



RESEARCH ARTICLE

FROM TRANSFORMATIONAL LEADERSHIP TO EMPLOYEE ENGAGEMENT, THE SKILL THAT INSPIRES TEAM

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Abstract

In a world that is shifting both in terms of global environment of work and workforce diversity, employee engagement has emerged as a powerful organisational concept. In recent years, the study examines how the behavior of transformational leaders in turn impacts employee work management at macro level i.e. organisational related factors, personal related factors, team related factors and job-related factors. Both leadership and employee engagement are most researched subjects in human resource management. However, linking transformational leadership to employee engagement has not been extensively explored as engaged employees work vigorously, remain dedicated and mentally absorbed by work. But even though much is known about the kind of job and work environment that stimulate employee engagement, yet levels of disengagement remain high in many organisations. The finding suggests that organisational investing in leadership development programmes in return higher retention and performance outcomes. The study concludes that strong leadership and employee engagement are important drivers for successful organization in terms of high productivity, profits, quality, customer satisfaction, employed, attention, and increased adaptability.

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Introduction: -

Human capital is a critical asset for contemporary organisation as the demand for engaged and resilient employees is fundamental. According to Gallup's 2013 142 - country study on the state of the global workplace, only 13% of employees worldwide report that they are engaged at work. In contrast, 63% of employees are not engaged and another 24% are actively disengaged. Engaged employees are the key ingredient for a productive workforce. The realisation of leadership potential occurs along multiple developments that collectively influence behavioural expression. The interest of the organisation and its employees needs to be aligned and it is the task of leaders to align that by enabling both individual and group efforts to successfully reach objectives. Transformational leadership is a critical antecedent of engagement, and that approach aims to explore strategies for fostering and supporting employee work engagement transformational leaders have great part through which they establish. Trust, respect and credibility with subordinates and inspires loyalty, command respect, and encourage employees intellectually and creatively as well as motivate them to achieve high-performance.

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Association between transformational leadership and employee engagement:

One of the most influential factors in shaping employee engagement is leadership style i.e transformational leadership. Transformational leadership style is positively associated with work engagement and enhances employees' perceptions of job, significance, autonomy, and competence. Transformational leaders can develop and motivate employees to achieve high-performance beyond financial rewards. Such motivation helps to develop along several interdependent lines of growth that enables them to inspire, influence and transform others and organisation. Transformational leadership influence, employees' attitude, and behaviour outcome. The theory of James McGregor Burns 1978 defines transformational leadership as occurring when one or more person engage with one another in such a way that leaders and followers raise one another to higher levels of motivation and morality. Leadership is a key incident of engagement and organisation with transformation, ion dealership has electric energy and commitment. The various important factors in the employee engagement or organisation related factors, individual related factors, team related factors and job-related factors affecting the employee engagement for improving employee performance and productivity.

Work policies and procedures encompasses both HR policies and procedures and perceived organisational support. The procedures include hiring practices, flexible time, work, life, balance, performance, management, health, and safety. The study found that organisation policies proceed as on negative relationship. Physical behaviour may lead to functional as well as die functional outcomes for the individual compensation and benefits in both financial reports and non-financial benefits, such as recognition and other perks. Mindsets personal source that may influence employee engagement by their enthusiasm for development of effort, focus of attention, perception of setback and interpersonal interaction. Transformation leadership should provide development opportunities. Otherwise, the employees will feel stagnant leader should provide with ample opportunities to learn skills, develop abilities and to reach their potential goal, the study confirms that psychological improvement and its dimensions are significantly and positively associated and employing engagement are more productive, highly satisfied, and it improves employee branding and career progress. Transformational leadership can be seen when leaders and followers make each other to advance to higher level motivation. They exhibit part to attract people towards them. Employee engagement is experienced when people feel worthwhile, useful, valuable, and such feelings result from jobs involving challenge, variety, creativity, work rules that provide people with attraction and status as well. Organisational productivity should not be measured in terms of the employee satisfaction, but in terms of the employee engagement. Employee engagement is something that employer has to offer. It cannot be required as a part of the employee contract. A case study will help us analyse and understand this equation better.

Case Study: Ravi Sharma, a Store Manager Who Revolutionised His Staff:**Background:**

"FreshMart," a mid-sized retail chain in Jaipur, India, employs 35-year-old store supervisor Ravi Sharma, who is regarded by his co-workers as ordinary yet personable. Twelve workers in his store, including cashiers, stock handlers, and customer assistance, did a good job but lacked ambition. Low levels of cooperation, frequent absences, and low customer satisfaction ratings were indicators of low employee engagement.

The Issue:

Based on productivity measures and consumer comments, Ravi's store often placed in the bottom 20%. The management cautioned Ravi to "turn things around" within six months because the staff didn't feel linked to the store's objectives.

The Revolutionary Change:

At a company-sponsored leadership development program, Ravi learnt about transformational leadership, which emphasises idealised influence, intellectual stimulation, individualised concern, and inspiring vision. He made the decision to put these ideas into practice:

1. **Motivating Vision:** Ravi reframed the team's objective rather than focussing solely on sales targets: "We help families have a better, more joyful day; we're not just selling groceries." He reported monthly progress in a joyous manner and made little visual boards in the break room that told tales of happy clients.
2. **Customised Attention:** Ravi started having brief one-on-one meetings with every worker. He found out that Sunil, a stock handler, had great ideas for shelf displays, and Priya, a cashier, wanted to learn inventory management. Ravi adjusted duties to allow them to advance in areas that were important to them.

3. **Intellectual Stimulation:** Rather than waiting for orders, Ravi urged staff members to offer solutions. In order to speed up restocking when there were regular product shortages, Sunil suggested a colour-coded tagging system. Ravi put the plan into action and publicly commended Sunil.

4. **Idealised Influence:** By showing up early, assisting on the shop floor, and coolly responding to client complaints, Ravi exemplified dedication. The squad respected and emulated him because of his genuineness.

Outcomes Six Months Later:

1. **Employee Engagement:** According to a company-wide assessment, Ravi's store's engagement ratings increased from 58% to 87%. Workers said they felt "part of a family," "motivated," and "valued."

2. **Customer satisfaction:** Repeat business rose by 25% and complaints decreased by 40%.

3. **Innovation and Initiative:** Staff, not management, came up with the idea to develop a "Customer of the Month" board.

4. **Acknowledgement:** The regional manager gave Ravi the "Outstanding Leadership Award," and a number of staff members were promoted internally.

Study: The Connection Between Engagement and Leadership:

1. Ravi's story serves as an example of how transformational leadership raises worker engagement through:

2. Making the connection between everyday work and a greater goal (vision-driven motivation)

3. Promoting personal development (individualised attention)

4. Fostering independence and creativity (intellectual stimulation)

5. Establishing respect and trust via example (idealised influence)

The case shows that formal authority and sophisticated education are not necessary for leadership change; an average supervisor can achieve remarkable outcomes by motivating others in a real way.

Conclusion:

It is understood and accepted that employee engagement is a positive attitude held by the employees towards the organisation and its values. Transformational leaders have been found to not only stimulate and inspire followers by providing an attractive vision of the future, but also to accept innovative solutions to problems, transformational leadership style, characterised by vision, individualized consideration, and intellectual stimulation becomes especially relevant in environment where employees exhibit an increasing demand for exploration. Transformation leaders should recognise employees more than any other variable as powerful contributors to its competitive position. Engage employees can help any organisation to achieve its mission executed strategy and generate important results. Transformation leadership leads to empowerment of employees that improves the employee's engagement.

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