

The Impact of Leadership Styles on Employee Motivation and Engagement

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Abstract:

This paper aims to find out the best leadership style for promoting employee's motivation and engagement and its impacts. Leadership style plays a crucial role in the success of an organization, while the core of an organization is people. Different types of leadership can do harm or good for the running of companies. In this research, qualitative method, an interview, was adopted to collect the answers from employees to prove that which leadership style is popular and should take into considerations by the public. Furthermore, engaging leadership style gains more supporters than other leadership styles since it greatly makes the employees motivation and engagement encouraged. Finally, more and more leadership styles should be explored and analyzed to promote both organizational success and employee's well-being.

Key words: engaging leadership style, employee's motivation and engagement, organizational success

1. Introduction

Leadership, to some extents, shapes the organizational cultural atmosphere and has a strong effect on employee's morale. At the same time, people, as the most important asset in an organization. Therefore, leaders take the responsibility to shape the working environment for them to stimulate their morale and motivation toward working (Schaufeli, 2021). Furthermore, as (Rivaldo, 2021) researched that leadership and motivation has a strong influence on staff's behavior, as called by performance in hotel industry. The reason why leadership matters a lot within an organization is that leaders should attach importance on cultivate employee's responsibility and loyalty to work, otherwise, low productivity and less engaging situation would occur and directly lead to the failure of an organization.

Working motivation can be described as a psychological force to accomplish the tasks with goal-oriented intention (Shkoler, & Kimura, 2020), under the motivation forced, employees are willing to work, even overloaded, with joy and excitement since they can gain what they deserve when tasks finished. While engagement is always defined as an active and positive mindset with dedication and devotion in job (Shkoler, & Kimura, 2020). As (Chua & Ayoko, 2021) posed in the paper that transformational leadership has a positive influence on employee's motivation and engagement after surveyed for 155 employees. Since transformational leadership give much room for employee to express their own opinions and it would be making contribution to organizational success.

There are different types of leadership, this paper selects 3 leadership style, which are engaging leadership style, transformational leadership style and bureaucratic leadership styles. Engaging leadership is normally defined like leaders can fulfill staff's mental needs and then turn into the working engagement (Rahmadani & Schaufeli, 2022). So, the key to make employee engaged to work is the job satisfaction. Transformational leadership is, to some

degree, like engaging leadership, but transformational leadership put more attention to creating a positive working environment and establish an open communication channel for employees to provide the feedback from time to time (Greimel et al., 2023). As for the bureaucratic leadership, it has clear division of departments with productivity as a common goal without care of employee's well-being. At the same time, it has the characteristics to resisted to change (Lesmana et al., 2022).

2. Methodology

The qualitative method, an interview, was conducted among 15 employees in a Chinese company, which is in educational sector. The interview was conducted contains the 5 following indicators (*see figure 1*), satisfaction rate, communication, teamwork, conflict treatment, and dignity with those 3 different leadership styles.

Figure 1

	Engaging leadership	Transformational leadership	bureaucratic leadership
Satisfaction rate	45%	40%	15%
Communication	51%	37%	12%
Teamwork	43%	48%	9%
Conflict treatment	24%	29%	47%
Dignity	53%	41%	6%

From the figure 1, the highest frequency with 45% in satisfaction goes to engaging leadership while bureaucratic leadership is the lowest with 15%. For communication, the highest is 51%, which is engaging leadership style and the lowest is 12% for bureaucratic leadership. On the perspective of teamwork, transformational leadership ranks the highest frequency with 48% as bureaucratic leadership remain the lowest level with 9%. When to conflict treatment between employees, surprisingly, bureaucratic leadership is on the top level of 47% while engaging leadership goes to the lowest at 24%. Finally, the dignity of employee among those 3 leadership styles, 53%, the highest frequency, goes to engaging leadership while the lowest is still bureaucratic leadership with 6%.

3. Results and discussion

From figure 1, it can be drawn that different styles of leadership have their own advantages and disadvantages. To some extent, engaging leadership and transformational leadership have the similar influence on staff with those 5 indicators (satisfaction rate, communication, teamwork, conflict treatment, and dignity) while bureaucratic leadership always remain to the lowest point. However, from the aspect of conflict treatment between employees, it ranks the top 1 because bureaucratic leadership has clear labor of division and well-established procedure, so it can reduce the time cost of coordination and negotiation than engaging and transformational leadership (Biyana, 2021). Engaging and transformational leadership (Kohnen et al., 2024) both encourage staff to realize themselves with a common goal, moreover, both emphasize to create an open and positive working environment for employee and then those efforts finally turn into productivity and high working efficiency.

4. Conclusion

In sum, different organizations should choose the leadership style accordingly since all leadership styles have their own advantages and disadvantages. Furthermore, there is no one size fits all, so the most important thing is to combine the advantages of leadership styles and customized for the organization would be the best choice to organizational success.

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