

GLOBAL LEADERSHIP EMPLOYEE ENGAGEMENT & MOTIVATION

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Abstract

The success of the entire business depends on the most important resource of any organization which is certainly human resources. They are creators and makers of new technical, technological and organizational solutions, creators of new values, controllers of working process and development of business systems. The key question is: who will manage human resources and motivate them so that the whole organization performs better. Leadership is one influence, one work of art and the process of impact on people, in sense that those who are affected are voluntarily and willingly participating in the creation of new values in the organization. Precisely, the role of a leader is to motivate its co-workers to their potential contribution in achieving the objectives of the organization. Leadership and motivation are key factors influencing the success of the organization, as well as employee satisfaction. Therefore, the connection and interconnection of successful leadership and proper ways of motivating employees are essential for all organizations.

Key words: Motivations of workers , successful leadership

INTRODUCTION

This White Paper begins by considering that much research has been carried out into why some organisations excel at employee engagement and that the value of having an engaged workforce is well established: staff turnover is lower, motivation and performance is higher and business results (including financial) typically out-perform the market average. It has also been demonstrated that ensuring employee engagement is a key leadership responsibility. The introduction also reviews the fact that over the last 4-5 years partly (but not exclusively) driven by the global economic crisis, evidence shows that employee engagement has suffered. Employee engagement is important, not least because of the link to motivation: Motivated staff work more efficiently; work is done faster, with greater levels of collaboration, creativity and commitment all of which has a positive impact on the bottom line. “the relationship between engagement and motivation is a two way street; improve one and you also improve the other. So the key to understanding how to benefit from improved levels of engagement is firstly to understand what motivates us – why do we really do the things we do..? To understand what

really motivates us we need to strip away all the factors which might merely influence us; in other words, we need to identify what lies at the very heart of our motivation to do something” In order to identify true motivation, Chris states that true motivation is only tested when ‘the going gets tough’ and when there is personal risk. As such he chose to conduct interviews with groups of people who regularly have their motivation tested under extreme circumstances – doing something when it’s really tough with the risk of personal loss – The British Army (serving and ex-serving officers and soldiers). At the simplest level, it’s generally agreed that employee engagement is critical to business success. But many organizations fail to remember that engagement really lies with the leaders in the business, and that those leaders need to be guided to truly understand how to get their people inspired and energized to achieve common goals. In this article, we will look at the kind of leadership skills needed to build commitment, development and consistently high achievement. Paying attention to your people is paramount, as they are your most valuable asset. For the majority of organizations, people are the most costly expense (hiring, firing, payroll, disciplinary), so it is well worth maintaining them. Even more so than your car or office machinery, people too need oiling, tuning, greasing and synchronizing for optimum performance. The problem is that people are often just left to get on with their job without the right level of guidance or support. Or perhaps organizations do spend a lot of money training them to do things and perform tasks, improve knowledge or get with the latest IT system. These organizations might feel they are giving their people every opportunity. While this type of training does have its place and is important, those organizations are simply paying attention to their human “doings,” perhaps spending relatively little time on them as human “beings.”

Motivation of workers

Companies need engaged employees. They are motivated to innovate, increase productivity, and satisfy customers. Companies spend billions on management and leadership training that invariably includes motivation theories and advice about how to get people to care more about their jobs.

Recent Trends in Global Employee Engagement

- Over the past decade, and particularly in the past three years, employers and employees have faced human capital challenges and an uncertain economy.
- The economic downturn that started in 2008 has had a significant impact on companies and the resulting decisions made by management.
- These decisions have impacted employee engagement levels and perceptions globally, leading to changes in leading drivers of employee engagement.

- In uncertain times, organizations need to focus on harnessing the discretionary effort that engaged employees deliver.
- This makes the difference in how companies are affected during the economic downturn, how quickly they emerge from it, and how strong they are in the future after the downturn passes.
- This chart shows the overall trends in engagement scores, globally and for each region. In 2010, the global engagement score was 56%, down four percentage points from 60% in 2009. The reason for this decline is primarily due to changes in the regional scores of Asia-Pacific, Europe, and North America.
- The regional engagement scores in Asia-Pacific, Europe, and North America mirror the global decline. However, the employee engagement scores in Latin America have stayed consistent over this time period.
- At the industry level, the financial sector is the main sector across all regions that attributed to this fall from 2009 to 2010.

Statement of problem

Employee performance includes executing defined duties, meeting deadlines, employee competency, and effectiveness and efficiency in doing work. Various organizations need strong leadership styles that stimulate the employee performance. Some organizations such as tractor factory face the problems: poor innovation, low productivity, inability to meet performance targets. This problem happen due to lack of strategic interventions of specific leadership styles to the particular situations was predicted as the problem at hand. This problem was continuously affecting employee performance. That's why study investigates the best one leadership style that stimulates performance of employees.

Benefits of Employee Motivation in an Organisations

Need satisfaction

Motivation satisfies the needs of individuals as well groups. Every individual or group of individuals joins an organisation to fulfill certain personal needs. The motivation function of the manager serves to help such fulfillment.

Job satisfaction

Motivation also promotes job satisfaction. When an employee's needs are satisfied, he is on the whole happy. His job satisfaction is of more direct concern. It is the key to other important consequences.

Managers in general are satisfied with jobs which are challenging in character and involve some creative thinking.

Productivity

An individual's contribution to output is the resultant of two variables-his capacity for work and his willingness to work. If P is performance, an ability and M motivation, then $P = A \times M$. It is clear that performance is not equal to the sum of an individual's ability and motivation but rather to the product of these two variables.

Learning

Motivation helps the learning process. Without motivation learning does not take place. There must be motivation or drive before there can be learning. Motivation stimulates interest and the attitude of willing to learn.

If a person does not want to learn, he will not learn, even though he understands clearly what is being taught and has perfect capacity to respond in the way that would show the learning.

Discipline

Motivation promotes self-discipline. The idea of discipline generally carries a negative connotation. Subordinates obey a superior and maintain orderly behaviour for fear of punishment. But motivation raises discipline to a positive level.

Dynamism

There is an element of dynamism in motivation. When the rank and file workers and managers are properly motivated, a kinetic energy is generated which produces a tremendous impact not merely on the productivity and profits of an organisation but also on its industrial relations, public image, stability and future development.

Objective of The Study

1. Study the definition of employee engagement and motivation, its concepts and methods, and the link of it to organizational effectiveness
2. Find out what factors motivating employees the most
3. Provide suggestions for companies and managers in order to increase employees' motivation.

Scope of the Study

The study only focused on exploring how participative leadership, authoritative leadership and Democratic leadership styles stimulated the employees' performance which includes execution of defined duties, meeting of deadlines and achieving departmental goals. The collection of data is of recent decade.

Suggestions

As another year begins, organizations will continue to be challenged. The economy is showing signs of recovery, which will create more opportunities for both employers and employees. In addition, the dynamics of the workforce are changing—forcing organizations to make difficult choices. Do they focus on all employees, or try to retain their high performers? How do they meet the demands of a diverse and global workforce, and how do they replace retiring workers and motivate younger workers? Do they adapt new technologies and make broader use of social networks? Fortunately, by examining employee engagement data, we can answer these questions—and help employers focus on the top drivers that will motivate employees. Best Employers not only provide a road map, but also have shown that these strategies work in both good times and difficult times. Employers can set themselves up for continued success by focusing on the key Engagement Drivers that make a positive impact on their workforce and thus keep their employees engaged. The companies that have a highly engaged workforce have risen to the challenge. They proactively respond to the environment, competition, and changing workforce needs. They evolve, but stay true to the values that made them successful and are well positioned for continued success.

Conclusion

The focus of this paper has been leadership and employee engagement. In today's competitive work environment, it is time for organizations to move beyond just motivating their employees and towards creating an environment of engagement. In our review of leadership styles, transformational leaders seem to be more self-confident to lead the way toward a culture of engagement. While Bass, Avolio, Jung, and Berson (2003) found that both transactional and transformational leadership are related to increased unit performance, transactional leaders needed to set structure where transformational leaders built on the structure that was already there and developed a more cohesive unit better prepared to face the challenges of a turbulent global market.

Reference

www.employeessatisfaction.com

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¹prof.P.C.Tripathi 1997 “HUMAN RESOURCE DEVELOPMENT”.

