

The Influence of Leadership Styles on Employee Engagement in Human Resource Management

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Abstract

In the competitive marketing environment, the company's leadership wants to keep the employee engaged effectively in the long run. Hence, there will have an effect on the leadership style of the organisation growth as well as the structure in order to enhance the level of employee engagement. The amount of agency and dedication demonstrated by employees in the pursuit of management's goals is directly correlated to the type of leadership that is applied by the managers and supervisors. Because the employee contributions are essential to the success of the company's operations, it is in the best interest of the company to enhance its management of its human resources in order to raise the level of productivity as shown by its workforce. In order for businesses to encourage the expansion and development of their organisation, it is essential for them to boost the level of employee engagement and participation. This is an extremely important factor for the continuous success of businesses. Active engagement of workers is of the highest significance and relevance for the success of the company's stated goals and the execution of those objectives since it enables employees to completely comprehend the vital duties that are required to build the organization's competitive advantage. It is vital for all aspects of the organisation to collaborate in order to make the workplace a pleasant place to work and to ensure that people are placed in positions that are appropriate for them so that they may have the sense that they belong there.

Keywords: Leadership styles, Employee engagement, Regression analysis, Chi square test.

Introduction

The study of leadership and its effect on employee engagement is becoming more important for companies that want to achieve and maintain a competitive edge in the modern global economy. Numerous research have investigated the effect that an engaged workforce has on a variety of outcomes for organisations, and these findings demonstrate that the relevance of an engaged workforce cannot be overestimated. These studies demonstrate over and over again that there is a favourable connection between employee engagement and key performance metrics such as levels of efficiency, customer happiness, productivity, and staff turnover rates. Over the course of the last several years, there has been a discernible increase in the amount of academic attention around the idea of leadership (Li, 2018). Within the field of social sciences, the topic that is the focus of this discussion is well recognised as a territory that has received an extensive amount of research. The relevance of it stretches across many different aspects of society, including but not limited to the realms of business, politics, education, and religion, among others. The phenomena of leadership has been subjected to significant research, which has led to the discovery of an interesting finding: the number of distinct definitions given to this notion is approximately comparable to the number of persons who have attempted to express such definitions (Aji, 2019). After a great deal of investigation into the matter at issue, the researchers have found the following to be true after coming to various findings. It is intrinsically impossible to accurately characterise leadership in the space of only two or three words, hence the effort of attempting to do so is pointless. Despite variances in the particular definitions assigned to this phenomena, the theoretical basis of leadership focuses around the process by which an individual inspires and convinces a collective to collectively work towards a common objective.

The enhancement of the performance of human resources is dependent on the adoption of effective leadership techniques and the construction of a suitable working environment that encourages optimism. This is because the improvement of human resources performance is dependant on these factors. It is essential for a leader to participate in the process of organising and to actively foster the cooperation of their subordinates in order for the organisation to be successful in achieving its goals (Zhao, 2019). Only then can the goals of the organisation be successfully achieved. The phenomena that will be looked at here is something that is sometimes referred to as leadership. It is very necessary for businesses to

have a strong and talented leader if they are going to be in a position to successfully manage the complexities of the rapidly changing global marketplace.

This will allow workers to build a sense of belonging at their place of employment. Because it is one of the factors that contribute to workers' want to continue their employment with the firm, the state of the workplace is a vital component in influencing employee retention. This is because the condition of the workplace is one of the variables that contribute to employees' desire to continue working for the company. A key field of research is looking at how employee engagement affects the overall success of a business (Opaleye, 2017). It has been noticed that the degree to which employees are engaged with their work is directly proportional to the amount of contribution they provide to the company. The cognitive and emotional connection that workers forge with the company for which they work may be referred to as employee engagement. The level to which workers feel connected, dedicated, and inspired to contribute to the company's aims and objectives is a reflection of the extent to which this relationship incorporates both intellectual and emotional components. According to the findings of several studies, the environment of the workplace has the ability to have a significant impact on the performance of the employees. Increasing staff productivity within businesses requires the cultivation of work environments that are conducive to this goal, and numerous important elements have been identified as crucial in this endeavour. These aspects include, but are not limited to, support from supervisors, excellent working relationships with coworkers, extensive training and growth opportunities, alluring and timely rewards, as well as techniques for proper recognition and managing workloads. By focusing on these facets, firms have the potential to significantly boost the total levels of productivity achieved by their staff. It has been shown that providing workers with a pleasant working environment may have a beneficial effect on both employee performance and engagement levels (Mao, 2017). Organisations are able to establish circumstances that are conducive to maximum productivity and active engagement in activities relating to their place of business if they make it a priority to ensure that their workers have a pleasant working environment. It has been discovered that the support that an employee receives from their supervisors, colleagues, and organisations has a beneficial impact on the employee's opinions of their environment inside the workplace (Attaran, 2019).

There is a considerable positive association between the performance of employees and their level of involvement in their work. When the enabling components that have been identified are satisfied, good outcomes such as higher employee engagement and better performance are predicted to result. These aspects include the work environment, leadership, team and colleagues, training and career development, compensation, organisational policies, and workplace well-being. During the course of the previous 10 years, there has been a discernible increase in the difficulties connected to the management of talent and the retention of employees. This phenomena may be linked to the pressures of globalisation, unexpected patterns in the economic environment, and the ever-evolving expectations of customers. The existence of diverse workforces that include workers from a variety of generational cohorts, including Millennials, Generation Z, Generation Y, Generation X, and Baby Boomers, increases the difficulty of the problem of promoting employee engagement. These groups cohabit inside the same company, each bringing with it an own set of beliefs, values, and aspirations for their own personal and professional success (Suhendra, 2021). As a result, it is of the utmost importance to recognise that leaders play a crucial role in generating inspiration and motivation among workers, therefore allowing for maximum performance and production. It is very necessary to acknowledge the relevance of leadership in the field of human management.

Review of Literature

Employee engagement is a psychological state that may be displayed by a person and is marked by their proactive attitude, adaptability, devotion, and tenacity in the pursuit of organisational objectives. This state can be characterised as employee engagement. An individual's psychological or emotional condition in which they actively accomplish their professional obligations while having a significant sense of personal involvement in the organization's overall success is an example of employee engagement. This state may be conceptualised as a psychological or emotional state (Mulievi, 2021). The evaluation of employee engagement will require taking into account a variety of elements connected to Anitha. These elements include leadership, the dynamics of teams, relationships with colleagues, chances for training and career progression, possibilities for career advancement, remuneration, adherence to organisational regulations, well-being within the workplace, and the general atmosphere of the workplace.

A dynamic process of social influence, leadership may be defined as the act of those in positions of power or influence, often known as leaders, using a variety of methods and approaches in order to gather the support and cooperation of their followers. Leaders can be described as having the ability to inspire others to take action. The end purpose of leadership is to successfully steer and guide people towards the accomplishment of organisational objectives and goals. This is the ultimate aim of leadership. Leaders are those who are able to delegate responsibilities to others and successfully persuade others to work towards accomplishing goals that have been established in advance. A leadership style is a constant and recognisable pattern of management activity that is used by persons in positions of power. This pattern is referred to as

an individual's approach to leadership. The adoption of a certain leadership style serves the purpose of successfully aligning the aims of the organisation with those of the individual, with the ultimate objective of accomplishing certain goals. Transactional leadership and transformational leadership are the two basic categories that may be used to classify a leader's approach to leading others (Tang, 2015). A leadership strategy known as transactional leadership places a strong focus on the trade relationship that exists between leaders and followers. Followers get their compensation according to the parameters of this system, which require them to meet certain performance benchmarks, goals, and criteria. The use of a mechanism in which an acceptable answer is traded for the recognition and reinforcement of the relationship between performance and reward is one of the mechanisms that is used in transactional leadership. This mechanism is used to improve employee motivation and performance. Transactional leadership, which is more often referred to as management leadership, has a main focus on supervisory, organisational, and group performance as its key areas of concentration.

This kind of leadership is known as transactional leadership, and it is characterised by the use of rewards and punishments as a means of motivating and encouraging followers' commitment. The leaders that use this strategy first communicate their clear expectations and objectives to their followers, and then they choose whether or not to issue incentives or punishments to their followers depending on how well their followers satisfy these expectations. By adopting this transactional method, leaders strive to establish a connection with their followers that is mutually advantageous for both sides (Wang, 2015). This relationship is one in which both parties understand the exchange of incentives and penalties for desired actions and results. This kind of leadership places a strong focus on maintaining order and accomplishing predetermined objectives, with the end aim of inspiring followers to feel a sense of devotion and dedication to the cause. To contrast this, it is essential to highlight the fact that transformational leadership lays attention on the requirements and growth potential of those who follow or work under the leader. The growth and development of value systems, levels of inspiration, and staff morale are some of the key emphasis points that leaders who accept the concepts of transformational leadership should have as their primary areas of concentration. The use of the following criteria is required in order to properly evaluate the transactional leadership style of a leader:

The leader demonstrates a variety of behaviours, each of which contributes to the overall success of the leader in managing personnel. These behaviours include providing praise and punishment, actively participating in ongoing employee work, offering assistance during challenging situations, serving as a role model, inspiring and motivating employees, fostering creativity, attending to the needs of subordinates, and recognising and valuing employee contributions to the overall success of the business. In addition, these behaviours include recognising and valuing employee contributions to the overall success of the business. The current research elucidates the link between employee performance and its resultant influence on many aspects of organisational results, including both financial and non-financial components. This is accomplished by examining the impact of employee performance on various aspects of organisational outcomes (Suhendra 2021). These results are inextricably connected to the overall profitability and success of the company in many different ways. Performance is the final result obtained by people when they carry out their assigned duties in a way that aligns with the prescribed obligations, and includes both the quantity and quality components of performance. Performance may be defined as the ultimate outcome achieved by individuals when they carry out their assigned responsibilities in a manner that aligns with the prescribed requirements. The word "employee performance" is used to refer to the activities and responsibilities that are carried out by an individual or a collective group of employees within an organisation, while respecting their separate rights and obligations, with the intention of attaining the predefined goals and objectives of the company. The connection between an individual's performance and the overall performance of an organisation is one that is deeply interwoven. To be more specific, when one individual exhibits an excellent level of performance, there is an extremely strong probability that the performance of the company as a whole will also reflect strength. The term "employee performance" refers to the activities and responsibilities that are carried out by one or more persons within an organisation, in accordance with the roles that they have been allocated and the degrees of authority that correspond with those positions, with the intention of attaining the overall aims and objectives of the business.

Employee engagement has emerged as a critical factor for organizational success, fostering employee motivation, productivity, and overall satisfaction. William Kahn, a prominent management scholar, introduced a conceptual framework that encompasses three dimensions of employee engagement, providing valuable insights for Indian companies striving to enhance their workforce engagement and performance. The following are the key dimensions

Cognitive Engagement:

Cognitive engagement refers to the level of intellectual involvement an employee demonstrates towards their work and the organization. It involves a deep sense of commitment, identification, and understanding of the organization's goals and mission. In the context of Indian companies, cognitive engagement can be fostered through several strategies:

Clear Communication: Indian companies can engage employees by ensuring transparent and consistent communication about the organization's vision, values, and strategic objectives. Regular town hall meetings, newsletters, and interactive sessions can help in aligning employees' cognitive understanding with organizational goals.

Empowerment: Providing employees with decision-making opportunities and autonomy in their roles can enhance their cognitive engagement. Indian companies can encourage employees to contribute innovative ideas, involve them in problem-solving, and acknowledge their input.

Emotional Engagement:

Emotional engagement revolves around the emotional connection employees feel towards their work and the organization. This dimension emphasizes the significance of fostering positive emotional experiences and relationships at the workplace. In the Indian context, emotional engagement can be nurtured through the following means:

Inclusive Culture: Indian companies should strive to create an inclusive and supportive work environment where employees from diverse backgrounds feel valued and respected. Celebrating cultural festivals, offering counseling services, and promoting work-life balance can contribute to emotional engagement.

Recognition and Appreciation: Regularly recognizing and appreciating employees' efforts and accomplishments can significantly enhance their emotional attachment to the organization. Indian companies can implement rewards, employee recognition programs, and peer-to-peer appreciation mechanisms.

Physical Engagement:

Physical engagement focuses on the level of employees' physical presence and energy invested in their work. It is not solely about attendance but also the vigor and enthusiasm employees bring to their tasks. Indian companies can boost physical engagement through the following approaches:

Wellness Initiatives: Promoting employee health and well-being through wellness programs, gym facilities, and mental health support can contribute to higher physical engagement. Considering the prevalent stressors in Indian work environments, addressing employee well-being is crucial.

Flexible Work Arrangements: Given the traffic and time constraints in Indian cities, offering flexible work arrangements, such as remote work or flexible hours, can help employees manage their physical presence more effectively.

Methodology and Hypothesis development

If the company's leadership wants to keep the firm competitive in the long run, they need to foresee the fast transformations that are occurring in the global order. This adjustment will have an effect on the leadership style of the organisation as well as the organisational structure in order to increase employee engagement. The amount of agency and dedication demonstrated by employees in the pursuit of management's goals is directly correlated to the type of leadership that is used. Because the productive contributions of a business's employees are essential to the success of the company's operations, it is in the best interest of the company to enhance its management of its human resources in order to raise the level of productivity shown by its workforce. In order for businesses to encourage the expansion and development of their organisation, it is essential for them to boost the level of employee engagement and participation. This is an extremely important factor for the continuous success of businesses. Active engagement of workers is of the highest significance and relevance for the success of the company's stated goals and the execution of those objectives since it enables employees to completely comprehend the vital duties that are required to build the organization's competitive advantage. It is vital for all aspects of the organisation to collaborate in order to make the workplace a pleasant place to work and to ensure that people are placed in positions that are appropriate for them so that they may have the sense that they belong there.

Research Hypothesis

There is no statistically significant relationship between leadership styles and overall dimensions of employee engagement.

There is no statistically significant relationship between leadership styles and its influence on employee performance

There is no statistically significant relationship between leadership styles and enhancing employee growth and development in the organisation

Critical Analysis and Interpretation

This part of the study is involved in presenting the data analysis based on the information collected from the respondents, the sample population were chosen using convenience sampling method. The data is analysed used SPSS statistical package and the tools used are percentage rate analysis, regression analysis and chi square test

Table 1: Percentage rate analysis

Gender	Frequency	Percent
Male	87	56.5
Female	67	43.5
Age	Frequency	Percent
Less than 24 years	55	35.7
25 - 44 years	50	32.5
45 - 64 years	18	11.7
Above 65 years	31	20.1
Education	Frequency	Percent
Completed Under graduation	65	42.2
Completed Post graduation	64	41.6
Others	25	16.2
Type of Family	Frequency	Percent
Nuclear family	91	59.1
Joint family	63	40.9
Level of Management	Frequency	Percent
Lower Level Management	72	46.8
Middle Level Management	57	37
Top Level Management	25	16.2
Work experience	Frequency	Percent
Less than 5 years	48	31.2
5 - 10 years	44	28.6
11 - 15 years	24	15.6
16 - 20 years	27	17.5
Above 20 years	11	7.1
Total	154	100

From table 1, it is noted that 56.5% were male respondents, 35.7% were in the age group of less than 24 years, 42.2% have completed under graduation, 59.1% of the respondents mentioned that they were in nuclear family, 46.8% were in lower level management and 31.2% possess less than 5 years of experience

Regression Analysis

The researcher intends to understand the critical relationship between the independent variables: leadership styles and the other variables like Employee Engagement; Employee Performance and Employee Growth.

Table 2: Regression Analysis

R	R Square	Adjusted R Square			
.900a	.900a	0.809			
ANOVA	Sum of Squares	df	Mean Square	F	P Value
Regression	153.724	3	51.241	212.451	.000b
Residual	36.179	150	0.241		
Total	189.903	153			
Regressions	B	Std. Error	Beta	t	P Value
(Constant)	0.34	0.154		2.204	0.03
Employee Engagement	0.363	0.079	0.371	4.573	0.00
Employee Performance	0.323	0.082	0.351	3.962	0.00
Employee Growth	0.214	0.069	0.221	3.091	0.00

The table 2 shows that the p value of the regression analysis is 0.00 which is very less than the significant level of 0.05, hence it can be stated that there is a significant relationship between independent and dependent variables

.Chi square test

The last section is to apply chi square analysis to test the hypothesis

Null: There is no statistically significant relationship between leadership styles and overall dimensions of employee engagement.

Alternate: There is a statistically significant relationship between leadership styles and overall dimensions of employee engagement.

Table 3: Chi square test 1

Chi-Square Tests	Value	df	P Value
Pearson Chi-Square	319.947a	16	0.00
Likelihood Ratio	231.22	16	0.00
Linear-by-Linear Association	114.66	1	0.00
N of Valid Cases	154		

Based on the analysis it is noted that the p value is 0.00 which is very less than the significant level of 0.05, hence null hypothesis is rejected and hence it can be concluded that there is a statistically significant relationship between leadership styles and overall dimensions of employee engagement.

Null: There is no statistically significant relationship between leadership styles and its influence on employee performance

Alternate: There is a statistically significant relationship between leadership styles and its influence on employee performance

Table 4: Chi square 2

Chi-Square Tests	Value	df	P Value
Pearson Chi-Square	310.762a	16	0.00
Likelihood Ratio	215.483	16	0.00
Linear-by-Linear Association	115.895	1	0.00
N of Valid Cases	154		

Based on the analysis it is noted that the p value is 0.00 which is very less than the significant level of 0.05, hence null hypothesis is rejected and hence it can be concluded that there is a statistically significant relationship between leadership styles and its influence on employee performance.

Null: There is no statistically significant relationship between leadership styles and enhancing employee growth and development in the organisation

Alternate: There is a statistically significant relationship between leadership styles and enhancing employee growth and development in the organisation

Table 5: Chi square 3

Chi-Square Tests	Value	df	P Value
Pearson Chi-Square	306.050a	16	0.00
Likelihood Ratio	198.956	16	0.00
Linear-by-Linear Association	104.674	1	0.00
N of Valid Cases	154		

Based on the analysis it is noted that the p value is 0.00 which is very less than the significant level of 0.05, hence null hypothesis is rejected and hence it can be concluded that there is a statistically significant relationship between leadership styles and enhancing employee growth and development in the organisation

Conclusion

Leadership styles play a crucial role in shaping the level of employee engagement within an organization. A leader's approach, behavior, and communication can significantly impact how employees perceive their roles, their connection to the organization's mission, and their overall job satisfaction. Understanding the relationship between leadership styles and employee engagement is essential for fostering a positive and productive work environment.

In conclusion, leadership styles exert a substantial influence on employee engagement in organizations. Transformational and servant leadership styles tend to have the most positive impact, fostering an environment of motivation, innovation, and commitment. Transactional leadership can also contribute to engagement when coupled with clear expectations and recognition. On the other hand, laissez-faire and autocratic leadership styles can lead to decreased engagement and overall dissatisfaction among employees. Therefore, organizations should prioritize leadership development that aligns with fostering a culture of engagement and collaboration.

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