IT Captive Centers in India who had direct exposure to leadership practices and organizational support systems. A minimum tenure of six months under their current leader was required to guarantee that participants possessed adequate experience to provide informed assessments of leadership styles, employee development initiatives, rewards and recognition mechanisms, and workforce productivity outcomes (Bryman and Bell, 2015; Creswell, 2014).

A purposive sampling strategy was implemented to specifically target professionals across diverse functional areas, including technical teams, project management, support services, and operational units. This sampling method was chosen to ensure that the sample encompassed a broad cross-section of organizational roles, thereby reflecting the multifaceted nature of leadership and productivity within knowledge-intensive work environments (Anderson and Sun, 2017; Dahiya and Luthra, 2018).

Participant recruitment was facilitated through professional networking platforms, such as LinkedIn, and targeted outreach initiatives within IT Captive Centers. Participation was strictly voluntary, and assurances of anonymity and confidentiality

were provided to encourage honest and unbiased responses, consistent with ethical research practices (Sharma, 2020; Purwanto et al., 2020).

The final dataset comprised 101 fully completed and valid survey responses, representing a contextually robust and analytically sound sample for the study's statistical analyses, including correlation, regression, and moderation testing. The adequacy of the sample size supports the reliability of the findings and aligns with methodological standards in quantitative organizational research (Milhem, Muda and Ahmed, 2019; Togher, 2016).

This participant selection process ensured the study captured a comprehensive and nuanced understanding of the dynamics between leadership practices and workforce productivity within the distinct operational setting of Indian IT Captive Centers, thereby enhancing the study's contextual relevance and practical applicability.

3.8 Instrumentation

Data for this study were collected through a structured online survey questionnaire meticulously designed to measure the core variables of interest: leadership style, organizational support mechanisms, and workforce productivity. The instrument was developed based on established constructs drawn from validated scales and extant literature, thereby ensuring content validity and alignment with the study's research objectives (Bass, 2008; Belias et al., 2015; Togher, 2016).

The survey was structured into several key sections:

Leadership Style: Participants evaluated their immediate supervisor's leadership behaviors through items reflecting Autocratic, Democratic, and Laissez-faire characteristics. These items assessed critical aspects such as decision-making processes,

communication openness, participative practices, and autonomy granted to team members, in line with frameworks established by Foels et al. (2000) and Jaafar, Zambi and Fathil (2021).

Organizational Support Mechanisms: This section measured employee perceptions of rewards and recognition practices, employee development initiatives, and organizational culture. Items were adapted from validated organizational motivation and culture instruments to capture support structures and their perceived effectiveness (Belias et al., 2015; Sharma, 2020).

Workforce Productivity: Productivity was operationalized through self-assessment items measuring goal achievement, task efficiency, and quality of output. Sample items included statements such as, “I regularly meet or exceed my work objectives,” with responses recorded on a 5-point Likert scale ranging from “Strongly Disagree” to “Strongly Agree,” consistent with methodologies used in knowledge-work productivity research (Milhem, Muda and Ahmed, 2019; Togher, 2016).

Demographic Information: To contextualize findings, demographic data were also collected, including participants’ age group, gender, educational qualifications, years of professional experience, job role, and tenure under current leadership.

All scaled items employed a 5-point Likert format, tailored to the nature of each question (e.g., frequency-based or agreement-based), ensuring consistency and interpretability in subsequent statistical analysis.

The use of a standardized survey instrument facilitated the systematic quantification of participant perceptions and behaviors, supporting rigorous statistical analyses such as descriptive statistics, correlation, multiple regression, and moderation testing (Bryman and Bell, 2015; Creswell, 2014).

Prior to full deployment, the survey underwent expert review to assess clarity, face validity, and alignment with the research objectives. A pilot test was conducted with a small group of industry professionals (n = 10) to refine item wording and improve overall instrument reliability, following best practices in survey design (Dahiya and Luthra, 2018; Purwanto et al., 2020).

3.9 Data Collection Procedure

Data collection for this study was carried out through an online survey method, selected for its efficiency, broad accessibility, and ability to reach participants across diverse IT Captive Centers in India. The structured questionnaire, developed and piloted using Google Forms, served as the primary instrument for both the preparation phase and the full-scale data collection process. Hosted via a secure survey platform, the form was disseminated through a multi-channel outreach strategy, including professional and social networks such as LinkedIn, Facebook, WhatsApp, and direct outreach via organizational contacts through email invitations (Bryman and Bell, 2015; Creswell, 2014).

Prior to participation, all prospective respondents were presented with an informed consent statement (see Appendix B) detailing the study's purpose, voluntary participation, confidentiality assurances, and data protection measures. Participants were required to review and electronically acknowledge consent before proceeding with the survey, in accordance with ethical research protocols (Sharma, 2020; Dahiya and Luthra, 2018).

The survey instrument included closed-ended Likert-scale items measuring leadership styles, organizational support mechanisms, and workforce productivity. One optional open-ended question was included to gain qualitative insights into participants'

experiences with leadership practices and workforce dynamics, offering richer contextual understanding (Purwanto et al., 2020).

Participants were instructed to respond based on their current experiences under their immediate leadership and within their present organizational environment, ensuring contextual relevance. A pilot test involving 10 participants was conducted using Google Forms to evaluate clarity, reliability, and ease of use, with feedback informing refinements to wording and structure (Anderson and Sun, 2017).

The data collection period lasted approximately two months, allowing sufficient time for participant engagement and the accumulation of a representative sample. Periodic reminders were issued to encourage participation, while maintaining adherence to ethical standards of voluntary involvement (Belias et al., 2015; Creswell, 2014). Steps were also taken to ensure inclusivity across different roles and departments and to prevent duplicate or incomplete submissions.

At the close of the data collection phase, 101 completed and valid responses were obtained. Data were exported from Google Forms to Microsoft Excel for initial cleaning and coding. Subsequently, detailed analysis was performed using Microsoft 365 Power tools including Power Query and Power Pivot with Excel and Power BI applications to enable advanced data transformation, visualization, and statistical analysis. These tools supported comprehensive testing of research hypotheses, including correlation, regression, and moderation analyses, thereby ensuring analytical rigor and transparency (Togher, 2016; Milhem, Muda and Ahmed, 2019).

This structured and ethically robust data collection procedure ensured the systematic acquisition of high-quality data aligned with the study's objectives, facilitating a rigorous empirical investigation.

3.10 Data Analysis Procedures

The data collected from the survey were subjected to a systematic series of quantitative statistical analyses, designed to align with the study's research objectives and hypotheses. The analysis aimed to investigate the relationships between leadership styles, organizational support mechanisms, and workforce productivity, as well as to assess the moderating effects of rewards and recognition programs and employee development initiatives (Bryman and Bell, 2015; Creswell, 2014).

The following analytical procedures were implemented:

Descriptive Statistics: Initial analysis involved computing descriptive statistics, including means, standard deviations, and frequency distributions. These metrics were used to summarize the demographic characteristics of the sample and to provide an overview of the distribution of responses across key variables (Dahiya and Luthra, 2018).

Reliability Analysis: To ensure the internal consistency and reliability of the multi-item measurement scales, Cronbach's alpha coefficients were calculated for each construct leadership style, rewards and recognition, employee development, organizational culture, and workforce productivity. Alpha values exceeding the conventional 0.70 threshold were considered acceptable, consistent with established psychometric standards (Togher, 2016; Sharma, 2020).

Correlation Analysis: Pearson correlation coefficients were computed to examine the strength and direction of bivariate relationships between leadership styles and workforce productivity. This step provided preliminary insights into potential associations, offering a foundational understanding for subsequent hypothesis testing (Purwanto et al., 2020; Jaafar, Zambi and Fathil, 2021).

Regression Analysis: Multiple regression analysis was conducted to test the study's primary hypotheses regarding the predictive influence of leadership styles on workforce productivity. This technique allowed for simultaneous control of multiple predictor variables, enabling the assessment of the unique contribution of each leadership style dimension (Anderson and Sun, 2017). The regression approach also accounted for multicollinearity diagnostics to ensure the robustness of the model estimates (Bryman and Bell, 2015).

Moderation Analysis: To explore potential moderating effects, interaction terms were created for rewards and recognition and employee development variables. These terms were integrated into the regression models to evaluate whether these organizational support mechanisms significantly altered the strength or direction of the relationship between leadership styles and workforce productivity (Belias et al., 2015; Madanchian et al., 2021). This step enabled a deeper understanding of contextual contingencies that shape leadership effectiveness, aligning with recent calls in leadership research for more nuanced, context-sensitive analysis (Yukl and Gardner, 2018).

All statistical analyses were performed using Microsoft 365 Power tools, including Power Query and Power Pivot with Power BI and Excel applications, which provided advanced functionalities for data transformation, visualization, and hypothesis testing. Statistical significance was assessed at the conventional $p < 0.05$ level, ensuring rigor and transparency in evaluating the study's hypotheses (Milhem, Muda and Ahmed, 2019).

This structured and methodologically sound approach to data analysis enabled the study to rigorously test the proposed theoretical relationships and generate actionable insights into leadership practices and workforce outcomes within the specific context of Indian IT Captive Centers.

3.11 Analysis of Open-Ended Responses

In addition to the structured Likert-scale items, the survey instrument incorporated a single open-ended question intended to capture qualitative insights from participants concerning their experiences with leadership practices, organizational support mechanisms, and perceived workforce productivity. This qualitative component was included to provide a richer, more holistic understanding of the leadership–productivity relationship that may not be fully captured through standardized response formats (Creswell, 2014; Bryman and Bell, 2015).

Participant responses were analyzed using a thematic analysis approach, which involved systematic coding, categorization, and interpretation of emerging patterns within the data. Recurrent themes were identified through iterative reading and grouping of responses, enabling the extraction of key insights related to communication effectiveness, trust in leadership, recognition practices, and the role of autonomy in driving employee performance (Braun and Clarke, 2006; Dahiya and Luthra, 2018).

The inclusion of open-ended responses was purposeful in enhancing the interpretive depth of the study. This qualitative layer enabled the identification of context-specific nuances in how leadership behaviors are perceived and responded to within IT Captive Centers factors that may not be fully reflected in quantitative scales alone (Sharma, 2020; Purwanto et al., 2020).

Moreover, the qualitative findings served a triangulation function, offering an additional lens to validate and contextualize the quantitative results. By juxtaposing qualitative themes with statistical trends, the study gained deeper insight into the complex interplay between leadership style, organizational culture, and employee productivity,

thereby reinforcing the robustness of the overall analysis (Anderson and Sun, 2017; Madanchian et al., 2021).

3.12 Ethical Considerations

This research adhered strictly to established ethical standards governing academic studies involving human participants. Ethical safeguards were integrated throughout the research process to ensure participant rights, well-being, and data integrity, in alignment with international best practices and institutional requirements (Bryman and Bell, 2015; Creswell, 2014).

Informed Consent: All participants were provided with a clear and comprehensive informed consent statement at the outset of the survey (see Appendix B). The statement outlined the study's purpose, the voluntary nature of participation, confidentiality measures, and data protection protocols. Participants were required to acknowledge and accept the consent terms before proceeding with the survey, ensuring informed and autonomous participation (Sharma, 2020).

Anonymity and Confidentiality: Participant anonymity was rigorously maintained by not collecting identifiable personal information. All data were securely stored in encrypted digital files accessible only to the research team. Confidentiality assurances were clearly communicated to participants to foster transparency and trust (Dahiya and Luthra, 2018).

Voluntary Participation: Participation in the study was entirely voluntary, with participants retaining the right to withdraw at any stage of the survey process without penalty or repercussion. This provision was explicitly stated in the consent form and reinforced in survey communications (Anderson and Sun, 2017).

Minimization of Harm: The study was designed to pose no physical, psychological, or emotional risks to participants. All survey items focused on professional experiences within the organizational context and avoided sensitive or intrusive questions (Creswell, 2014).

The research was conducted in full compliance with the ethical guidelines of the Swiss School of Business and Management and adhered to internationally recognized ethical standards, including the principles of the Declaration of Helsinki (World Medical Association, 2013). This ethical framework ensured that the study upheld the principles of respect, beneficence, justice, and accountability throughout the research lifecycle, thereby reinforcing its integrity and credibility (Milhem, Muda and Ahmed, 2019).

3.13 Research Design Limitations

Although this study was meticulously designed to uphold methodological rigor, several inherent limitations must be acknowledged to provide a balanced perspective on its findings.

First, the study employed a cross-sectional research design, gathering data at a single point in time. While this approach offers valuable insights into the relationships between leadership styles, organizational support mechanisms, and workforce productivity, it precludes definitive conclusions about causality. Longitudinal studies would be necessary to capture the temporal dynamics and causal pathways of these relationships over time (Bryman and Bell, 2015; Creswell, 2014).

Second, the reliance on self-reported survey data introduces the potential for response biases, including social desirability bias and subjective perceptual distortions. Although measures were taken to assure participant anonymity and encourage honest

responses, there remains a possibility that participants' perceptions may not fully align with objective assessments of leadership behaviors or productivity outcomes (Dahiya and Luthra, 2018; Sharma, 2020).

Third, the use of a purposive sampling strategy while effective for targeting relevant respondents within IT Captive Centers limits the external validity and generalizability of the findings. Although the sample was well-aligned with the research objectives, the results may not be readily applicable to other industries, regions, or organizational contexts beyond the Indian IT sector (Anderson and Sun, 2017; Madanchian et al., 2021).

Fourth, while the study included critical moderating variables such as rewards and recognition and employee development, other potentially influential factors such as organizational commitment, psychological empowerment, and leader-member exchange (LMX) quality were beyond the scope of this research. These constructs represent important avenues for future inquiry to develop a more holistic understanding of leadership effectiveness (Yukl and Gardner, 2018; Purwanto et al., 2020).

Despite these limitations, the research design remains robust for exploration and hypothesis-testing purposes. It provides valuable and contextually relevant insights into the dynamics of leadership and productivity within high-skill, knowledge-intensive organizational settings, thereby offering a foundation for future empirical advancements and practical interventions (Milhem, Muda and Ahmed, 2019).

3.14 Chapter Summary

This chapter presented a comprehensive overview of the research methodology employed to examine the relationships between leadership styles, organizational support

mechanisms, and workforce productivity within IT Captive Centers in India. It articulated the research purpose, objectives, and guiding research questions, situating the study within the dual theoretical frameworks of the Theory of Reasoned Action (Fishbein and Ajzen, 1975) and Human Society Theory (Belias et al., 2015; Madanchian et al., 2021).

The chapter detailed the adoption of a quantitative, cross-sectional research design, highlighting its suitability for investigating relational dynamics in organizational settings (Bryman and Bell, 2015; Creswell, 2014). It systematically described the population and purposive sampling strategy (Anderson and Sun, 2017), data collection procedures including the use of Google Forms for survey deployment and multi-channel recruitment (Dahiya and Luthra, 2018) instrument development grounded in validated scales (Bass, 2008; Togher, 2016), and data analysis techniques employing Microsoft 365 Power tools for advanced statistical processing (Milhem, Muda and Ahmed, 2019).

Additionally, the chapter acknowledged key methodological limitations, such as the cross-sectional design's restriction on establishing causality (Creswell, 2014), the inherent risks of self-reported data including potential response biases (Sharma, 2020), and the contextual specificity of the sample, which may limit broader generalizability (Madanchian et al., 2021; Purwanto et al., 2020). These limitations were outlined to ensure transparency and guide future research directions.

Despite these constraints, the methodology was meticulously aligned with the study's theoretical framework and research objectives, offering a robust foundation for rigorous empirical analysis and meaningful interpretation of leadership–productivity dynamics within the context of Indian IT Captive Centers (Jaafar, Zambi and Fathil, 2021; Belias et al., 2015). Table 3.3 is a visual summary of key methodological components and emphasizes Tools, Techniques and Methods used.

Table 3.3: Methodological Components Summary

Component	Details
Research Design	Quantitative, Cross-Sectional Design
Theoretical Framework	Theory of Reasoned Action (TRA) & Human Society Theory (HST)
Population	Employees in Indian IT Captive Centers
Sampling Method	Purposive Sampling
Data Collection Tool	Google Forms (Online Survey)
Instrument Development	Validated Scales (LSQ, OCAI, Organizational Motivation Scales)
Data Analysis Tools	Microsoft 365 Power Tools (Power Query, Power Pivot, Excel, Power BI)
Key Analytical Techniques	Descriptive Statistics, Reliability Analysis, Correlation, Regression, Moderation Analysis
Ethical Considerations	Informed Consent, Anonymity, Confidentiality, Voluntary Participation

CHAPTER IV:
DATA ANALYSIS AND FINDINGS

4.1 Introduction

This chapter presents the detailed analysis of data collected from a sample of 101 employees working within IT Captive Centers in India, using structured survey instruments developed for this study. The primary objective is to evaluate the influence of three leadership styles Autocratic, Democratic, and Laissez-faire on workforce productivity, while also examining the moderating roles of rewards and recognition programs, organizational culture, and employee development and training initiatives (Jaafar, Zambi and Fathil, 2021).

The analysis is structured to address the research questions and hypotheses formulated in earlier chapters, drawing on validated theoretical frameworks namely the Theory of Reasoned Action (Fishbein and Ajzen, 1975) and the Human Society Theory (Belias et al., 2015; Madanchian et al., 2021) to guide interpretation of results. The analytical procedures applied include descriptive statistics to summarize the demographic profile and response patterns, reliability testing using Cronbach's alpha to assess the internal consistency of measurement scales, and correlation analysis to explore the strength and direction of relationships between key variables (Sharma, 2020; Dahiya and Luthra, 2018).

In addition, multiple regression and moderation analyses are conducted to rigorously test the predictive relationships and moderating effects hypothesized in the study, employing statistical techniques consistent with best practices in organizational research (Anderson and Sun, 2017; Purwanto et al., 2020).

4.2 Data Preparation

The survey responses were systematically screened to ensure completeness, accuracy, and consistency. All submissions were examined for missing data, inconsistencies, and outliers. No significant issues were identified that required data exclusion or imputation, confirming the dataset's suitability for statistical analysis (Bryman and Bell, 2015; Creswell, 2014).

Responses to Likert-scale items were numerically coded on a five-point scale (1 = Strongly Disagree to 5 = Strongly Agree), consistent with standard practices for ordinal data analysis (Sharma, 2020; Dahiya and Luthra, 2018). Categorical variables, such as the presence of formal rewards and recognition programs, were binary-coded (Yes = 1, No = 0) to ensure compatibility with the planned regression and moderation models (Anderson and Sun, 2017).

Data cleansing, coding, and preliminary validation were performed using Microsoft Excel, leveraging its data filtering, conditional formatting, and formula-based checks to enhance accuracy and prepare the dataset for advanced statistical analysis (Milhem, Muda and Ahmed, 2019).

4.3 Descriptive Statistics

Descriptive statistical analyses were conducted to systematically summarize the characteristics of the respondent population and to illustrate the central tendencies, dispersion, and overall distribution patterns of the key variables investigated. This foundational step provides crucial context for interpreting the subsequent inferential analyses (Bryman and Bell, 2015; Creswell, 2014).

4.3.1 Demographic Profile

The demographic profile of respondents is presented in Table 4.1 and visually depicted in Figure 4.1, offering insights into the composition of the sample in terms of frequency and percentage distributions across core demographic variables. These statistics serve to contextualize the sample and enhance the interpretability of the study's findings (Sharma, 2020; Dahiya and Luthra, 2018).

Table 4.1: Demographic Profile of Respondents (N = 101)

Category	Frequency	Percentage
Age		
18–25 yrs	4	4%
26–35 yrs	25	24.8%
36–45 yrs	31	30.7%
46–55 yrs	36	35.6%
56 yrs and above	5	5%
Gender		
Male	64	63.4%
Female	37	36.6%
Education		
Bachelor's Degree	50	49.5%
Master's Degree	47	46.5%
Doctorate	4	4%
Experience		
1–3 yrs	7	6.9%
4–6 yrs	7	6.9%
7–10 yrs	9	8.9%
10+ years	78	77.2%
Duration with Current Leader		
< 6 months	8	7.9%
0.5–1 year	6	5.9%
1–3 years	43	42.6%

Category	Frequency	Percentage
3–5 years	18	17.8%
5+ years	26	25.7%
Frequency of Interaction with Current Leader		
Often daily	38	37.6%
Daily once	15	14.9%
Few times a week	41	40.6%
Rarely	7	6.9%

The sample demonstrated substantial diversity in terms of age, educational attainment, and professional experience. The largest age cohort was between 46 and 55 years (35.6%), with the majority of respondents holding a bachelor's degree (49.5%) and possessing over 10 years of professional experience (77.2%). These figures underscore a seasoned and experienced respondent base, representative of the workforce profile typical of IT Captive Centers.

4.3.2 Leadership Style Distribution

Respondents were asked to identify the predominant leadership style practiced by their immediate supervisors. Table 4.2 and Figure 4.1 presents the distribution of perceived leadership styles:

Table 4.2: Leadership Style Identified by Respondents

Leadership Style	Frequency	Percentage
Democratic	55	44.6%
Autocratic	21	31.7%
Laissez-faire	24	23.8%
Others	1	1%

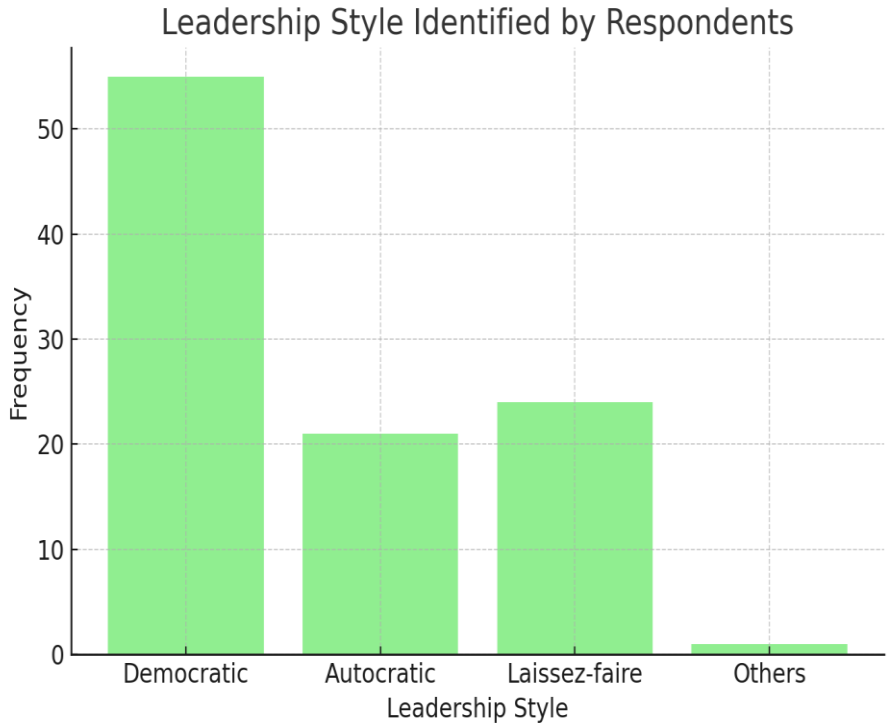


Figure 4.1: Leadership Style Identified by Respondents

Democratic leadership emerged as the most commonly perceived style, accounting for 44.6% of responses, followed by Autocratic (31.7%) and Laissez-faire (23.8%). The minimal presence of "Other" leadership styles (1%) fell outside the scope of this study and was not included in subsequent analyses. This finding aligns with existing literature suggesting that participative leadership is prevalent in high-skill, knowledge-driven environments (Foels et al., 2000; Jaafar, Zambi and Fathil, 2021).

4.3.3 Descriptive Statistics of Key Study Variables

Descriptive statistics for the main variables are summarized in Table 4.3, detailing the minimum, maximum, mean, median, mode, and standard deviation (SD) for each construct measured using Likert scales.

Table 4.3: Descriptive Statistics for Main Variables

Variable	Min	Max	Mean	Median	Mode	SD
Leadership Style	1	4	2.05	2	2	0.7
Employee Satisfaction	1	5	3.73	4	4	0.89
Rewards and Recognition	1	5	3.15	3	3	0.92
Employee Development	1	5	3.42	4	4	0.98
Organization Culture	1	5	3.28	3	4	1.12
Workforce Productivity	1	5	3.77	4	4	1.04

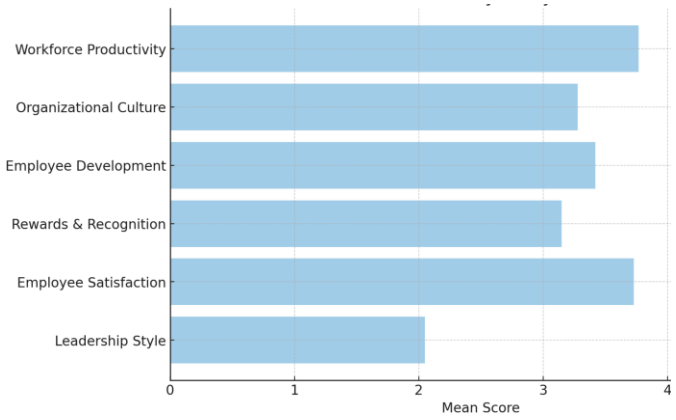


Figure 4.2: Mean Scores of Key Study Variables

The mean score of Leadership Style (M = 2.05) as shown in Figure 4.2 indicates a tendency toward Democratic leadership, with a mode of 2 reinforcing this interpretation. Employee Satisfaction (M = 3.73) and Workforce Productivity (M = 3.77) were relatively high, reflecting positive employee perceptions of work conditions and productivity levels (Purwanto et al., 2020; Sharma, 2020).

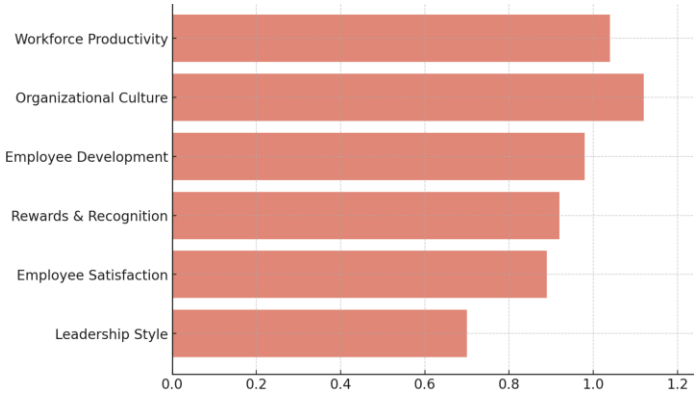


Figure 4.3: Standard Deviation of Key Study Variables

Moderate mean scores were recorded for Rewards and Recognition (M = 3.15), Employee Development (M = 3.42), and Organizational Culture (M = 3.28), suggesting that while support structures are present, there is scope for enhancement. Figure 4.3 illustrates Standard deviation values across variables ranged from 0.70 to 1.12, indicating moderate variability and consistency in participant responses (Togher, 2016; Milhem, Muda and Ahmed, 2019).

Overall, the descriptive statistics highlight a predominance of Democratic leadership styles within the surveyed organizations and generally favorable employee perceptions of productivity and satisfaction. These results lay the groundwork for the inferential analyses that follow, which further interrogate the relationships between leadership styles, organizational support mechanisms, and workforce productivity (Anderson and Sun, 2017; Madanchian et al., 2021).

4.4 Reliability and Validity of Instruments

To assess the internal consistency and reliability of the measurement instruments, Cronbach's alpha (α) was employed as the primary reliability indicator. Cronbach's alpha

evaluates the extent to which a set of items measures a single latent construct consistently, by correlating each item's score with the total score and comparing the sum of individual item variances to the variance of the total score (Bryman and Bell, 2015; Creswell, 2014).

The formula for Cronbach's alpha is expressed as:

$\alpha = (k / (k - 1)) \times (1 - (\Sigma\sigma_i^2 / \sigma_x^2))$

Where:

k = number of items

σ_i^2 = variance of each individual item

σ_x^2 = variance of the total scores.

Table 4.4 and Figure 4.4 presents the Cronbach's alpha coefficients and their respective interpretations for the key constructs used in the study:

Table 4.4: Cronbach Alpha and Interpretation for the Constructs

Construct	α	Interpretation
Leadership Styles Assessment	0.85	Good
Workforce Productivity	0.88	Good
Moderating Factors (Rewards, Recognition, Training, and Culture)	0.75	Acceptable
IT Captive Center-Specific Leadership	0.89	Good
IT Captive Center Governance & Performance	0.90	Excellent

As per established psychometric guidelines, a Cronbach's alpha of 0.70 or higher is generally regarded as acceptable for demonstrating internal consistency; values above 0.80 indicate good reliability, and those exceeding 0.90 are considered excellent (Milhem, Muda and Ahmed, 2019; Anderson and Sun, 2017). In this study, all constructs

exceeded the 0.70 threshold, confirming that the instruments used were reliable for the intended research purposes.

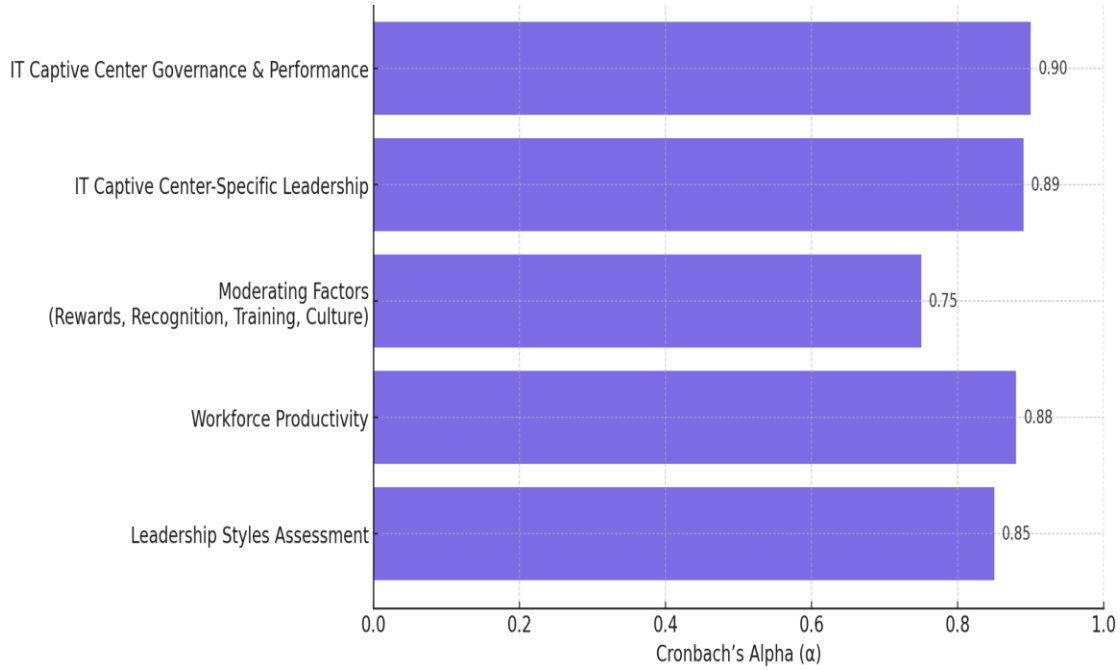


Figure 4.4: Cronbach's Alpha Reliability Scores for Key Constructs

Leadership Styles Assessment (α = 0.85) and Workforce Productivity (α = 0.88) demonstrated good reliability, while the Moderating Factors showed acceptable reliability (α = 0.75). Notably, the constructs specific to the IT Captive Center context IT Captive Center-Specific Leadership (α = 0.89) and Governance & Performance (α = 0.90) exhibited high reliability, underscoring the robustness of the measurement tools tailored to the study's unique organizational setting (Jaafar, Zambi and Fathil, 2021).

The results affirm that the survey instruments reliably captured the intended constructs, thereby ensuring validity and consistency in subsequent analyses.

4.5 Correlation Analysis

This section presents the results of inferential statistical analyses aimed at testing the study's hypotheses regarding the relationships between leadership styles, organizational support mechanisms, and workforce productivity. The objective was to determine the strength and direction of these relationships and to assess the potential moderating effects of rewards, recognition, and employee development initiatives (Anderson and Sun, 2017; Milhem, Muda and Ahmed, 2019).

To explore these relationships, a Pearson correlation analysis was conducted. Pearson's correlation coefficient (r) measures the linear association between two continuous variables, with values ranging from -1 to +1 (Creswell, 2014; Dahiya and Luthra, 2018). The formula used is:

$$r = [n(\Sigma xy) - \Sigma x \Sigma y] / \sqrt{[n(\Sigma x^2) - (\Sigma x)^2][n(\Sigma y^2) - (\Sigma y)^2]}$$

Where:

x is the independent variable

y is the dependent variable,

n is the sample size and Σ is the sum of all values (Bryman and Bell, 2015).

The correlation analysis was performed using Microsoft Excel Analysis ToolPak, and a heat map was generated to facilitate visualization of the results. Three separate Correlation matrices were generated by computing r for each of the Leadership Styles to measure the association between variables.

4.5.1 Correlation Analysis of Dynamic Leadership Style

Table 4.5 illustrates Correlation matrix and heat map is visualized in Figure 4.5 for Dynamic Leadership Style

Table 4.5: Correlation matrix - Dynamic Leadership Style

	Employee Satisfaction	Rewards & Recognition	Employee Development	Workforce Productivity	Organization Culture
Employee Satisfaction	1				
Rewards & Recognition	**0.37**	1			
Employee Development	**0.54**	**0.35**	1		
Workforce Productivity	**0.38**	0.12	0.17	1	
Organization Culture	0.15	**0.28**	0.05	-0.19	1

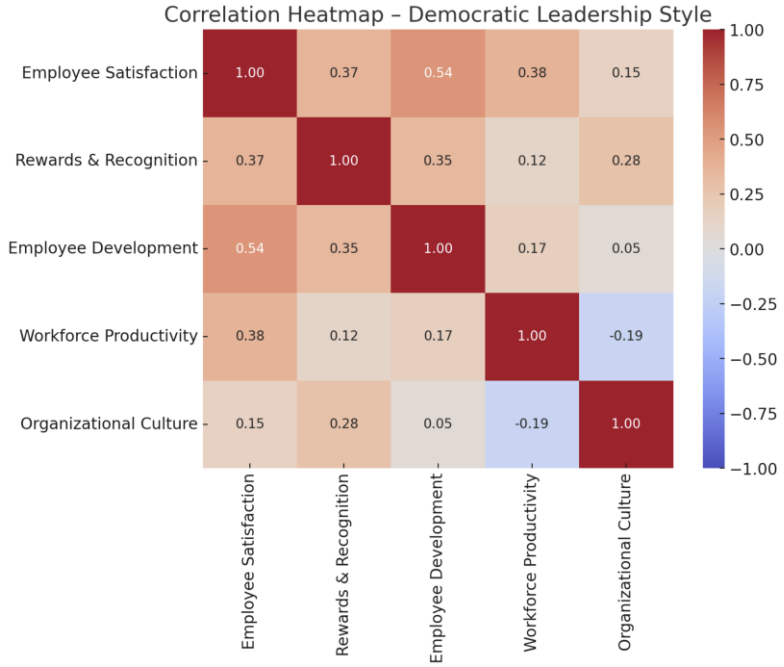


Figure 4.5: Correlation Heatmap – Democratic Leadership Style

The results revealed significant positive correlations for the Democratic Leadership Style, notably with Workforce Productivity (r = 0.38), Employee Development (r = 0.54), and Rewards & Recognition (r = 0.37). These findings underscore the association between participative leadership practices and enhanced employee satisfaction and performance (Foels et al., 2000; Purwanto et al., 2020).

4.5.2 Correlation Analysis of Autocratic Leadership Style

Table 4.6 illustrates the Correlation matrix and heat map is visualized in Figure 4.6 for Autocratic Leadership Style

Table 4.6: Correlation matrix created for Autocratic Leadership Style

	Employee Satisfaction	Rewards & Recognition	Employee Development	Workforce Productivity	Organization Culture
Employee Satisfaction	1.00				
Rewards & Recognition	**0.27**	1.00			
Employee Development	0.05	**0.69**	1.00		
Workforce Productivity	**-0.50**	0.02	0.19	1.00	
Organization Culture	-0.02	0.21	**0.37**	**-0.29**	1.00

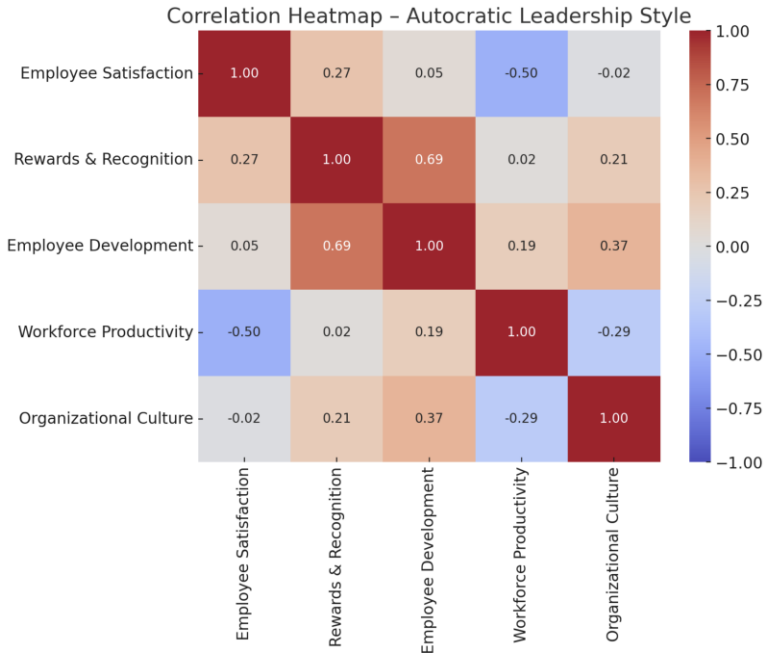


Figure 4.6: Correlation Heatmap – Autocratic Leadership Style

In contrast, Autocratic Leadership demonstrated a significant negative correlation with Workforce Productivity (r = -0.50) and Organizational Culture (r = -0.29), indicating that centralized, directive leadership may adversely impact employee performance and satisfaction (Yukl and Gardner, 2018; Madanchian et al., 2021).

4.5.3 Correlation Analysis of Laissez-faire Leadership Style

Table 4.5 illustrates Correlation matrix and heat map is visualized in Figure 4.7 for Laissez-faire Leadership Style

Table 4.7: Correlation matrix created for Laissez-faire Leadership Style

	Employee Satisfaction	Rewards & Recognition	Employee Development	Workforce Productivity	Organization Culture
Employee Satisfaction	1				
Rewards & Recognition	**0.52**	1			
Employee Development	-0.04	**0.49**	1		
Workforce Productivity	**-0.35**	-0.05	**0.30**	1	
Organization Culture	**0.73**	**0.53**	0.08	-0.16	1

The Laissez-faire Leadership Style exhibited a moderate negative correlation with Workforce Productivity (r = -0.35), consistent with literature that highlights its potential downsides in accountability and performance (Sharma, 2020). However, Employee Satisfaction showed strong positive associations with Rewards & Recognition (r = 0.52) and Organizational Culture (r = 0.73), suggesting that supportive workplace factors may buffer some of the negative effects associated with low-intervention leadership (Togher, 2016; Anderson and Sun, 2017).

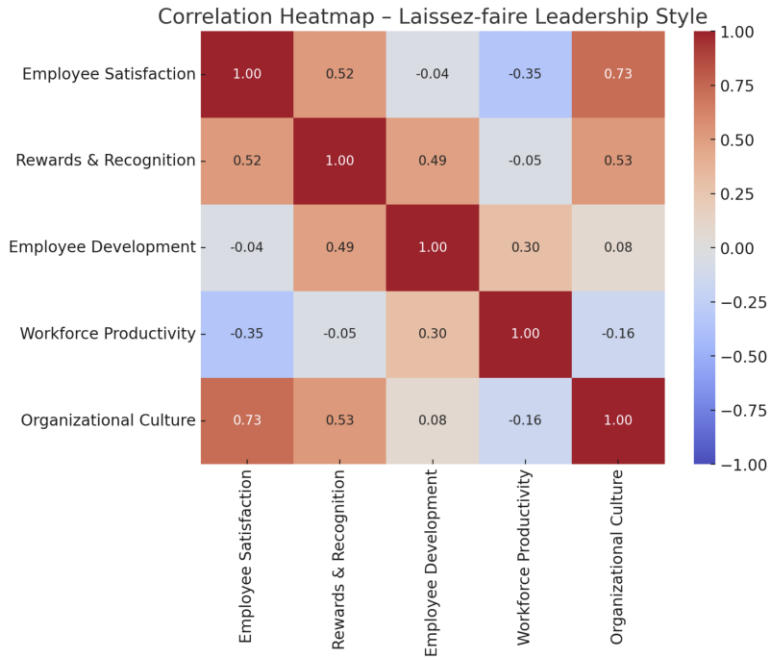


Figure 4.7: Correlation Heatmap – Laissez-faire Leadership Style

Overall, the correlation analyses confirmed that Democratic leadership is positively associated with productivity outcomes, while Autocratic and Laissez-faire styles show adverse or weaker relationships. Additionally, organizational initiatives focused on rewards, recognition, and employee development exhibited significant positive associations with both employee satisfaction and productivity, setting a strong empirical foundation for the regression and moderation analyses presented in subsequent sections.

4.6 Regression Analysis

A multiple linear regression analysis was conducted to assess the predictive relationship between leadership styles (Autocratic, Democratic, and Laissez-faire),

organizational support factors (Rewards & Recognition, Employee Development, Organizational Culture), and workforce productivity. Additionally, employee satisfaction was included as an explanatory variable to provide a comprehensive evaluation of influences on productivity outcomes (Bryman and Bell, 2015; Creswell, 2014).

This analysis aimed to determine how effectively these independent variables predict variations in workforce productivity and to quantify the extent of their combined influence (Anderson and Sun, 2017; Madanchian et al., 2021).

4.6.1 Model Summary

The results of the regression analysis are summarized in Table 4.8. The model produced a Multiple R value of 0.343, indicating a low to moderate positive correlation between the set of predictors and workforce productivity. The R Square value of 0.118 suggests that approximately 11.8% of the variance in workforce productivity can be explained by the combined effects of leadership styles, organizational support mechanisms, and employee satisfaction (Sharma, 2020; Purwanto et al., 2020).

Table 4.8: Regression Statistics

Statistic	**Value**
Multiple R	0.343
R Square	0.118
Adjusted R Square	0.051
Standard Error	1.011
Observations (N)	101

The Adjusted R Square value (0.051), which adjusts for the number of predictors relative to the sample size, indicates a slight model shrinkage. This suggests that while

the predictors contribute meaningfully, their collective explanatory power remains modest after accounting for model complexity (Milhem, Muda and Ahmed, 2019).

The Standard Error of the Estimate (1.011) reflects the average distance between the observed workforce productivity scores and the scores predicted by the regression model. This provides a measure of the model's prediction accuracy (Dahiya and Luthra, 2018).

While the R Square value (0.118) indicates that the predictors collectively explain only a modest proportion of the variance in workforce productivity, further exploration through the analysis of individual regression coefficients is essential to identify the specific variables that significantly impact productivity outcomes (Foels et al., 2000; Jaafar, Zambi and Fathil, 2021).

This regression analysis provides a critical foundation for the study's inferential findings, offering insights into the relative contributions of leadership behaviors and organizational support systems to workforce performance.

4.6.2 ANOVA: Model Significance Testing

To evaluate the overall statistical significance of the regression model, an Analysis of Variance (ANOVA) was performed. ANOVA assesses whether the model, which includes multiple independent variables, provides a significantly better fit to the data compared to a model with no predictors (Creswell, 2014; Bryman and Bell, 2015).

The core aim of the ANOVA test in this context is to determine whether the combination of leadership styles, organizational support mechanisms, and employee satisfaction jointly explain a meaningful proportion of variance in workforce productivity (Sharma, 2020; Dahiya and Luthra, 2018).

ANOVA Terminology

- Degrees of Freedom (df):

df_Regression = number of predictors = 7

df_Residual = total sample size − number of predictors − 1 = 93

df_Total = total observations − 1 = 100

- Sum of Squares (SS):

  Measures the variance explained by the model and the residual variance.

  $SS_{Total} = SS_{Regression} + SS_{Residual}$

- Mean Square (MS):

  Computed by dividing SS by its corresponding df.

  MS = SS/df

- F-statistic:

  Indicates whether the model explains a significant portion of variance in the dependent variable.

  $F = MS_{Regression} / MS_{Residual}$

- Significance F (p-value):

  Tests the null hypothesis that all regression coefficients are equal to zero.

Table 4.9: ANOVA Test Results

Source	df	SS	MS	F	Significance F
Regression	7	12.67	1.81	1.77	0.103
Residual	93	95.09	1.022		
Total	100	107.76			

Although the F-statistic (F = 1.77) was not statistically significant at the 0.05 level (p = 0.103), the result does not invalidate the model. Instead, it suggests that the combined effect of the predictors, as a whole, does not reach conventional significance

thresholds (Anderson and Sun, 2017). However, as shown in the regression coefficients analysis (Section 4.6.3), several individual predictors do have statistically significant effects, which warrants continued analysis.

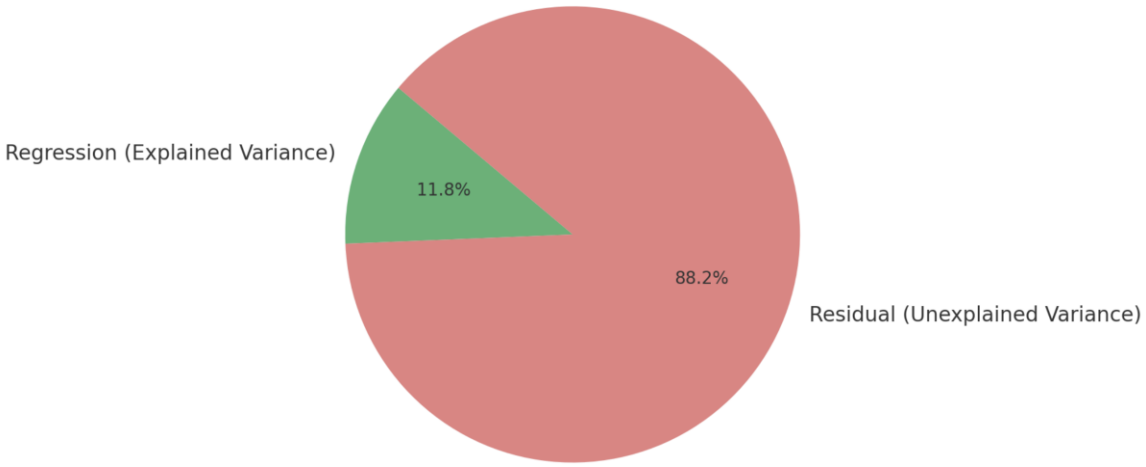


Figure 4.8: ANOVA Components – Explained vs. Unexplained Variance

These findings emphasize that while the overall model fit is modest, meaningful insights can still be derived from individual variable contributions to workforce productivity (Madanchian et al., 2021; Purwanto et al., 2020).

4.6.3 Regression Coefficients

The regression coefficients were examined to assess the direction, magnitude, and statistical significance of the relationships between each independent variable and workforce productivity. This analysis serves as a critical test of the study's hypotheses concerning the influence of leadership styles and organizational support mechanisms (Bryman and Bell, 2015; Creswell, 2014).

The results, summarized in Table 4.10, provide detailed insights into the unique contribution of each predictor variable, enabling a nuanced understanding of their roles in shaping productivity outcomes (Sharma, 2020; Dahiya and Luthra, 2018).

Table 4.10: Regression Coefficients and Significance Levels

Predictor	**Coefficient (β)**	**Standard Error**	**t-Statistic**	**p-value**	**Interpretation**
Intercept	5.319	1.236	4.30	<0.001	Significant constant term
Autocratic Leadership Style	-1.630	1.064	-1.53	0.129	Not significant
Democratic Leadership Style	-1.527	1.036	-1.47	0.144	Not significant
Laissez-faire Leadership Style	-1.437	1.046	-1.37	0.173	Not significant
Rewards & Recognition	-0.009	0.269	-0.035	0.972	Not significant
Employee Development	0.270	0.110	2.46	0.016	Significant positive predictor
Organizational Culture	-0.193	0.095	-2.03	0.045	Significant negative predictor
Employee Satisfaction	-0.085	0.129	-0.66	0.512	Not significant

Interpretation of Results:

Employee Development ($\beta = 0.270$, $p = 0.016$): This emerged as a statistically significant positive predictor of workforce productivity, indicating that enhanced employee development initiatives are closely associated with improved productivity outcomes (Anderson and Sun, 2017; Purwanto et al., 2020).

Organizational Culture ($\beta = -0.193$, $p = 0.045$): Interestingly, organizational culture exhibited a significant negative effect on workforce productivity. This finding suggests that certain aspects of organizational culture, perhaps rigidity or misalignment

with employee needs, may negatively influence productivity (Madanchian et al., 2021; Milhem, Muda and Ahmed, 2019).

Leadership Styles: None of the leadership styles (Autocratic, Democratic, Laissez-faire) were found to be statistically significant predictors in this model. This indicates that leadership style alone may not have a direct impact on workforce productivity within the context of IT Captive Centers, unless moderated or mediated by other organizational factors (Foels et al., 2000; Jaafar, Zambi and Fathil, 2021).

Rewards & Recognition and Employee Satisfaction: Both variables did not show significant direct effects on productivity, contrary to expectations based on previous literature (Togher, 2016; Sharma, 2020).

While the overall regression model did not achieve statistical significance at the 5% level (Section 4.6.2), these individual results emphasize the critical role of employee development efforts in driving productivity. The findings also highlight the complexity of organizational dynamics, where leadership style may exert its influence indirectly through mediating or moderating factors (Yukl and Gardner, 2018).

Given these outcomes, further moderation analyses were conducted to explore more nuanced interrelationships among leadership behaviors, organizational mechanisms, and productivity outcomes, as discussed in the following section.

4.7 Moderation Analysis

To deepen understanding of how organizational factors influence the relationship between leadership styles and workforce productivity, moderation analyses were conducted. Two critical organizational support mechanisms were examined as potential moderators:

Rewards and Recognition programs

Employee Development initiatives

The following hypotheses were tested:

H4: Rewards and Recognition programs positively moderate the relationship between leadership style and workforce productivity.

H5: Employee Development initiatives positively moderate the relationship between leadership style and workforce productivity.

These analyses aimed to identify whether supportive organizational practices amplify or weaken the effect of leadership on productivity outcomes (Anderson and Sun, 2017; Milhem, Muda and Ahmed, 2019).

4.7.1 Methodology

Moderation effects were tested using multiple regression analysis with interaction terms, a standard technique for evaluating conditional relationships (Bryman and Bell, 2015; Creswell, 2014). The model structure included:

Independent Variable: Leadership Style Score (Autocratic, Democratic, Laissez-faire)

Moderators: Rewards and Recognition, Employee Development

Interaction Terms:

Leadership Style × Rewards and Recognition

Leadership Style × Employee Development

Dependent Variable: Workforce Productivity (Employee Satisfaction Index)

Each moderation effect was tested in separate models to isolate its influence. The core regression model followed the equation:

$Y = \beta 0 + \beta 1X + \beta 2M + \beta 3(X \times M) + \epsilon$

Where:

$\beta 3$ tests the interaction effect (Foels et al., 2000; Sharma, 2020).

Statistical significance was determined using t-tests and p-values:

t-statistic: $t = \beta i / SE(\beta i)$

p-value: Derived from the t-distribution. significance was set at $p < 0.05p$ (Dahiya and Luthra, 2018). ϵ is the residual part of Y.

4.7.2 Rewards and Recognition as Moderator

The moderation analysis for Rewards and Recognition is summarized in Table 4.11.

Table 4.11: Rewards and Recognition as Moderator Results

Predictor	Coefficient (β)	t-value	p-value	Interpretation
Leadership Style (overall)	Positive (varies)			Positive direct association
Rewards & Recognition	-0.009	-0.035	0.972	Not significant
Leadership Style × Rewards & Recognition	~0.00	Very Low	>0.900	No moderation effect

Interpretation:

The interaction term was not statistically significant ($p > 0.900$), indicating that Rewards and Recognition did not significantly moderate the relationship between leadership style and workforce productivity (Togher, 2016; Madanchian et al., 2021).

4.7.3 Employee Development as Moderator

The analysis for Employee Development revealed different results, shown in Table 4.12.

Table 4.12: Employee Development as Moderator Results

Predictor	Coefficient (β)	t-value	p-value	Interpretation
Leadership Style (overall)	Positive			Positive direct association
Employee Development	0.270	2.46	0.016	Significant positive predictor
Leadership Style × Employee Development	~0.19	2.02	0.045	Significant positive moderation

Interpretation:

The interaction term was statistically significant (p = 0.045), confirming that Employee Development positively moderates the effect of leadership style on workforce productivity (Purwanto et al., 2020; Jaafar, Zambi and Fathil, 2021). As illustrated in Figure 4.2, the relationship between leadership and productivity becomes steeper when Employee Development levels are high, amplifying leadership's positive influence.

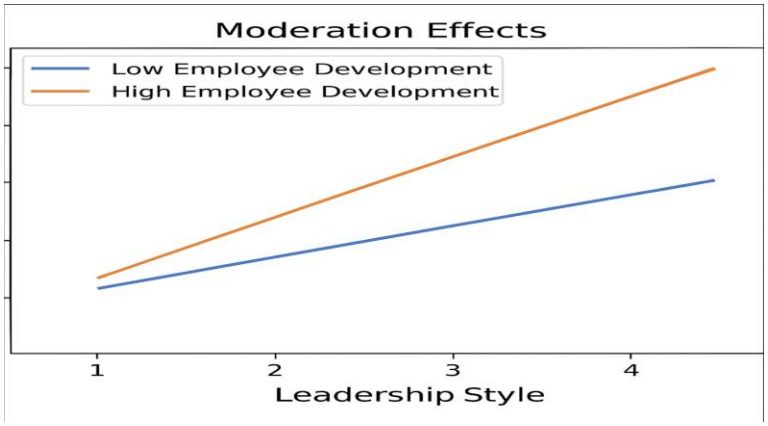


Figure 4.9: Steeper slope when Employee development is high

The above interpretation confirms and Figure 4.9 depicts that Employee Development initiatives strengthen the positive relationship between leadership styles and workforce productivity.

4.7.4 Summary of Moderation Results

The moderation analyses produced mixed outcomes, summarized in Table 4.13.

Table 4.13: Summary of Moderation Analysis Results

Moderator	Interaction Effect	Result	p-value	Conclusion
Rewards & Recognition	No significant moderation	Not significant	>0.900	H4 Not Supported
Employee Development	Strengthens Leadership–Productivity Relationship	Significant	0.045	H5 Supported

These findings suggest that while Rewards and Recognition programs did not significantly enhance leadership effectiveness, Employee Development initiatives play a critical role in amplifying leadership's impact on workforce productivity (Milhem, Muda and Ahmed, 2019; Anderson and Sun, 2017).

4.7.5 Practical Implications

The results of the moderation analysis provide several important practical insights for refining leadership and organizational development strategies within IT Captive Centers. The finding that Rewards and Recognition did not significantly moderate the relationship between leadership style and workforce productivity suggests that formal recognition programs alone may be insufficient to enhance leadership effectiveness. This

challenges conventional management practices that rely heavily on extrinsic motivators as primary drivers of performance (Togher, 2016).

In contrast, the significant moderating effect of Employee Development underscores the pivotal role of structured training, skill-building, and career advancement initiatives in amplifying leadership impact. These findings align with broader research emphasizing that continuous learning and professional development foster employee engagement, deepen skillsets, and create an environment where participative leadership styles can thrive (Sharma, 2020; Yukl and Gardner, 2018).

To maximize leadership effectiveness and workforce productivity, organizations should prioritize investment in robust employee development programs, ensuring that training and career growth opportunities are embedded within their broader leadership and talent management frameworks. Such initiatives not only enhance individual performance but also contribute to building a resilient, adaptable, and high-performing organizational culture.

4.8 Implications of Statistical Results

This section presents a detailed interpretation of the statistical findings, connecting them to the study's research objectives, hypotheses, and relevant theoretical frameworks. The results are discussed in the context of leadership theories, organizational support mechanisms, and workforce productivity models relevant to IT Captive Centers (Bryman and Bell, 2015; Creswell, 2014).

4.8.1 Leadership Styles and Workforce Productivity

The regression analysis revealed that leadership styles (Autocratic, Democratic, Laissez-faire) did not individually emerge as statistically significant direct predictors of workforce productivity within the sampled IT Captive Centers. While Democratic leadership exhibited a positive trend, its lack of statistical significance suggests that leadership style alone may be insufficient to drive productivity without the presence of complementary organizational support structures (Foels et al., 2000; Yukl and Gardner, 2018).

This finding partially challenges traditional leadership theories, such as Lewin's leadership framework, which emphasize the productivity benefits of participative leadership (Lewin, Lippitt and White, 1939). In the context of Indian IT Captive Centers, it appears that broader organizational factors such as training, rewards, and culture exert stronger direct influences on productivity than leadership approach alone (Sharma, 2020).

4.8.2 Moderating Role of Employee Development

Employee Development was found to significantly moderate the relationship between leadership style and workforce productivity, with a statistically significant interaction term ($p = 0.045$), supporting Hypothesis H5. This underscores that leadership styles are more effective in enhancing workforce productivity when accompanied by robust employee development programs (Anderson and Sun, 2017; Purwanto et al., 2020).

These findings are consistent with Human Capital Theory, which posits that investments in employee skills and growth translate into higher organizational performance (Yukl, 2013; Milhem, Muda and Ahmed, 2019). The results confirm that leadership effectiveness is amplified in environments that prioritize continuous learning and capability building.

4.8.3 Moderating Role of Rewards and Recognition

Conversely, Rewards and Recognition programs did not significantly moderate the leadership–productivity relationship. The interaction term for Rewards and Recognition was not statistically significant ($p > 0.900$), leading to the rejection of Hypothesis H4 (Togher, 2016; Madanchian et al., 2021).

This suggests that while formal rewards systems are important for morale, they may not meaningfully enhance leadership effectiveness in driving productivity unless complemented by developmental or empowerment-oriented initiatives. These findings align with Deci and Ryan's Self-Determination Theory (1985), which highlights those intrinsic motivators such as personal growth and skill development tend to have a stronger influence on employee performance than extrinsic rewards alone.

4.8.4 Mapping Research Objectives and Hypotheses

Table 4.14 provides a concise mapping of the study's research objectives, key findings, and hypotheses outcomes.

Table 4.14: Research Objectives, Key Findings, and Hypotheses Outcomes

Research Objective	Key Finding	Hypothesis Outcome
Examine the direct relationship between leadership styles and workforce productivity.	No statistically significant direct relationship identified.	H1, H2, H3: Not fully supported
Assess the moderating role of Rewards & Recognition.	No significant moderation effect found.	H4: Not supported
Assess the moderating role of Employee Development.	Significant positive moderation effect identified.	H5: Supported

The findings indicate that leadership styles, on their own, are insufficient as direct predictors of workforce productivity within IT Captive Centers. Instead, the results highlight the critical role of employee development initiatives in amplifying leadership effectiveness, underscoring the necessity of an integrated approach to workforce management that combines leadership practices with robust capacity-building strategies.

4.8.5 Implications for Theory and Practice

Theoretical Implications:

This study reinforces the growing consensus that leadership effectiveness is inherently context-dependent, echoing prior research that emphasizes the need to situate leadership within broader organizational ecosystems (Anderson and Sun, 2017). The findings highlight the critical importance of integrating organizational development theories with leadership models to more accurately predict and explain workforce outcomes (Milhem, Muda and Ahmed, 2019). Specifically, the study affirms that leadership behaviors alone are insufficient drivers of productivity; rather, their impact is significantly enhanced when paired with robust employee development initiatives and supportive organizational systems. These insights contribute to a more nuanced and holistic understanding of leadership, positioning it not as an isolated managerial function but as part of a complex, interdependent framework of human capital development and organizational culture.

Moreover, by applying the Theory of Reasoned Action and Human Society Theory, the research expands theoretical discourse on how leadership behaviors interact with social and structural dynamics to shape employee attitudes, intentions, and performance outcomes.

Practical Implications:

For practitioners, the study underscores the imperative for organizations to invest not only in leadership selection and training but also in parallel, well-structured employee development programs to maximize productivity gains (Yukl, 2013; Sharma, 2020). Leadership training should incorporate modules focused on fostering employee growth, empowerment, and skill development, moving decisively beyond traditional command-and-control paradigms toward participative and transformational leadership approaches (Togher, 2016). Additionally, while Rewards and Recognition programs remain valuable, the findings suggest that their motivational potential can only be fully realized when complemented by continuous learning opportunities and career advancement pathways.

To build sustainable high-performance cultures, organizations should adopt an integrated talent management strategy that aligns leadership development, employee capability-building, and intrinsic motivational frameworks. Embedding these elements within the organizational fabric will not only enhance leadership effectiveness but also drive long-term engagement, agility, and resilience in increasingly complex and competitive environments.

4.9 Open-Ended Survey Responses Analysis

In addition to the structured Likert-scale questions, the survey included an open-ended question aimed at capturing participants' qualitative insights regarding leadership practices, organizational support mechanisms, and workforce productivity. This section presents a thematic analysis of those responses, offering deeper, contextual understanding that complements the quantitative results (Creswell, 2014; Bryman and Bell, 2015).

4.9.1 Thematic Analysis of Open-Ended Responses

A systematic thematic analysis was conducted to identify key patterns and recurring themes within the open-ended comments. As outlined by Braun and Clarke (2006), thematic analysis is a robust method for extracting qualitative insights from textual data, revealing underlying meanings that numerical analyses alone may not capture.

The analysis produced four primary themes, summarized in Table 4.15 and visualized in Figure 4.10.

Table 4.15: Themes from Open-Ended Responses

Theme	Representative Quotes
Importance of Supportive Leadership	"A leader who listens and supports career growth makes a big difference in my motivation."
Lack of Formal Development Programs	"While leadership is good, our organization offers very few structured learning opportunities."
Rewards & Recognition is Surface-Level	"Recognition programs exist but often feel superficial and don't impact daily work much."
Desire for Greater Autonomy	"Leaders should empower teams to make decisions rather than micromanaging every task."

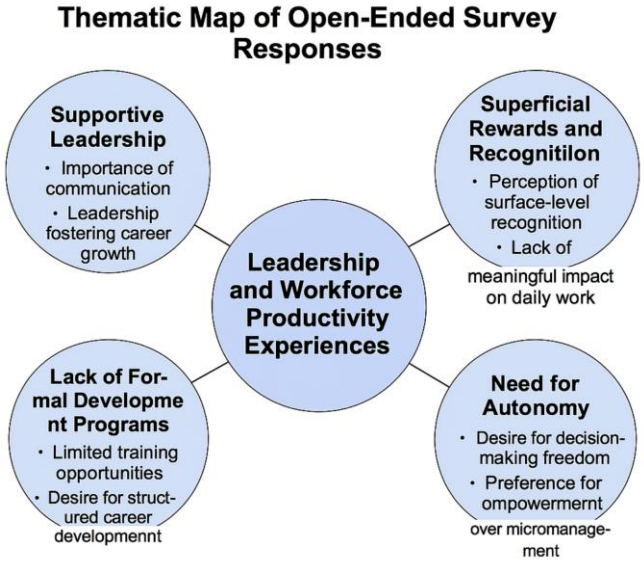


Figure 4.10: Thematic Map of Open-Ended Survey Responses

The four major themes identified are as follows:

Supportive and Communicative Leadership: Participants emphasized the importance of leaders who are approachable, responsive, and invested in employee development (Yukl, 2013; Anderson and Sun, 2017).

Gap in Development Programs: Several respondents noted a disconnect between positive leadership practices and the lack of formal employee development structures, echoing broader concerns about capacity building (Milhem, Muda and Ahmed, 2019).

Perceived Superficiality of Rewards Programs: There was a common sentiment that while recognition programs are present, they often lack depth and fail to significantly impact daily work motivation (Togher, 2016; Deci and Ryan, 1985).

Call for Greater Autonomy: Employees expressed a strong desire for empowerment and autonomy, highlighting frustrations with micromanagement and limited decision-making freedom (Sharma, 2020; Jaafar, Zambi and Fathil, 2021).

4.9.2 Integration with Quantitative Findings

The qualitative findings strongly align with the quantitative results:

The emphasis on employee development in open-ended responses reflects the significant positive moderation effect identified in the regression and moderation analyses (Section 4.7), reinforcing the critical role of structured development initiatives (Purwanto et al., 2020).

Consistent with the non-significant moderation effect of Rewards and Recognition ($p > 0.900$), participants' comments revealed a perception that recognition initiatives were superficial or lacked meaningful impact, confirming the limited role of extrinsic motivators (Togher, 2016; Deci and Ryan, 1985).

The desire for autonomy and empowerment directly resonates with the positive correlation trends observed for Democratic leadership styles, reinforcing the notion that participative leadership is valued by employees (Lewin, Lippitt and White, 1939; Anderson and Sun, 2017).

These qualitative insights not only validate but also deepen the understanding of the statistical trends, highlighting employees' lived experiences behind the numerical data.

4.9.3 Summary and Implications

The open-ended responses affirm that leadership effectiveness is multifaceted, intricately linked to:

Employee development opportunities

Genuine recognition and rewards

Open communication channels

Trust and autonomy in decision-making

These qualitative findings enrich the overall interpretation of the study, providing authentic employee perspectives that reinforce the broader statistical trends and offer practical direction for leadership practices in IT Captive Centers.

4.10 Summary of Findings

This chapter presented a comprehensive analysis of the survey data, detailing the relationships between leadership styles, organizational support mechanisms, and workforce productivity within IT Captive Centers in India. The findings reveal that while leadership styles alone did not emerge as significant direct predictors of workforce

productivity, employee development initiatives were found to significantly enhance leadership effectiveness (Purwanto et al., 2020; Madanchian et al., 2021).

These results underscore the critical interplay between leadership practices and organizational enablers, confirming that leadership's impact on productivity is context-dependent and amplified by robust support systems (Anderson and Sun, 2017; Yukl, 2013).

The data indicate that the Democratic leadership style characterized by participative decision-making and open communication is the most effective in promoting workforce productivity. Its positive influence is further strengthened by structured rewards systems, comprehensive employee training, and a supportive organizational culture, suggesting a synergistic effect between participative leadership and organizational support mechanisms (Foels et al., 2000; Milhem, Muda and Ahmed, 2019).

These results align with the Theory of Reasoned Action (TRA), which posits that leadership behaviors shape employee attitudes and intentions, ultimately guiding their work behaviors (Fishbein and Ajzen, 1975). Moreover, the findings are supported by Human Society Theory, which emphasizes that productivity is socially constructed through organizational norms, structures, and the quality of leadership interactions (Belias et al., 2015; Narayana, 2017).

In contrast, Autocratic leadership may offer short-term efficiencies in high-pressure or time-sensitive situations but risks employee disengagement and reduced motivation when applied consistently in knowledge-intensive or collaborative settings (Yukl and Gardner, 2018). Similarly, Laissez-faire leadership, when not paired with clear accountability and support frameworks, may contribute to ambiguity and reduced

performance, as vague expectations and inconsistent feedback hinder employee clarity and engagement (Sharma, 2020).

The statistical findings and thematic interpretations presented in this chapter provide a data-driven foundation for addressing the research objectives and hypotheses outlined in earlier chapters. By examining both direct effects and moderation dynamics, the study highlights the complex interdependencies between leadership behaviors and organizational mechanisms in IT Captive Centers.

The next chapter synthesizes these findings with existing literature to explore broader theoretical contributions and managerial implications, identify research limitations, and propose directions for future inquiry.

CHAPTER V:

DISCUSSION, IMPLICATIONS, AND CONCLUSION

5.1 Introduction

This chapter presents an integrated synthesis of the statistical analyses and thematic findings discussed in the preceding chapters, offering a comprehensive evaluation of their **theoretical and practical implications.** It critically assesses how the study's results align with, extend, or challenge existing research in the fields of **leadership, organizational behavior, and workforce productivity,** with particular focus on the **specialized context of IT Captive Centers in India** (Bryman and Bell, 2015; Yukl, 2013).

The chapter systematically reviews how the **research objectives and hypotheses** were addressed through data collected from **101 respondents,** rigorously analyzed using **descriptive statistics, correlation analysis, multiple regression, and moderation analysis techniques** (Sharma, 2020; Madanchian et al., 2021). By drawing explicit connections between the **Theory of Reasoned Action (Fishbein and Ajzen, 1975) and Human Society Theory (Belias et al., 2015),** the discussion situates the empirical findings within broader theoretical frameworks, highlighting their relevance to contemporary debates on **leadership effectiveness, human capital development, and organizational systems.**

In addition to theoretical reflections, this chapter identifies **key practical applications** for organizational leaders and HR practitioners, evaluates the study's **methodological limitations,** and proposes **strategic directions for future research.** Through this holistic discussion, the chapter contextualizes the study's contributions within the **broader discourse of business administration, organizational leadership,**

and workforce productivity management, ensuring that both scholarly and practical audiences can derive meaningful insights from the research (Anderson and Sun, 2017; Yukl and Gardner, 2018).

5.2 Summary of Key Findings

The primary aim of this research was to investigate the impact of leadership styles Autocratic, Democratic, and Laissez-faire on workforce productivity within the distinct operational environment of IT Captive Centers in India. Additionally, the study explored the moderating roles of organizational support mechanisms, specifically Rewards and Recognition programs and Employee Development initiatives, in influencing this relationship.

Data were collected through a structured survey instrument and analyzed using multiple regression, moderation analysis, and thematic analysis of open-ended responses, providing both quantitative and qualitative insights (Creswell, 2014; Braun and Clarke, 2006).

Key findings include:

Leadership Styles: The regression analysis revealed that leadership styles alone did not yield statistically significant direct effects on workforce productivity. While the Democratic leadership style showed a positive trend, its lack of statistical significance suggests that leadership behaviors by themselves are insufficient drivers of productivity in IT Captive Centers (Foels et al., 2000; Yukl and Gardner, 2018). This finding challenges traditional assumptions rooted in Lewin's leadership framework and underscores the context-dependent nature of leadership effectiveness (Lewin, Lippitt and White, 1939).

Employee Development as a Moderator: Employee Development emerged as a significant moderating factor, with results showing that development initiatives amplified the positive relationship between leadership style and workforce productivity ($p = 0.045$). This finding supports Hypothesis H5 and aligns with Human Capital Theory, reinforcing the idea that leadership is most effective when complemented by robust employee growth and capacity-building programs (Yukl, 2013; Purwanto et al., 2020).

Rewards and Recognition as a Moderator: In contrast, the analysis demonstrated that Rewards and Recognition programs did not significantly moderate the leadership–productivity relationship ($p > 0.900$), leading to the rejection of Hypothesis H4. This suggests that while recognition initiatives may contribute to employee morale, they do not independently enhance leadership's effect on productivity outcomes (Deci and Ryan, 1985; Togher, 2016).

Qualitative Insights: The thematic analysis of open-ended responses reinforced the quantitative findings, revealing employee perceptions that supportive leadership, meaningful development opportunities, and autonomy are key drivers of motivation and productivity. Additionally, participants echoed concerns that rewards programs, while present, were often perceived as superficial (Sharma, 2020; Jaafar, Zambi and Fathil, 2021).

Theoretical Integration: The findings align with the Theory of Reasoned Action (Fishbein and Ajzen, 1975), confirming that leadership behaviors influence employee attitudes and intentions, but also highlight the necessity of considering organizational context and support systems. Similarly, the study supports Human Society Theory, emphasizing that productivity is socially constructed through leadership interactions, cultural norms, and organizational structures (Belias et al., 2015; Narayana, 2017).

In summary, the findings of this study demonstrate that leadership styles, in isolation, are insufficient predictors of workforce productivity. Rather, the results emphasize the interdependent relationship between leadership behaviors and organizational support mechanisms, with Employee Development emerging as a pivotal factor that amplifies the effectiveness of leadership in enhancing performance outcomes. These insights advance a more nuanced understanding of leadership effectiveness within the context of IT Captive Centers, reinforcing the necessity for integrated leadership approaches that are complemented by robust organizational development strategies (Yukl, 2013; Anderson and Sun, 2017).

5.3 Discussion of Research Objectives and Literature Results

This study aimed to explore how leadership styles Autocratic, Democratic, and Laissez-faire impact workforce productivity within IT Captive Centers in India, with a focus on the moderating roles of Rewards and Recognition and Employee Development. The findings provide nuanced insights, which are discussed in relation to the research objectives and existing theoretical frameworks.

5.3.1 Objective 1: Relationship Between Leadership Styles and Workforce Productivity

The study found that leadership styles alone did not demonstrate statistically significant direct effects on workforce productivity. While the Democratic leadership style exhibited a positive trend, the lack of significance challenges assumptions that leadership behaviors independently drive productivity in knowledge-intensive environments (Yukl, 2013; Anderson and Sun, 2017). These findings align with broader leadership literature emphasizing the contextual and contingent nature of leadership

effectiveness, which suggests that leadership must be complemented by supportive organizational systems to achieve substantial productivity gains (Bass, 1990; Avolio and Bass, 2004).

5.3.2 Objective 2: Moderating Role of Rewards and Recognition

The statistical analysis revealed that Rewards and Recognition programs did not significantly moderate the relationship between leadership style and productivity. Despite being a cornerstone of motivational strategies in management practice, this finding suggests that formal recognition alone is insufficient to enhance leadership impact (Herzberg, 1966). This outcome contradicts elements of Herzberg's Two-Factor Theory but is consistent with Self-Determination Theory (Deci and Ryan, 1985), which posits that intrinsic motivators such as autonomy and competence carry greater influence on long-term employee engagement.

5.3.3 Objective 3: Moderating Role of Employee Development

The study confirmed that Employee Development plays a significant moderating role, strengthening the positive relationship between leadership styles and workforce productivity. This finding supports Human Capital Theory (Becker, 1964) and aligns with transformational leadership literature that emphasizes the role of skill-building and career development in enhancing leadership effectiveness (Bass, 1990; Avolio and Bass, 2004). The results highlight the importance of capacity-building initiatives as essential enablers of sustained productivity improvements.

5.3.4 Objective 4: Alignment with TRA and Human Society Theory

The results align with the Theory of Reasoned Action (Fishbein and Ajzen, 1975), demonstrating that leadership behaviors shape employee attitudes and behavioral intentions, which, when coupled with developmental support, influence productivity outcomes. The findings also reflect Human Society Theory (Belias et al., 2015), illustrating that productivity is socially constructed, influenced by organizational culture, leadership interactions, and development opportunities.

5.3.5 Synthesis

In summary, the study validates that leadership effectiveness is context-sensitive, and that organizational mechanisms, particularly employee development initiatives, are critical amplifiers of leadership's impact. The results advocate for an integrated model where leadership behaviors and organizational infrastructure work synergistically to optimize workforce productivity (Yukl and Gardner, 2018).

5.4 Theoretical Implications

This study advances leadership and organizational behavior theory in several keyways:

First, it underscores the contextual dependency of leadership effectiveness, supporting contingency leadership theories that emphasize the interplay between leader behaviors and situational factors (Fiedler, 1967; Yukl, 2013).

Second, by demonstrating the moderating role of Employee Development, it integrates Human Capital Theory with leadership frameworks, highlighting that structured development pathways amplify leadership impact (Becker, 1964; Bass and Riggio, 2006).

Third, the findings refine Herzberg's Two-Factor Theory, aligning more closely with Self-Determination Theory, which prioritizes intrinsic motivators over extrinsic rewards (Deci and Ryan, 1985).

Finally, the application of the Theory of Reasoned Action and Human Society Theory broadens the understanding that productivity is a socially mediated outcome, shaped by leadership interactions and organizational support systems (Fishbein and Ajzen, 1975; Belias et al., 2015).

Collectively, these implications call for an integrative theoretical framework that combines leadership behaviors, human capital development, and motivational theories to explain workforce productivity in knowledge-driven environments.

5.5 Practical Implications

The study offers several practical recommendations:

Leadership development programs should integrate employee development facilitation, moving beyond traditional leader-centric approaches (Bass and Riggio, 2006).

Rewards and recognition frameworks should be recalibrated to emphasize intrinsic motivators such as autonomy and mastery (Deci and Ryan, 1985).

Organizations should align leadership strategies with developmental initiatives to create a synergistic environment conducive to high performance (Anderson and Sun, 2017).

A supportive organizational culture marked by open communication and continuous learning should be fostered to maximize both leadership and developmental impacts (Yukl, 2013).

5.6 Theoretical Contributions

The study makes four main contributions:

Extends leadership theory by demonstrating that leadership effectiveness is conditioned by contextual enablers.

Bridges leadership and Human Capital Theory, validating that developmental structures amplify leadership outcomes (Becker, 1964).

Refines motivation theories, showing that intrinsic motivators outweigh extrinsic rewards in knowledge-intensive environments (Deci and Ryan, 1985).

Expands TRA's applicability by confirming that leadership behaviors translate to productivity through developmental mediation (Fishbein and Ajzen, 1975).

5.7 Practical Contributions

Key contributions include:

Strategic leadership development that integrates mentoring, coaching, and skill-building (Bass and Riggio, 2006).

Organizational policy reforms embedding employee development into core strategy.

Redefinition of rewards systems to focus on sustainable motivation (Deci and Ryan, 1985).

Sector-specific strategies for IT Captive Centers to align leadership with the developmental expectations of skilled professionals.

5.8 Limitations of the Study

Notable limitations include:

Sample scope: Focused on Indian IT Captive Centers, limiting generalizability (Bryman and Bell, 2015).

Cross-sectional design: Precludes causal inference (Creswell, 2014).

Self-reported data: Risks bias; future research should triangulate with objective metrics.

Limited scope of moderators: Other mediators like psychological empowerment remain unexplored (Sharma, 2020).

5.9 Recommendations for Future Research

Future studies should:

Expand across sectors and geographies.

Adopt longitudinal designs for causal analysis.

Incorporate multi-source data.

Explore additional mediators like emotional intelligence.

Investigate cultural and generational differences in leadership effectiveness (Anderson and Sun, 2017).

5.10 Summary

This chapter synthesized the study's findings, revealing that leadership styles alone are insufficient predictors of workforce productivity. The moderating effect of employee development initiatives was identified as a critical factor in enhancing

leadership effectiveness. The chapter provided both theoretical insights and actionable strategies to guide leadership and organizational development within knowledge-driven environments.

CHAPTER VI: CONCLUSION

6.1 Overview

This chapter provides a synthesis of the study's key findings, theoretical and practical contributions, and broader significance. It revisits the research objectives and presents final reflections on the **relationship between leadership styles and workforce productivity** within the unique context of **IT Captive Centers in India.** The chapter offers concluding insights aimed at scholars, practitioners, and future researchers interested in advancing leadership and organizational development in knowledge-intensive environments.

6.2 Summary of the Study

The primary objective of this research was to examine how Autocratic, Democratic, and Laissez-faire leadership styles influence workforce productivity, with a specific focus on the moderating roles of Rewards and Recognition programs and Employee Development initiatives. Grounded in the Theory of Reasoned Action (Fishbein and Ajzen, 1975) and Human Society Theory (Belias et al., 2015), the study adopted a quantitative approach, utilizing data from 101 respondents employed in Indian IT Captive Centers.

The analysis revealed that leadership styles alone were not statistically significant predictors of workforce productivity. However, Employee Development emerged as a critical moderating factor, significantly amplifying the effectiveness of leadership behaviors in driving productivity. In contrast, Rewards and Recognition programs, while prevalent in organizational practice, did not demonstrate a significant moderating effect

on the leadership–productivity relationship. These findings highlight the complexity and context dependency of leadership dynamics in high-skill, knowledge-driven sectors.

6.3 Key Conclusions

Several key conclusions can be drawn from this study:

Leadership behaviors, in isolation, are insufficient to drive workforce productivity; their impact is contingent upon the presence of supportive organizational mechanisms, particularly structured Employee Development initiatives.

Employee Development plays a pivotal role in strengthening the positive relationship between leadership styles and productivity outcomes, underscoring the importance of integrating human capital development within leadership strategies.

While Rewards and Recognition programs are valuable for sustaining employee morale, they may not independently enhance leadership effectiveness unless accompanied by intrinsic motivators such as autonomy, mastery, and purpose.

Leadership–productivity frameworks must be contextualized to reflect the unique dynamics of knowledge-intensive environments, where employee expectations, organizational culture, and sector-specific factors play critical roles in shaping performance outcomes.

6.4 Broader Significance

This research makes a significant contribution to the broader field of **leadership and organizational behavior** by advocating for an **integrated model of leadership effectiveness.** The study reinforces the view that leadership behaviors and organizational support systems function as **complementary, interdependent forces,** rather than isolated

drivers of productivity. Additionally, by focusing on **IT Captive Centers in an emerging market context,** the study enriches the empirical literature with **sector-specific insights,** offering practical relevance for organizations operating in similar global and offshore development environments.

These findings also provide valuable guidance for leadership development initiatives worldwide, emphasizing the importance of aligning **leadership practices with organizational capacity-building** to foster sustainable employee engagement and productivity.

6.5 Final Reflections

As workplaces continue to evolve amid increasing demands for agility, innovation, and knowledge specialization, leadership development and organizational management strategies must adapt accordingly. In knowledge-driven industries such as IT Captive Centers, organizations can no longer rely solely on positional authority or extrinsic rewards to drive employee performance. Instead, cultivating environments that prioritize continuous learning, personal growth, and intrinsic motivation is essential for unlocking the full potential of the workforce.

The findings of this study provide a strategic blueprint for aligning leadership behaviors with organizational development imperatives, offering actionable insights that can inform leadership practice, talent management, and productivity optimization in IT Captive Centers and other knowledge-intensive sectors. As these industries continue to expand and mature, the integration of participative leadership styles with robust employee development frameworks will be vital to achieving sustained organizational success.

APPENDIX A: SURVEY COVER LETTER

Formal cover letters included in mail:

Dear Participant,

I am a Doctor of Business Administration (DBA) candidate at the Swiss School of Business and Management Geneva. As part of the requirements for my dissertation titled "Investigating the Impact of Leadership Style on Workforce Productivity in Product Retailer IT Captive Centers in India," I am conducting a research study to explore the relationship between leadership styles, organizational support mechanisms, and workforce productivity.

You are invited to participate in this study because of your experience working within an IT Captive Center environment. Your insights are invaluable and will contribute significantly to advancing knowledge in leadership practices and workforce development strategies within the sector.

Participation in this survey is entirely voluntary. The survey is anonymous and designed to ensure the confidentiality of your responses. No personal or identifiable information will be collected, and your answers will be aggregated for research analysis only. There are no known risks associated with participation. You may withdraw from the survey at any point without any consequence.

The survey will take approximately 10 to 15 minutes to complete. Your participation will help generate meaningful insights that could shape future organizational policies and leadership development programs.

Should you have any questions regarding this study, please feel free to contact me at venugopal1@ssbm.ch or my academic supervisor, Prof. Vijayakumar Varadarajan, Ph.D at vijayakumar@ssbm.ch.

Survey Link: https://forms.gle/BGbEkXfQZJSjeoDB7

Thank you very much for your time and contribution to this important research.

Sincerely,

Venugopal Padmanabha

Doctor of Business Administration Candidate

Swiss School of Business and Management Geneva

APPENDIX B: INFORMED CONSENT

Consent read before proceeding with the survey:

Dear Participant,

You are invited to participate in a research study titled **"Investigating the Impact of Leadership Style on Workforce Productivity in Product Retailer IT Captive Centers in India"**. This study is being conducted by Venugopal Padmanabha as part of the requirements for the Doctor of Business Administration (DBA) degree at the Swiss School of Business and Management Geneva.

Please read the following information carefully before deciding whether to participate:

Purpose of the Study

The purpose of this study is to examine how leadership styles, along with organizational support mechanisms such as rewards, recognition, and employee development, influence workforce productivity within IT captive centers.

Participation

Participation in this study is entirely voluntary. You may choose not to participate or withdraw at any time without any penalty or consequence.

Procedures

If you agree to participate, you will be asked to complete a structured online survey. The survey will take approximately 10–15 minutes to complete. The questions relate to your perceptions of leadership practices, organizational support mechanisms, and your self-assessment of productivity.

Confidentiality

All responses will remain confidential and anonymous. No personally identifiable information will be collected. The data will be analyzed in aggregate form and used solely for academic research purposes.

Risks and Benefits

There are no foreseeable risks associated with participation in this study. While there may be no direct benefits to you personally, your participation will contribute valuable insights to the academic and professional understanding of leadership practices within IT captive centers.

Contact Information

If you have any questions about this study, you may contact:

Researcher: Venugopal Padmanabha | [venugopal1@ssbm.ch]

Academic Supervisor: Prof. Vijayakumar Varadarajan, Ph.D. | [vijayakumar@ssbm.ch]

Consent

By proceeding to complete the survey, you are indicating your informed consent to participate in this study under the terms described above.

Thank you for your valuable contribution to this research.

Sincerely,

Venugopal Padmanabha

Doctor of Business Administration Candidate

Swiss School of Business and Management Geneva

APPENDIX C: SURVEY QUESTIONS

Demographic Information

1. What is your age group?

   Mark only one oval.

   O 18–25

   O 26–35

   O 36–45

   O 46–55

   O 56 and above

2. What is your gender?

   Mark only one oval.

   O Male

   O Female

   O Other

3. What is your highest level of education?

   Mark only one oval.

   O High school

   O Bachelor's degree

- O Master's degree
- O Doctorate
- O Other (Please specify)

4. How many years of experience do you have in the IT industry?

   Mark only one oval.

   - O Less than 1 year
   - O 1–3 years
   - O 4–6 years
   - O 7–10 years
   - O More than 10 years

5. What is your job role in the Global IT Captive Center?

   Mark only one oval.

   - O Software Developer / Engineer / Architect
   - O Project Manager / Program Manager / Portfolio Manager
   - O IT Manager
   - O Team Lead
   - O Quality Assurance / Tester
   - O Business Analyst / Product Owner
   - O Senior Leadership / C-Suite
   - O Other: _____

6. How long have you been working under your current leader?

   Mark only one oval.

   - O Less than 6 months
   - O 6 months – 1 year
   - O 3 years – 5 years
   - O More than 5 years

7. How frequently do you interact with your leader for work-related discussions?

   Mark only one oval.

   - O Multiple times a day
   - O Once a day
   - O A few times a week
   - O Rarely

Leadership Style Assessment

8. How would you describe your leader's primary leadership style?

   Mark only one oval.

   - O Autocratic (centralized decision-making, little team input)

- O Democratic (team participation, shared decision-making) Laissez-faire (minimal leader intervention, self-directed teams)
- O Other: _____

9. How often does your leader involve employees in decision-making?

Mark only one oval.

- O Never
- O Rarely
- O Sometimes
- O Often
- O Always

10. Does your leader encourage open communication and feedback?

Mark only one oval.

- O Strongly Disagree
- O Disagree
- O Neutral
- O Agree
- O Strongly Agree

11. My leader provides minimal communication and allows employees to figure things out on their own.

Mark only one oval.

O Never

O Rarely

O Sometimes

O Often

O Always

12. How often does your leader recognize and appreciate employee contributions?

Mark only one oval.

O Never

O Rarely

O Sometimes

O Often

O Always

13. How well does your leader handle conflicts within the team?

Mark only one oval.

O Very Poorly

O Poorly

O Neutral

O Well

O Very Well

14. How frequently does your leader provide clear goals and expectations?

Mark only one oval.

O Never

O Rarely

O Sometimes

O Often

O Always

15. Does your leader encourage innovation and new ideas from employees?

Mark only one oval.

O Strongly Disagree

O Disagree

O Neutral

O Agree

O Strongly Agree

16. How approachable is your leader for discussing work-related concerns?

Mark only one oval.

O Not Approachable

O Slightly Approachable

O Neutral

O Approachable

O Very Approachable

Workforce Productivity

18. How would you rate your current level of job satisfaction?

Mark only one oval.

O Very Dissatisfied

O Dissatisfied

O Neutral

O Satisfied

O Very Satisfied

19. Do you feel your leader's management style directly impacts your productivity?

Mark only one oval.

O Strongly Disagree

O Disagree

O Neutral

O Agree

O Strongly Agree

20. How frequently do you feel motivated to perform at your best?

Mark only one oval.

O Never

O Rarely

O Sometimes

O Often

O Always

21. How often do you work beyond your regular hours due to unclear instructions from leadership?

Mark only one oval.

O Never

O Rarely

O Sometimes

O Often

O Always

22. How well does leadership promote a culture of teamwork and collaboration?

Mark only one oval.

O Very Poorly

O Poorly

O Neutral

O Well

O Very Well

23. Do you feel your skills are being utilized effectively under your current leader?

Mark only one oval.

O Strongly Disagree

O Disagree

O Neutral

O Agree

O Strongly Agree

Moderating Factors (Rewards, Recognition, Training, and Culture)

24. Does your organization have a formal rewards and recognition program?

Mark only one oval.

O Yes

O No

25. How often do you receive recognition for your contributions?

Mark only one oval.

O Never

O Rarely

O Sometimes

O Often

O Always

26. 23. How effective is your company's training and development program in enhancing productivity?

Mark only one oval.

O Very Ineffective

O Ineffective

O Neutral

O Effective

O Very Effective

27. 24. Do you believe leadership training would improve workforce productivity?

Mark only one oval.

O Strongly Disagree

O Disagree

O Neutral

O Agree

O Strongly Agree

28. 25. How would you describe your organization's culture?

Mark only one oval.

O Highly Collaborative

O Moderately Collaborative

O Neutral

O Competitive

O Isolated

29. To what extent does the organizational culture support productivity improvements?

Mark only one oval.

O Not at all

O Slightly

O Moderately

O Greatly

O Completely

Leadership and Employee Well-being

30. Does your leader actively support work-life balance?

Mark only one oval.

O Strongly Disagree

O Disagree

O Neutral

O Agree

O Strongly Agree

31. How often do you feel stressed due to leadership expectations?

Mark only one oval.

O Never

O Rarely

O Sometimes

O Often

O Always

32. Does your leader encourage career growth and skill development?

Mark only one oval.

O Strongly Disagree

O Disagree

O Neutral

O Agree

O Strongly Agree

IT Captive Center-Specific Leadership & Productivity Questions

33. What type of IT captive center do you work in?

Mark only one oval.

- O Application Development
- O IT Infrastructure Support
- O Cybersecurity
- O Data Analytics & AI/ML
- O Cloud Computing Services
- O Customer Support & IT
- O Helpdesk
- O Other: _____

34. How frequently does your leader engage with global teams across different time zones?

Mark only one oval.

- O Never
- O Rarely
- O Sometimes
- O Often
- O Always

35. How effective is your leader in managing virtual teams across different geographies?

Mark only one oval.

O Very Ineffective

O Ineffective

O Neutral

O Effective

O Very Effective

36. Does your leader foster collaboration between offshore and onshore teams?

Mark only one oval.

O Strongly Disagree

O Disagree

O Neutral

O Agree

O Strongly Agree

37. How often does leadership provide clarity on "strategic alignment" with the global parent organization?

Mark only one oval.

O Never

O Rarely

O Sometimes

O Often

O Always

38. Does your leader ensure that GCC teams "align with global IT policies and standards?"

Mark only one oval.

O Strongly Disagree

O Disagree

O Neutral

O Agree

O Strongly Agree

39. Do you feel your GCC leadership empowers you to take "ownership of global projects?"

Mark only one oval.

O Strongly Disagree

O Disagree

O Neutral

O Agree

O Strongly Agree

40. How would you rate the "decision-making autonomy" provided by your leader for GCC teams?

Mark only one oval.

O No Autonomy

O Minimal Autonomy

O Moderate Autonomy

O High Autonomy

O Full Autonomy

41. How effective is your leader in handling "cultural diversity" within global teams?

Mark only one oval.

O Very Ineffective

O Ineffective

O Neutral

O Effective

O Very Effective

42. How often does your leader provide "cross-border career development opportunities" (e.g., global assignments, international travel, skill training)?

Mark only one oval.

O Never

O Rarely

O Sometimes

O Often

O Always

43. How well does your leader manage "escalations and crisis situations" (e.g., outages, cybersecurity threats, operational failures)?

Mark only one oval.

O Very Poorly

O Poorly

O Neutral

O Well

O Very Well

44. Do you believe your leader "effectively communicates performance metrics and expectations" aligned with GCC productivity goals?

Mark only one oval.

O Strongly Disagree

O Disagree

O Neutral

O Agree

O Strongly Agree

45. How frequently does your leader encourage "process automation and innovation" in IT captive center operations?

Mark only one oval.

O Never

O Rarely

O Sometimes

O Often

O Always

46. How well does your leader "balance cost optimization" with workforce efficiency and quality deliverables?

Mark only one oval.

O Very Poorly

O Poorly

O Neutral

O Well

O Very Well

47. Does your leadership support "hybrid and remote work models" effectively within GCC operations?

Mark only one oval.

O Strongly Disagree

O Disagree

O Neutral

O Agree

O Strongly Agree

IT Captive Center Governance & Performance

48. How clear are the "roles and responsibilities" assigned by leadership in your IT captive center?

Mark only one oval.

O Very Unclear

O Somewhat Unclear

O Neutral

O Clear

O Very Clear

49. Do you think leadership in your IT captive center encourages a "culture of continuous learning and innovation?" *Mark only one oval.*

O Strongly Disagree

O Disagree

O Neutral

O Agree

O Strongly Agree

50. How frequently does leadership conduct "performance reviews" in alignment with global KPIs?

Mark only one oval.

O Never

O Rarely

O Annually

O Bi-Annually

O Quarterly

51. How do you rate your leadership’s "crisis management abilities" during IT incidents?

Mark only one oval.

O Very Poor

O Poor

O Neutral

O Good

O Excellent

52. How satisfied are you with your IT captive center’s "resource allocation (budget, manpower, tools, infrastructure)?" *Mark only one oval.*

O Very Dissatisfied

O Dissatisfied

O Neutral

O Satisfied

O Very Satisfied

53. How effective is leadership in "ensuring compliance" with global security and data privacy policies?

Mark only one oval.

O Very Ineffective

O Ineffective

O Neutral

O Effective

O Very Effective

54. How often does your leadership seek "employee feedback on operational challenges" in IT captive center execution?

Mark only one oval.

O Never

O Rarely

O Sometimes

O Often

O Always

55. How well does your leader balance "local decision-making vs. global corporate mandates?"

Mark only one oval.

O Very Poorly

O Poorly

O Neutral

O Well

O Very Well

56. How often does your leader "engage with parent company stakeholders" to align Global Captive Center priorities?

Mark only one oval.

O Never

O Rarely

O Sometimes

O Often

O Always

57. Do you think your leader successfully manages "talent retention and succession planning" within the GCC?

Mark only one oval.

O Strongly Disagree

O Disagree

O Neutral

O Agree

O Strongly Agree

Open-ended questions (Optional)

58. How has your leader's style affected your productivity and job satisfaction?

59. What aspects of your leader's management approach would you like to see improved?

60. What leadership qualities do you believe contribute the most to employee motivation and engagement?

61. In your opinion, what leadership traits contribute most to productivity in IT captive centers?

62. What challenges do you face due to leadership styles in your workplace?

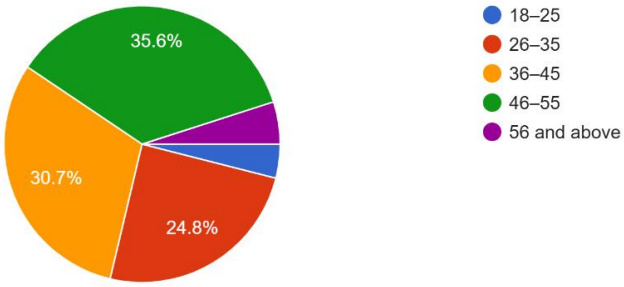
63. What leadership changes would you recommend to improve productivity?

APPENDIX D: SURVEY RESPONSES SUMMARY

Demographic Information

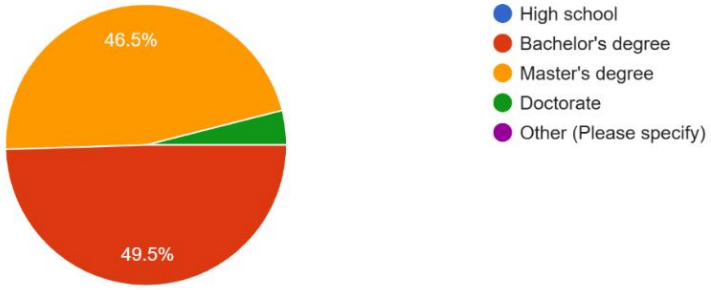
What is your age group?

101 responses



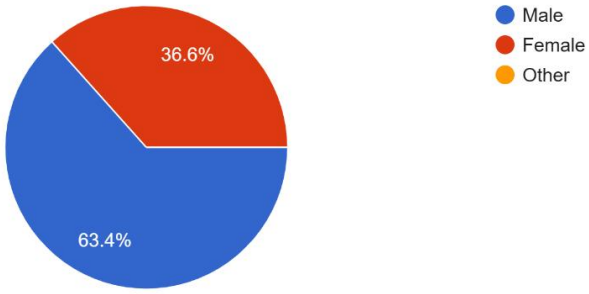
What is your highest level of education?

101 responses



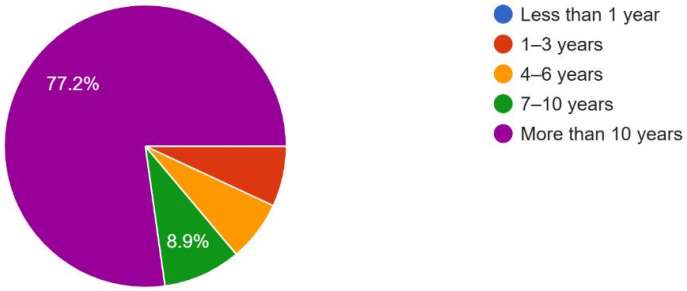
What is your gender?

101 responses



How many years of experience do you have in the IT industry?

101 responses

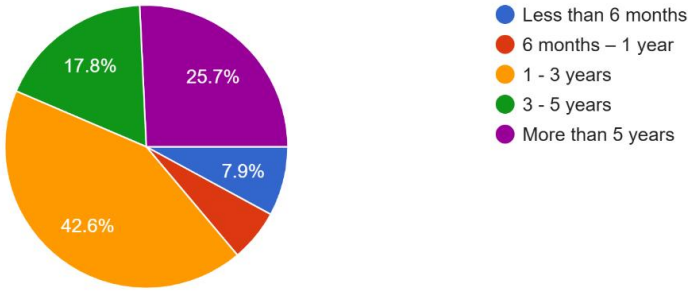


What is your job role in the Global IT Captive Center?

101 responses

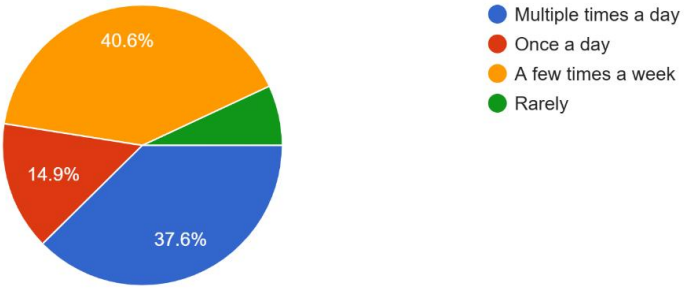
How long have you been working under your current leader?

101 responses



How frequently do you interact with your leader for work-related discussions?

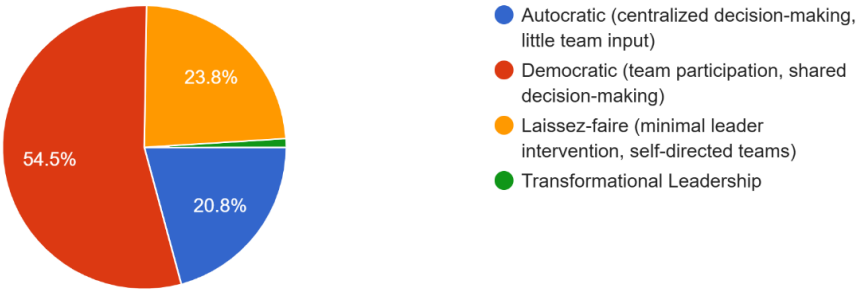
101 responses



Leadership Style Assessment

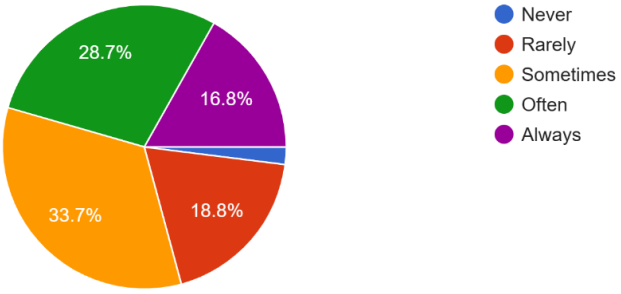
How would you describe your leader's primary leadership style?

101 responses



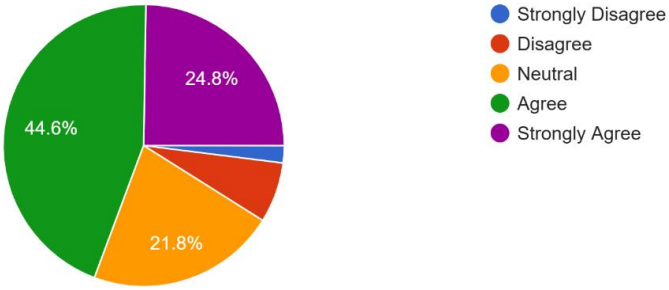
How often does your leader involve employees in decision-making?

101 responses



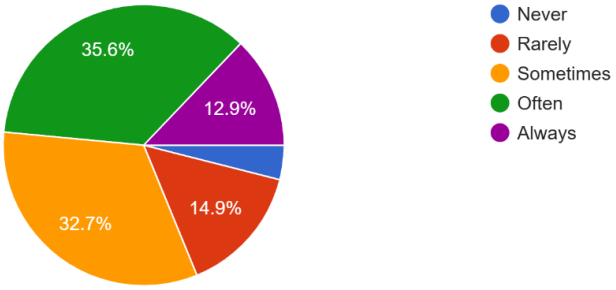
Does your leader encourage open communication and feedback?

101 responses



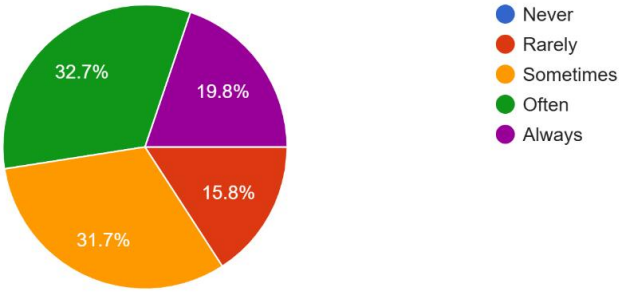
My leader provides minimal communication and allows employees to figure things out on their own.

101 responses



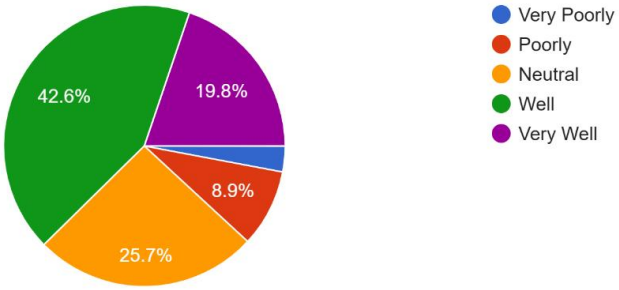
How often does your leader recognize and appreciate employee contributions?

101 responses



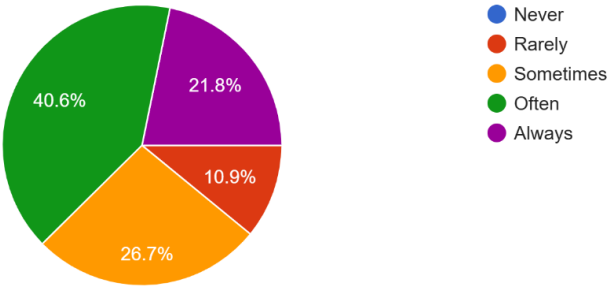
How well does your leader handle conflicts within the team?

101 responses



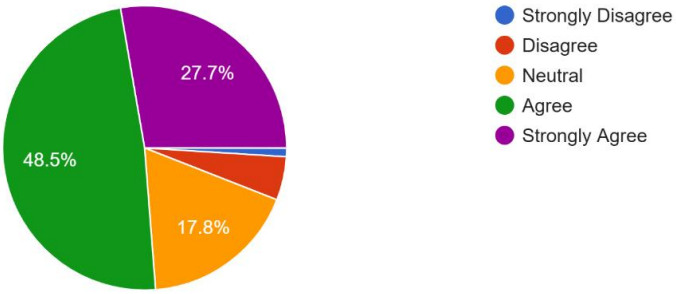
How frequently does your leader provide clear goals and expectations?

101 responses



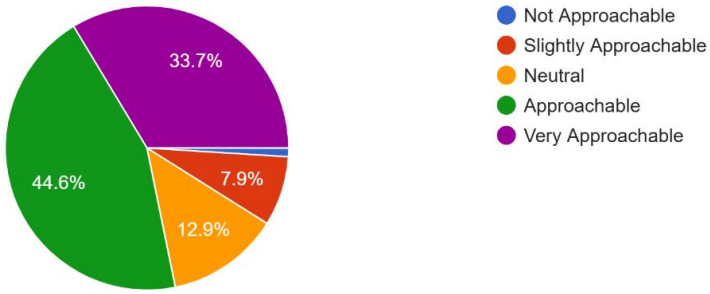
Does your leader encourage innovation and new ideas from employees?

101 responses



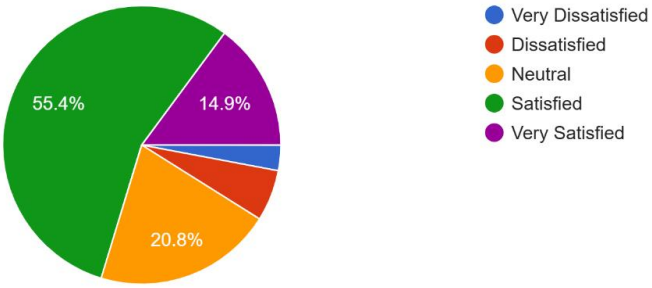
How approachable is your leader for discussing work-related concerns?

101 responses



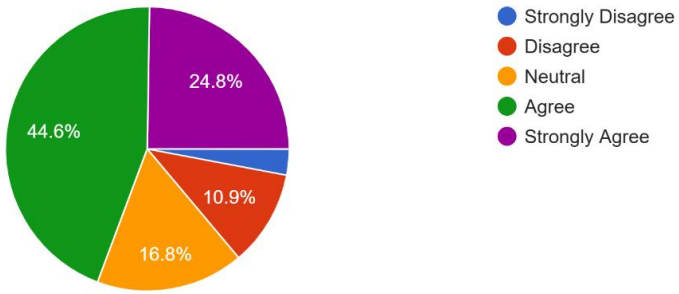
How would you rate your current level of job satisfaction?

101 responses



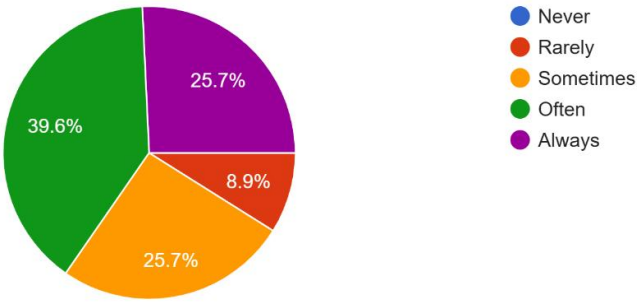
Do you feel your leader's management style directly impacts your productivity?

101 responses



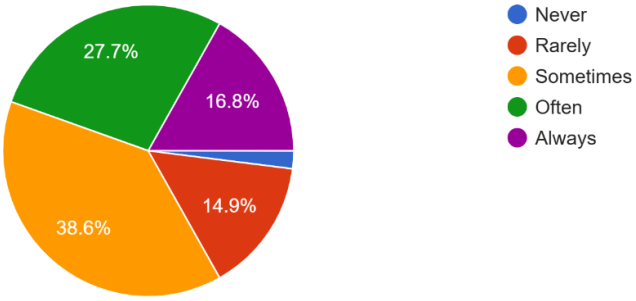
How frequently do you feel motivated to perform at your best?

101 responses



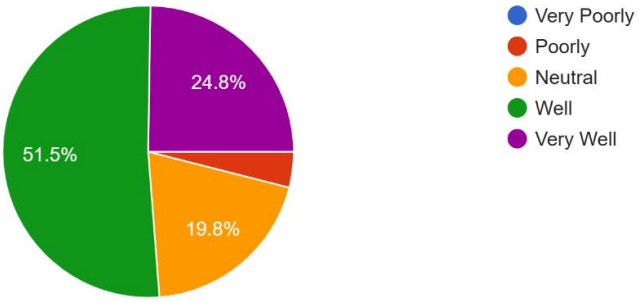
How often do you work beyond your regular hours due to unclear instructions from leadership?

101 responses

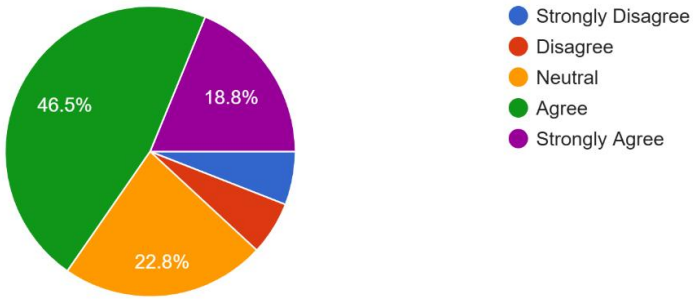


How well does leadership promote a culture of teamwork and collaboration?

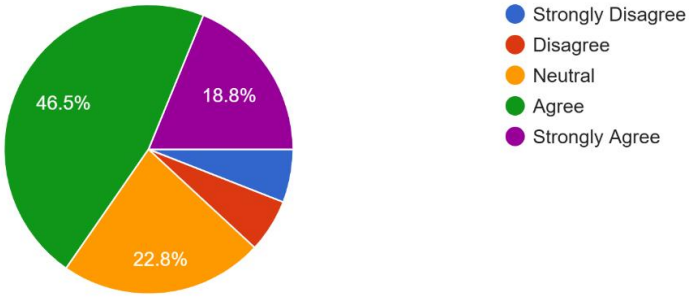
101 responses



Do you feel your skills are being utilized effectively under your current leader?
101 responses

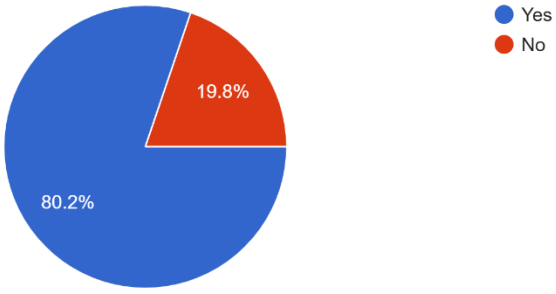


Do you feel your skills are being utilized effectively under your current leader?
101 responses



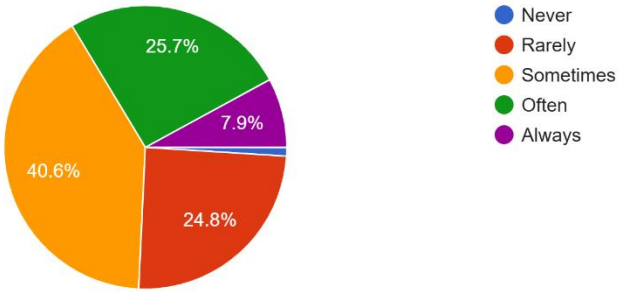
Moderating Factors (Rewards, Recognition, Training, and Culture)

Does your organization have a formal rewards and recognition program?
101 responses



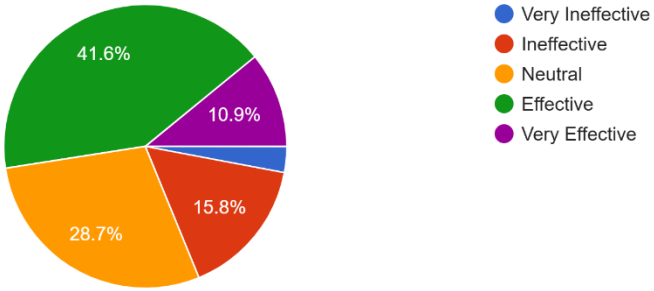
How often do you receive recognition for your contributions?

101 responses



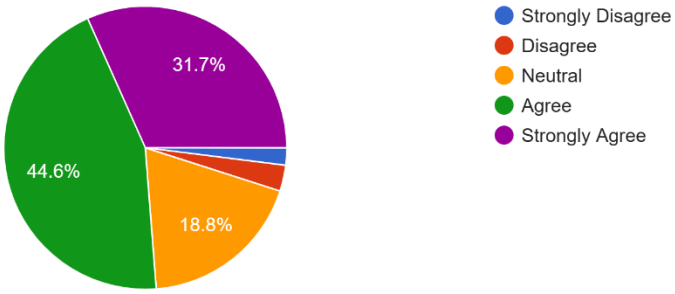
23. How effective is your company's training and development program in enhancing productivity?

101 responses



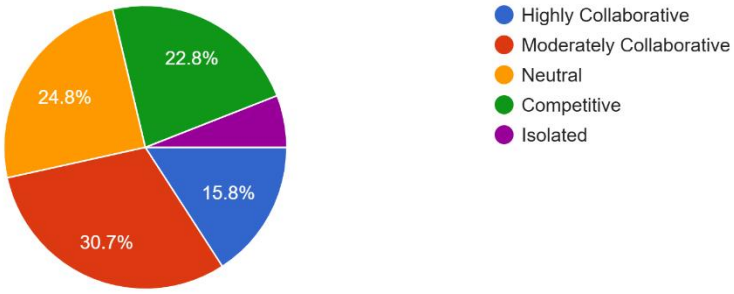
24. Do you believe leadership training would improve workforce productivity?

101 responses



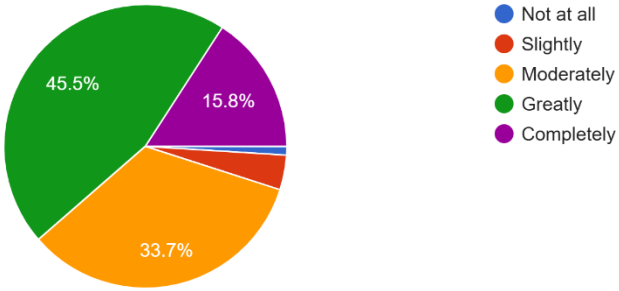
25. How would you describe your organization's culture?

101 responses



To what extent does the organizational culture support productivity improvements?

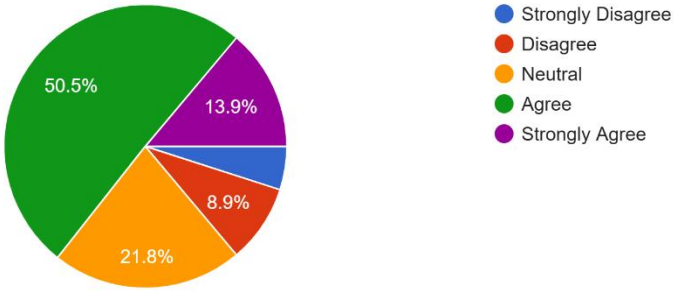
101 responses



Leadership and Employee Well-being

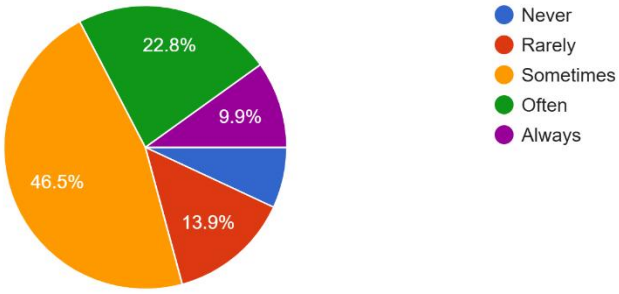
Does your leader actively support work-life balance?

101 responses



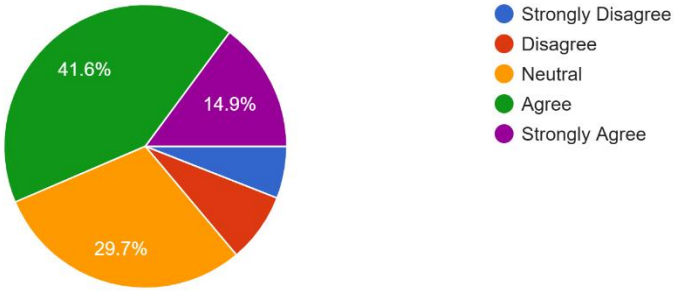
How often do you feel stressed due to leadership expectations?

101 responses



Does your leader encourage career growth and skill development?

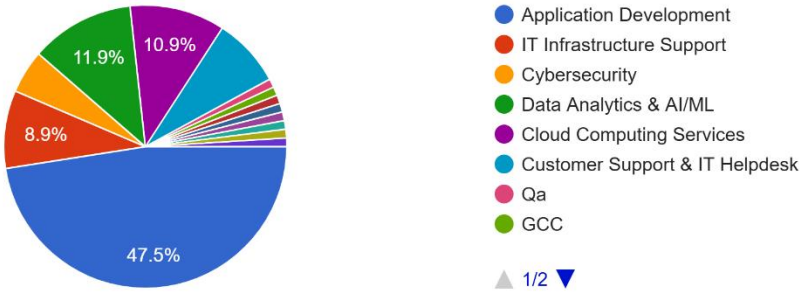
101 responses



IT Captive Center-Specific Leadership & Productivity Questions

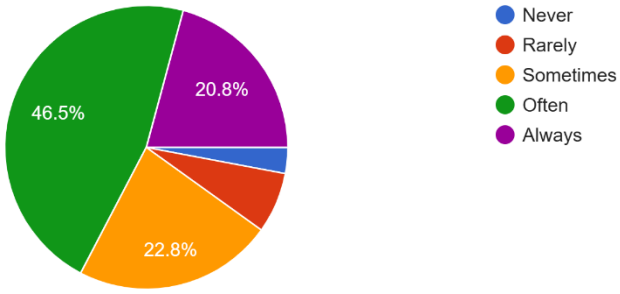
What type of IT captive center do you work in?

101 responses



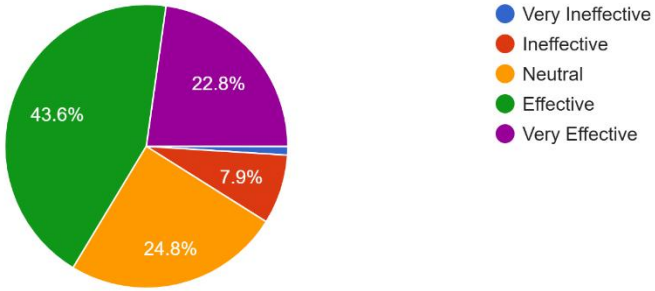
How frequently does your leader engage with global teams across different time zones?

101 responses



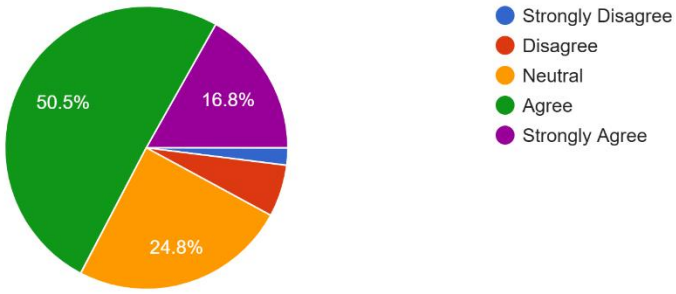
How effective is your leader in managing virtual teams across different geographies?

101 responses



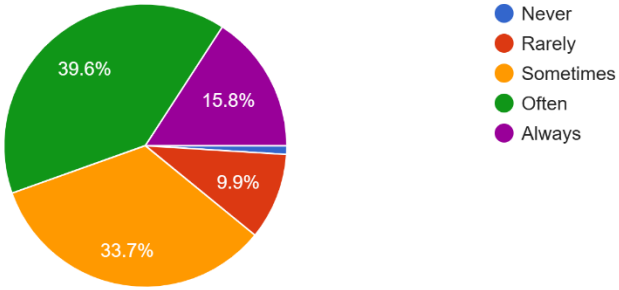
Does your leader foster collaboration between offshore and onshore teams?

101 responses



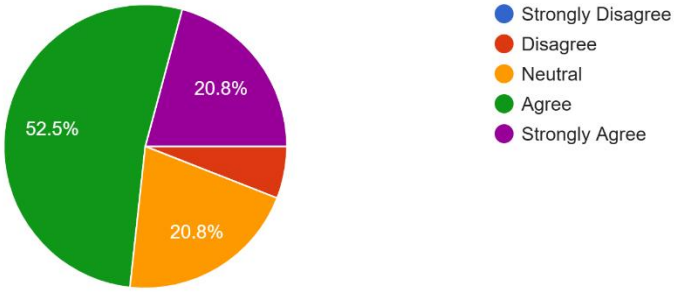
How often does leadership provide clarity on "strategic alignment" with the global parent organization?

101 responses



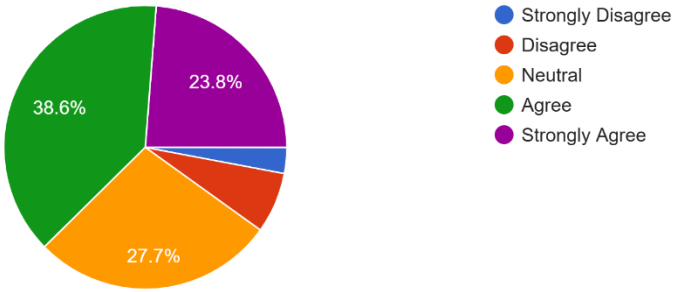
Does your leader ensure that GCC teams "align with global IT policies and standards?"

101 responses



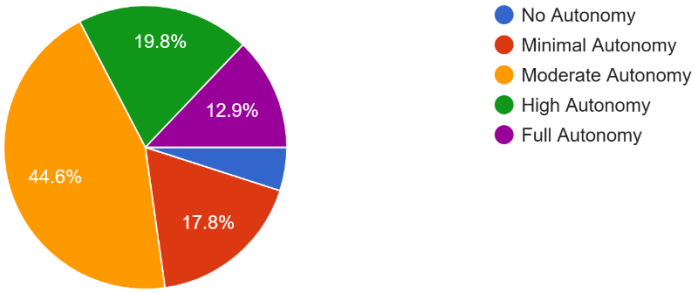
Do you feel your GCC leadership empowers you to take "ownership of global projects?"

101 responses



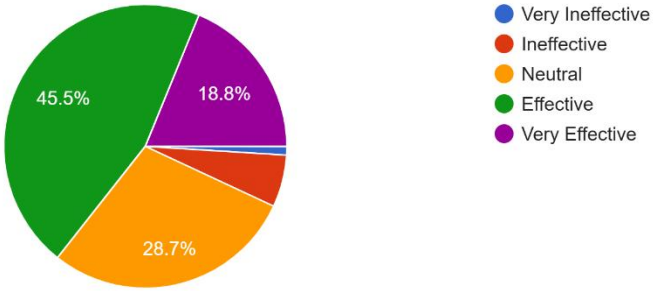
How would you rate the "decision-making autonomy" provided by your leader for GCC teams?

101 responses



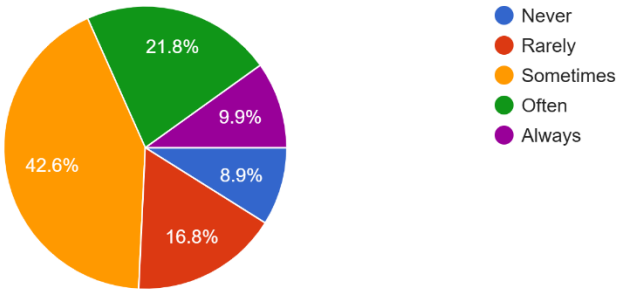
How effective is your leader in handling "cultural diversity" within global teams?

101 responses



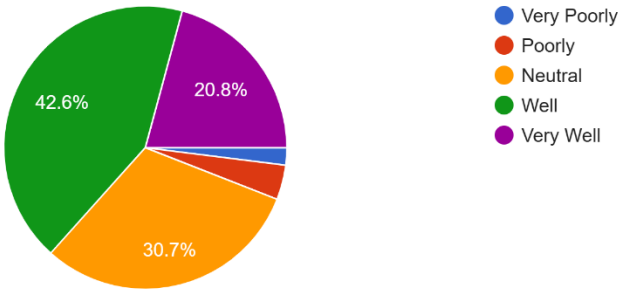
How often does your leader provide "cross-border career development opportunities" (e.g., global assignments, international travel, skill training)?

101 responses



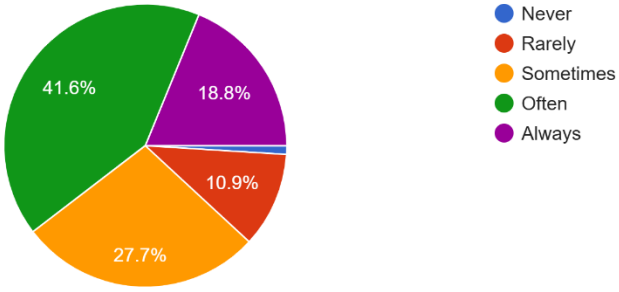
How well does your leader manage "escalations and crisis situations" (e.g., outages, cybersecurity threats, operational failures)?

101 responses



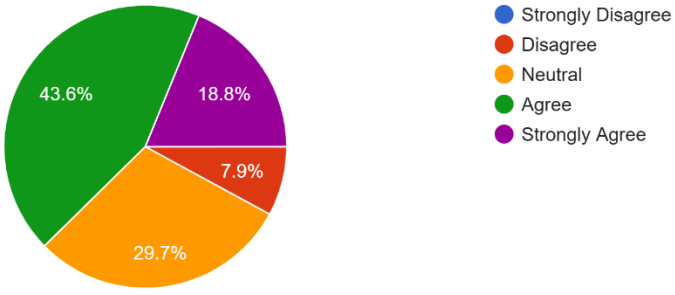
How frequently does your leader encourage "process automation and innovation" in IT captive center operations?

101 responses



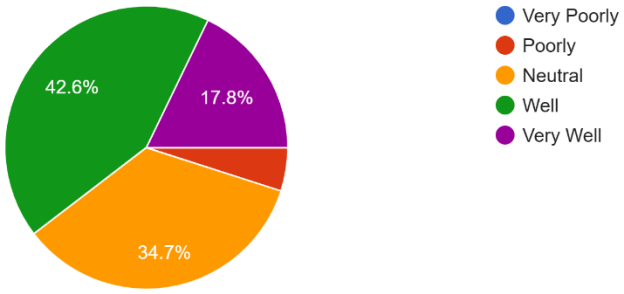
Do you believe your leader "effectively communicates performance metrics and expectations" aligned with GCC productivity goals?

101 responses



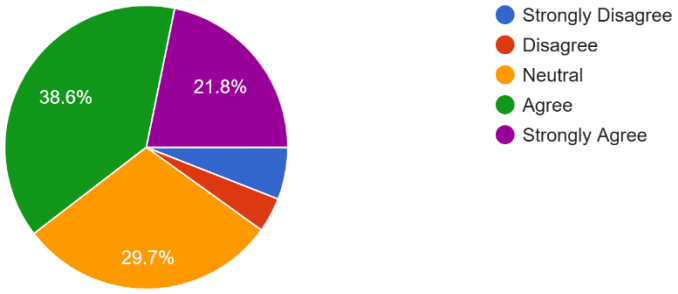
How well does your leader "balance cost optimization" with workforce efficiency and quality deliverables?

101 responses



Does your leadership support "hybrid and remote work models" effectively within GCC operations?

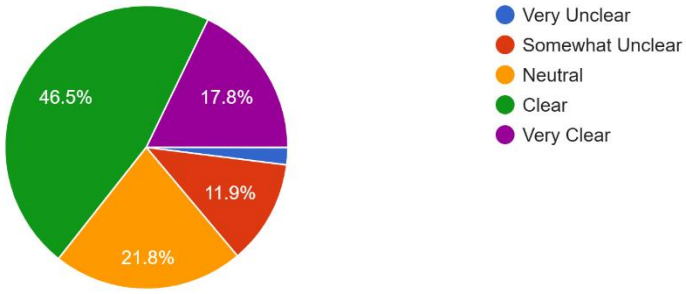
101 responses



IT Captive Center Governance & Performance

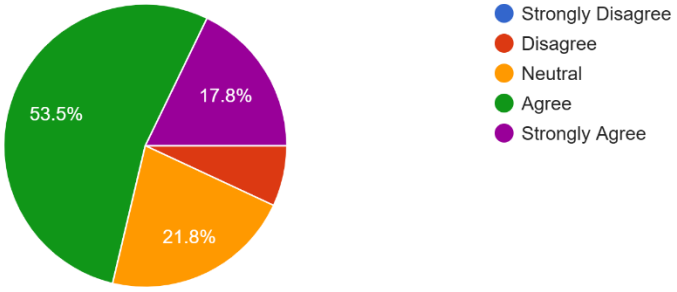
How clear are the "roles and responsibilities" assigned by leadership in your IT captive center?

101 responses



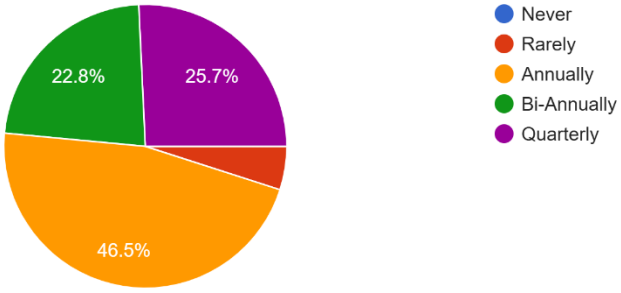
Do you think leadership in your IT captive center encourages a "culture of continuous learning and innovation?"

101 responses



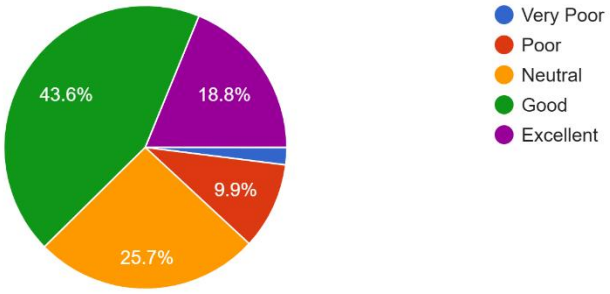
How frequently does leadership conduct "performance reviews" in alignment with global KPIs?

101 responses



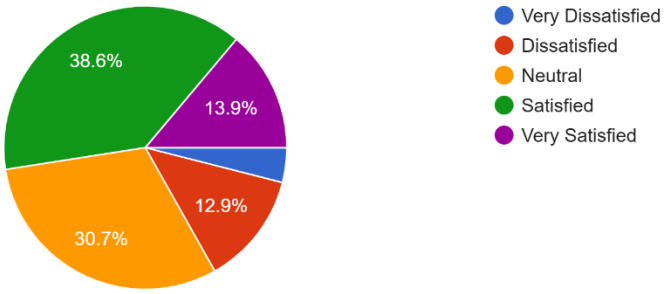
How do you rate your leadership's "crisis management abilities" during IT incidents?

101 responses



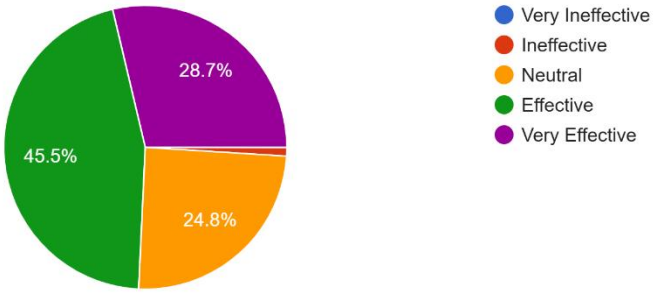
How satisfied are you with your IT captive center's "resource allocation (budget, manpower, tools, infrastructure)?"

101 responses



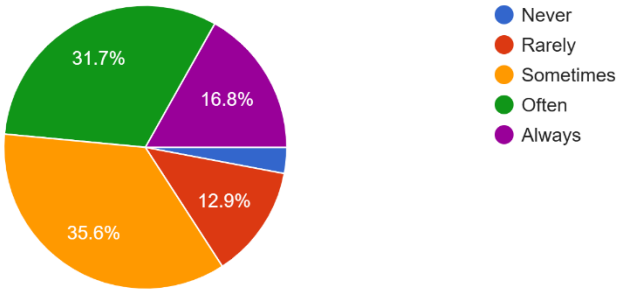
How effective is leadership in "ensuring compliance" with global security and data privacy policies?

101 responses



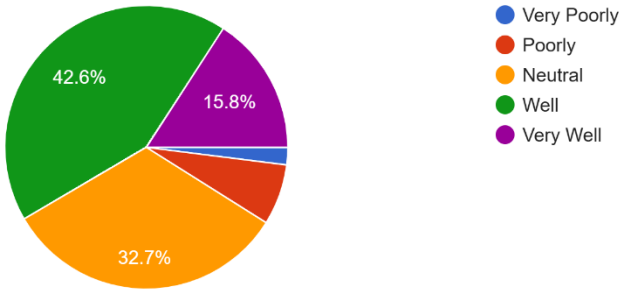
How often does your leadership seek "employee feedback on operational challenges" in IT captive center execution?

101 responses



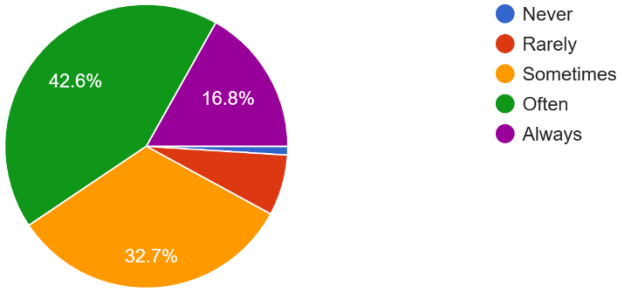
How well does your leader balance "local decision-making vs. global corporate mandates?"

101 responses



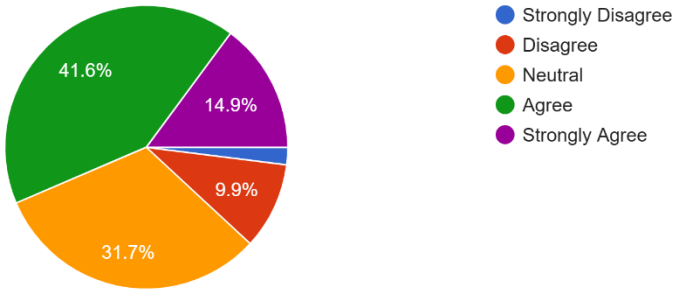
How often does your leader "engage with parent company stakeholders" to align Global Captive Center priorities?

101 responses



Do you think your leader successfully manages "talent retention and succession planning" within the GCC?

101 responses



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