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Analysis of strategic leadership for organizational transformation and employee engagement

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ABSTRACT

Effective strategic leadership is seen as a key element in the effective operation of a company operating in an increasingly dynamic and difficult environment of the 21st century. In the face of information insecurity and resource scarcity, strategic leadership is needed to address environmental turmoil and the constant need for appropriate organizational transformation to realize set goals. The majority conceptual and empirical studies have revealed that strategic leadership significantly impacts results. Despite their importance, studies have shown that the impact of strategic leadership on a company's performance depends on conditional constraints or random effect. Till date, only some experiential studies have analyzed the direct and indirect association between strategic leadership, the external environment, organizational transformation and results. This article aims to discover this research gap by critically analyzing relevant conceptual and empirical aspects Literature suggesting the possibility that the external environment and organizational changes may affect the relationship between strategic leadership and organizational performance. The article analyzes emerging preposition suggesting that the direct impact of strategic leadership on results is controversial and, therefore, ambiguous, because the impact of the external environment and organizational changes can be moderated and mediated. It is to be hoped that the magazine's postulates will conduct empirical research in various contexts to accelerate the removal of existing knowledge gaps.

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1. Introduction

Employee involvement is rightly considered an integral part of a company's success. The capability to innovate, adapt and develop may come from the superior authority, but it is people who implement the initiatives of their leadership and ultimately decide on the result of the activity. A lot of research and discussion has been done about the value of employees involved. Perhaps you are wondering what a dedicated employee is? Dedicated employees are freely defined as those who passionately love their employer, who believes their assistance, are important and valued, and enthusiastically support management strategies. You see the benefits of a dedicated workforce. Strategies approved upon by management are adopted and implemented faster. There is higher performance.

When industry problems make it difficult, the workforce is more flexible and has a better chance of innovation. Dedicated employees are not only cheerleaders for potential customers, but also a great source to find people who think in same manner for future operation. However, Gallup, a survey and analysis organization, published at the end of 2013. A study showing that employee involvement in organizations was extremely low. Some numbers appear difficult to understand – among employees in the US and Canada, only 28% are dynamic and 55% are not employed at all. Even worse, 17% are actively laid off – meaning they'll likely spread their negative attitudes to employees and clients.

2. Review of literature

As a rule, most online-just brands have not been fruitful at brand constructing and have grown just unassuming client loyalty

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(Papua and upon, 2000). Prescribe that organizations keep away from cost leadership for web firms. Furthermore, rather, they suggest utilizing a mixed system that incorporates components of cost leadership just as separation. Doorman's cost leadership structure is frequently confounded by chiefs. Upper hand, for instance, has come to mean whatever the association esteems as important. Doorman was quite certain in characterizing upper hand as a value advantage versus rivals.

Regularly the center technique is utilized to snatch piece of the pie that may have been neglected or isn't enormous enough for bigger contenders. The section must have great development potential yet be little enough to not be vital to contenders. Firms may use center system as an independent or they may package ease with center methodology. Basic strategies that are utilized in minimal effort/center technique incorporate giving extraordinary client care, improving operational proficiency, quality control of items, and broad preparing of forefront deals and specialized personnel (**Akin, Allen, Helms, and Sprawls, 2006**).

An association ought to have an appropriate contract framework; contribute equivalent open doors for development and advancement to every one of the representatives. Just satisfied personnel can turn into a productivity resource; associations with elevated levels of commitment furnish workers with chances to build up their capacities, learn present day workmanship, gain new information and acknowledge they're conceivable (**Vazirani, 2007**).

Generally steady markets enabled chiefs to depend on difficult systems that were based on future expectations (**Eisenhower and Sulk, 2001**). Be that as it may, in the present quick moving commercial center and with the developing of the millennial tycoons, opportunity seizure may require an alternate methodology. When completely implemented, pliable work practices are found to better organizational outcomes by growing (pronominal), incremental hand engagement & talent retention. The findings should encourage businesses to consider supportive work environments & admission to workplace flexibility as constituting management custom that contribute to office success (Richman et al., 2008).

One of the mainly widely recognized purposes behind firm liquidation is inappropriate execution of technique (Hosiery, Chambermaids, Onerous, and Saudi, 2013).

Technique is generally characterized by adjustment to a continually changing commercial center which appears to get increasingly unpredictable. Genuine technique is tied in with making difficult wagers and catching up with hard decisions (**Martin, 2014**).

3. Objectives of the paper

The present research work has the following objectives.

1. To study the major constraints in employee engagement.
2. To study the strategies for employee engagement and organizational transformation.
3. To study the effective leadership as per the length of the service.

4. Hypothesis of the paper

H₀: There is no significant difference in effective leadership as per the length of service.

H₁: There is significant difference in effective leadership as per the length of service.

5. Research design

1. **Sampling technique**- The study pattern is randomly selected sample using non-probabilistic convenience sampling technique.
2. **Universe of the Study** – The sample for the study will consist of employees of private and public sector banks in Rajasthan, India.
3. **Sample Size** - The explored target is to 500 samples tentatively from area of the population in the present study.

6. Data analysis and interpretation

The test applied on the data collected is the Kruskal-Wallis test.
NPar Tests
Kruskal-Wallis Test

7. Ranks

	Length of Service	N	Mean Rank
Team work	0–5 years	80	261.94
	5–10 years	110	235.05
	10–15 years	140	242.77
	15–20 years	75	269.43
	20–25 years	95	255.21
	Total	500	
Inspire Confidence	0–5 years	80	254.41
	5–10 years	110	241.55
	10–15 years	140	241.68
	15–20 years	75	272.87
	20–25 years	95	252.92
	Total	500	
Moral uprightness	0–5 years	80	259.38
	5–10 years	110	236.68
	10–15 years	140	260.25
	15–20 years	75	237.03
	20–25 years	95	255.29
	Total	500	
Ethical Practises	0–5 years	80	256.31
	5–10 years	110	233.23
	10–15 years	140	262.46
	15–20 years	75	238.13
	20–25 years	95	257.74
	Total	500	
Situation based solutions	0–5 years	80	257.44
	5–10 years	110	234.27
	10–15 years	140	263.93
	15–20 years	75	242.63
	20–25 years	95	249.87
	Total	500	
Adaptability	0–5 years	80	254.91
	5–10 years	110	234.45
	10–15 years	140	261.04
	15–20 years	75	243.70
	20–25 years	95	255.21
	Total	500	
Resourcefulness	0–5 years	80	258.06
	5–10 years	110	236.95
	10–15 years	140	262.34
	15–20 years	75	237.70

a (continued)

	Length of Service	N	Mean Rank
Dynamic	20–25 years	95	252.47
	Total	500	
	0–5 years	80	254.44
	5–10 years	110	237.50
	10–15 years	140	259.07
Beyond call of the duty	15–20 years	75	242.17
	20–25 years	95	256.18
	Total	500	
	0–5 years	80	255.38
	5–10 years	110	235.20
Visionary	10–15 years	140	262.89
	15–20 years	75	238.90
	20–25 years	95	255.00
	Total	500	
	0–5 years	80	256.06
	5–10 years	110	234.52
	10–15 years	140	261.95
15–20 years	75	238.13	
	20–25 years	95	257.21
	Total	500	

Test Statistics^{a,b}

	Chi-Square	df	Asymp. Sig.
Team work	3.841	4	0.008
Inspire Confidence	2.988	4	0.000
Moral uprightness	2.880	4	0.578
Ethical Practises	3.610	4	0.001
Situation based solutions	3.197	4	0.525
Adaptability	2.593	4	0.628
Resourcefulness	2.878	4	0.578
Dynamic	1.991	4	0.737
Beyond call of the duty	3.068	4	0.006
Visionary	3.272	4	0.003

a. Kruskal Wallis Test

b. Grouping Variable: Length of Service

8. Findings

As the p-value of the following statements is less than 0.05 so we reject null hypothesis and conclude that there is significant difference in effective leadership as per the length of service on following statements:

1. Team work

As the mean rank of respondents is 269.43 whose length of service is 15 to 20 years and the mean rank of respondents is 235.05 whose length of service is 5–10 years so the respondents whose length of service is 15–20 years more agree–the above statement in comparison to respondents whose length of service is 5–10 years.

2. Inspire Confidence

As the mean rank of respondents is 272.87 whose length of service is 15–20 years and the mean rank of respondents is 241.55

whose length of service is 5–10 years so the respondents whose length of service is 15–20 years more agree to the above statement in comparison to respondents whose length of service is 5–10 years.

3. Ethical Practises

As the mean rank of respondents is 262.46 whose length of service is 10–15 years and the mean rank of respondents is 233.23 whose length of service is 5–10 years so the respondents whose length of service is 10–15 years more agree to the above statement in comparison to respondents whose length of service is 5–10 years.

4. Beyond call of the duty

As the mean rank of respondents is 262.89 whose length of service is 10–15 years and the mean rank of respondents is 235.20 whose length of service is 5–10 years so the respondents whose length of service is 10–15 years more agree to the above statement in comparison to respondents whose length of service is 5–10 years.

5. Visionary

As the mean rank of respondents is 261.95 whose length of service is 10–15 years and the mean rank of respondents is 234.52 whose length of service is 5–10 years so the respondents whose length of service is 10–15 years more agree to the above statement in comparison to respondents whose length of service is 5–10 years.

9. Major constraints in employee engagement

Top-bottom communication – This could be recorded as a subject with the present apparatuses, yet it is additionally mostly theoretical. The present employee communication is essentially top-bottom in nature. Employees should have the option to take active part in an appropriate way with companions, subordinates & bosses. Sharing advancement, assets and thoughts is lumbering today given the present apparatuses, however unimaginable if the organization doesn't effectively actualize ways for people to communicate thoughts and energy.

Means of communication – e-mail, newsletters, intranets and brochures are ineffective as cannot access to every employee in the organization and cannot deliver important content quickly. The tools are uncomfortable to use, and the content is often not updated. In fact, these communication tools are often overlooked by users with easy computer access.

Technological illiteracy – Not every person in an organization has prepared access to a PC. Associations face genuine difficulties coming to and connecting with their non salaried specialists with key substance – which can be critical for organizations like retailers, makers, and bundle conveyance organizations, among numerous others. On the off chance that you need to draw in your workforce, you should have the option to arrive at all of your employees

Employee Communications Needs a Leader – The arranging and usage for such projects is normally focused in one of two spots – Human Resources or Internal Communications. While personnel interchanges and inner correspondences groups are incredible spots to begin, both ought to cooperate all the more solidly. Each brings qualities different needs. Moreover, all together for these two gatherings to work successfully, they should draw on different

assets that incorporate the IT, advertising, internet based life and advertising groups.

Geography and Language Barriers – Employees are not homogenous in the present worldwide workforces, Tries to face basic troubles in sharing information and thoughts between people that convey in another language or are arranged in various countries. A typical goal or movement that capacities honorably in one geographic region are as often as possible hampered in another on account of language and social issues.

10. Strategies for employee engagement and organizational transformation

The accompanying rundown of 10 standards of progress can assist pioneers with moving efficiently through tricky change swarms

10.1. Communicate at every layer

What is actually needed to employees are to be encouraged at every level because all successful changes always begins at the top at the top of the pyramid when the people or the personal are to be supported by the higher authorities, Rather taking decisions in a personal capacity it is always advisable to take the people in the confidence, whether they are your subordinates at the bottom of the pyramid.

Strategic leaders should always have the strong reason behind every change and also should interact with their subordinates for every decision, which they are expecting or thinking to implement in the organization for its welfare

10.2. Rationale and emotional balance

Human beings' things are not only the rational but they are emotional too; therefore, leaders should always try to balance out the rational and emotional sentiment of the employee to have the proper engagement of them and will motivate them to give 100% in the organizational transformation and growth.

It has been observed in many cases that monetary benefits and incentives are not only the only remedy to keep engaging your employees but above then that there are emotional decisions too.

This is been observed in so many companies where company primarily focusing on the values and the tradition, rich culture of the organization, where top management is making them aware about the rich culture of the organization which make them, they feel connected and engaged.

10.3. Roadmap for success

Retention of employee in an institution or organization depends upon is success ladder which he is expecting within the organization, therefore it is extremely important for an organization to provide the complete detail transparent roadmap or career progression procedure, which can be achieved by an individual if remains committed and strive to give his 100% in organization.

Therefore, to fulfill these criteria companies can create strategies that can develop the skill set, which can help employees to fulfill the additional responsibilities, which are being handed over by the organization to them.

10.4. Recognition of a good work

By recognizing the good work of employee's companies can demonstrate or present that how do the value their employees while rewarding them with some monetary incentives and moral

support, that is something which actually creates a sense of cohesiveness and belongingness. And recognition should also be awarded open as it is much expected anticipated by the employees.

10.5. Set objective or purpose

It is not only enough to provide a task to an individual, it is similarly very important to have purpose and objective for the same, as it gives a positive sense in a manner to the employee that they are working together to benefit the organization at large, else it's like a directionless bullet which doesn't know where to go, how to go and where it is to reach. therefore, the purpose or a set purpose and objective always help the employees to move in a one single direction with whole energy and commitment.

10.6. Fair and realistic

Being at the top of the ladder, one has to be very conscious about the their attitude towards their employees and it is always expected to the top management to remain fair and realistic rather having some fabricated policies, those doesn't last longer and which leaders can't anticipate for themselves and therefore some set of standards of behavior or protocols are to be laid down and everybody supposed to maintain them without being biased.

11. Conclusion

The researcher has diagnosed positive and very important relationship between the strategic leadership and employee engagement, not only the effect of strategic leadership on employee engagement but also the organizational transformation, Organizational transformation is something which depends upon the employee engagement and employee engagement is a productive result of effective strategic leadership.

To survive and to perform better in this competitive world the strategic leadership has to be practiced very particularly and not only the management but employee has to adapt with the most advanced changes which are happening around.

In this competitive world you cannot get best out of your employees with the sense of ownership but you leaders have to think at their level and make them realize the sense of ownership.

Employee engagement is not an overnight process, it takes time, energy and resources. For survival and development, the leaders will have to laid down the protocols and standards within every organization which will take it to the next level and will help this to adapt the changes which happening around.

In this competitive edge the idea of strategic leadership is cannot confined only to the motivating their employees but it is something where they will have to create the sense of engagement among the employees. successful business houses are successful not because of their rigid policies and strategies but they are successful because they involved their employees at every level, and in the journey of success then not only earned money, faith, esteem and assets but they also won the faith and the trust of their employees which took them to the next level of success.

Declaration of Competing Interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

Further reading

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