

Transformational Leadership Style: An Innovative Approach to Enhance Employee Engagement

Gangai, K. N* & Agrawal, S**

*Bharatiya Vidya Bhavan's Usha & Lakshmi Mittal Institute of Management (BULMIM), New Delhi.

**Professor (HR/OB), Jaipuria Institute of Management, Noida

Abstract

Leadership is an important area of both as far as the academic and business organisations for a long time. The Leader is a person who encourages, and drives many individuals to execute particular every day jobs what's more move his/her subordinates to make profitable in their performance in the achievement of business goals. The great leaders are always looking like a wall in the house, who lead in the front and work with the organisation and employees for their benefits and bring organisational goal closer to reality. The employees are having a critical part to play in the business organisation, sometimes they disconnect from being as an employee. Thus a leader who creates a special environment and feel them, they are part of incredible support in doing the business. The leader behaviour and communication ways makes truth to the employees, whether the employee to stay or quit the organisation. Similarly, employees are leaving the supervisors not the organisation. Therefore, it demonstrates that the employee engagement is more related to the leadership style components. The present paper is theoretical inside from secondary data; the data aggregation got is for discretionary data from the evaluating study from various sources. The objective of this exploratory paper to investigate how leadership style is a creative way to deal with improving employee engagement in the organization. The result shows by many researchers that transformational leadership style is more important than transactional leadership style to increase employee engagement in the organization (Tims, Bakker, Xanthopoulou, 2011; Metzler, 2006; Raja, 2012).

Keywords: Transformational leadership, Transactional leadership, Laissez-faire leadership, Employee engagement

The business universe of today's, fantastic initiative is key because of money related turmoil, overall contention, cutting back business sectors, cutbacks, expanding skepticism and doubt etc. So, now-a-days business pioneers, they need to stay predictable with their own particular assurance that

to be in charge of their business, meanwhile moving their subordinates needs an astounding style of administration that deals with each one of these solicitations. The review highlighted and examines probably the most successful style and suggested model display the expectations of the

needs and challenges of particular business with the leadership style which is helping them update of the employees haunted with the work. Most organization today comprehended that a satisfied employee is not by any means the best workers to the extent relentlessness and productivity. This is only an associated within the employees that are rational and genuinely create to affiliation and feels enthusiastic about its objectives and is given towards its qualities thus he goes the additional mile of his her main occupation. Employee engagement is the exhaustively inspected thought into the corporate organisation that is portrayed complicatedly by different creators. Scarlett Surveys described, "Employee Engagement is a quantifiable level of an employee's certain or negative emotional attachment to their occupation, associates and organization which significantly impact their readiness to learn and perform at work". Employee engagement in additionally known as work engagement in a business organization. A "connected with employees" that are totally required in, and on edge about his work, and

along with these lines it will develop the engages and advantage to the organization. Employee engagement is determined by how many employees taking responsibility, both passionate and intellectually, that has been existed in organizations with satisfying the works and leads to achieve mission, and vision of the organization. Leadership has been persuaded in enhancing employees' performance and expanding the opportunity to accomplish organizations' objectives, and also expanding employees' engagement with the organization (Daft and Marcic, 2006).

Defining Employee Engagement

Employee engagement has described as an extensive variety of ways and the definitions and measures frequently stable like other better known and setup assembles like organizational commitment and organizational citizenship behavior (OBC) (Robinson et al., 2004). Most as every now and again as would be judicious, it has been depicted as wholehearted and insightful obligation to the organizations (Shaw, 2005; Richman, 2006; Baumruk, 2004), the measure of discretionary effort

appeared by masters in their jobs (Frank et al., 2004). Kahn (1990;1992) describes employee engagement as “the harnessing of organization members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances.” Individual detachment implies “the uncoupling of selves from work roles; in disengagement, people withdraw and defend themselves physically, cognitively, or emotionally during role performances”. In this context, Rothbard (2001) “psychological accessibility and the measure of time one spends considering a part” while retention “means being charmed in a part and alludes to the force of one's concentrate on a part.” Similar concept defined (Schaufeli et al. 2002; Maslach et al., 2001; Gonzalez-Roma et al., 2006) that employee engagement “as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption”.

Defining Leadership Styles

The present review is one of a kind in that it utilizes an inside individual way to deal with leadership as well as

between-individual perspective of leadership, highlighting a singular contrasts in leadership "styles" or leader practices all things considered, the researcher receives the view that leadership practices may vacillate inside people from everyday. Leadership style is major outcomes of an achievement or a failure of the organization. This is the way and approach of generous to give direction, realizing courses of action, and inducing people (Lee and Chang, 2006).

Transformational leadership: Research since the 1990s recommends that transformational leadership is identified with numerous positive results inside organizations. Transformational leadership decidedly impacts employee performance in the military (Dvir et al., 2002) and has a positive connection to follower commitment. The particular leadership style with the goal of changing subordinates into pioneers themselves (Bass and Avolio, 2004). The transformational leader grabs trust and respect from his/her adherents by giving a fantasy and sentiment pride (Bass, 1998). The center of transformational leadership is sustaining

the commitment of the staff and creating them by lifting their destinations (Mulford, 2008). There are four basic parts of transformational leadership as doled out by Bass (1999, 1985) Transformational pioneers indicate rehearses that can be requested into four particular styles, for example, inspirational motivation, idealized influence, intellectual stimulation, and individualized consideration. The transformational leadership, these four styles have been recognized oftentimes insinuated as the 'Four I's'.

Transactional leadership: As indicated by Kirkbride, (2006) transactional leadership gets certain endeavors to perform and give prizes or trains to peers in light of execution results. Supervisors and colleagues set fated destinations together, and employees agree to take over the bearing and leadership of the supervisors to satisfy those goals. Leaders who are guide or spur their followers toward setting up objectives by clearing up part and assignment necessities. Transactional leaders and adherents coordinate and orchestrate understandings, that is, they partake in 'trades'. Thusly, it is essential for the

pioneer to have the capacity to reward supporters (Bass and Avolio, 1994). Distinctive trades require helping supporters are getting included just with issues that need the pioneer's thought, which is called management-by-exception (Bass, 1985; Avery, 2004). The transactional leadership and subordinates agree with, recognize, or concur with the pioneer to exchange cash related prizes, praise, and resources, or to evade disciplinary exercises (Avery, 2004; Bass, Jung, Avolio, and Berson, 2003).

Laissez-Faire leadership: Laissez-faire leadership is for the most part called "delegative leadership style". This is a kind of leadership style in which leaders behaves unautocratic and permit to gather individuals to settle on the choices. The leadership style is more uncomplicated and approachable. Bass and Avolio, (2004) said that "Latent leadership abstain from indicating understandings, elucidating desires, and giving objectives and models to be accomplished by supporters". The similar leadership style is called as "no specific leadership style" (Bass and Avolio, 2004).

Methodology

Since this research paper is a theoretical based paper in light of writing review, the technique turns principally on the assurance furthermore, rejection of each article; the crucial system is subjective and qualitative examination of research paper. The researcher did examination of each article look for in different steps. Going before last decision, the uniqueness of each article was investigated so that elite the related articles were kept in the picked pool. Correlated articles, which fulfilled the chase need, whether subjective or quantitative, were kept in the pool. Generally, a thumb standard was used which viewed employee engagement as a predictive factor, and leadership style is an independent factor. All the model articles have been investigated to unequivocally place them in classes in perspective of the orientation of inter-relationship among the factors as determined in the written compilation work. The collecting period of research articles were January, 2014 to December, 2016.

Review of Literature

Leadership is a completely the important topics in research fields of management.

Its forerunners and results have all the more broadly significant impact on organisational results and performance of the employees. Numerous researchers, similar to (Hartog et al., 1997; Bass, 1988, 1990) additional research of management in the area of leadership. Further, it has been classified such as transformational, transnational and laissez-faire leadership style. The transnational leadership style for the most part is depicted as the trades of prizes and focuses amongst employees and the organization (Howell and Avolio, 1993). The transactional leaders fulfil worker's needs and assistance of reward when targets are completed by employees (Howell and Avolio, 1993, Bass, 1990; Humphreys, 2002). This delineated as the exchanging of necessities fulfillment of win win situations from both sides (Pounder, 2002). The transformational leadership style focuses on career development and change of subordinates as per their prerequisites. The super practicing transformational leadership concentrates on the change of gigantic worth game-plan of employees, their motivation level and moralities with the change of their

aptitudes (Ismail et al., 2009). Transformational leadership goes about as a structure among pioneers and subordinates to clarify perception of supporters' interests, values and motivational level (Bass, 1994). The transformational theory (Burn, 1978) and transformational leadership theory (Bass, 1985) cleared up these attributes of leadership style. Similarly, Burns (1978) clarifies that transformational Leadership style bolsters shared comprehension among employees and organizations while Burn's (1985) theory enlightened the relationship among employees and organization are coordinated in courses that over the long haul drives employees their individual enthusiasm in support of organizational outcomes. The transformational leadership style offer inspiration to his/her employees increase the reality of work, overhaul hoard union, and confer trust in their workers (e.g., Jung and Sosik, 2002; Dirks and Ferrin, 2002; Arnold, Turner, Barling, Kelloway, and McKee, 2007). Liao and Chuang (2007) surmise the transformational leadership is recognized with social recognizable

proof with the supervisor, on the grounds that such leaders serve as commendable good examples, express a convincing vision, and impart elite desires (charisma), give enthusiastic interest, which means, and test to their subordinates (Inspirational motivation), give careful consideration to his /her supporters' needs, desires, and improvement (individualized consideration) while likewise difficult their subordinates to take a gander at problems from alternate points of view (Intellectual stimulation) and the outcomes additionally affirmed their research.

Transformational leadership style develops the change of employee engagement in the organization. Kaiser, Hogan, and Craig (2008) described transformational leadership style changes the way subordinates observe themselves from isolated individuals to people from a greater social affair. Exactly when subordinates view themselves as to be people from a total get-together, they tend to continue on gather qualities and goals, and this enhances their motivation to add to more important advantage. Transformational

leaders give an awakening vision of destinations that can help overcome self-interest and thin factionalism in business organisations. Transformational leaders call upon new and broad energies among subordinates. Raja (2012) investigated how transformational leadership prompts to higher employee work engagement in the service sector firms of Pakistan. The outcome demonstrates, the transformational leadership factors like idealized influence, inspirational motivation, individual consideration and lastly intellectual stimulation, when every one of these parts of transformational leadership style is honed by the managers likely prompts to higher work engagement.

Metzler (2006) investigated the association between leadership style (transformational, transactional) and employee engagement among 251 respondents. The disclosures of this review uncovered that there is a positive relationship between transformational leadership style and employee engagement. The transactional leadership style identified a negative relationship with employee engagement.

Tims, Bakker, Xanthopoulou (2011) examined how transformational leadership style upgrades subordinates every day employee engagement. The propose, among that different measurements of employee engagement, commitment, absorption and lastly social persuasion are firmly corresponded with successful adjustment of transformational leadership style.

Vidyakala & Ram (2016) examined leadership style such as transformational, transactional and Laissez-faire leadership & employee engagement over demographic factors in Coimbatore city among 369 respondents in various sectors. The demographic factors, i.e., gender, age, experience, position, sectors and industries had a significant relationship leadership style and employee engagement.

Employee engagement and leadership, investigating the union of two structures and suggestions for leadership improvement in human resources development (HRD) by Shuck and Herd (2012). The Result exhibits that using a single style transactional or transformational style does not suit changing worker engagement needs. So

the blend of both styles will suit particular levels of representative in the cosmopolitan organizations.

Ghafoor, Qureshi, Khan, and Hijazi (2011) reviewed and found out that the association between transformational leadership style, employee engagement. The observational revelations of information, amassed through studies from test of 270 respondents of telecom industry showed the association between transformational leadership style, employee engagement practices.

Theoretical Framework

The theoretical framework of leadership and engagement highlights the way that a large number of the reviews concentrate on to a great extent the visionary and transformational leadership while examining engagement. As proposed in the theoretical structure given by Shuck and Herd (2012), transactional leadership may likewise add to the expansion of employee engagement next to transformational leadership, however has not been researched much. In the Indian setting, there is a reasonable absence of such reviews. This study has been reviewed along these lines goes for investigating

the leadership and engagement relationship in this unique situation. The review tries to extend a portion of the exploration crevices by utilizing the full-range leadership model (Avolio & Bass, 1991) that consolidates each of the three leadership styles such as transformational, transactional and passive-avoidant. Disregarding tending to the puncture in the transactional and employee engagement relationship, the research furthermore plans to think the negative relationship of passive-avoidant leadership. The consequence of leadership style on behavioral results like employee engagement as can be measured in further research will add to the pool of research in the leadership and behavioral results domain. The empirical proof of leadership style and employee engagement relationship in the Indian setting is somewhat restricted; the exploration would like to add to this assemblage of research.

Discussion

Transformational leadership style is generally utilized as a part of organizations today. Past reviews uncover useful result of transformational leadership style which individual

practices on the business outcomes. Transformational leadership is unwaveringly identified with the carrying out of the employee to the degree redesigned nature of the consequence (Ismail et al., 2009). The transformational leadership style is identified with other positive consequences, for example, creativity at long last enhancing execution of the workers (Shin and Zhou, 2003). The Transformational leadership style strongly connected with obligation of worker to work and business organisations in spite of that when they are at division from their managers and leaders. The valuable result of strengthening backing, this relationship (Avolio, Zhu, Koh and Bhatia, 2004) this demonstrates the movement of authority conduct happens when transformational administration is infiltrated and representatives are given a tasteful level of bracing in their work to secure. Transformational leadership style and its particular practices are additionally considered at the idea to lessen the feedback in the business practices. The Transformational leadership style which the overhaul of

reinforcing similarly as more imperative incorporation in errands movement of workers decreases the negative factors that may impact execution, furthermore, that the vitality builds worker execution (Avey, Hughes, Norman and Luthans, 2008).

The transformational leadership lessens the negative impacts of work worry in the workplace situation that at any rate updates the execution (Ferguson, 2009). Precisely when business associations practice powerful reinforcing among entire staffs the point of view of laborer makes solid since the employees are more drawn in work environment. In business environment practices, leadership and perspective of employees works towards a commitment to make stimulating motivation and inspiration among the employees (Yulk and Becker, 2006). Same times the organization always reinforcing to workers and builds up their capability towards the attempts that he/she performs. This has been shown when an employee is took responsibility with his/her assignments according to their level and feeling reinforcing in any event upgrades the practicality of the business organizations

in light of an individual's execution. Past review bolsters that positive relationship among worker strengthening, commitment, execution, center and accuracy and that things are possible when the employees are agreed stimulating that he/she plays out his attempts with more meticulousness with deliberation (Fandt, 1991).

The transformational leadership style has a positive association with various outcomes and employee engagement is an overall form and is considered in the relationship of employee responsibility, implementation (Ferguson, 2009). This has been redesigned work engages in organizations that decrease's push employees sides (Gill, Flaschner, and Bhutani, 2010). This is not only worry in the work setting acknowledges and a negative part in the change of work engagement. Employee engagement and transformational administration style are emphatically contemplated concerning the workplace and studies drove on hierarchical settings. Relationship of transformational leadership style and worker engagement are besides kept up in the audited with to a great degree positive outcome. Transformational

leadership makes and improves employees relationship, brining mutual trust in the organisation (Avey, Hughes, Norman, and Luthans, 2008).

Conclusion

On the premise of reviewed literature shows that transformational leadership has a positive relationship with employee engagement. This style enthuses, rouses and propels employees work towards the organizational objectives and the leaders can draw out the best in the subordinates by communicating trust in their capacities. Transactional leadership style likewise has a positive relationship with an employee engagement and utilizing this style leadership propels subordinates by fulfilling and valuing their supporters in lieu of undertaking achievement. The past review not just revealed hold up for already established transformational leadership and employee engagement affiliation, however more significantly it builds up the transactional leadership and employee engagement affiliation, particularly amid early phases of vocation and among youthful workers. One of the remarkable commitments of the review is the significance of both

transactional and transformational leadership in enabling engagement. The hypothetical establishment of work is maintained in research by Bass (1985) who had seen both transactional and transformational leadership style as positive and recommended a perfect usage of the styles for most noteworthy feasibility. Bass and Avolio (1997) aware of the feeling that in spite of the fact that transformational leadership style might be more powerful in evolving times, the transactional procedure of clearing up specific hopes for a reward is a fundamental segment of the full scope of successful leadership. These thoughts of the advocates of the transformational and transactional leadership have shown to have been out of core with emphasis around the transformational leadership make inquiries about as of late. In the previous couple of years, be that as it may, a few reviews have begun assessing and prescribing a leadership style that utilizations both transactional and transformational styles for particular results (Deichmann and Stam, 2015; Shuck and Herd, 2012). Passive-avoidant behaviours, for example,

'neglecting to meddle until problem turned into genuine and 'postponing or staying away from choices', have a negative relationship with employee engagement. Leaders need to look for such practices and should be equipped to have the competence to modify these practices and have the capability to contribute productively to employee engagement.

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