

Leadership: it is the
ability to get other



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LEADERSHIP: Leadership is a process by which a leader influences the thoughts, attitudes, and behaviors of others (Devi and Narayanamma, 2016). It is the ability to get other people to do something significant that they might not otherwise do (Devi and Narayanamma, 2016). Leadership has been proven to improve employees' performance and increase the chance to achieve organizations' goals, as well as increasing employees' engagement with the organization (Vidyakala and Ram, 2016).

Leadership style decides the atmosphere for the link between employee engagement and employee productivity. Good leaders having excellent leadership skills have the ability to influence people to achieve their end results. Effective leadership provides clear directions, increases morale of the employees, improves decision making, etc. Goals, activities, policies, etc. of the organizations are determined by autocratic leadership. The leader reserves the higher authority to make decisions and does not refer to their staff in the organization (Mansor, Mun, Farhana, Nasuha and Tarmizi, 2017).

They would want to clearly know the when, what and how of the work that is to be done. Organic leadership style includes multiple leaders who help to manage the dynamic and diverse environment of the organization. Organic leadership brings in growth and sustainability for the firm. High levels of absenteeism and staff turnover is due to autocratic leadership. Democratic leadership is a participative style of leadership which gives a clear direction to group members in the organization. Employees must be encouraged so that they contribute to the decision making and allow different inputs from various group members. Laissez-faire leadership is also identified as the "hands-off style".

The employed are allowed to do their jobs independently and no direction and very less information is given for the task to be done. It leads to lowest productivity among the group members. TRANSFORMATIONAL

LEADERSHIP: Transformational leader generally encourage employees to perform their task with trust and proper engagement. Transformational leaders are capable of encouraging employee's to perform beyond the expectation, through meaningful engagement and trust which is done by giving continuous attention to employee and give proper timely feedback. Employees are encouraged to go beyond their own self-interests and self-realization by such a leader thereby influencing them to do the right thing & establishing a vision for the organization.

There are four dimensions of transformational leadership: idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. Individualized consideration is the extent to which the follower's needs are taken care of & listens to follower's needs and concerns along with acting as a coach or mentor. Innovation and creativity is encouraged in followers when we talk about intellectual stimulation. Leader should not criticize followers publicly. Inspirational motivation is the leader providing meaning to the task at hand and communicating optimism about future goals. Idealized influence is where leader acts as a role model for their followers. TRANSACTIONAL: Physical and psychological needs of the employee are addressed by transactional leader. They use organizational rewards and punishments to improve the organization performance.

They also use organizational bureaucracy, policy, power and authority for controlling the employees. Transactional leadership has three components:

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Contingent reward, active management by exception and passive management by exception. Contingent reward looks at rewarding, elucidating expectations and providing resources which are necessary for achieving the goal. Active management by exception is the active supervision of the management for prevention of mistakes & correcting them.

Passive management is the interference of leaders only if the standards aren't complied with the actual

expectations. ENGAGEMENT: Employee engagement was first defined as the simultaneous employment and expression of a person's preferred task behaviors that encourage connections to work, individual existence, and full involvement in role performances (Mansor, Mun, Farhana, Nasuha and Tarmizi, 2017). An "engaged employee" is defined as one who is fully absorbed by and enthusiastic about their work and so takes positive action to further the organization's reputation and interests (Vidyakala and Ram, 2016). Engagement also acts as an indication that the employee has trust in values of organization and will be keen on contributing to attain business goals.

There are seven antecedents of employee engagement such as job characteristics, perceived organizational and supervisor support, rewards and recognition, distributive and procedural justice (Mansor, Mun, Farhana, Nasuha and Tarmizi, 2017). Employee engagement has three components: Vigor, Dedication and absorption. Highly engaged employees willingly invest effort in their job and also have high levels of energy without fatigue which is termed as vigour. Dedication is when enthusiasm is felt by the employees by fully getting involved in their work and are proud and inspired.

Absorption is when employees feel pleasant and completely immersed in the task which they are performing.

FINDINGS & CONCLUSION: Trust of employees on leadership structure coupled with good relationship between employee & management are believed to have higher engagement. Transformational, Transactional leadership has a positive correlation with employee engagement levels. Social relevance of work, Intellectual stimulation, Motivation (for stimulating energy & increasing commitment), Psychological empowerment, individual consideration also has a significant direct relation with engagement levels. However, Idealized influence was found to have a negative relationship. If we compare transformational leadership with transactional leadership on their effect on employee engagement, it was found that transformational leadership is a better predictor. Demographic variables like gender, age, experience, position, sectors & industries were also found to be leading determinant of employee engagement. Organic leadership affects employee engagement by creating perception of social relevance of work sense of belongingness and the answerability among the employees is achieved by employee engagement and an appropriate leadership style. **LIMITATIONS & SCOPE:** However, it was observed that there are a few limitations.

Common method bias may occur because of self-report measures adopted. Also, psychological well-being as influencing mechanism has been considered. The common limitation across all studies is the non-consideration of change of leadership style.

Hence, the scope for further studies is wide on exploring the impact of many other variables which have not been covered along with the different industries which can be taken for analysis.