# A Study on Human-Centric Leadership Development in IT and Technology Sector in India

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## ABSTRACT

*Human-centric leadership development is a new approach that emphasizes human values, empathy, well-being, and inclusive decision making in leadership. Unlike traditional models that often focus on performance and hierarchy, this method highlights emotional intelligence, employee empowerment, trust-building, and ethical responsibility. This study looks at the framework, key dimensions, and practical implications of human-centric leadership in organizations, especially in the fast-paced and innovative IT and technology sector in India.*

**KEY WORDS:** *Team development, continuous development, service design tools, human-centred development, Organizational culture.*

## Introduction

Human-centric leadership development focuses on understanding and valuing individuals within an organization. This approach highlights empathy, communication, and collaboration, recognizing that employees are the most valuable resource. It moves beyond transactional management and prioritizes the well-being and potential of each team member. Leaders who adopt this style empower their teams, encourage open dialogue, and build trust through authenticity. By fostering a sense of belonging and purpose, human-centric leadership promotes individual growth and organizational success. It aims to create a workplace where people feel valued, respected, and motivated to do their best. This approach is increasingly important in today's changing environment, where employee well-being and meaningful engagement matter most. It represents a shift from traditional hierarchies to a more collaborative and human-focused way of leading.

## Research question

- What key principles shape human-centric leadership in today's organizations

- How does human-centric leadership affect employee engagement, motivation, and performance

- What part does emotional intelligence play in developing human-centric leaders

- How do cultural values in India impact the view and effectiveness of human-centric leaderships.

## Review of literature

- Goleman, D. 1995 "A Study on Emotional Intelligence" Goleman's work laid the foundation for understanding the role of emotional intelligence in leadership. Empathy, self-awareness, and relationship management key elements of human-centric leadership are rooted in emotional intelligence and are essential for effective people-oriented leadership.

- Rock, D. 2008 "A Study on SCARF Model" (Status, Certainty, Autonomy, Relatedness, Fairness) Rock's SCARF model supports the neurological basis for human-centric leadership. Leaders who focus on psychological needs create environments where employees feel safe, valued, and motivated.

- Sinek, S. 2009 "A Study on Promoting Innovation and creativity of leadership" Simon Sinek emphasizes the importance of purpose-driven leadership, where leaders inspire action by focusing on human values and a shared vision. Human-centric leadership aligns with this concept by fostering trust, empathy, and clarity of purpose among employees.

- George, B. 2015 "A Study on Authentic Leadership: Rediscovering the Secrets to Creating Lasting Value" Authentic leadership focuses on self-awareness, transparency, and ethical behaviour. George's model is often linked to human-centric leadership because it prioritizes integrity, consistency, and connecting with others on a human levels.

- Brown, B. 2018 "A Study on Dare to Lead" Brene Brown introduces the concepts of vulnerability and courage in leadership. Her work shows how leaders who prioritize people create safe environments. This approach encourages openness, innovation, and genuine connections with team members.

- Roland Hardy, 2018 "A Study on Rethinking Leadership" A human centered approach to management ethics leadership, corporate responsibility, and management ethics emphasize the human-centered approach in today's complex world. One major issue in management is its impact on people.

- Avanish Panda, 2018 "A Study on Experience-Centric Leadership Development Process Challenges and Way Forward for Organisations in India" states that the COVID-19 pandemic has changed how we view leadership. It has pushed organizations and leaders to deal with new challenges.

- Gallup Research, 2023 "A Study on State of the American Workplace" This large-scale study found that managers who adopt people-first leadership styles significantly boost employee engagement, trust, and retention. The research supports the idea that human-centric leadership has a measurable impact on organizational success.

- Kay Kennedy, Lucy Leclerc, Susan Campis Morgan James, 2021 " A Study on Human-centered leadership in healthcare" evolution of a revolution. The Human-Centered Leadership model emphasizes the leader's attention to self-care and mindfulness while also being attentive to others.

- Olivia Hector, Rory Cameron, 2023 "A Study on Human-Centric Leadership Management" Nurturing talent, building culture, and driving organisation success, explore the important role human-centric management in modern organisations.

- Lucy Leclerc, Christine Pabico 2023 "A Study on Modelling the Way Through Human-Centered Leadership and Pathway to Excellence" Human-centered leadership is a style that focuses on empathy, empowerment, and prioritizing people.

- Joel Paul, August 2024 "A Study on Human-Centric Leadership Balancing Technology and Empathy in the Post-COVID Era" The COVID-19 pandemic has changed the way we view leadership. It has forced organizations and leaders to face new and unexpected challenges.

- Mariana Ortega, Nicolas Sonder, 2024 "A Study on Promoting Innovation and Creativity through Human-Centered Leadership" History will view the early 2020s as a time of major disruption for the global workforce. The COVID-19 pandemic forced much of the world's population into lockdown, causing huge supply chain problems and other serious challenges.

- Olena Lapuzina, Joseph Mukuni, 2024 "A Study on Refocusing 21st Century Organizational Leadership Towards Human-Centric Sustainabal Development"  Leadership in the 21st century has seen major shifts. It is moving away from traditional norms towards more flexible and human-centered approaches.

- Yasmin Ziaeian, 2025 "A Study on the Impact of Human-Centric Leadership on Employee Satisfaction and Productivity in Digitally Transformed Organizations" Human-centric leadership is essential for gaining the most from digital transformation.

## Research Gap

| Citation | Design of Research | Objective of Research | Findings | Identified Research Gap |
|---|---|---|---|---|
| Kirkpatrick et al. (2006) | Framework proposal and practical case examples | To evaluate the impact of training using their 4-level model. | Most organizations evaluate only at Level 1 (reaction), not behaviour or results level. | Lack of implementation of full evaluation cycle, didn't link back to delivery method choice. |
| Sitzmann et al. (2006) | Meta-analysis | To compare web-based vs classroom training. | Web-based learning is equally effective if designed well. | Didn't assess blended learning or hybrid formats in depth. |
| Salas et al. (2012) | Empirical analysis of training methods | To identify what factors make training effective in organizations. | Blended learning improves learning outcomes, interactivity is crucial. | There was a lack of analysis specific to the sector and a comparison of delivery methods. |
| Bersin by Deloitte et al. | Industry report | To assess trends in | E-learning adoption is growing, but employee | Didn't examine instructional methods or |

| | | | | |
|---|---|---|---|---|
| (2015) | | digital learning. | engagement is still a challenge. | their effect on performance. |
| Rao et al. (2018) | Case study (Indian public sector banks) | To evaluate training practices and challenges in public sector. | Public sector relies on classroom training and lacks interactive and tech-based methods. | No comparative study with private sector organizations. |
| Noe et al. (2020) | Theoretical & review-based | To explore best practices in training and development. | Classroom and on-the-job training are still widely used, but evolving with tech. | No real-time data or validation of effectiveness in modern digital, hybrid settings. |
| NASSCOM et al. (2021) | National survey in Indian IT sector | To explore emerging learning models post-COVID-19 | Micro learning, mobile learning, and hybrid formats are becoming common. | Didn't assess effectiveness or employee preferences across methods. |

**Conceptual model**
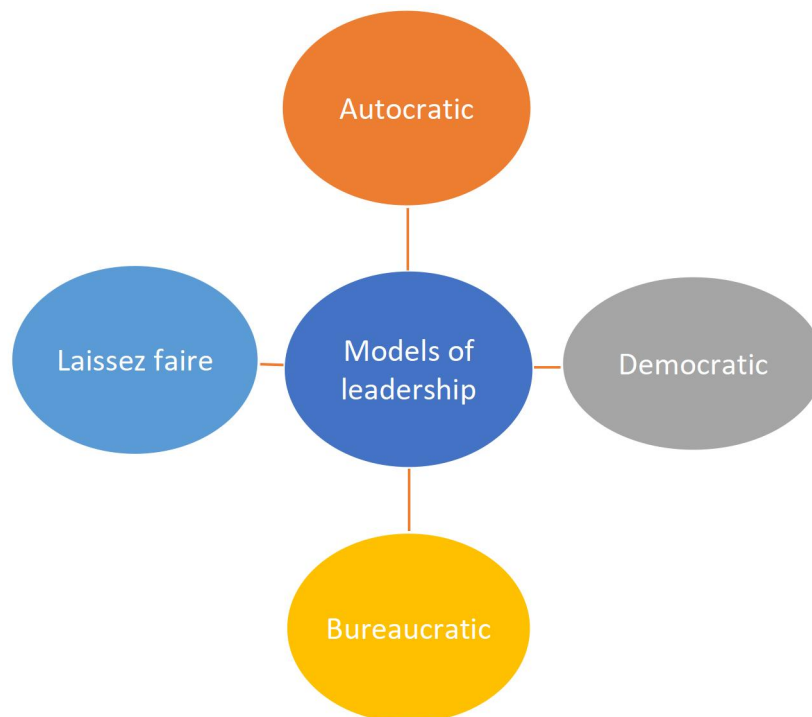


Fig.01 Models of leadership development

**Problem Statement**

Indian IT and technology sector, traditional leadership models that focus on performance metrics, hierarchy, and task execution are failing to meet the needs of a diverse and human-driven workforce. Even though more people recognize the value of empathy, emotional intelligence, inclusivity, and employee well-being, many organizations find it difficult to incorporate human-focused principles into their leadership development processes.

## Research Methodology

**Methods**

**Research Design**

Descriptive and exploratory research design is used to understand current leadership practices and examine new human-focused leadership models in the IT and technology sector.

**Primary Data**

Surveys with IT professionals, team leads, managers, and HR staff to gather numbers on leadership practices, empathy, emotional intelligence, and psychological safety. Interviews and focus groups with leaders and employees provide deeper insights into their personal experiences with human-centric leadership.

**Secondary data**

Human-centered leadership development is gathered from existing sources like academic journals, books, research articles, and organizational reports. It offers theoretical frameworks and background knowledge on leadership styles, emotional intelligence, and people-focused management.

**Sampling Technique**

This method is ideal for selecting individuals with specific characteristics relevant to the research topic. In this case, it includes people with experience in leadership roles or exposure to leadership development programs within organizations.

1. Target Population

❖ Mid-level and senior-level managers

❖ HR professionals involved in leadership development

❖ Employees working under leaders identified as human-centric

❖ Trainers or consultants in leadership development programs

**Sample size**

Target Sample Size: 50 respondents

This range provides a sufficient sample to reach a 95% confidence level.
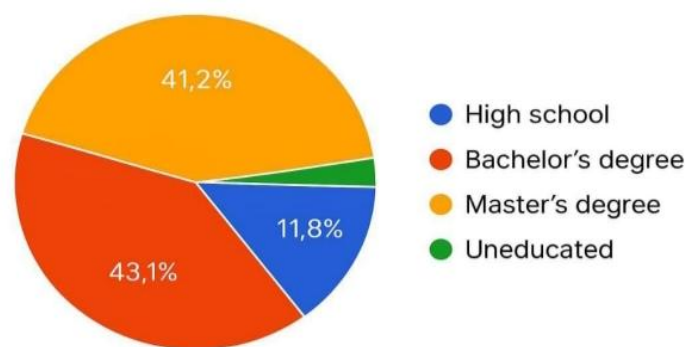
## Analysis and Discussion

1. **Educational qualification**



Fig.02 Education qualification

Table 01: Responses

| High school | 11.8% |
|---|---|
| Bachelor degree | 43.1% |
| Master degree | 41.2% |
| Uneducated | 3.9% |
| Total | 100 |

**Interpretation:**

Most participants have bachelor's degrees, which shows they are ready to take part in structured leadership development programs. This educational background indicates they can understand levels.

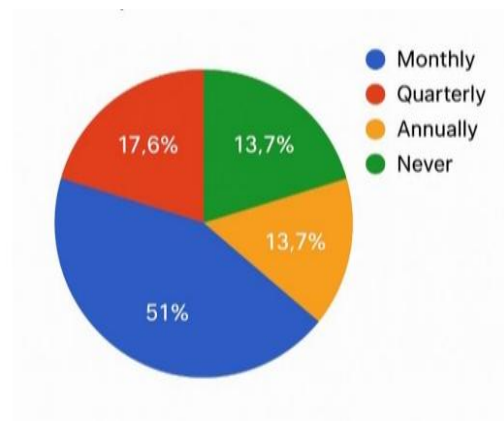2. **How often do you participate in leadership development programs**

Fig.03 How often do you participate in leadership development programs

Table 02: Responses

| | |
|---|---|
| Monthly | 51% |
| Quarterly | 17.6% |
| Annually | 13.7% |
| Never | 13.7% |
| Total | 100 |

**Interpretation:**

More than half of the respondents, 51%, take part in leadership development programs every month. This shows a strong interest in ongoing improvement. A smaller group, 17.6%, attends these programs quarterly. This suggests their involvement is tied to specific schedules. Only 13.7% participate once a year, which indicates limited access. Another 17.6% never join these programs, pointing to a gap that may need focused outreach or help. Overall, the data shows a positive trend in regular participation, but it also highlights chances to boost engagement among those who are less involved.
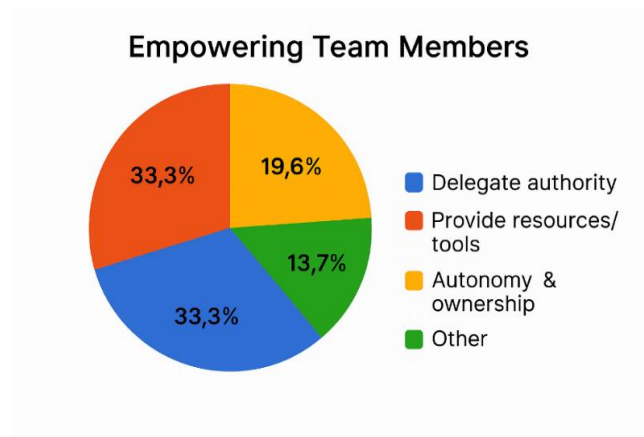
**3.    How do you empower your team member**



Fig.04 How do you empower your team member

Table 03: Responses

| | |
|---|---|
| Delegate authority | 33.3% |
| Provides resources/ tools | 33.3% |
| Autonomy and ownership | 19.6% |
| Other | 13.7% |

| Total | 100 |
|---|---|

**Interpretation:**

The most leaders empower their team members by either delegating authority or providing resources and tools, with each option chosen by 33.3% of respondents. Encouraging autonomy and ownership follows at 19.6%, while 13.7% selected other methods. This suggests a strong focus on giving team members both responsibility and support. However, a smaller percentage promotes independence through autonomy, indicating a chance for growth in that area. Overall, the data reflects a balanced but slightly tool- and authority-focused approach to empowerment.
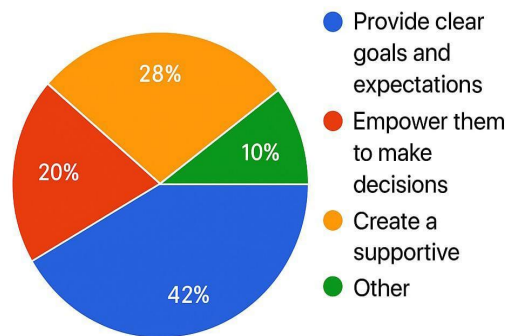
4. **How do you motivate your team**



Fig.05 How do you motivate your team

Table 04: Responses

| Provide clear goals and expectation | 42.% |
|---|---|
| Empower them to make decision | 20% |
| Create a supportive | 28% |
| Other | 10% |
| Total | 100 |

**Interpretation:**

The shows various ways leaders inspire their teams. Most leaders, 42%, focus on setting clear goals and expectations. They stress the need for direction and structure to keep teams on track. A large group, 28%, emphasizes creating a supportive environment. They highlight the importance of empathy, encouragement, and a positive workplace culture. Meanwhile, 20% motivate their teams by giving members the power to make decisions, which shows the value of trust and independence. The last 10% use what they call "Other" methods, suggesting that personalized or unique strategies also matter. This variety highlights that effective motivation often requires a balanced and flexible approach that suits the team's needs.

## Conclusion, Limitations of the study, Implication and Future recommendation

### *Conclusion*

The study shows that Human-Centric Leadership is not merely a trend; it is essential in today's fast-changing, people-focused work environment. Leaders who show empathy, emotional intelligence, authenticity, and inclusiveness greatly improve employee engagement, build trust, and promote innovation. The research confirms that organizations with human-centric leadership practices are more adaptable, resilient, and able to achieve sustainable growth.

### *Limitations of the Study*

Limited Sample Size the study was conducted on a small and specific sample, including selected organizations or regions. This may not represent all industries or areas. Subjectivity in Responses views on leadership traits like empathy and psychological safety are subjective and can differ among individuals. Cross-Sectional Design the study offers a snapshot in time. It does not examine how leadership traits or results change over a longer period.

Lack of Sector-Wise Comparison the research may not have captured the differences in leadership practices across various sectors, such as tech, manufacturing, and education.

### Implications of the Study

For Organizations there is a growing need to redesign leadership development programs with a focus on people. This includes integrating soft skills, emotional intelligence, ethics, and inclusive practices. For HR and L&D Professionals human-centered leadership should be included in performance evaluations, coaching programs, and succession planning. For Policy Makers and Educators business schools and training institutions must add human-centered leadership models to their curriculum. This will help prepare future leaders. For Employees the study empowers employees to recognize and support leadership that creates healthy workplace environments.

### Future Recommendations

Longitudinal Studies future research should follow leaders over time to see how human-focused practices change and affect long-term results. Sectoral Analysis comparative studies across industries can help us understand which sectors are ahead in adopting human-centric leadership, Global Perspective Cross-cultural studies should be done to examine how cultural norms shape human-centric leadership behaviours. Incorporating Technology Investigate how AI and digital tools, such as feedback platforms and virtual coaching, can aid in developing human centric leadership in remote or hybrid work settings. Framework development create and test a practical framework or toolkit for organizations to evaluate and strengthen their human-centric leadership skills.

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