

A Study of Inspirational Motivation by Leader on Employee Engagement

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Abstract

The study focus on determining relation between two variants, Inspirational Motivation (Leader) and Employee Engagement in Management Institutes of M.P. Multifactor Leadership Questionnaire and Gallup Q¹² Scale is used to collect data from Faculties of B Schools of M.P. Correlation analysis is used to test hypothesis. The study revealed, Inspirational Motivation (Leader) and Employee Engagement is positively correlated with value of $r = 0.468$ which signifies a degree of correlation between Leadership Style namely Inspirational Motivation and Employee Engagement. Also to justify the study a Survey done on 168 spanish organisations quoted “An institutes performance and excellence is directly influenced by a transformational Leader in terms of fostering innovation, inspiring employees and motivating them, thereby improving organisational learning”(García-Morales et al., 2012). Thus this research endeavour led to Conclusion that the significant role an organization’s leader play in empowering employees and engaging them appropriately is essential for an individual and institutional growth. Organizations shall focus on engaging workforce in a manner that promotes learning environment, individual development, institute’s efficacy and results in tactical goal achievement.

Key Words: Leader, Inspirational Motivation, Employee Engagement

1. Conceptual Framework

In current competitive scenario, wherein companies are facing intense market struggle, financial instability and competition among workforce, retaining and motivating the human assets has become one of the important concerns for growth and expansion of a business unit.

Talking about Leaders of Future generation; they play multiple roles at different levels of organization. Initially from Top Management, Leaders are highly dedicated & committed towards returns on investment, for Middle Management they prove strong engaging managers and building engaged teams. Thus, engagement starts at top and without engaged leadership, companies will not be able to link the brain with heart of their employees.

As quoted by Peter F Drucker , “organizations succeed only , if employees are committed towards organizational goal and satisfied with their job”. In Good as well as Bad times, an organization focuses on engaging their employees to be par in their performances and leader keeps his workforce revitalized, so as to avoid any monotonous task to affect employee’s productivity and efficiency.

2. Leader & Leadership Style

A Leader is like a mentor, the one who inspires and motivate the employees to work enthusiastically for achieving a shared vision. A Leader has several qualities like being an inspiration or an ideal figure who influence and engage his employees to be productive by maintaining their trust, confidence and satisfaction level. Bass & Avolio (1997) quotes Leaders to be charismatic. A Leader motivates his staff and strike to their principles & morals by being visionary. A Leader is a multi skilled person pursuing a passionate and personal cause, cutting a path for his team to follow and develop strategy for institute to survive competition.

Leader being employer guide their employees to pursue right actions in a desired direction and make them future ready .

Good leaders at times are not born but made, as they motivate themselves to give extra efforts to raise their capabilities for growth and success. Leadership is the ability to influence employees to; have a vision, have a sense of urgency and direction for; collaborating, engaging towards achieving results and reach beyond their individuals self interest. A Leader displays certain qualities of being a role model wherein he not just inspires but motivates being a true Idealized Inspirational Figure.

3. Inspirational Motivation

Inspirational leaders encourage the employees to go beyond their own comfort zone and engage themselves not only toward their job duties but also toward an additional add on approach to give more to their jobs. (Bass & Avolio, 1995; Sosik et al., 1998) Leaders, who inspire their subordinates and motivate them to accept challenges and see them as

opportunity, act as an inspirational figure. Inspirational Motivation is most well-known form of Transformational Leadership.

A Leader proves to be Inspirational when he explains his task and ideas to his employees and make them believe in power of achieving the goals collectively. Hence they ensure optimum results. Such Leaders focus on team's commitment to achieve higher end goals and be creative with tasks undertaken. Inspirational motivation among leaders will let them motivate their employees and followers to be in the state of enthusiasm and be engaged in organizational mission and vision. Popa (2012) defined Inspirational Motivation as a quality of leader which enables him in converting and communicating vision with full enthusiasm & confidence.

4. Employee Engagement

Employee Engagement is a collaborative approach which reflects employee's unrestricted effort in organizational success and development. According to Scarlet, Employee engagement is a behavioral affection of employees with their work and work place. Engagement is an indicator of association of an individual with their Job.

Engagement at any level in organization can be studied under three dimensions namely Dedication, Vigor and Absorption. Dedication implies the amount of affection with job; Absorption stands for attentiveness & involvement towards work. Vigor involve pace of commitment & psychological attachment towards work. An Inspirational Leader inspires; when he is transparent, consistent in communication, trusted by the followers, have ability to empower the employees and engage them completely.

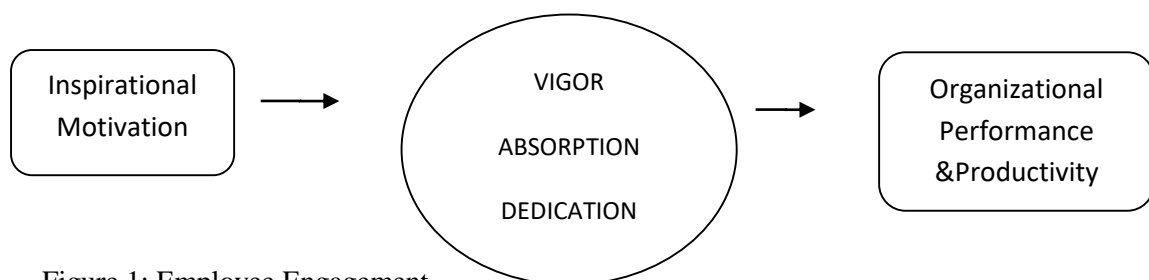


Figure 1: Employee Engagement

Organizations' Leader agree with the concern, that Engagement is not just for workers but also for managers who are responsible for achievement of organisational target and objects Metha D. and Metha, N. (2013) .Being engaged at the organisation is a measure of employee's occupancy at work place as a whole and by any means, how an employee reacts to senior management ways of engaging employee's .Such factors help gain confidence in kind of leadership style that prevails in the organisation. Employees assess leader on

parameters of ethical values (for work standards), fairness (being impartial to individual demands), trust & respect.[1]

5. Review of Literature

Inspirational leaders extract highest performance from their workforce as they successfully inspire and motivate them to achieve individual as well as organisational goals along with developing innovative problem solving approach **Bass (1985)**. When subordinates were asked to rate Employee satisfaction over performance in lieu with leadership style, Inspirational Motivation (Transformational Leadership) had the highest correlation with employee performance/satisfaction **Bass & Avolio(1993)**.

Howell and Avolio (1993) quoted transformational leaders have an innate capability to inspire subordinates and motivate them accordingly; they prove to be true visionaries & source of positive energy and zeal at work place. Employee engagement totally depends on prevailing leadership style in organisation that enables employees to engage in two way communication with management and can suggest changes in work culture as well. Conceptually, a leader plays a vital role in driving employee's performance to meet higher standards by being inspirational, visionary along with motivating the team members to deliver better-quality performance **Nicholls (1988); Quick (1992)**.

It is difficult to engage employees without capturing them emotionally, psychologically at each stage of work lives and bring down attrition rate along with assuring they work hard and stay long as a result of their commitment. In a survey study on association between employee engagement and productivity per business unit, the results proved; the more the employees are engaged, the more they are satisfied which leads to increased productivity Harter, Schmidt and Hayes (2002).

Many Leaders not just build their followers but also develop them for being future leaders. They gain their followers trust and confidence so that they can fully contribute to leader's vision and organisations mission .Such Leaders inspire positively by building personal relations with subordinates. As per **Den Hartog & Koopman (2002)** Inspiration is to own a ideal behaviour where; people admire to replicate one's qualities, communication is two way and efforts & relationships are focused. Such Leaders provide challenging work environment, keep the staff motivated, charged with full of optimism to fulfil organisations values & goals **Bass, Avolio, Jung & Berson (2003)**.

Staff in an institute looks for psychological safety in form of fair reward system, fine superior-subordinate relationship which in turn leads to a positive correlation between

employee engagements, job responsibility and an institutes ability to fulfil the same May, Gilson and Harter, (2004). Bates (2004); Frank, Finnegan and Taylor (2004) To play a major role supervisors are the building blocks of employee engagement activities in organisation, in contrast sometimes they are responsible for employee disengagement too. There exists a great connection between institutes performance and employee engagement. Several organisations are exploring employee engagement opportunities as a tool for human resource planning Concelman (2005).The degree with which employee is committed to his goals and to his organisation widely depends on inspirational motivation by leader and supporting elements in work culture Mahendru and Sharma (2006) .

Gibson (2006) Employee Engagement is a like a sensitive emotional bond, in which an employee feels attached with his work, organisation and goals that not just influence him but put forth a great set of expectations from him. For increasing organisations performance & productivity, employees should be engaged at a higher pace Soladati (2007).For an institute to perform at great pace two conditions need be predetermined. First is Nature of Task (whether challenging or not) and second is Style of Leadership (whether Transactional or transformational) Macey and Schneider (2008).

Kular, et.al,. (2008) The best time to know the level of employee engagement is to assess the attitude & enthusiasm of an employee towards job duties during recruitment. When leaders are open to learning new experiences and allow sharing at employees end, then only employees feel free to express their issues & opinions while performing tasks .Such vigorous environment promotes employee engagement at all levels despite any specialised skill or knowledge. Leader shall focus more on this during job design. Employee engagement begins once an employee joins in an organisation and start performing duties of job Markos , S. and Sridevi, M. (2010).

Employee engagement comprises two factors namely employee satisfaction and employee commitment Schmidt, F. and Marson, B. (2012).Employee commitment is a feeling of pride to be associated with organisation and serve at highest possible measure to it. Employee Satisfaction is contentment of an employee to self, job and organisation .Leader is responsible to motivate staff to achieve high level of commitment in attaining tasks and engage them to achieve set goals & initiatives in appropriate time. Truss, et.al,. (2013).

Nawaz, S., et.al,. (2014) A positive environment creates opportunities for employees to develop their abilities and attitudes so as to make them competition ready along with successfully engaging themselves toward attainment of organisation goals. There exist multiple benefits of engaging employees rightly at work place. Workers with high level of engagement reduce overall absenteeism thereby reducing employee turnover and increasing

employee retention. This lead to increased accountability on part of management, increased satisfaction at customer level, saving big costs and increasing profitability of organisation. Bahati Golyama, et.al (2018) extended their research on inspirational motivation and identified the traits that significantly influence an organizations performance.

6. Objective

To assess correlation between Inspirational Motivation of Leader and Employee Engagement.

Hypothesis

Ho: There is no significant correlation between Inspirational Motivation by Leader and Employee Engagement

7. Research Methodology

A Research study assessing correlation amid two variables namely Inspirational Motivation of Leader and Employee Engagement in B Schools of M.P is conducted. The research work is primary in nature. Data were collected with the help of Scale namely Multifactor Leadership Questionnaire (MLQ) that assess different Leadership styles and Gallup Q¹² Scale that assess Employee Engagement. The Sample Constitutes of 215 Faculties from different institutes running Business Management Programs .The Questionnaire assessed faculty staff's outlook regarding a few characteristics of leadership style of their leader and faculties self engagement at their respective institutes . The Research Study follows Likert Measurement criteria with five responses ranging from 1 -5 where one denotes strongly disagree and 5 denotes strongly agree.

8. Findings and Analysis

To test the hypothesis Person correlation was used as a tool. Results illustrate a positive correlation between Inspirational Motivation by Leader and Employee Engagement in Management Institutes wherein Inspirational Motivation is an independent variable and Employee Engagement is a dependent variable.

Value of correlation coefficient $r = 0.468$ and P value is less as compared to 0.01 that depicts null hypothesis gets rejected and we accept the alternative hypothesis that indicate "There exists significant relationship between Inspirational Motivation by Leader and Employee Engagement in Management Institutes", confirmed by the empirical research.

8.1 Correlation

	IM	EE
IM	Pearson Correlation	1
	Sig. (2-tailed)	.468**
	N	215
EE	Pearson Correlation	.468**
	Sig. (2-tailed)	1
	N	215

** . Correlation is significant at the 0.01 level (2 tailed).

The findings of the study serve as tool to examine the importance of inspirational motivation by a Leader to their employees in a Management institute. The correlation coefficient between both the factors signifies the value of motivation and its effect on employee engagement activities at work place. A Leader can significantly affect the way their staffs engage themselves in institute related activities and how they contribute in achieving institute’s growth and survival in this era full of competition.

The findings of the study helps leader Identify and articulate their vision clearly to their employees and explore new opportunities for the organisation. As a Leader can inspire their staff to contribute to the best of their capacity in achieving organisations vision, in terms of building reputation and goodwill in market ,a Leader can prove to be an appropriate model full of values to rely upon.

9. Discussion

A transformational Leader leads with a vision to excel in his desire to be successful along with strong aspiration for team building .Such Leaders have charismatic persona and keep inspiring the workforce to achieve higher end results and contribute to the success of institute. Researchers led a great contribution in identifying traits of leaders those empower employees and engaging them appropriately. The most practiced form of transformational leadership is believed to be Inspirational Motivation. Spreitzer (1995) quotes two most vital factors that generate a sense of empowerment in employees namely: information and incentive. To be Specific, information and awareness about vision and performance standards that are significant to empower workforce, devoid of which employees will be directionless in their achievement of objectives and sense of control. Without knowledge of result orientation,

workforce will be unaware of their efforts, if they are exceeding results which are essential to reinforce a sense of competence.

This research endeavour does not aim to provide statistical, but analytical generalization (Yin, 2003).The study verified positive correlation between Inspirational Motivation by Leader and Employee Engagement in Management Institutes. Dimensions of prime variables were assessed via MLQ Form & Gallup Q¹² Scale. Accordingly, the data have been gathered with the help of manual and Google forms filled by faculties of different B schools of M.P.

Statistical analysis of data using Pearson Correlation was done on SPSS programme. The results confirmed the hypothesis on positive correlation between Inspirational Motivation (Leader) and Employee Engagement in Management Institutes with coefficient value of .468. A Research study performed on 168 spanish organisations quoted “An institutes performance and excellence is directly influenced by a transformational Leader in terms of fostering innovation, inspiring employees, motivating them thereby improving organisational learning” (García-Morales et al., 2012).This also complies with some empirical studies stating “ building a healthy work environment depends on stakeholder’s belief about; company’s management, its good work force and the way it proves to be a good place to work”.

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