

Mediating Effect of e-Leadership in Improving Employee Productivity and Motivation

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Abstract: *This statistical research design examines the influence of leadership in enhancing employee motivation and productivity. Reportedly, no explicit research has been conducted in India on the role of leadership in increasing employee motivation in the public sector. As a result, the study's objectives were to investigate the relationship between leadership and employee productivity, as well as to identify the role of leadership in increasing employee motivation and productivity. The subject was discussed in three sections using an analytical approach, with the findings revealing that the most important motivating factor associated with the employee's productivity was the basic work environment and employment contracts. Teamwork, respect, and trust are qualities that must be present in the workplace culture and environment.*

Keywords: leadership, motivation, productivity, innovation.

1. Introduction

Productivity is a measure of how efficiently a person completes a task. We can define it as the rate at which a company or country produces goods and services (output), usually judged based on the amounts of inputs (labor, capital, energy, or other resources) used to deliver those goods and services.

Productivity is one of the primary sources of economic growth and competitiveness. At an enterprise level, productivity measures the efficiency of a company's production process, and can be calculated from the number of units produced or net sales compared to employee labor hours invested. Productivity is regarded as one of the most important aspects influencing total organisational success. It is described as a technique for measuring the link between the physical volume of products and services produced and the resources employed in the economy's production processes. Efficient productivity of labour in construction industry can play a vital role in increasing the benefits to the stakeholders and contractors. Greater efficiency helps achieve high cost savings with minimal investment. By the fact of having smaller profit margins on construction projects, cost savings associated with productivity are important in becoming a successful contractor (Mohammad Zaid Ali, 2009). High-performing, productive firms have a culture that encourages employee engagement. As a result, staff are more eager to participate in decision-making, goal-setting, and problem-solving activities, resulting in greater employee performance in the workplace. There have been several studies investigating the relationship between employee productivity and satisfaction. e. g., (Schlesinger & Heskett, 1991; Baxter, 1996; Davidhizar, & Shearer, 1998; Crossman, & Zaki, 2003). The main findings of these studies are that they provide valuable insights into the topic:

- Unmotivated workers are less productive and have higher absenteeism rates;
- Employees are achieving the highest levels of productivity while feeling satisfied in their jobs;

- The satisfaction of employees with their jobs lead to a higher level of morale, which in turn leads to increased productivity;
- A higher level of dissatisfaction among employees leads to a lower level of turnover.

Research Problem

The primary challenge today is figuring out how to motivate and employ people effectively. Employee motivation is an important part of keeping a workforce motivated and productive. Many studies have found a correlation between employee motivation and productivity. This thesis focuses on discovering the major determinants of motivation and productivity of employees, their co-relationship, and the role of leadership in enhancing employee performance and productivity in India.

The present research will help close the productivity gap between employees and employers by suggesting the best motivational tools that can be used by leadership to increase the motivational level of employees. These tools may help employees be more productive in their workplace and improve their overall satisfaction.

Objectives of the Study

- a) Investigate the role of leadership in employee motivation.
- b) Investigate the function of leadership in employee productivity.
- c) To determine the function of leadership in enhancing the motivation and productivity of employees.

2. Methodology

The researchers believe that a descriptive study design is more appropriate for this study. This is because it aims to clarify the factors that influence employee motivation and how this motivation affects employee productivity within an organization. For the main study; an online questionnaire approach is used instead of sample size to answer the research questions. This research questionnaire helps you develop models, answer research questions, and test research

hypotheses. Therefore, research design choices are made in parallel with research goals.

1) The impact of leadership on employee motivation

A number of research studies have been conducted by researchers to determine the impact of leadership on employee motivation. Below are some of the studies that found the impact on this relationship. A study by Yidong and Xinxin (2013) found that an individual's innovative work behavior was positively associated with an individual's perception of ethical leadership and ethical group leadership. Personal motivation, on the other hand, is enhanced by both relationships. In addition, group motivation links innovative work behavior with ethical group leadership.

Based on cognitive appraisal theory, Yidong and Xinxin (2013) published a homologous study entitled *How Ethical Leadership Affects Employees' Innovative Work Behavior: A Perspective of Intrinsic Motivation*. proposed a multilevel model. The purpose of this study was to examine how ethical leadership influences employees' innovative work behavior by instilling intrinsic motivation at both the group and individual levels. They found that individual innovative work behavior was positively correlated with both individual perceptions of ethical leadership and ethical group leadership.

Building a Theory of Leadership, Creativity, and Empowerment is the work by Charbonneau, Barling, and Kelloway (2001), which constrains a theoretical model that links employee creativity to leadership empowerment through creativity through several variables. and to verify. We found that leadership empowerment positively impacts psychological empowerment, which influences employee motivation and engagement in the creative process.

Based on the study above, researchers want to print it research on the relationship between leadership and its effect on employee motivation can be viewed in several dimensions. It is clear that leadership influences employee behavior, innovation and creativity. Additionally, there was an effect of leadership style that had a positive impact on employee motivation.

2) Correlation Between Leadership and Employees Productivity

There are many studies have been done by researchers to discover the relationship between the role of the leadership and the employee's motivation. Those studies included several areas, such as the work environment, diversity of the workforce, adaptive and nonadaptive leaders. Following are some of those studies which outlined the kind of effects on this relation. A study has been done by Ghazzawi, El-Shoughari and El-Osta (2017) in deep to discuss a topic in the field management aims to search about the level of the role leadership in the contribution and influence on the employee's productivity. This study found a positive relationship between the style of situational leadership and employee productivity in the workplace. Whereas, a relation between leadership communication style and personality trait and the employee's productivity has been founded by (Solaja, 2016). The results of his research recognize that personality traits and communication styles have a

compounding effect on employee productivity within an organization. A study of the impact of leadership behavior on job satisfaction, employee productivity, and organizational engagement was conducted by (ChiokFoong Loke, 2001). He found similar trends to the original US study, with significant correlations between the use of leadership behaviors and employee performance. Additionally, Silverthorne and Wang (2001) conducted a study to assess the impact of Taiwanese leadership styles on employee productivity in Taiwanese business organizations. Specifically, both adaptive and non-adaptive leaders reported six variables of employee productivity, turnover, absenteeism, job quality, profitability, rejection rate, and number of units produced within the organization. We investigated the impact on the index. The results of this study show that employees within organizations are highly adaptable and productive.

The researchers' position is that situational leadership is very likely to improve productivity. Leaders should not deal with followers with limited manipulative skills. An employee may have specific skills to create and perform work given the right opportunity to earn the trust of the manager who creates it. A strong relationship between a leader and his followers is very important here to improve employee productivity. It refers to the motivation of employees to use their personal abilities, skills and abilities in their job performance. Teamwork, respect and trust are elements that must be present in the work culture and environment. Securing this leadership role for your organization's employees will definitely increase employee productivity.

3) Relationship between leadership, employees' motivation and their productivity

An employee is a person who works part-time or full-time under a contract of employment, whether oral or written, express or implied, and is aware of his rights and obligations. Employees are also called workers. A study by Richard (2014) on the impact of motivation on employee performance found that promotion and promotion opportunities are the most important motivating factors in an organization. The study also found low levels of motivation in the wage area. and salary. Another study by Manzoor (2012) identified factors that influence employee motivation and examined the relationship between work efficiency and employee motivation. They found that the empowerment and approval factors had a positive impact on employee motivation. The more empowered and recognized employees within an organization, the more motivated they are to work. It also resulted in increased organizational effectiveness and increased motivation to complete tasks. And this leads to maximum organizational performance. Manzoor (2012) conducted a study to identify factors that influence employee motivation and examined the relationship between organizational effectiveness and employee motivation. The title is "Effect of Employee Motivation on Organizational Effectiveness". This study concluded these factors. The effects of empowerment and recognition have a positive effect on employee motivation. Due to the high qualification and recognition of the individual, his work motivation is at a high level. He also found that organizational performance and success were higher whenever employees were motivated to carry out

tasks. The study is a study developed by (Zhang & Bartol, 2010). They found that leadership approval had a positive impact on psychological empowerment and thus employee motivation, which in turn had a positive impact on productivity.

Therefore, having managers and employees set mutual performance goals and actively considering employee proposals is the basis for improving motivation. However, the general role of leadership is illustrated:

- **Planning:** The leader is responsible for finding all available information and defining the group's tasks, objectives, or goals. Planning functions also include creating actionable plans within an appropriate decision-making framework.
- **Start:** The leader should meet with the group about goals and plans and explain to her group members why goals and plans are necessary for the team or organization. In addition, the leader must assign tasks to members of the group and create criteria for the group.
- **Management:** Management must comply with the Group's standards and ensure that all actions are carried out effectively towards their goals. He/she should talk to the employee about their job.
- **Support:** Her one of the key roles of a manager is to express and motivate employees' acceptance and contribution to their work. Additionally, a leader must have the ability to discipline people within an organization.
- **Motivation:** A leader's role is to build team spirit and achieve organizational goals.
- **Inform:** Managers explain employees' tasks and work plans. In addition to collecting information from team members and properly summarizing suggestions and ideas, we also provide employees with new information by 'keeping them in the picture'.
- **Evaluate:** Leaders help ensure the feasibility of employee ideas, validate the value of proposed solutions, assess employee performance, and assess employee performance against organizational standards. need to do it.

Based on the above studies, many researchers have found a correlation between the motivation of employees in an organization and their leadership role in improving performance. As a result, it is important to pay close attention to the development of this leadership role to keep employee motivation at the highest level and employee productivity at the highest level. Therefore, as mentioned above, the relationship between employee motivation and organizational productivity has been confirmed by multiple researchers. It reflects the importance of good leadership in the workplace and allows us to employ the best motivational theories, tools and factors to ensure high employee productivity.

3. The Main Findings

The average results of this study were:

- a) First section; Leadership influences employee productivity, but researchers found that the impact of leadership on employee behavior, innovation, and

creativity is clear. It was also influenced by management style and was strongly associated with employee motivation.

- b) Section 2. A study of leadership roles and employee productivity found that there is a strong relationship between leaders and their employees, which is critically needed to improve employee profitability. rice field. This connection motivates employees to use their skills, abilities, and skills in the performance of their work. Cooperation, appreciation and trust are elements that should be available in the culture and conditions of the workplace. Ensuring this leadership for the people in the organization will definitely increase the productivity of the people in the organization.
- c) Section 3. With regard to leadership roles, employee motivation, and productivity, researchers point to research findings on the importance of good leadership in the work environment, and to ensure high employee productivity, the best motivational Willing to use theory, factors and factors.

4. Conclusion

The study described the influence managers have on employees to improve their motivation and productivity in the workplace of Oman's water sector. Due to his analytical approach, this topic was covered in his three sections. It begins with a section on the impact of leadership on employee productivity, followed by a section on the relationship between leadership roles and employee productivity, and finally a section on the relationship between leadership roles and employee productivity. increase. motivation and productivity. The results showed that: The main motivating factors related to employee productivity were basic working environment and employment contract. Factors related to teamwork, respect and trust should be present in the workplace culture and environment. Through leadership roles over the organization's employees; employee productivity is greatly enhanced.

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