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A STUDY ON LEADERSHIP STYLES OF TEAM AT DHFL HYDERABAD

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ABSTRACT

Leadership plays a vital role in influencing employee performance, motivation, teamwork, and organizational success. Different leadership styles adopted by team leaders significantly affect employee satisfaction, decision-making, communication, and overall organizational effectiveness. This study focuses on analyzing the leadership styles practiced by team leaders at Dewan Housing Finance Corporation Limited, Hyderabad, and their impact on employee performance and team effectiveness. The research examines various leadership styles such as transformational, transactional, democratic, autocratic, laissez-faire, and situational leadership to understand their influence on employee engagement, productivity, and job satisfaction.

The study adopts both primary and secondary data collection methods. Primary data are collected through structured questionnaires distributed among employees, while secondary data are obtained from journals, books, company reports, and published literature. Statistical tools such as percentage analysis, bar charts, pie charts, and simple descriptive statistics are used to interpret the collected data.

The findings are expected to identify the most prevalent leadership style within the organization, evaluate employee perceptions regarding leadership effectiveness, and assess how leadership practices contribute to organizational performance. The study concludes by providing suggestions for improving leadership effectiveness, employee motivation, communication, and team collaboration, thereby contributing to enhanced organizational productivity and sustainable growth.

Keywords: Leadership Style, Team Leadership, Employee Performance, Transformational Leadership, Transactional Leadership, Employee Motivation, Organizational Effectiveness, Job Satisfaction.

INTRODUCTION

Leadership is a continual process that involves the skill of guiding and supervising others. Both his ability to wield control effectively and the existence of an entrepreneurial situation are crucial to his success in deciding new fields. Problems that arise within hierarchical groups of people vary in both the kind of goals that people strive for and the way in which leaders show their authority.

Leadership, in our understanding, refers to actions taken by those in positions of authority. Leadership and executives clearly have a clear vision of the association's potential when it comes to the type of recognition they can achieve. The sources of influence inherent in every given scenario within an authoritative chain of command are what leadership is said to encompass.

Leadership is vital to any organization and has far-reaching effects on the whole because followers follow the leader's lead and achieve the outcomes the leader envisions. Despite its undeniable intensity, leadership possesses the positive ability to inspire others and be creative at its core. The most important thing is that overseen people do the right things, but pioneers do the right things consistently. Every well-known organization has its share of problems, and disagreements over fundamental leadership styles are common when new initiatives are launched.

People are expected to organize their actions in a hierarchical way to achieve certain goals. From this perspective, the actions of a leader are those that facilitate a meeting. At its core, controlling other people is about reducing their vulnerability, which means making the kind of decision that lets the association keep going towards its goal despite all sorts of internal and external obstacles.

REVIEW OF LITERATURE

Essandoh, S., Sakyi, J. K., Ibrahim, A. K., et al. (2025) Organisational team dynamics and project outcomes were investigated in this literature study that systematically reviewed the effects of transformational, transactional, and servant leadership styles. The results showed that teams' motivation, creativity, and ability to work together were much

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enhanced under transformational leadership. Servant leadership increased employee happiness and trust, whereas transactional leadership worked well in organised settings with clear objectives and responsibility. Leaders, the authors argue, should modify their approaches based on the requirements of their teams and the specifics of their organisations if they want to see long-term success in their endeavours.

Lin, Y. (2025) Inclusive, participatory, transformative, empowering, genuine, servant, and humble leadership styles were all examined in this research. The results showed that team members felt more connected and invested when their leaders used strategies that encouraged participation and autonomy. Increased team effectiveness was a result of leaders' actions that fostered unity, trust, and dedication to the team and the organization.

Sharma, R. & Colleagues (2025) Collaborative and innovative teamwork in the creative industries was the focus of this research, which compared transformational, transactional, and laissez-faire leadership styles. According to employee surveys, transformational leadership significantly improved collaboration and creativity. While transactional leadership helped teams reach their goals, it was less successful at encouraging creativity. On the other hand, laissez-faire leadership had few impacts on team performance.

Kan, J. (2024) The effects of different leadership styles on the dynamics of high-performing teams were the focus of this study. According to the results, various leadership styles affect the mental, emotional, and behavioural reactions of team members. Authoritarian leadership styles were useful in rare instances necessitating snap decisions, while democratic and transformational leadership styles improved trust, cooperation, and communication. In order to maintain team effectiveness, the study highlighted the significance of adaptable leadership.

Australian Institute of Business (2024) Situational, servant, democratic, transformational, and transactional leadership styles were discussed in this article. It brought attention to the ways in which leadership actions impact team performance, employee engagement, and company culture. According to the results, effective leaders are always adjusting their methods of leadership based on what their teams need and the difficulties faced by the organization.

Ahmed, S. etal. (2024) Leadership styles and their impact on organisational performance were the focus of this research. Employee motivation, cooperation, and productivity are all positively impacted by both transformational and supporting leadership styles, according to the research. One of the most important factors in an organization's success is its leadership, specifically how it affects team morale and performance.

Saba, A. et al. (2023) Leadership styles and their effects on collaboration and organisational results were compared in the study. Transformative leadership increased team effectiveness and employee loyalty, but transactional leadership made mundane activities more efficient. To get the most out of a team, the study's authors recommended a mix of leadership styles.

Xu, H., Liu, M., Bu, Y., et al. (2023) In this research, we looked at how scientific teams use shared leadership frameworks. The results showed that teams whose leaders with varying degrees of experience outperformed those whose leadership styles were more uniform. Researchers and teams benefited from increased adaptability, diversity of knowledge, and collaboration brought about by shared leadership.

Corporate Finance Institute (2022) Leadership styles were defined in the article as methods of influencing and directing team members through their actions. It brought attention to how leadership affects team output, decision-making, and overall business success. Leaders should adapt their approach depending on team and situational conditions; the review highlighted that there is no one effective leadership style.

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Henderson Scott (2022) New leadership styles that prioritise data-driven decisions, inclusivity, empathy, and flexibility were highlighted in the article. The results showed that these leadership strategies improved team involvement, cooperation, and resilience. Managers of varied and ever-changing teams fared better when they embraced flexible and people-centered strategies.

Ćwiąkała, M., Walter, J., Baran, D., et al. (2021) The impact of leadership behaviours on project efficiency was investigated in this study using survey data collected from project professionals. The results demonstrated that the project outcomes were much enhanced by open and honest communication, helpful criticism, and teamwork. Leadership styles that encouraged participation and democracy boosted teamwork and engagement, but their effects on immediate results were project-specific.

Melbourne Business School (2021)

Becky Works Research Team (2021) Seven leadership styles that are applicable in modern settings were discussed in the article. A leader's ability to manage a diverse team depends on his or her vision, communication skills, flexibility, and emotional intelligence. The research showed that leaders should change their approaches based on what their teams and organisations need.

LP Centre (2020) There were 10 different types of leadership discussed and their practical uses in this article. To boost morale and performance, good leaders utilise a mix of coaching, visionary, transactional, and affiliative methods. One of the most important factors in leadership effectiveness is the ability to adapt to different situations.

The Consultant Global (2020) Leadership styles have a significant impact on staff motivation, engagement, and productivity, as discussed in the article. Stronger team relationships and improved performance were believed to result from leadership styles that are both participative and transformational.

Kompass Consultancy (2020) The 10 leadership styles covered in this review ranged from authoritarian to democratic to bureaucratic to laissez-faire. Depending on the team's makeup and the organization's objectives, the article highlighted that each approach offers distinct benefits. Workers reported more happiness and innovation under democratic leadership.

Times of India (2019) Successful corporate executives' leadership styles were examined in the essay. It discovered that different leadership styles—visionary, democratic, servant, coaching, and transformational—help foster innovation, trust, and team development. Leadership adaptability was identified as a critical success factor for organisations in the study.

Times of India (2019) Mindful leadership and the health of employees were the primary research foci. The results showed that teams were more resilient and creative when their leaders emphasised human agency, adaptability, and interpersonal ties. Both short- and long-term team performance were enhanced by leaders who practiced mindfulness.

Coelho, M., Campos, D., Bezerra, M., et al. (2019) Software professionals' reported leadership techniques were the focus of the investigation. Leadership behaviours that were deemed most valuable included communication, delegating, strategic vision, and people management. Stronger teamwork, staff growth, and project completion were all associated with effective leadership.

Zhao, Y., Zhu, Y., Kim, D., et al. (2018) In this study, we looked at the relationship between scientific performance and leadership team diversity. The results showed that teams, especially those with more members, benefited from having

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a mix of men and women in leadership positions. The results showed that teams with diverse leadership structures were more effective overall, had better decision-making, and collaborated more effectively.

RESEARCH GAP

Although numerous studies have examined leadership styles and their influence on employee performance across various industries, limited research has specifically focused on leadership practices within housing finance organizations, particularly at DHFL Hyderabad. Most existing studies emphasize leadership in manufacturing, information technology, banking, healthcare, and educational sectors, while comparatively little attention has been given to financial service organizations undergoing organizational and regulatory changes. Furthermore, previous research has primarily explored the direct relationship between leadership style and employee performance without adequately considering factors such as employee motivation, communication effectiveness, team collaboration, trust, and job satisfaction within a single organizational context. There is also a lack of empirical studies comparing employees' perceptions of different leadership styles practiced by team leaders at DHFL Hyderabad. This study aims to bridge these gaps by providing a comprehensive analysis of leadership styles adopted by team leaders and examining their impact on employee engagement, teamwork, productivity, and organizational effectiveness within DHFL Hyderabad.

CONCEPTUAL FRAMEWORK

The conceptual framework illustrates the relationship between leadership styles (independent variable) and employee as well as organizational outcomes (dependent variables). It also considers employee motivation, communication, trust, and team collaboration as mediating factors that influence the effectiveness of leadership.

OBJECTIVES OF THE STUDY

1. To gauge the level of satisfaction with the team leader among team members
2. To learn about the dynamic between the team captain and his or her subordinates
3. Third, we need to learn about the leadership styles of DHFL Pramerica Life Insurance pvt. Ltd.
4. Fourth, to propose methods for improving the group's output

DATA ANALYSIS AND INTERPRETATION

1. How does DHFL Pramerica Life Insurance Ltd.'s leadership style work?

Leadership styles	**Positive effect**	**Percentage**
Democratic leadership style	82	97%
Autocratic leadership style	1	1%
Contingency leadership style	2	2%
Laissez-faire leadership style	-	-
Total	**85**	**100**

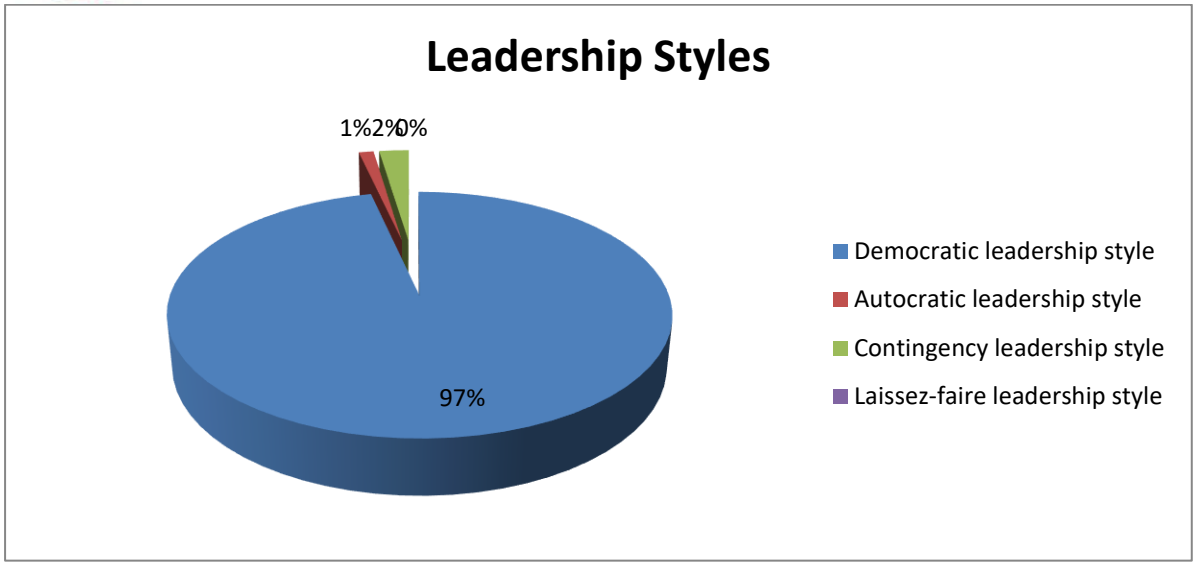
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Interpretation: The data in the table above suggest that nearly all respondents (82 out of a total of 97) think that democratic leadership styles have a good effect on their performance. In contrast, just one respondent (out of two) said that authoritarian leadership styles have an effect on their performance. Their output is affected by that style of contingency leadership.

2. Leadership style at DHFL Pramerica Life Insurance Ltd. affects employee performance.

Variables	**No. of Responses**	**Percentage**
Strongly Agreed	60	70.59%
Agreed	24	28.24%
Strongly Disagreed	4	4.71%
Disagreed	7	8.24%
Total	**85**	**100**

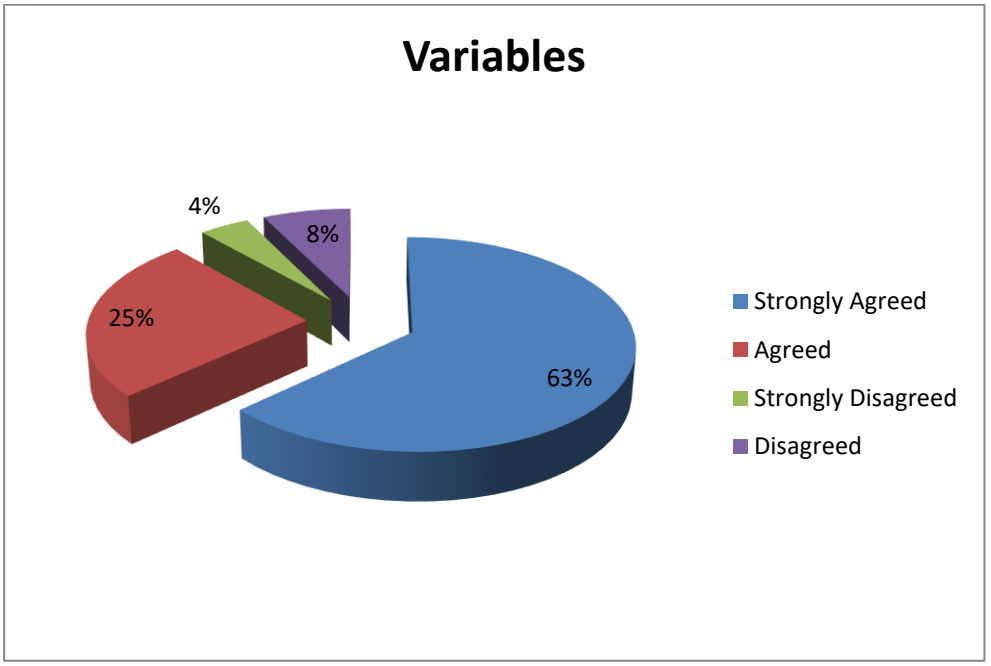
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Interpretation

Of the total responders, 60 (or 70.59%) and 24 (or 28.24%), respectively, are included in the table. Out of the total number of respondents, 5 (or 5.88%) were unsure which option to choose, whereas 4 (or 4.71% of the total) and 7 (or 8.24%) were in agreement. Regarding the impact of leadership style on DHFL Pramerica Life Insurance Ltd. employees' performance, I am strongly opposed and disagree.

3. A key factor in DHFL Pramerica Life Insurance Ltd.'s success will be the leadership control style that is used to oversee employees' performance.

Variables	**No. of Responses**	**Percentage**
Strongly Agreed	50	58.8%
Agreed	19	22.35%
Strongly Disagreed	2	2.35%
Disagreed	4	4.71%
Total	**85**	**100%**

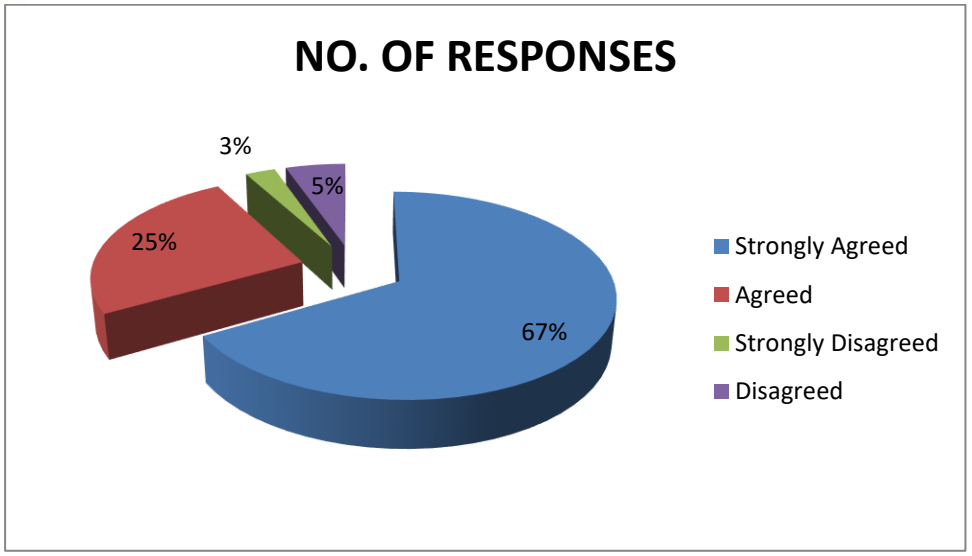
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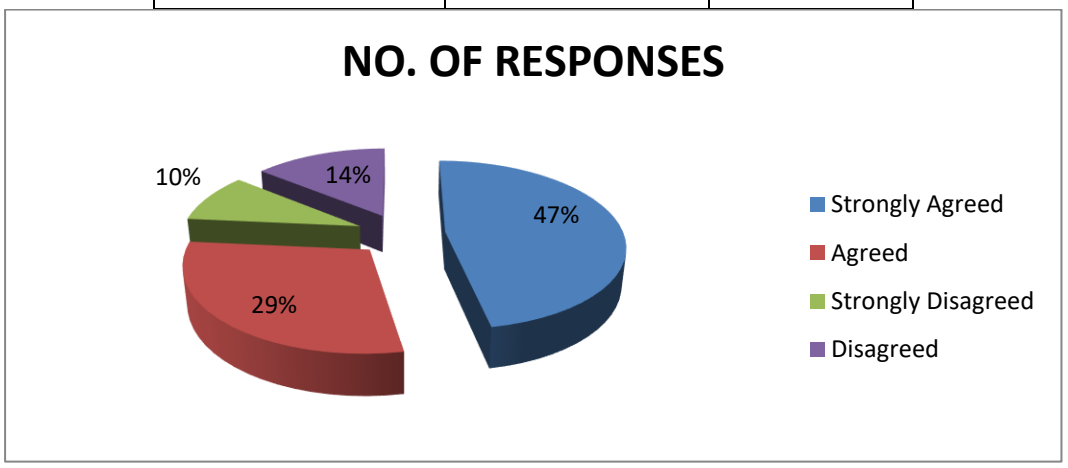


Interpretation

Leadership control style used in supervision on employee performance will contribute tremendously to the growth of DHFL Pramerica Life Insurance Ltd., according to the table above. Fifty respondents (58.8%) and nineteen respondents (22.35%) strongly agreed, while two and four respondents (2% and 5%, respectively) strongly disagreed.

4. Leadership styles at DHFL Pramerica Life Insurance Ltd. have an impact on managerial decisions.

Variables	**No. of Responses**	**Percentage**
Strongly Agreed	40	47.05%
Agreed	25	29.41%
Strongly Disagreed	8	9.41%
Disagreed	12	14.11%
Total	**85**	**100%**



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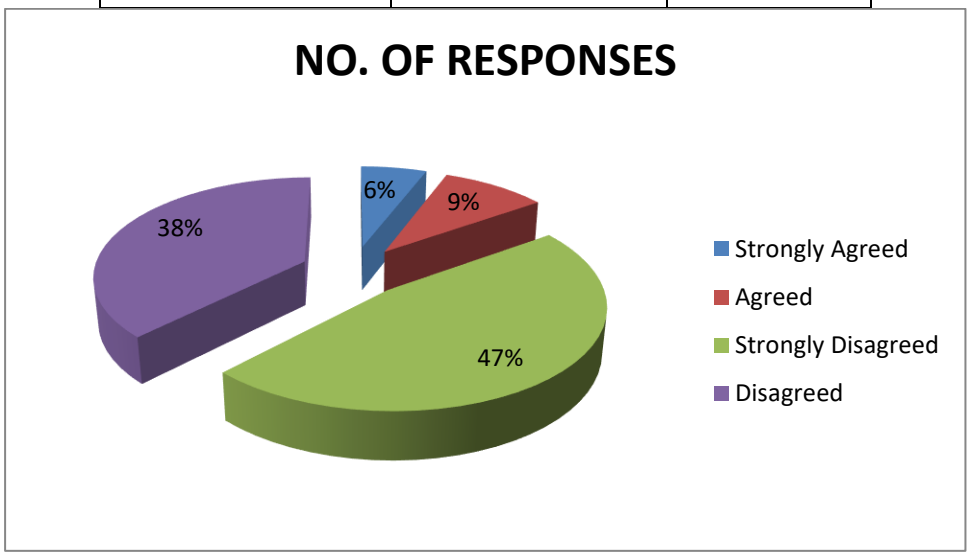
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Interpretation

Results show that 47.05% of respondents strongly agreed and 29.41% agreed, whereas 9.41% strongly disagreed and 14.11% disagreed (see Table 4.2.8 for details). This demonstrates that a sizable percentage of DHFL Pramerica Life Insurance Ltd. respondents think that various leadership styles impact managerial decision-making.

5 The leadership styles employed by each department head at DHFL Pramerica Life Insurance Ltd. are diverse.

Variables	No. of Responses	Percentage
Strongly Agreed	5	5.88%
Agreed	8	9.41%
Strongly Disagreed	40	47.05%
Disagreed	32	37.64%
Total	**85**	**100%**



Interpretation

According to Table 4.2.9, which can be found above, 5.88% of respondents strongly agreed and 9.41% agreed that different department heads at DHFL Pramerica Life Insurance Ltd. adopt diverse leadership styles, while 47.05% strongly disagreed and 37.64% disagreed. This suggests that more people than expected disagreed that different department heads at DHFL Pramerica Life Insurance Ltd. adopt different leadership styles.

6.The leadership styles employed by DHFL Pramerica Life Insurance Ltd. contribute to the accomplishment of the company's objectives.

Variables	No. of Responses	Percentage
Strongly Agreed	34	40%
Agreed	26	30.59%

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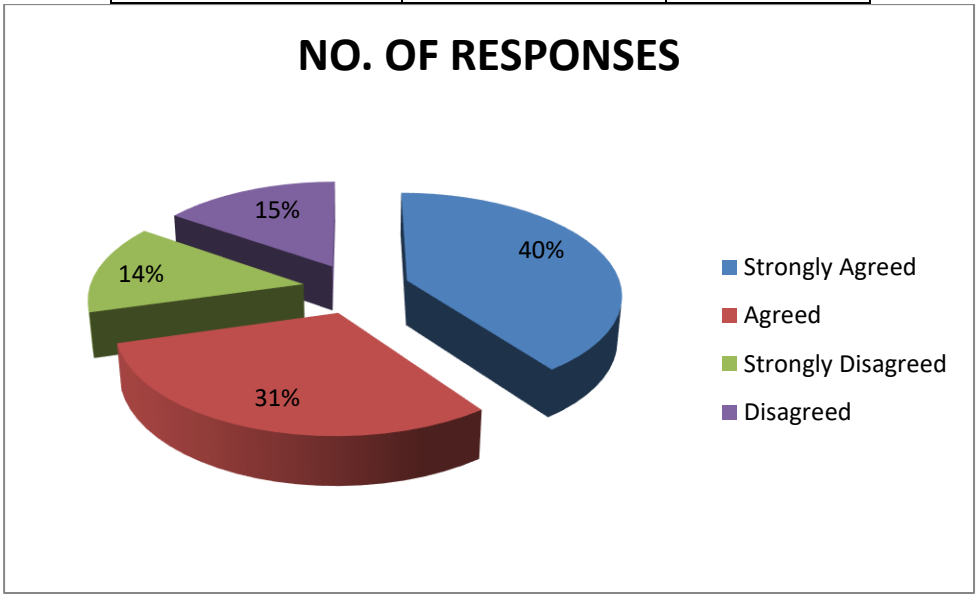
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Strongly Disagreed	12	14.28%
Disagreed	13	15.3%
Total	**85**	**100%**



Interpretation

According to the data in the table, 40% of respondents strongly agreed with the opinion, while 30.59 percent agreed, and 14.28% strongly disagreed, with 15.3 percent expressing strong disagreement.

FINDINGS

- The democratic form of leadership was favored by the majority of respondents over the autocratic, contingent, or laissez-faire approaches.
- Gender, rank, and position are irrelevant when deciding on a democratic leadership style.
- Third, regardless of the leadership style, all respondents felt that their productivity went up when it was their favoured style and down when it wasn't.
- The workers who took the survey all felt that different types of leadership influence their productivity.
- Although leadership style is not the sole factor that motivates employees to perform well, most of the respondents liked it.
- When comparing democratic leadership to the other styles examined in this study, the majority of respondents stated that it has a more positive effect on their performance.
- In addition to leadership style, additional aspects that could drive employees include salary, work atmosphere, and fringe perks.

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- The presentation of one's subordinate's readiness or lack thereof to follow job instructions and the perception of the amount of responsibility bestowed upon one by an organisation are two aspects that can impact the choice of leadership style.

- The democratic leadership style is preferred by the majority of responders because it allows for consultation before making final choices on issues.

SUGGESTIONS

1. In order to guarantee higher productivity, leaders should permit the improvement of interpersonal relationships between the management team and the workers.
2. Involvement of the personnel in decision-making processes can help maintain stringent compliance. Decisions made by leaders should not be blindly followed.
3. The leaders of the management team should always prioritise the well-being of the workers.
4. The company's leadership should foster an environment that encourages employees to take an active role in the company's operations.
5. It is important to educate subordinates about the requirement of working in harmony with their superiors for the benefit of both sides in the workplace. Naturally, this necessitates better communication.
6. To prevent needless misinformation that could harm an organization's production, the communication from top to bottom should be fluid.
7. Everyone should be treated fairly and with equity. Reasonable compensation for employees and a lack of favouritism or bias in resolving employee complaints are two ways to achieve this goal.
8. Using data from a single company, this study analysed how different leadership styles affected employee output. So, to compare future findings with current research, it is recommended that a comparable study be conducted with a larger sample size of organizations.

Conclusion

Many conclusions and outcomes were reached in organisations focused on finance and service as a result of the current study on the impact of leadership style on employee performance. This study's findings support the hypothesis that different leadership styles at DHFL Pramerica Life Insurance Ltd influence employee behaviour, which in turn motivates people to work harder and more efficiently in pursuit of the company's aims and objectives.

There is a strong correlation between leadership styles and environmental conditions, as shown by the tested hypothesis. Conversely, issues with implementing a leadership style in any organisation, whether public or private, will reveal any issues with employee motivation. The researcher will also be drawing connections between these issues and the generally bad organisational behaviour. Organisations in the public and private sectors, as well as those in the case study, must always adhere to an effective leadership style.

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