

## Leadership Role On Decoding The Challenges And Creating Effective Employee Engagements

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## Abstract

Employee engagement is a very critical driver for the success of any organization. The definition for employee engagement given by Kahn is 'the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances. Past decade many organisations have been working virtually the future is expected as a hybrid work environment. Drastic changes in technology and work methods created turbulence among employees to keep them engaged. Leaders emphasized keeping their team performance on the pathway to success. Engaging employees is a major task during COVID-19 as organizations hit work from home. It was an unusual work method facing virtual for every aspect of work. The main objective of the study is to understand the leadership role and their challenges towards engagement and second the strategic ways to improve effective virtual engagements. Descriptive research is used for the study in detail. Identified 200 sample sizes from the population of IT employees in Bangalore. Simple random probability sampling is chosen for the equal chance of selecting respondents. A survey questionnaire method was used to collect the data. With the help of regression analysis, the hypothesis interpretation states there is a significant positive relation between leadership role and employee engagement . It indicates high-level correlation between leadership role and effectiveness of engagement.

Keywords: Employee Engagement, employee engagement , leadership, Technology ,hybrid work environment.

## 1. Introduction

### Leadership

Laura Cortellazzo Elena Bruni (2019) the role of leadership in a digitalized world is very important as digitalization has changed the work process and methodology of work. In order to achieve organisation effectiveness in this digital platform the role of a leader can change and motivate employees for their better performance. The leader can bridge the gap of digital complex settings and enables collaborative process .Riitta-Liisa Larjovuori, Laura Bordiet al/(2016). Digitalization does not mean dealing with technologies instead to handle the task there is a need for leader. Research study also specifies which leadership qualities influences digital business transformation. Tugbaerhan, Hasanhuseyinuzunbacak, Erhanaydin (2022). Demonstrates the relationship between digitalization of leadership and innovation work behaviour .The leaders with high digital skills perceived positively by the employees ,employees tend to adapt innovative behaviours when they have digitally skilled leaders . Dunphy and Stace describe organizational leadership as a person or thing that, via his or her vision and plan, may help an organization advance (Dunphy and Stace 1994 in Senior and Fleming 2006). For a short period of time, the leadership position is more crucial than ever in a time when industry trends are changing swiftly and consumer demands are rising. Organizations that are adept in foreseeing significant developments and changes in advance and creating the necessary commitment and a highly acceptable atmosphere by staff and teams to effectively recognize and implement these changes are keen for strategic leadership. This representational action is crucial not just for the organization's success but also for its own survival (Bass, 1990; Burke & Cooper, 2004). Namasambu As of 2015, Andrew Simiyu et al In the fierce competition for talent, employee personal results like sense of life and subjective well-being have grown in importance for organizations. People want job organizations to be able to relate to them, and being happy with one's value in life is what gives one's life meaning and subjective well-being. It might no longer be necessary to focus simply on consequences related to job. Understanding the processes through which it is important to improve the intended individual performance of employees is essential. Leadership is the process by which a person exercises control over others and encourages, stimulates, and directs their efforts to contribute to the achievement of group or corporate goals. The development of organizational members' skills and capacities, on the other hand, focuses on growth (Gareth, 2003). This enables them to take on a variety of jobs and opportunities.

Timothy R.Kayworth Dorothy E.Leidner (2015) findings of the study states effective team leaders are highly capable to deal with paradox and contradiction by performing multiple leadership role. Virtual leader has high degree of empathy towards virtual teams. Finally effective leadership role are extremely effective at providing motivation, communication and articulate their role relationship among virtual team members. (Day, 2000; Ely et al., 2010) Leadership coaching has been promoted as a potential leadership development strategy, and it is now a popular leadership development intervention (Bono et al., 2009; Feldman and Lankau, 2005). It is possible to think of leadership development as a "integration strategy by helping people understand how to relate to others, coordinate their efforts, build commitments, and develop extended social networks by applying self-understanding to social and organizational imperatives" (Day, 2000, p. 586). According to Ely et al. (2010), Feldman and Lankau (2005), Stajkovic and Luthans (1998),

leadership coaching entails one-on-one counselling of executives, leaders, and managers about workplace difficulties with the goal of enhancing their leadership effectiveness.

Kleanthis Katsaros, Athanasios N. T. Sirikas, Georgia C. Kosta (2020). Leadership highly influence firms' financial performance. Leadership style highly influence employee to readily change as per the requirements of market. Lavinia Cicero and Antonio Pierro (2007). The research study states charismatic leadership has positively influences the work group identification. Work group identification also mediates relationship between charismatic leadership and work effort. Pillai and Williams (2004) transformational leadership will enhance employee efficacy in return this leads to increase in performance. Aon Hewitt (2013) there are few engagement drivers to increase the level of engagement they are career development, rewards, recognition and pay.

Radu and Ramona (2016) In order to promote a novel idea known as "Leadership in the Mirror" and new theories about management and leadership. It is wise for a company that wants to "grow up new leaders" to select managers in line with the style of leadership they want to use. Managers and leaders function very differently. The first one, which groups management and leadership-specific activities, deals with complexity, while the second one deals with change. Every action system entail making a choice about what needs to be done, establishing relationships amongst people that may result in the fulfilment of a common goal, and then conducting an assessment to make sure those individuals are carrying out their duties. These three actions are realized differently by each individual. Cakir, Zafer (2020) Examine the connections between firm performance, knowledge sharing behavior, business performance, and company strategy. Examine the connections between a leader's ability to share knowledge, business performance, company strategy, and firm performance. In achieving leader effectiveness, trust and vision are at the forefront, and at the same time, employees should feel that there is an effective leader collaboratively promoting sustainability and other important steps to achieve set goals (Zhang et al., 2011). The perceived effectiveness of the leader is a criterion that is expressed through evaluations related to their leaders and aims to reveal how the leader affects an organization (Prati et al., 2003). However, despite producing businesses spending more than \$20 million on the marketing of the products they sell, it is said that their success rate is just 15% to 20% (Perreault et al., 2013). In other words, in the industrial sector, only 10% to 20% of new products can remain on the market each year. This implies that hundreds of billions of dollars are lost on globally unsuccessful products. The main cause of this is a lack of leadership inside the company as well as issues with information transfer (Frackenhohl et al., 2016; Knies et al., 2016; Onesto, 2017; Ritala et al., 2015). When a leader is effective, organizational goals are carried out in line with a vision and mission. Each business's information management process runs in line with its unique structure, and knowledge exchange is the key component of these processes. Today, the development and sharing of information within organizations is essential for their performance (Mørdal, 2006), and sharing knowledge primarily results in the production of information within the company. To address internal issues or develop new goods, the organization needs expertise. Each business's information management process runs in line with its unique structure, and knowledge exchange is the key component of these processes. Today, the development and sharing of information within organizations is essential for their performance (Mørdal, 2006), and sharing knowledge primarily results in the production of information within the company. To address internal issues or develop new goods, the organization needs expertise. Businesses must manage their employees' performance carefully (Van Veldhoven et al., 2017). The failure of employees to live up

to expectations is caused by poor performance management. Because of this, the goal of effective performance management is to assess each employee's performance using fair and healthy standards, to educate staff members about this matter, and to boost organizational effectiveness by fostering individual productivity and employee performance (Dehaghi & Rouhani, 2014). In terms of employee performance, the notion of leader effectiveness and knowledge sharing behavior are crucial. The most effective tool for creating value today is information, which grows in value as it is shared (Gurteen, 1999). Knowledge sharing behavior is described by Srivastava et al. (2006) as "team members who share ideas, information, and suggestions about the task with each other." Sharing knowledge is crucial to boosting a firm's competitiveness (Jasimuddin, 2007). Additionally, many firms are creating systems that offer incentives and rewards for information sharing (Bartol & Srivastava, 2002). However, we believe that effective leadership can encourage knowledge sharing among staff members because it enhances knowledge sharing behavior by fostering a sense of unity and belonging within an organization, along with the leader's selfless efforts, and also fosters greater cooperation among staff members (Bartel, 2001; Kramer, 2006). The effectiveness of leaders has been found to be correlated with employees' personality and other traits, psychological maturity, efforts and abilities, the level of knowledge carried, and status variables such as the type of company (Hersey & Blanchard, 1982). According to B. Van Knippenberg et al. (2005), the leader's effectiveness may also be influenced by the followers' social identities and self-perceptions. Organizations need to focus on the process of renewal as well as knowledge, not simply the substance. It is well acknowledged that as long as information is transferred and exchanged, it continually changes, takes on new forms, and becomes a valuable resource (Odabas, 2003). Because flat and lean firms foster a sense of trust among their workforce, employees will feel at ease when sharing knowledge (Barutçugil, 2002).

The secret to executing change successfully may lie in effective management and leadership. Furthermore, it has been demonstrated that pressure on organizational leaders increased during the planning and implementation of organizational transformation (Caldwell et al., 2012). When thinking about organizational change, it is stated as "a meaningful environmental upheaval that necessitates purposeful organizational responses to contain new procedures, norms, values, processes, and staff belief system" (Seeger, et al., 2005, p. 52). The term "organizational transformation" is used to refer to a broad area of inquiry that focuses primarily on strategic change (Kotter & Schlesinger, 1979). Organizational transformation has always been accompanied by planned strategies that are consistent with the organizational goal. Thus, the organizational system and its individuals will benefit from implementing a flexible strategic transformation approach. The organizational structure and its members are more equipped to modernize and adapt their existing framework to account for changing circumstances. For example, managing evolving technologies, contingencies, workflows, and personnel value using a different strategy (Doppelt, 2017; Mintzberg, 1984; Kezar & Holcombe, 2017).

### 1.2.Employee Engagement

Kahn interviewed summer camp counsellors and employees of an architecture business about their times of engagement and disengagement at work as the first step in a qualitative study on the psychological circumstances of personal involvement and disengagement. According to May et al. (2004), he defined disengagement as the decoupling of the self from the character, which involves the person withholding and defending themselves throughout role performances. Employees that were disengaged exhibited incomplete role presentations and acted effortlessly, automatically, or

robotically (Kahn, 1990). Meaningfulness, safety, and availability are three psychological factors that have been linked to workplace engagement or disengagement, according to Kahn. According to Towers Perrin (2003), engagement involves both emotional and rational considerations that are related to the work itself and the overall work experience. Employee engagement, according to Wellins and Concelman (2004), "is the elusive force that motivates employees to higher levels of performance."

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Vijesh Chaudhary, Smruti Rekha Mohanty et al (2021) identifies the factors affecting employee engagement level. With the help of regression analysis study found that few variables like virtual tools, organisation leaders contact mental health check-up and virtual training increases the employee engagement. And also identifies female are more engaged than male when it is work from home. Dr. Shachi Yadav (2020) findings of the study identified it is very difficult to employee engagement at virtual work environment. Hybrid work environment is considered one of the strategies to keep employee engaged .Companies are offering online interactive session, online team activity.

[Wang, Dan-Shang Hsieh, Chia-Chun](#) (2013). leaders' words and action play a major role in keeping their employees engaged. There should consistent between words and action. This increases motivation for employees. Employee trust act as a mediator between quality leadership and employee engagement. Swati Chaurasia ,Archana Shukla (2013).Leadership is very important for employee engagement and effective work role performance. If there exist a good quality relationship between leader and employees it can make magic on employee engagement. Laura book, Antony gatling ,Jungsun Kim(2019).the paper address employee engagement as a mediate between leadership qualities and loyalty and intention to say .

De Lacy, Jonnie Catherine (2009).The three model of engagement like behavioural, affective and cognitive has a great impact on affective leader. Among this three-engagement affective engagement has positive impact on the affective leadership and leads to extra leadership role. Hence this study outcome states engagement influences leader too for their extra role of work. Theresa Obuobisa –Darko ,kwame Ameyaw Domfeh (2019).It attempts to identify the behaviours of leaders which influence employee engagement. Seeking employee welfare and caring, openness and information flow, conscientiousness, good and cordial relationship, fairness and trust and involvement in decision making are the behaviours which maximum increase the engagement. Michael Gyensare (2019).It examines the leader effectiveness mediated between employee voice and employee engagement. Employee voice can be translated into engagement. Swarnalatha (2013) The article focuses on many aspects of employee engagement and what employers can do to increase employee engagement. The efficacy of the business will be improved by giving

engagement methods the proper attention, which will result in higher production, profits, quality, customer happiness, staff retention, and increased adaptability.

Brad Shuck, Ann Mogan Herd (2012). There is a connection between traditional and emerging leadership theories. In understanding the difference in theories, it is useful to know employee needs and want leading to engagement.

Lalatendu Kesari Jena, Sajeet Pradhan (2018). Transformation leadership act as a mediator between employee engagement and organisation trust. [Prapti Mutha Manjari Srivastava \(2021\)](#). The paper identifies that the leaders have to transform to deal with nonverbal communication as it is virtual work method. Leaders' role is vital in motivating employees leveraging employee engagement. There is a huge impact on leadership communication and build trust in virtual employee engagement. Sugumar Mariappanadar (2018). Experienced supportive leadership style leads to high employee engagement and also act as predictors. Differentiated leadership styles also have great impact on employee engagement. Shenyang Hai, Kai w at al (2019). Leadership is considered as moderating factors between the high-performance human resource practices on employee job engagement. The transformational leadership step forward to instigate employee engagement and predicts its level.

Paul Tristen Balwant, Rehaana Mohammed and Riann Singh (2019). There are different hierarchical of leadership like supervisor, project manager, team lead and so on. It depends on the hierarchical and his transformation experience. Job resources acting as a moderator between the transformational leadership and employee engagement shows positively significant. The supervisor shows negative towards employee engagement. Simone Meskelis and J. Lee Whittington (2019). Individuals can be engaged at work by their passion or interest towards work. How will the organisation can bring the engagement? This is possible when they influence with authentic leadership and positive leadership behaviours. This can better lead organisation to better performance and also the engagement levels. Richa Chaudhary and chinmay Panda (2018) Organisation can do better performance when they have authentic leadership and this type of leadership encourages and nurture the engagement. (2015) Vipul Saxena and Rachana Srivastava This study demonstrates that employee engagement is the degree of a person's connection and commitment with their employer and its principles. An employee's willingness to learn and perform at work is influenced by their attitude toward their job, coworkers, and organization, which can be measured as either positive or negative. Employee engagement directly affects productivity, loyalty, commitment, and attrition rates.

(2018) (T. Suhasini and Dr. K. Kalpana) The study shows that Employee Engagement is a complex undertaking that cannot be completed by training programs that are also effective. By boosting employee commitment, decision-making, and opportunity thinking, organizations may increase employee engagement. Employee involvement resulted in decreased inclinations to leave the company and more creative work-related activity.

#### Research Gap

Most of the literature study focuses on leader behaviour and its impact on employee engagement. But few papers has focused on leadership role and its challenges at the current scenario. Many papers have previous conducted during non-covid or non-digital platform. Hardly few papers are

focused on leadership role on virtual or digital employee engagement. Leaders influences the team and shift employees from bottom to top performance but how the leader going to push employees for better performance at virtual is very challenging . Hence the study understand the gap and contributes to the study .

## 2. Problem Statement

Remote working employee are constantly distracted from work as they are working from home . There is a dislocation , family constraint , network issues, erratic working hours , back-to-back meetings, not responding to the meeting and so on . Employees are disengaged for the above said . Leaders are finding it very difficult to get back these employees on track. Eventually it is the leader who mediates between organisation and employees. Apparently, they have to come forward to keep their employees available in accomplishing task or goals of the organisation. Communicating with these employees and engaging them is the most challenging task for the leaders. Some employees are disinterested towards meetings . Due to this hybrid work culture multiple works are assigned to employees as they are working from home. Late night or long hours work are making employees disengaged from work for the next day .

Research Question

What are the challenges faced by the leaders in managing employee engagements ?

What are the various role played by the leader to maintain?

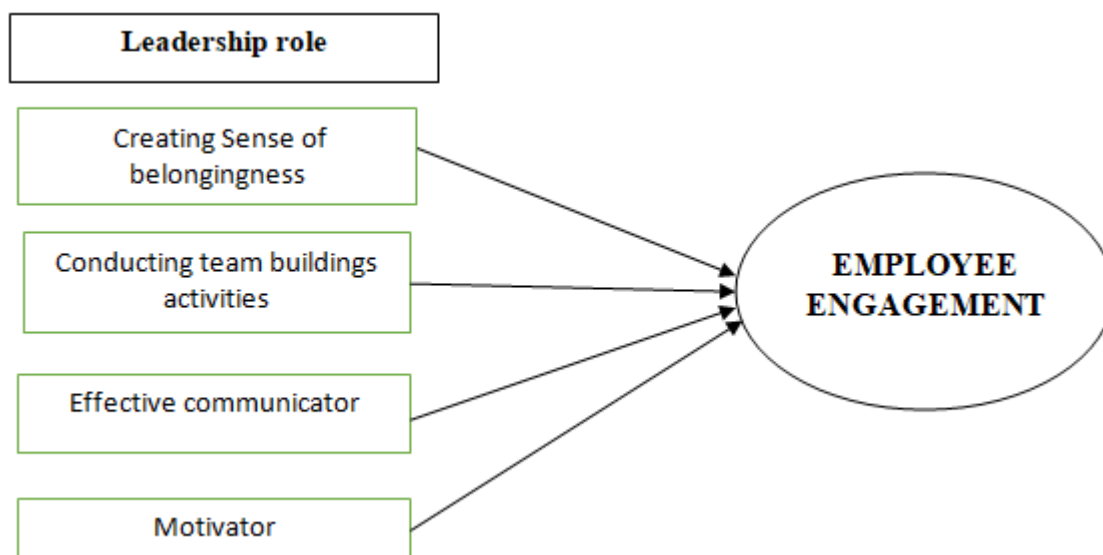
Which strategic plan made to create effective employee engagement ?

Research objective

To identify the challenges towards employee engagement.

To analyse the relations of leaders' role in influencing employee engagement

Research framework



Hypothesis

H0: There is no positive relationship between the factors and leadership role.



H1: There is a positive relationship between the factors and leadership role.

H0: leadership role has a positive significant impact on employee engagement

H1: Leadership role has no positive significant impact on employee engagements.

### 3. Research Methodology

The study undertakes descriptive research method. Considering the population of IT employees relating the sample who fall into middle level of IT employees. Simple random sampling is used to understand the study better and all the respondent get an equal chance of selecting. Structured Questionnaire survey form as the data collection tool. Sample size of 200 .Cronbach alpha used to check the reliability and consistency of the data .Multiple Regression used for testing the hypothesis. Correlation analysis and regression analysis is used for the hypothesis testing .

#### 8. Analysis and Interpretation

SPSS statistical tool been used for analysis . The descriptive statistics on the demographic variables are given below with the help of statistical tool

Table 1 Reliability test

#### Case Processing Summary

		N	%
Cases	Valid	200	100.0
	Excluded <sup>a</sup>	0	.0
	Total	200	100.0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.859	0.831	23

The above table shows the Reliability statistics exhibiting 0.859 Cronbach's Alpha and 0.983 Cronbach's Alpha based on standardized. The Cronbach Alpha value 0.859 indicates the items having good internal consistency. The no .of items given for the survey indicates that if the same questions are issued to the same responded multiple times, the responses are expected same and good with 0.859 internal consistency.

Table 2 Descriptive statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
Q1	200	1.00	2.00	1.3150	0.46568	0.803	0.172

Q2	200	1.00	4.00	1.5700	0.77983	1.113	0.172
Q3	200	1.00	4.00	1.9100	0.84586	1.078	0.172
Q4	200	1.00	4.00	2.0600	0.87190	0.710	0.172
Q5	200	1.00	2.00	1.1550	0.36281	1.921	0.172
Q6	200	1.00	4.00	1.9500	0.84918	0.693	0.172
Q7	200	1.00	4.00	2.0700	0.81758	0.706	0.172
Q8	200	1.00	4.00	1.9800	0.80176	0.745	0.172
Q9	200	1.00	4.00	2.1350	0.90046	0.481	0.172
Q10	200	1.00	4.00	2.2150	0.92360	0.371	0.172
Q11	200	1.00	3.00	1.6950	0.57762	0.143	0.172
Q12	200	1.00	4.00	2.1050	0.89329	0.689	0.172
Q13	200	1.00	3.00	1.5250	0.74306	1.027	0.172
Q14	200	1.00	2.00	1.1500	0.35797	1.975	0.172
Q15	200	1.00	2.00	1.1500	0.35797	1.975	0.172
Q16	200	1.00	3.00	1.8600	0.86262	0.275	0.172
Q17	200	1.00	4.00	1.4600	0.65617	1.766	0.172
Q18	200	1.00	4.00	1.9050	0.92208	0.928	0.172
Q19	200	1.00	3.00	1.7650	0.85641	0.473	0.172
Q20	200	1.00	4.00	2.0900	0.97810	0.729	0.172
Q21	200	1.00	3.00	1.5550	0.78745	0.970	0.172
Q22	200	1.00	3.00	1.6400	0.77030	0.720	0.172
Q23	200	1.00	3.00	1.4750	0.82021	1.240	0.172
Valid N (listwise)	200						

The interpretation states with the N =200 with minimum statistics 1.00 and maximum lies for different question 2.00, 3.00 and 4.00 .Standard deviation showing high 2.2150 and lowest of 1.3. The table shows positive skewed for all the items. Different respondent of the age between 35-45 were majority of 57% and age group between 25-35 were 42.9 % identified as the respondent. Among them many were married of 59% and remaining were identified as unmarried. The study interpreted that majority leaders were female 60% and remaining 40% were male. Majority of respondents are from urban Bangalore, the next were from other district of Karnataka and remaining were other states. These respondents are all working in the same company. Due to digital platform and COVID condition they were working from home.

Hypothesis testing:

H0: There is no positive relationship between the factors and leadership role.

H1: There is a positive relationship between the factors and leadership role.

Table 3.0: Correlations between leadership role and sense of belongingness  
Correlations

		Leadership role	Sense of belongingness
Leadership role	Pearson Correlation	1	0.069
	Sig. (2-tailed)		0.003
	N	202	202
Sense of belongingness	Pearson Correlation	0.069	1
	Sig. (2-tailed)	0.003	
	N	200	200

Interpretation: The correlation coefficient indicates a moderately strong positive relationship between a sense of belongingness and holding a leadership role. This suggests that individuals who report a higher sense of belongingness are more likely to also have a leadership role. data suggests that there is a meaningful positive relationship between a sense of belongingness and having a leadership role. Individuals who feel a strong sense of belongingness in a group or organization may be more likely to take on leadership responsibilities. This finding could have implications for organizational dynamics, team cohesion, and leadership development strategies. However, it's important to note that correlation does not imply causation, and other factors may contribute to the observed relationship. The significance level of 0.003 is below the commonly used threshold of 0.05. This means that there is a low probability that the observed correlation is due to random chance. In other words, the correlation is statistically significant.

Hence the factor sense of belongingness

Table 3.1: Correlations between leadership role and conducting activities  
Correlations

		Leadership role	Conducting activities
Leadership role	Pearson Correlation	1	0.045
	Sig. (2-tailed)		0.002
	N	200	200
Conducting activities	Pearson Correlation	0.045	1
	Sig. (2-tailed)	0.002	
	N	200	200

Interpretation: data suggests that there is a significant positive relationship between involvement in team building activities and having a leadership role. It might imply that individuals who actively participate in team building activities are more inclined to take on leadership responsibilities. This finding could have implications for leadership development strategies and the role of team-building initiatives in fostering leadership qualities. However, as with any correlation, it's important to consider other factors that may influence both participation in team building activities and assuming leadership roles.

Table 3.2: Correlations between communication and leadership role  
Correlations

		Leadership role	Communication
Leadership role	Pearson Correlation	1	.050
	Sig. (2-tailed)		.001
	N	200	200
Communication	Pearson Correlation	.050	1
	Sig. (2-tailed)	.001	
	N	200	200

Interpretation : data suggests that there is a significant positive relationship between involvement in team building activities and having a leadership role. Individuals who actively participate in team building activities may be more inclined to take on leadership responsibilities. This finding could have implications for organizations looking to develop leadership qualities and teamwork among their members through structured team-building initiatives. However, it's essential to remember that correlation does not imply causation, and other factors may contribute to the observed relationship.

Table 3.3: Correlations between motivation and leadership role

Correlations

		Leadership role	Motivation
Leadership role	Pearson Correlation	1	0.070
	Sig. (2-tailed)		0.001
	N	200	200
Motivation	Pearson Correlation	0.070	1
	Sig. (2-tailed)	0.001	
	N	200	200

Interpretation : data suggests that there is a significant and strong positive relationship between motivation and having a leadership role. Individuals who exhibit higher levels of motivation are more likely to take on leadership responsibilities. This finding may have important implications for leadership development programs and organizational strategies aimed at fostering motivation among individuals aspiring to or already in leadership positions. As always, it's important to consider that correlation does not imply causation, and other factors may contribute to the observed relationship.

Table 3. Multiple Regression for analysing hypothesis II

H0: leadership role has a positive significant impact on employee engagement

H1: Leadership role has no positive significant impact on employee engagements.

Variables Entered/Removed<sup>a</sup>

Model	Variables Entered	Variables Removed	Method
1	Motivation role SOB role Communicator role Conductivity activity		Enter

- a. Dependent Variable: EE
- b. All requested variables entered.

Model Summary<sup>b</sup>

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	0.737 <sup>a</sup>	0.544	0.535	0.50657

- a. Predictors: (Constant), Motivation, SOB, Communication, Virtual TB
- b. Dependent Variable: EE

The above regression table shows R values 0.737 it indicates positive correlation between leadership and employee engagement, R-square value is 0.544 which means that for one unit increase of effective leadership role has variance of about 54.4 % and adjusted R square is 0.535. As the R value is falls between -1 to +1 and there is 54.4 % of variance in model.

ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	61.181	4	15.295	59.605	.000 <sup>b</sup>
	Residual	51.322	200	.257		
	Total	112.502	204			

- a. Dependent Variable: EE
- b. Predictors: (Constant), Motivation, SOB, Communication, VirtualTB

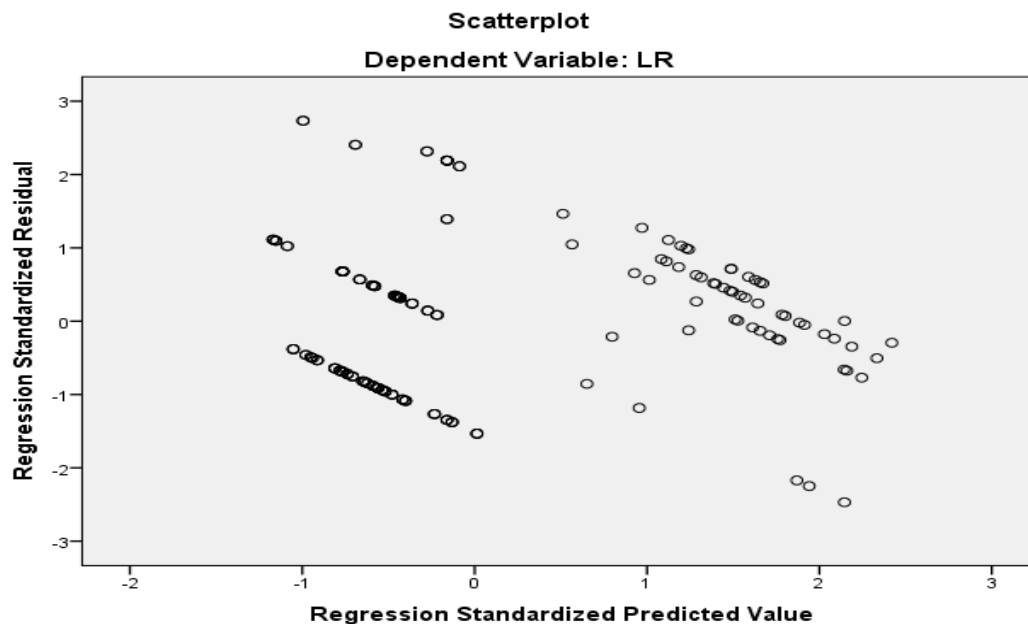
Inference: The above ANOVA table of regression shows degree of freedom 4 with mean square 15.295 with F values as 59.605 and it is significant at 95% of confidence level or alpha values 0.05 < 0.001. Hence null hypothesis is rejected and alternative hypothesis is accepted. i.e There is a significant impact of leadership role on employee engagement.

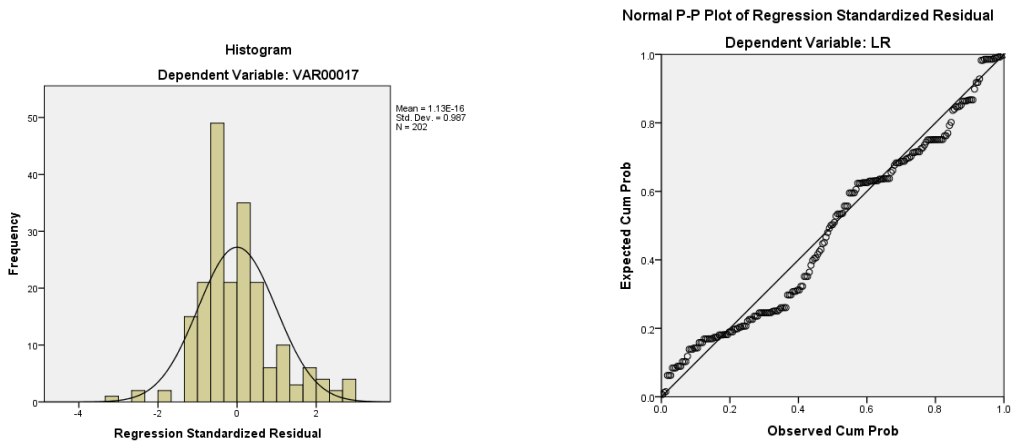
Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics		
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF	
1	(Constant)	-0.006	0.233		-0.026	0.979	-0.466	0.454		
	SOB role	0.203	0.046	0.216	4.372	0.000	0.111	0.294	0.798	1.253
	VirtualTB role	0.055	0.017	0.172	3.312	0.001	0.022	0.088	0.849	1.178
	Communicator role	0.212	0.016	0.670	13.196	0.000	0.180	0.243	0.884	1.131
	Motivator role	0.337	0.086	0.216	3.905	0.000	0.167	0.507	0.635	1.574

## a. Dependent Variable: EE

Inferences: The multiple regressions table states Sense of belongings, conducting virtual team building activities, communication from leaders and motivation from leader are all significant towards building effective employee engagement in an organisation. The beta value for sense of belongingness shows 0.203 indicates for every one-unit role of SOB there is 20.3 % of increase in employee engagement. Leaders conducting team building activities for their employees also plays vital role like every one unit increase of virtual team building activities there is an increase on 5.5 % increase in employee engagement. Communicator role of a leaders shows one unit increase of effective communication can increase 21.2 % increase in employee engagement. The motivator role is quite important it shows for every one unit increase to motivate employees can increase 33.7% of employee engagement. From the entire above beta value motivator role has high coefficient value and among all the factors of leadership role motivator role has a greater impact on employee engagement. The next factor which influences is leader being effective communicator towards their employee showing the impact of 21.2% and the third impact indicated the factor sense of belongingness with an impact value 20.3%. The factors are all significant showing  $< .005$  or confidence interval of 95%. Thus, rejecting null hypothesis and accepting alternative hypothesis. i.e stating there is a significant positive impact of leadership role on employee engagement .The VIF value for the factors are  $< 10$  hence there is no such influencer and less adverse to multicollinearity. Hence it is not occurred by chance it is through the factors influencing





The above histogram shows a normal distribution and the normal p-p plot of regression standardised residual shows all the items are close towards linearity. There are no outliers and the distribution is normal.

#### 4. Findings :

The study finds the different leadership role such as creating sense of belongingness towards employees, conducting team building activities, being an effective communicator and motivator towards employees has a positive correlation towards enriching leadership role. All the roles has a positive correlation in building employee engagement. The leadership role has a positive impact in building and creating employee engagement. If leaders fail to engage their team or employees then attrition rate, turnover rate can fluctuate resulting decrease in productivity and low organisation performance.

#### 5. Conclusion

The study has identified that leadership role is very important and influences employee engagement. The identified roles are providing real time feedback. Conducting virtual team building activities, communicating and motivating employees. The entire variable exhibits positive correlation with employee engagements. There might be other variables influencing EE. By data collected through questionnaire found to be satisfied with the help of Cronbach alpha value and descriptive analysis. Overall leadership transformation is a pillar between employees and organisation engagements. A leader challenges is to motivate and bring employees into one umbrella in digital platform. Thus, all the independent variable are the important roles and itself is a biggest challenge to keep virtual employee engagement Leadership roles that foster a sense of belongingness, serve as motivators, conduct team-building activities, and are effective communicators indeed have a profound positive impact on employee engagement. When leaders cultivate an environment where employees feel valued, respected, and included, it fosters a sense of belongingness and loyalty to the organization. Motivational leaders inspire individuals to contribute their best efforts and feel invested in the organization's goals and success. By conducting team-building activities, leaders strengthen relationships among team members, promote collaboration, and create a cohesive work culture. Effective communication from leaders ensures clarity of goals, expectations, and feedback, leading to increased trust and alignment within the team. Altogether, these leadership qualities

nurture a supportive and engaging work environment where employees feel empowered, motivated, and committed to their roles and the organization's mission.

## 6. Limitation

The study main focus on four factors influencing employee engagement, further study can be conducted on other leadership role. The study confines only to a part of Bengaluru it can be extended to other parts of Bengaluru and other sectors of companies or industries to know much about the various leadership role played by the leader to maintain effective employee engagement .Further the study can be conducted In understanding the current work method of hybrid work mode where employee work from wo modes of work place remote and physical or cubical work place.

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