

Impact of Leadership Styles on Employee Engagement of IT Industry Employees (Literature Review)

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Abstract:

Innovation is closely linked to disruption, but they are two different things. Start ups are disrupting industries, innovative minds are disrupting the way we do things, and nearly everyone agrees that well -executed disruption is a good thing. Disruptive leadership is one who always looks for better solutions and ways to improve the processes and the business overall and isn't afraid to shake things up to get the necessary results. Every disruption leader looks for opportunities who looks for better solutions and ways to improve the process and the business overall. Any disruption needs innovativeminds in all fields that needs a lot of research, lot of dedication and hard work.

Leadership can be defined as the influence and impact a person can have on the employees on their perceptions and behaviours. Leadership is a key antecedent of many factors, one of them is employee engagement. (weller, 2019)

For example: Abdul Kalam wanted to serve the poor children and his research made him and his team get the light -weight prosthesis on their legs which was designed by him. This prosthesis is special because it made the children come out of the struggle of caring 4 kg weighed parts to one which is 10 times lighter. Dedication and commitment make an individual a leader in disruptive times.

Keywords: Employee motivation, employee performance, Employee engagement, Leadership, Leader, leadership styles, transformational leadership, organization

Introduction:

Disruptive leaders keep people on their toes and makes them work hard to push the limits of the normal benchmarks to the extend to achieve excellence by the team with or without disrupting the status of regular basis.

For example

1. A Person who believed in making a difference was Mr Pramod , who was a automobile engineer and shifted to farming in 2006 ,His research made him a person with a yearly turn over of a crore and a person who will be remembered for his implementation of radically different methods of cultivation.

Every disruptor seeds a change in the society and gives way to a better world. If we see the world back without our cell phones or internet. we find ourselves in a very pain situation. Idea for change come from a very long research and loyalty towards the idea. Only a person who has been working as a teacher can create new styles in teaching and a person who has been working mobiles can create a new version to improve them.

Nelson Mandela, the first president of Africa and a great philanthropist had to undergo so many situations to gain his goal of equality of blacks and whites. Getting arrested, sentenced to lifetime imprisonment and also his struggle to bring a change in the administrative laws of the country is very good example for a disruptive change in society. Mr Nelson Mandela stood strong all through the times to bring peace. He has been remembered as Father of the nation and people in today's world follow his footsteps to build a better world.

In the new world of innovation and economics, where world is witnessing a tremendous shift in technology and automation, where Innovations have been constantly disrupting the marketplace, it becomes very important to understand how disruptive leaders today should build the competencies to harness the potential of such innovations.

Innovation, chaos, and disruption are the words which are going hand in hand from many years. These are the words which are rarely liked by the individuals in the leadership role.

A disruptor should have a clear idea of the growth and should be able to plan a structured path so that the ideal situation of the company exists. Having such control on the knowledge application is rare as today's world where the world is dynamically changing. Every moment in these changes the disruptive innovations are ready to topple the industry. So, leading the disruptive innovations requires a new mindsets and behaviours, for the disruptor themselves and for the organisation also to develop further.

Many companies who were not able to adjust to the changing mindsets and the changing innovations in the market have seen severe situations of closures. So, it wholly depends on the disruptor and the management of the organization to deal with this type of disruptive innovations. The mantra for such situations is the human tendency to accept the change and innovations and make most acceptable situations from it to benefit individually and to benefit the organisation.

If we try to understand the origin of this disruptive concept, we discover that the term disruptive innovation has the origin to way back 90's when first time Clayton M Christensen, a professor in Harvard used it in 1995. He had tried to throw light on the changes happening in the world.

Every disruption in the market can have two adverse effects, one it can hit the markets and make way to success, or it can be taken by the disruptors in future for study. Many organisations today are set up on a way that rewards predictability and control. A march towards stability often shadows the need to drive innovations. With the access to open-source technologies increasing exponentially, markets currently are poised to face new entrants that creatively handle uncertainty and bring innovations that might impact the market significantly. The competitive pressure to innovate and shake up established markets is too powerful for companies. Every Disruptor who can make the best of the situation should possess.

1. A innovate mind to change the game of the markets and the companies. Thinking out of the box is the major need of the innovators for example: In today's world there have been so many innovations in our daily life that have changed our livelihood.

For example, A small monkey Box company which provides breakfast, lunch and evening snack for the school students has made a revolutionary change in the lives of the families where both the parents are working. Just one click and a fresh hot food is served. One step ahead are the innovators in Dubai who have created a whole digital hotel where customers have you just click the needed menu on the table digitally and the food is served. We are from an age where children are in the need of more than what they want, let it be facilities of knowledge. The e-learning platforms are innovating new ways to facilitate the child and by which the students IQ has a tremendous increase.

When an idea out of box is thought of, a mindset which focusses on approaching world in needed with the intent to change the game rules of market. The intent to question the rules helps disruptors understand the aspects of their business model that can be evolved to better meet the customer expectations and survive lead rather than survive market disruptions.

2. Understanding and Utilisation of the information to its best.

Understanding the Market dynamics is very important for any critical decisions made by the disruptors or innovators. In today's world of competition, the customers in every field look for innovation. Innovation prevails and is spreading in all the fields, in automobiles, electronics, food, apparel etc. If a disruptor is with a new idea, it means that he has a complete information about the

product and about the existing market and he has a clear plan to how, what and when to put forth the idea to process. If collecting the existing data is one step, then utilising the existing data is the next step. Utilising the data to interpret and visualise the future. If disruptor wants an innovation inhouse then he should also be able to visualise the engaging employees and the key stake holders i.e., he should be able to build a good teamwork.

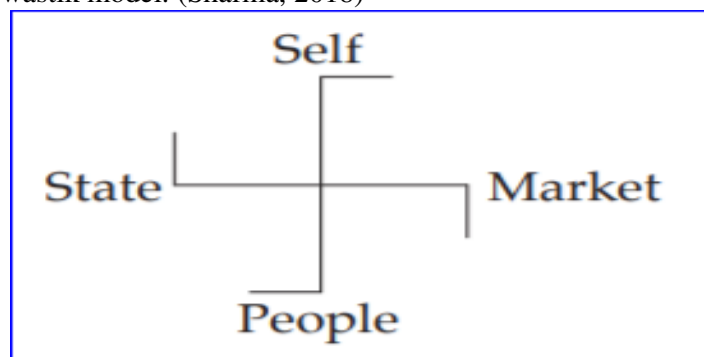
3. 3. Build a strong Disruptor leader.

The disruptor is the one who can push accepted behavioural, cultural, legal and ethical boundaries to a limit to achieve the goal. Disruptors important quality here is the same commitment long time. Disruptor strives to build the strong team as the part of the strategy. Disruptive leaders expect and often demand their teams to think and act in the same way. Great disruptors ask excellent questions and listen carefully to the answers because they never know when someone else might have an insight that could be useful to them and their business. Disruptive leaders plan their strategy to deliver on at least one the following fundamental value proportions.

- Provide the best deliverables, services, and experiences to all the customers.
- Reduce the time spent by the customer in getting the deliverables, by maintaining the quality. this is done by reducing the complexity of the system.

Disruptors must understand the significant short-term negative consequences and should plan accordingly. Entrenched and inflexible companies are driven out if the business and many individual careers get adversely effected, but the value created for billions of people far outweighs such negative incidents. In many successful companies' disruptive enterprises must have the funding necessary to execute their plans, the right people doing the right jobs and the commitment to push through any breakdowns and hurdles. A strong disruptor has an ability to generate an unimaginable wealth for themselves, their investors, their employees and other connected to their companies.

Every person who deals with disruption times emerges as a leader. The factors effecting the person during the disruption times can be explained by the beautiful swastika model proposed by Dr. Subhash Sharma Sir. Here when we see the x-axis we can understand the factors which effect the person during the disruptive times like the sudden changes in the lifestyle which give both positive and negative effect on the lifestyle. The y-axis tongs give the factors which make him rise from the situation and make him a disruption leader. for example, in the technology changing world, if new apps, understanding them form the factors which affect them horizontally i.e. along the x-axis. Then the factors like better lifestyle, ease in work, efficient usage of time are the factors on the y-axis which actually make the person handle this change. In the same way every situation can be analysed by the superb Swastik model. (Sharma, 2018)



For example:

In 2003, Jennifer Telfer came up with an idea of functional stuffed toys for their eldest son who was seven years and so they flattened out one of his stuffed animals from sleeping with it often. she decided on a combination of a pillow and a stuffed animal as the concept for pillow pets. she

proposed the idea in a trade show and started selling their toys in small outlets under the company name of CJ. they were not able to sell their pets as the customers thought that they were just like another set of stuffed toys failing to understand that they have to open the strap to see the wonder. slowly with string will, now earn more than \$4.8 M per annum. (Jennifer Telfer, 2003)

Results and Discussions:

Disruptive leaders build a strong relation within the organization, and this helps the employees to be more engaged. This increases the retention of the employees in the organization. Disruptive leaders in the workplace of the organization need to have many key traits to create positive workplace for employees such as

1. Vision
2. Innovation
3. Adaptability
4. Resilience
5. Empathy
6. Humility

In simple words they must have

1. A mind set to think out of box.
2. To plan the strategy, keeping in mind the short-term negative effects
3. Build a string team which can help him see the same goal.
4. Fund the existing idea and plan for the best rewards for the future to benefit him and the people working for him and people whom he is working for.
5. Making sure that the disruption maintains the ideal situation of the company.
6. Have a strong will power to sustain the same idea for a long time.

The above traits help the leaders to foster a positive culture which can help the employee embrace change and challenges. They would be able to empower, calculate risk and create great solutions in this environment. (Mohanty V. , 2023)

Apart from all the con's they face in an organization, Disruptive leadership bring out a positive and encouraging workplace. This workplace in committed to the organizational goals. During this the leaders could face differences among team members, but only extraordinary people make extraordinary decisions and they rise from original to extraordinary only by being committed to the work and goals with empathy. Employee experience research states that persons who having favourable experience are 16 times more engaged than those who repost having a poor employee experience and are 8 times more likely to stay at a firm. (Emmett, 2021).

Over 60% of companies are struggling to keep people, we observe that people don't leave companies but leave the managers. Leadership is very important for the employee to perform well and retain in a company.

Leadership works very positive on the employees in an organization, but there are few management practices may have adverse effects on the employees and the performance of the organization. For example, too much of management may lead to too little freedom, too much of hierarchy leads to too little community and too much of exhortation leads to too little purpose. So right leadership at right time and right decisions are the need of time. (Marquard, 2010)

One of the research papers analyse the 4E's that work for the better employee experience in an organisation. One of the E is the Expectations of Leadership where leaders have great significant impact on the way employees experience the organisation. The leaders help in setting the vision of the organisation and Implementation of strategy set in the organisation. An employee experience

design which facilitates development of skills and behaviours, build and nurture highly engaged workforce will ensure meeting expectations of leadership. (Mohanty V. a., 2023)

Disruptive leadership which can create positive environment for the employee can help employee engagement. As per an internet report on Microsoft, flexibility, great leadership helps employees perform well and have great productivity. The report identifies that due to increase in shrinking networks may endanger innovation and due to which there is a risk for the Gen Z. Survey reports that the employees are struggling balancing work with life and feel exhausted after a typical day of work when compared to older generations. Gen Z reported difficulties feeling engaged or excited about work, getting word in during meetings and bringing new ideas forward. As per Dr Nancy Baym, Senior principal researcher at Microsoft “When you lose connections, you stop innovating. It’s harder for new ideas to get in and group thinking becomes a serious possibility” connects to the workplace positivity and adaption. (Wisemen, 2021)

Organization with great leadership encourages both the customers and the employees to work with a complete sense of ownership to meet beyond expectation of customer/market. Customers are satisfied with the solutions/ services offered directly by employees of such organization and such solutions/services are of high quality, cost effective and meet their current /future challenges of their business. This is strategic tie – up between customer and employees of high performing organization due to the great effective leadership. (S, 2017)

The theoretical insights suggest that the leader’s motivation functions as a motivational force suggest the promotes employee’s intrinsic motivation and basic psychological satisfaction. The theoretical reasoning, empirical evidence and the transactional model of stress and coping in the research indicate the need of satisfaction that effects employee’s behaviour and their engagement with the organization. (Weiting Tao, 2022), Impact of workplace on employee engagement is 64.7% (Anuradha, 2019)

There are different styles of leadership (Rana, May 2022).

1. Autocratic leadership: Autocratic leadership is also known as authoritarian leader which is the earliest form of leadership where the boss is the central figure and there is no concept or direction or leadership that exists.

2. Democratic leadership: Democratic leaders make members feel as if they are an important part of the group and this motivates them to be focused.

3. Laissez – Faire leadership: In this leadership, Leaders appear to be handed off and they delegate all the responsibilities and decision making to the subordinates. This type of leadership is also known as delegative management. The leaders here are called self- rulers, nonetheless, help and oversight leaders are offered when necessary. When the leaders are asked to supervise the followers, they do so, but they do not part in the decision – making process.

4. Transformational leadership: In this leadership style the leader inspires the subordinates and transfer his /her characteristics in such a way that they create a sense of identification and responsibility for the mission and the company. Leaders encourage, motivate and empower employees to innovate and create change that will help the organization grow and influence its future success.

5. Transactional leadership: In this leadership style, leaders make sure the workers or subordinated to carry out a task in exchange of reward in return. Promotions, additional duties, greater remuneration and benefits are offered in exchange of the performance shown. In this leadership, managers reward employees based on their performance.

6. Bureaucratic Leadership: Leaders in this leadership style persuade their subordinated to follow their rules and procedures. Leaders are passionate about their systems and procedures but not about the persons involved. This strategy is ineffective since it does not result in employee development or motivation. The leaders here solely are concerned of completing the job according to the organisation policy strictly and positions are clearly defined to them. This type of leadership suits

best for the leaders who honestly work and perform their routine work assigned but they fail miserably in organization that rely on compliance, ingenuity, and innovation.

From the literature , great findings of the effectiveness of the above leadership has be explored , the data also shown which type of leadership shows the positive effect on the employee motivation , performance and engagement.

Data findings:

1. (Basit, 2017) As per research conducted by Abdul Basit, leadership helps in increase of employee engagement in an organization. The hypothesis of the research defines the significance of the leadership on the employee engagement in an organization. The results are as follows,

Hypothesis	Beta value	Sig	Result
H1: Democratic leadership style has a positive significant impact on employee performance	0.581	0.000	Accepted
H2: Autocratic leadership style has a positive significant impact on employee performance	-0.168	0.025	Rejected
H3: Laissez-faire leadership style has a positive significant impact on employee performance	0.241	0.003	Accepted

The research shows that the impact of the Democratic leadership and laissez-faire style is shown significantly of the employee performance.

2. In the research conducted by the National college of Ireland under the title” The impact of leadership style on employee’s performance in a business organization “by Ekpenyong Joy Nse , the data collected was collected from the employees working in a bank and when analysed its been identified that the leadership that has more effect and impact on the employee performance is the transformational leadership followed by transactional leadership. (NSE, August 2020). A total of 100 Questionnaires were administered through survey monkey.However, the research only used 60 respondents, 50 employees and ten manager/supervisors. The questionnaires covered all the features of the identified leadership styles from the respondents, which gave clarity on respondent’s leadership or approach.

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	.470	.317		1.484	.146
Transformational Leadership	-.188	.127	-.172	-1.480	.147
Transactional Leadership	.297	.177	.240	1.683	.100
Autocratic Leadership	.014	.074	.021	.184	.855
Laissez-faire Leadership	.216	.083	.320	2.613	.013

3. Research of the effectiveness of the leadership styles in the paper “A test of the impact of leadership styles on employee performance: A study of department of Petroleum Resources” gives an outlook on the effective leadership style on the employee performance. This research was carried by distributing 100 questionnaires to the employees of the Department of petroleum Resources, Lagos headquarters. The response rate was 93.3% for the leaders and 85.71% for the raters. The result of this research shows the positive impact of the Transformational leadership style over and above the transactional and laissez faire style. (A, 2014)
4. A study that was conducted by Alloubani in his research on the healthcare in Jordan on the impact of the leadership styles on the employee motivation, satisfaction and effectiveness, there have been a lot of evidence transformational leadership giving the positive impact. Along with the transformational there have been few instances where situational leadership also has given a positive impact and the situational leadership is the combination of more than one leadership styles which work on the existing situation. This sometime makes it more prevalent in contemporary organizations and it encourages work diversity. (Waseem Ahmad, November 5th, 2018)
5. Research study of the impact leadership style on the employee performance on 42 employees through questionnaire and personal interviews gives out the observation of the dependent and the independent variables. Leadership style and motivation variables are the independent variables with indicators on each independent variables and performance variables in the dependent variable. The research shows that the transformational leadership style positively affected the employee performance. Leadership in this study was measured through the ability of the leaders to conduct analytically, have better communication and have enough dare to give and carry out responsibilities, are active listener and have the firmness to each decision making that can improve the performance of the employee in the organization. (RobiansyahAnton, January 2020)

Conclusion:

Literature review study of the various research thesis and journal from the website shows a strong indication that the transformational leadership where the employee empowerment and satisfaction is taken in consideration gives out positive results and great impact on the employees. Few of the observations and findings have been stated in the paper and much literature is found to add as proof for the support.

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