

HOW GREAT LEADERS DRIVE RESULTS VIA EMPLOYEES' ENGAGEMENT

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Executive Summary

Leadership is an evolving topic, partially due to what we learn about how to lead, but also due to changes in the economy, the environment, generations, and many other things that affect our processes. A leader is someone who expresses extraordinary dedication to his or her team, and will do whatever it lasts to better the team as a whole. The paper is placed on how leadership plays a major role in accomplishing organisational objectives. We're also going to see what are good leadership can have an effect on the achieving organisational goals and the strategies they use to accomplish them in 21st century. Some examples of how some leaders have achieved their corporate goals through the leadership principles. Leadership effectiveness and the how it impacts the organisation and their outcomes. How the new leaders are viewed? It also has some recommendations to solve the future scenario of how to source and create a better leader for future generations and develop them into a notable leader. Leadership doesn't mean that he should take decision on his own, he is the pathway to the success which others could not achieve that's why we call them as a leader. Everyone cannot become leader only few with will and capability achieve those standards to become a successful leader in the future.

Keywords: team leadership, leadership, management, leader, relationship, management, leadership, visionary and future leadership.

How leadership impact achievement of organisations goals?

Organizational performance consists of the results of an enterprise or the real inputs of an individual that can be determined on the basis of the planned outputs, goals and targets. Organizational progress covers three fields unique to the business – financial performance (return on capital, income, etc.), Investor return (economic value produced, total investor, etc.) and market performance of goods/services (market share, sales, etc.) (Gavrea, et al., 2017). Leadership skills are not very quantifiable. While many individuals have been raised with special leadership skills, anyone can learn to develop their leadership skills. Through self-awareness and planning, you can maximize the effect that you have on your group, which often has a measurable impact on performance. Leaders who inspire and motivate the group have a stronger ability to influence staff decisions. Promoting and motivating the fostering of trust and confidence, which are positive qualities that build a strong, productive corporate culture. (Leonard, Kimberlee 2019). When everything is focused on performance metrics without building loyalty and trust, team progress is often adversely affected. There is a significant influence on corporate success of leadership styles. The style of leadership influences the environment of the company that, in effect, Organizational Impact.

Drawbacks of bad leadership and how it impacts the organisational goals.

Lack of direction: Weak leaders are characterized by a lack of ability to manage the group, which may result from their own lack of vision. Houston chronicle newspaper argues that not having clear expectations prevents staff from knowing what they really need to offer.

Lack of cohesion and lack of communication: In most situations, a bad leader just looks after his or herself. This implies trying to look great at top management at the expense of other people, mainly his / her colleagues. The consequence is a lack of trust, not only with the workers with their faces, but also with the top management with their employees, because they accept what the bad leader says (Ojokuku, R. M., Odetayo, T. A. & Sajuyigbe, A. S., 2015).

Loss in ethics: As the saying goes, "People don't leave work, they leave bosses." Weak management is listed as the main reason that workers quit, largely due to a moral failure. EHow published a poll by the Arizona Department of Public Safety that showed 67% of employees in the state had low morale because of their boss (Vigoda-Gadot, E., 2012).

How leadership has evolved in 21st century?

It's tempting to assume that things like leadership never really shift a bit from generation to generation, but they can't be without reality. Leadership styles represent cultural practices and have changed considerably during the last 16 years. Leadership has evolved in the 21st century as technology has taken over many parts of our lives — and will continue to evolve as time passes. Leaders need to know how to adapt to new forms of leadership in order to be successful in a modern workplace (Sougui, A. O., Bon, A. T. B. & Hassan, H. M. H., 2015).

Coming Out of Autocracy

Most companies adopted autocratic governance early in the twentieth century. All decisions taken during those days by a single director or chairman. The action was then implemented throughout the company without any input from anyone. Now, businesses are seeking expert advice on the basis of all information requirements and team actions are taken out of it. (Sougui, A. o., Bon, A. T. B. & Hassan, H. M. H., 2015).

Flexibility Further

The attributes of management have stayed the same, but now they are more versatile in decision-making than before. Nowadays, young business owners are encouraging certain individuals in the company to take decisions rather than asking for the judgment of the top executives. There is a range of new age forms of leadership, but these are the most common (White, P. 2014).

Democratic / Participatory: All the preferences of the individuals are used to make a decision rather than a single member.

Transformation / Inspirational: Leaders foster internal motivation to accomplish a specific task.

Transactional: Leadership provides an associate with incentives and rewards for the completion of milestones.

As we know, these are very different styles of leadership at various organizations. Company leaders are beginning to become aware of people's learning skills and are adapting them according to the organisation. A strong leader will take advice from others and grow along with them (White, P. 2014).

Technology's New Role in Leadership

There is no question that the unexpected growth of the Internet has caused their employers act differently. Most workspaces are being diminished as the company's employees have the luxury of working from home, making it even more difficult to interact with them. Innovation has affected many facets of the function of the assessment tool that workers use. Technology can make life easier for leaders but if it's not done effectively, it could lead to miscommunication. Most managers use the communication tool to avoid open conversations in order to keep a single individual confidential (Longe, O. J., 2014). Example: New multinational companies use skype and other technology to keep in touch with their workers given their venue, whether they are inside the organization or not, they can be reached via this platform via video call and kept up-to-date.

Transparency

Leaders of every company have been transparent these days and what are the results and implications of their job. Leaders today are more driven to be honest than to keep them secret. Leaders shall provide all the details the staff need in order to be able to succeed in their duties (Longe, O. J., 2014). Transparency between the employee and the leader can be enhanced by having a regular one on one with the team members. Employees now want to collaborate with a boss who is more honest and accountable and who is actively seeking new approaches and ideas. With the transparency and trust the employee can achieve high level of performance. Transparency also helps the leader and the employee to create a good relationship naturally. This will tend to achieve all the goals set by the organisation as a team.

Inspiration over Direction

While part of moving away from autocratic leadership, more associates are finding success in leading by creativity than hierarchical leadership. Leaders tend to provide guidance, but there is much more faith in administration, enabling associates to be motivated to seek internal motivation and experience unparalleled independence. Leaders tend to give the associates the opportunity to make decisions and help them, rather than micromanaging the associates. (Wuestman, D., C.M.A., & Casey, J. (2015). When the employees are just engaged, but inspired that's when organisations see a real breakthrough. Inspired workers will encourage the others within the organizations to help them reach their corporate objectives. Example leaders like Elon Musk of tesla have inspired other leaders by inspiring them rather than directing them to a right direction. This inspiration has made many new leaders in the society.

It's Always Evolving

When industries grow, executives are also outset to develop, rather than being positive of their decision-making competence. Leaders are required to adapt easily to the global leadership requirement to succeed in the current market. Leaders have multi-functional job descriptions these days, it may be hard for them to take good control of all employees. Expecting the

unpredictable is a safe position to take when we step further into the 21st century (Wuestman, D., C.M.A., & Casey, J. (2015). Today's leader cannot afford to operate on a default leadership style. We should be more mindful about how, moment by moment, we lead while keeping in contact with specific sets of people.

Some Things Don't Change

Leadership has been in place for a long time, but some values stay the same. The ability to communicate and inspire people makes them a good leader over time. Individuals with exceptional emotional intelligence will excel in this new world of adaptive leadership, and they are not limited to a single kind of leadership. The characters of a good leader never change the way they see things evolve, and that's a good sign of a strong leader (Lee, P., Gillespie, N., Mann, L., and Wearing, A. (2016). Despite of all the emerging factors in the leadership roles, leaders are always don't feel safe about their decisions made as they can be lead to a wrong outcome. Leaders will tend to be play it safer rather than risk it all for one single decision. That's when old leadership style will pave the way for the current leaders by playing it safe with lot of expert advice.

Form High-Performing Teams Built on Trust

Employees who work in teams where there is a high degree of trust typically outperform individuals and teams who lack solid relationships. Great leaders are effective team builders. They bring together individuals to foster an environment built on trust and cooperation. Building trust among team members is the foundation for effective team building. It presents a sense of safety and allows team members to take risks for the attainment of the team. Employees interact with their leaders on a daily basis. Thus, the leaders' treatment of their followers directly influences employee perception of the organization (Men & Stacks, 2012). Additionally, according to D'Aprix (2010), leadership at all levels of the organization, and particularly leadership at the level closest to employees, is one of the biggest influencers of employee engagement.

The Role of Leadership Style in Employee Engagement

Employee engagement results from what leaders perform every day in all aspects of the organization—the wise decisions they make, what they prioritize, their formal and informal communications—all of their actions have the power to engage people. When leaders leverage that power, engagement becomes part of the fabric of the organization, the natural rhythm of the business — engagement becomes simply who the employees are and how they work.

Leaders impact organizational effectiveness through their followers. Leadership can have a great impact on engaging employees within the organization. Nevertheless, transactional leadership limits the leader to using reward based behaviors in order to achieve higher performance from employees, which only have short-term effects. Furthermore, Effective leadership begins with the fundamental elements to believe in the leader's ability. It incorporates a maturity, conviction, and expertise that translate into a purpose and direction. It is this clarity of vision that gives great leaders the confidence to adopt the role of instilling motivation, self-esteem, and teamwork. As visionaries, they are disciplined thinkers and confidently trust their intuition. Future leaders will need to be conversant in doing business internationally and conceiving strategies on a global

basis. Globalization will intensify the requirement that senior leaders deal effectively with a complex set of constituencies external to the organization. (e.g., responsibility for managing the company’s interface with trade, regulatory, political, and media groups on a wide range of issues). Leadership development is rapidly moving to include crucial components involving international markets, world economic trends, and concentrate on particular regions such as the Asia Pacific rim (Cacioppe, 1998).

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How path-goal leadership could be used to influence subordinates’ performance?

Path-4 goal theory of House emphasizes as to how the actions of leaders could affect the productivity and satisfaction of staff (Mai, 2014). The concept builds on the motivation theory of anticipation, which emphasizes on the influencing factors the decision of staff to put effort into a specific task, which depends largely on the probability of that effort ending in a positive performance. The actions of leaders play a vital role in inspiring or enabling staff to attain these results Leaders adopt four styles of leadership based on this concept— directive leadership, supportive leadership, participatory leadership, and leadership geared towards achievement.



Source: Mehta, 2014

Participative Leadership

Participatory leadership style focuses primarily on workers ' intrinsic encouragement by enhancing their work with autonomy, diversity and motivation. Furthermore, as workers engage in intelligent decision-making, they understand that their opinions are valued and taken into account by their managers; they often feel drawn to the company as if they are vital components of the business and try to achieve optimal results. Mehta (2014) suggests that this style of leadership increases the morale of staff by encouraging them to participate to the decision-making process, and then they believe that their views count. Motivated staff are self-starters and therefore grow innovative and productive groups with a sense of responsibility among members. The manager still holds the primary responsibility in participative style of leadership as often as they assign control to staff (Mehta, 2014). The ultimate responsibility of taking the utter decision lies with the participative leader just as participatory leadership respects the staff.

One benefit of participatory leadership is that it encourages new members to develop and be able to serve the company at a later point in time. it is due to the fact that participatory leaders constantly include the group to voice their creative thinking and demonstrate their skills and abilities that otherwise would not be spotted. The identification of these secret talents tells the company about the skilled employees who must be given a shot to also improve those knowledge or skills for later use.

Directive Leadership

Directive leadership is described as the practice of delivering a decision-making and action guideline to the employees which favors the viewpoint of a leader (Bell & Mjoli, 2014). Directive style of leadership also is known to as task-oriented leadership, with an emphasis on achieving objectives (Nwokocha & Iheriohanma, 2015). The type of instruction leads to little or no creativity. There is essentially no improvement, development and growth affecting either personal or operational. There is a limit on collaboration, accomplishment and engagement. Besides coercion, there really is no common goal and very limited encouragement. Nevertheless, many of these leaders ' followers are identified as sitting on their hands, waiting for the inevitable loss that this leadership creates and removing the next leader.

Directive leaders are generally expected to do whatever they say by their subordinate. Usually, in the case of a new role or task involving people management, these members are unfamiliar with leadership placed onto them. They hold the right to make decisions about themselves. They can significantly harm a company by pushing their' members' to implement policies and activities in a very narrow way, based on rational understanding of what appears like achievement. Further than coercion, there's really no clear vision and little determination. Directive leadership usually removes engagement, innovation and creativity.

Despite the autocratic leadership style's established disadvantages, Swarup (2013) argued that style of leadership is not all negative. He suggests that it is often the most efficient way to implement in circumstances where: new and unqualified staff who might not be familiar with the roles to be done or are faced with the issue of which protocol to be practiced can only be effectively monitored by clear orders and instructions, in circumstances where staff are resistant to any other style of leadership, there is a high level of regulation. Directive style of leadership

shouldn't be used when: staff are stressed, nervous and fearful, staff want their views to be respected, staff start to make all their decisions based on their supervisors, and staff have low productivity, high turnover and absences (Bell & Mjoli, 2014).

Supportive Leadership

Supportive leadership is action that respects employees ' wants and needs and demonstrates respect for their well-being and promotes a comfortable and welcoming corporate psychological environment (Bell & Mjoli, 2014). Supportive leadership is often defined as human-oriented action and requires a two-way communication that usually focuses on social and psychological aid (Nwokocha and Iheriohanma, 2015). Leadership practices of managers can have a major impact on workers ' working attitudes, activities and productivity. Supporting leadership in general will lead to the response of staff, creating substantive and constructive relationships with the functioning attitudes and behaviors of staff (Puni, 2014).

Employees inspired by supportive leadership find it a responsibility to perform in-role tasks, maintain a long term relationship with the company, and engage actively in corporate development and decision-making. The supporting leadership relationship might not only trigger the strong emotion of staff, but also imply the appreciation and affection of employees by managers (Puni, 2014). Employees motivated by supporting relationship leadership would see it as a responsibility to value the work of the leader, maintain long-term relationship with the boss, work hard to fulfill the task, engage actively in the management decision and give first-hand information (Wakabi, 2016). The efforts to maintain a great relationship with the company suggests that the job and management practices of managers are understood by employees and that employees create willingness to obey leaders, maintain long-term relationships with the company and value the work of managers.

The positive leadership relationship will boost staff's work performance and efficiency and foster their ability to maintain a long-term relationship with the company. In fact, staff may feel more compelled to do their job harder and make good use of the expertise of their customers to provide managerial decision data assistance due to the managers ' additional assistance (Leng, 2014).

Khung (2015) suggests that leaders can increase the desire of staff to complete their work by encouraging the work of staff such as offering significant resources, which is a key element in enhancing the job performance of staff. When leaders include the working resources to create emotional relationships between staff and management, staff will be more capable of performing supervisors ' expected activities, perform daily tasks in supervisors ' expectations and reciprocate support from top management.

Achievement Oriented Leadership

(Bell & Mjoli, 2014.) describe achievement-oriented leadership as that which creates demanding and strong-standard managerial goals and look for continuous improvement by showing strong faith in employees. Achievement-oriented leadership behavior is believed to

encourage employees to aspire for better performance levels and have greater control over their actions to achieve demanding objectives. Achievement-oriented management believes workers are prepared to fulfill their duties and thus focus on empowering employees to produce high performance levels.

In his research, Asmani (2015) found that achievement-oriented style of leadership was positively linked with employee's desire to stay in their existing jobs. Performance-oriented style of leadership implies about corporate engagement that talks regarding the current degree of recognition and dedication workers have to the mission, values and objectives of their company.

Organizational engagement is a complex term consisting of effective involvement, substantive engagement and dedication to performance. Continuance element is described as a dedication centred on the costs incurred with the worker leaving the company, while normative element is identified as the perceptions of the staff's obligation to stay with the company (Asmani, 2015).

The Leader as a Visionary

Leadership is further challenged by the ability to motivate others, often over a long period of time, and guide and coach others effectively. Peter Drucker stated, "Management is doing things right; leadership is doing the right things." The "right" in management terms comes from the interaction with others. Leadership is never an individual's directing, it's a cooperative effort fostered by listening, gathering a variety of opinions, considering effective strategies and effectively generating a clear vision.

Recommendations

There are many improvements to be made in the coming future, so I would like to contribute my personal view as to how this can be applied to achieve better corporate goals.

As they say "Leaders are made, they are not born" – Vince Lombardi. All cannot be leaders but we can find the leader in a quicker way possible by following actions.

We know a great deal about how efficiency and quality can be activated and motivated. We now need to expand our understanding in order to make organizational adaptability possible for people, processes and structures. In my point of view, leadership is an important role model in this society. People are following their leadership style and leader has to motivate, encourage and develop their followers. When right leader is starts to encourage, motivate and influence people this organizational performance is become successful.

Conclusion

Leadership in the organisational levels are complex sometimes and it can be misled to autocracy as they are the major decision makers. Leadership will help to achieve the organisational goals if they act as a team and with open transparency these days. The emotional intelligence of the leader might be a key factor how to tackle the situation in the organisation. The company should be very careful in analysing a leader's potential and assigning them a right role in the organisation. If the leadership are strong the whole community can be lead into a right direction and hence achieve the primary goals of the organisation. Leadership does not just achieve the organisational goals but also creates an authentic relationship between the leader and the employee. This relationship can be turned to a mentor role and help the lower level employee to

grow as a leader in the future. Without leadership the organisation will be shattered even if they have all resources in the world. Leaders make the change in the organisation and how it operates. So a wise leadership is a game change in current century as we need more of them to lead the world and the organisation to a better place than yesterday. Competition in the remainder of the 21st century's global economy will be complex, challenging and filled with competitive scopes and threats asserting that effective strategic leadership practices could help organizations enhance their performance of the work outcomes.

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