

IMPACT OF LEADERSHIP ON EMPLOYEE ENGAGEMENT.

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ABSTRACT

The leader is the one who is like a cherry on the cake, who lead the organization employees towards the development of the organization. The employees in the organization are having a major role to play apart from being an employee so is the leader who makes them feel comfortable in doing the job .The behavior of the leader makes or breaks the employee to stay or quit the organization. It is found that employee leave the managers not the organization. so it indicates that employee engagement is having more influence on the leadership behavior .this is a conceptual paper , the data collection optioned is from secondary data from the literature review of articles ,journals, books ,websites etc.

KEYWORDS: Leader,employee engagement,organization,employee.

In the modern work it so found that the employee leave the manger not the organization. The most of the attrition found in the exit interview say that employees have one or the other problems with the managers. So it makes it very clear that role of the team leader, manager are very much essential for the employees in the organization to keep the employees engaged.

Engagement in an organization is not a unilateral worker undertaking but a symbiotic relationship within the whole enterprise, and management holds the primary responsibility for it. It is a ballet of empowerment and shared ownership: they go together, and you cannot have one without the other.

In recent times retaining and motivating the workforce has become quite challenging due to the intense competitive situation around the world. One of the ways to keep employee productivity is through employee engagement. Engaging employees is one of the top five most important challenges of management, according to a survey of 656 chief executive officers (CEOs) from countries around the world (Wah 1999).

In response to the economic crisis, employers are consistently trying to increase profitability by reducing cost of productivity .Employee too are engaged after they have been subjected to Wage freezes, loss bonuses, increase in work demands and downsizing. Motivating employees under these circumstances has created a new corporate battle.

Definitions

According to Scarlett Surveys, "Employee Engagement is a measurable degree of an employee's positive or negative emotional attachment to their job, colleagues and organization which profoundly influence their willingness to learn and perform at work.

The Gallup Organization, potentially the most widely recognized name associated with employee engagement due to their bestselling book, "First, Break All the Rules," defines engaged employees as those who, "work with a passion and feel a profound connection to their company" and "drive innovation and move the organization forward.

Employee engagement, also called worker engagement, is a business management concept. An "engaged employee" is one who is fully involved in, and enthusiastic about his work, and thus will act in a way that furthers the organization's interests.

Employee Engagement is the extent to which employee commitment, both emotional and intellectual, exists in relation to accomplishing the work, mission, and vision of the organization. engagement can be seen as a heightened level of ownership .where each employee wants to do whatever they can for the benefit of their internal and external customers, and for the success of the organization as a whole.

Most organizations today realize that a satisfied employee is not necessarily the best employee in terms of loyalty and productivity. It is only an engaged employee who is intellectually and emotionally bound to the organization who feels passionate about its goals and is committed towards its values thus he goes the extra mile beyond the basic job. Employee engagement is a powerful retention strategy. An engaged employee gives his company his 100 percent. When employees are effectively and positively engaged with their organization, they form an emotional connection with the company. Employee engagement is a barometers that determines the association of a person with the organization. It is about creating the passion among associates to do things beyond what is expected from him.

The Five Levels of Engagement

1. The Engaged: High contribution & high satisfaction

These employees are at „the apex“ where personal and organizational interests align. They contribute fully to the success of the organization and find great satisfaction in their work. They are known for their discretionary effort and commitment. When recruiters call, they cordially cut the conversation short. Organizations need to keep them engaged, because they can transition over time to any of the three adjacent segments, a move that would likely impact workforce morale and the bottom line.

2. Almost Engaged: Medium to high contribution & satisfaction

A critical group, these employees are among the high performers and are reasonably satisfied with their job. They may not have consistent „great days at work,“ but they know what those days look like. Organizations should invest in them for two reasons: They are highly employable, and more likely to be lured to greener pastures; they have the shortest distance to travel to reach full engagement, promising the biggest payoff.

3. Honeymooners & Hamsters: Medium to high satisfaction but low contribution

Honeymooners are new to the organization or their role – and happy to be there. They have yet to find their stride and or clearly understand how they can best contribute. It should be a priority to move them out of this temporary holding area to full alignment and productivity.

Hamsters may be working hard, but are in effect „spinning their wheels,“ working on non-essential tasks, contributing little to the success of the organization. Some may even be hiding out, curled up in their cedar shavings, content with their position („retired in place“). If organizations don't deal with them, other employees may grow resentful, or have to pick up the slack.

4. Crash & Burners: Medium to high contribution but low satisfaction

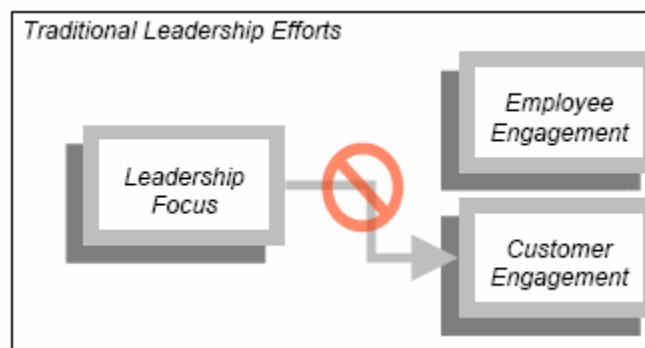
Disillusioned and potentially exhausted, these employees are top producers who aren't achieving their personal definition of success and satisfaction. They can be bitterly vocal that senior leaders are making bad decisions or that colleagues are not pulling their weight. If left alone, they are likely to slip down the contribution scale to become disengaged, often bringing down those around them. They may leave, but they are more likely to take a breather and work less hard.

5. The Disengaged: Low to medium contribution and satisfaction

Most Disengaged employees didn't start out as bad apples. They still may not be. They are the most disconnected from organizational priorities, often feel underutilized, and are clearly not getting what they need from work. They're likely to be skeptical, and can indulge in contagious negativity. If left alone, the Disengaged are likely to collect a pay check while complaining or looking for their next job. If they can't be coached or aligned to higher levels of engagement, their exit benefits everyone, including them.

Traditional approaches focus leaders in the wrong place

A first step toward addressing this issue is to clarify the relationship between employee and customer engagement. Many experts today encourage leaders to "create customer engagement", implying that this is under a leader's direct control. The reality is that leaders can only create customer engagement through their employees. Successful leaders realize that to create customer



Engagement, they have to first create the conditions for employee engagement. Only then can leaders direct their employees' energies toward creating the conditions for customer engagement. The bottom line is, to keep engaged customers, an organization must first have engaged employees.

Engaged customers appear when engaged employees become an unexpected addition to the customer experience. At the customer interface, this addition is obvious. For example, it's easy to see an emotional connection in action when you as a customer feel that everybody knows your

name at the corner coffee shop. What is less obvious, but just as critical, is the engagement of those employees behind the scenes - those who are responsible for the quality of the products, operations, and processes. Great relationships will not make up for bad coffee, uncompetitive prices, or failures to maintain cleanliness in the coffee shop. Thus, all leaders, not just sales and service leaders must focus on employee engagement.

But what exactly do leaders with engaged employees do differently? These leaders understand the importance of managing products, policies, and operations. However, they also devote as much or more energy on *creating the conditions for engagement*. While it is ultimately an employee's decision whether or not to be engaged, these leaders create the working and cultural conditions in which employees are recognized and valued, and feel challenged by their work.

When times are difficult, many leaders tend to focus on the numbers and become controlling, which ultimately results in less engagement. Successful leaders recognize that they need to create the conditions under which employees choose to be engaged, and that doing so results in customer engagement.

Literature review

M. WaqasRaja (2012) in his paperdoes Transformational Leadership Leads to Higher Employee Work Engagement. : A Study of Pakistani Service Sector Firms the Present study explores how transformational leadership leads to higher employee work engagement in the service sector firms of Pakistan. The data was collected with the help of a structured questionnaire using stratified random sampling technique from various types of service firms the result shows that inspirational motivation, idealized influence, individual consideration and intellectual stimulation when all these aspects of transformational leadership are practiced by the managers it leads to higher employee work engagement.

Brand shuck et alia (2012) in the article, employee engagement and leadership exploring the convergence of two framework and implicational for leadership development in HRD, it status that practical problems of using single style transactional or transformational leadership does not suit changing employee engagement needs .so the blend of both style will suite different levels of employee in the cosmopolitan organizations.

P. Rathinam (2012)in his paper, “A study on employee engagement in Tamil Nadu news and paper limited” talks aboutthe organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee. Employee Engagement reflects on the imported phase that is productivity. There are many other factors other than monetary benefits which influence employee engagement.

Hardage (2006) in his paper management responsibility in this equation is employee selection. Many companies understand the importance of putting a premium on personal attributes when hiring. Selecting employees for the right culture fit goes a long way to maintaining an engaged workforce. Southwest Airlines looks for potential employees who have a servant's heart, will treat people with respect, and will fit in to the culture of working hard to be the best and have a fun-loving attitude while not taking them too seriously.

Dr. Padma Kumar Ram et alia(2012)in the journal ,The role of Employee Engagement in work – related outcomes .In these study investigates the antecedents and consequences of employee engagement in Jordanian Industry. The results confirm the positive relationship between Employee Engagement and Perceived Organizational Support.

Rosandrea rosas- in his journal an engaged employee is someone who is motivated, finds personal worth in his work, and is committed to the accomplishment of goals. He considers his contribution to the organization as essential to achieving organizational goals Effective leadership is key to developing and maintaining employee engagement. Coaching can be a valuable tool to help employees feel involved and committed by providing support and guidance and by helping employees think on their own on how to accomplish goals

Objective

1. To find the Role of leader in employee engagement.
2. To find the importance of leader in employee engagement.

Leadership plays a vital role in influencing levels of employee engagement. Goal clarity and direction is identified as factors that can influence an employee's level of engagement. Employees perform well when they are clear with their goals and objectives, and know how to go about achieving them. As a result, employees tend to be motivated and committed to it. Hence, communication of clear goals and direction from the leader becomes crucial. Leaders must also help employees develop personal accountability for their goals and help achieve them. Setting performance expectations and instilling personal accountability among employees are critical for getting results. People leaders spend much of their time leading small groups or individuals to achieve performance expectations that contribute to their teams' success. They are successful when they attain the proper balance between achieving results through managing work and leading others in a way that supports the organization's cultural strategy or values. People leaders drive performance by holding both their direct reports and themselves accountable for results and for desired behaviors while staying focused on their customers and desired outcomes.

Building trust through effective communications is an absolute essential. Employees need to trust that their leaders have the capability to make the organization successful. To win that trust, leaders must show that they have a plan, articulate that plan clearly to employees, and demonstrate that that plan is being implemented effectively. But gaining the trust of sometimes skeptical employees is only half the equation. Trust is a two-way street. Leaders must also show that they, in turn, trust employees to help drive organizational success. They must make employees valued partners in a common enterprise. Employees want not only to know what the bigger picture is, but also to feel that they are a part of that picture .Significantly, establishing trust and driving engagement is not simply a matter of senior leaders increasing their visibility among, and face time with, individual employees. Senior leader walkabouts, in other words, are of very limited value. Of all senior leader practices considered in our study, senior leaders making themselves visible to employees scored the lowest correlation with engagement. Senior leaders, this result suggests, have to make it real.

Four levels of leadership

Understanding the two sides of leadership is important, but the bigger issue is how to put them into action. Leaders need to apply their leadership Essence and Form on four levels:

1. **Leading oneself**

Being clear on what one wants to be as a leader is the first step in leading oneself. You need to lead yourself before you can lead others.

2. **Leading others (one-to-one)**

One-to-one leadership skills are often considered foundational, like communication skills, goal setting, delegating, etc.

3. **Leading teams (one-to-group)**

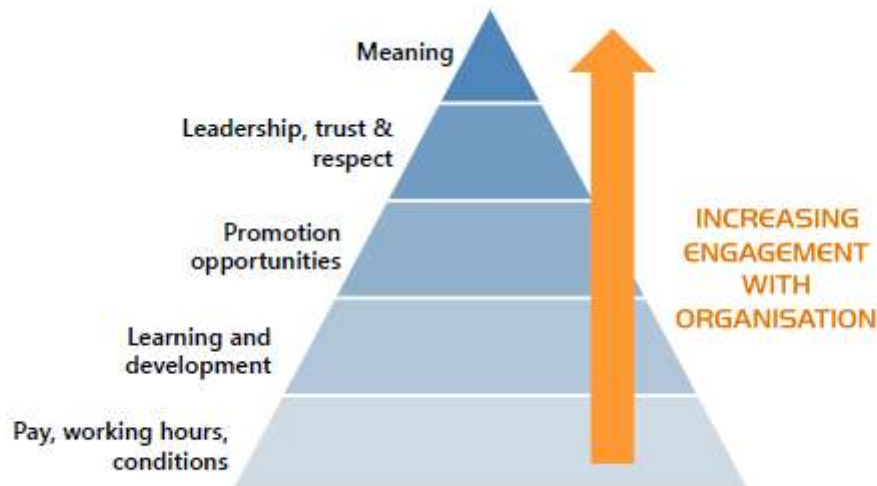
In addition to one-to-one skills, leaders need to be able to lead and inspire individuals to work effectively together and achieve as a team.

4. **Leading a work culture**

We have found that the act of leading a work culture is distinct from leading others or leading teams. Many leaders focus on improving their one-to-one and one-to-group skills. However, today's leader needs to understand what it takes to create a culture that enables the full engagement of employees.

A real opportunity exists for organizations to increase the level of employee engagement.

Pennas hierarchy of engagement 2007



Findings

1. It is found out that the leader in the organization makes or breaks the employee motivation level that leads to employee engagement.
2. The organization it is found that the people are quoting the leaders (managers) not the organization.
3. The employee in the organization mainly depend on the managers to work well.
4. The foundation of the employee engagement is led by leader.

Suggestion

1. The leader must be change after stipulated time
2. The employee must be given freedom for expression of view
3. The leader must be like a mother to all employee that leads to employee engagement
4. The leader must a very attractive, motivating to both generation Y and X.

Conclusion

We can say that a proper leader is required for the organization today without which it becomes difficult for the employees to be engaged in the organization. So much attention must be given to the in making them as a contribution to the organization which in turn leads to the employee engagement. Employees in the organization much focus on the leaders and the peers support. But it is more important to have a good leader who can create the good ,healthy ,friendly, supportive and developing environment.

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