

Leadership's impact : Optimizing employees' work and experience

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Abstract

This study examines how transformational leadership can unlock the potential of the Indian diaspora, improving employee experiences and organizational performance. By engaging and empowering diaspora employees, leaders foster innovation and collaboration. Utilizing qualitative methods such as interviews and surveys, the research analyzes leadership practices that address the unique cultural and professional challenges of diaspora employees. Findings highlight that transformational leadership is crucial for motivating these employees, as leaders who understand their complex identities create a

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creative environment. The study underscores the need for continuous learning and diverse perspectives in leadership. Organizations should invest in leadership development programs focusing on empathy, cultural competence, and ongoing learning to leverage the diaspora's potential.

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1. Introduction

Transformational leadership is pivotal in shaping how organizations engage with the Indian diaspora, significantly enhancing employee experiences [1]. Unlike traditional leadership, this approach fosters creativity, strengthens corporate culture, and motivates employees to reach their full potential. It is particularly effective for the Indian diaspora, a group rich in cultural and professional diversity. [2]

By embracing transformational leadership, organizations create inclusive environments where employees, including diaspora members, feel valued. Leaders who understand the diaspora's unique contributions foster belonging and cultural integration, improving job satisfaction and engagement. [3]

Indian diaspora members bring diverse experiences and expertise that enrich organizations. Transformational leaders capitalize on this by promoting collaboration and cross-cultural communication, ensuring all voices are heard. [4] This inclusivity drives innovation and creativity, leading to a better employee experience. Ultimately, transformational leadership unlocks the full potential of a diverse workforce, making organizations more competitive and successful by leveraging the strengths of Indian diaspora members. [5]

2. Research Methodology

The research adopts a quantitative approach to investigate the dynamics of transformational leadership and its impact on employee experience within the context of the Indian diaspora. Utilizing a structured questionnaire, the study aims to gather quantitative data to analyze the relationship between transformational leadership, brain gain via the Indian diaspora, and its influence on employee experience.

2.1 *Research Design*

The research design is cross-sectional, aiming to capture a snapshot of participants’ perceptions and experiences at a particular point in time. The questionnaire consists of closed-ended questions, allowing for the collection of quantitative data that can be analyzed statistically. The study employs descriptive statistics to summarize participant demographics and perceptions, while inferential statistics, such as correlation analysis and regression modeling, are used to examine relationships and predictors between variables.

2.2 *Results*

A. Presentation of Findings

Statistical analysis plans to explore the relationships and impacts of transformational leadership on various aspects of employee experience as follows.

Table 1
Descriptive Analysis

	Counts	% of Total
Gender		
Female	173	33.8 %
Male	339	66.2 %
Age		
18-24 years	1	0.2 %
25-34 years	75	14.6 %
35-44 years	426	83.2 %
45-54 years	10	2.0 %
Education		
Doing my Postdoctoral research in the USA	1	0.2 %
Ph.D. Degree	9	1.8 %
Post Doctorate Degree	502	98.0 %
Status of your employment		
Full time employed	479	93.6 %
Part-time employed	22	4.3 %
Self-employed	11	2.1 %

The responders as shown in Table 1, were 173 women (33.8%) and 339 men (66.2%). Of the 426 responders, 83.2% were aged 35–44. The 25-34 age

group (75, 14.6%) and 45-54 age group (10, 2.0%) had lesser responses. Only one responder (0.2%) was 18-24 years old. Education levels vary among respondents. Most had a Post Doctorate Degree (502, 98.0%), whereas a few had a PhD (9, 1.8%) or were active in US postdoctoral research (1, 0.2%). Most responders (479, 93.6%) were full-time workers. There were 22 part-time workers (4.3%), and 11 self-employed (2.1%).

Table 2

Relationship between Transformational Leadership and Employee Experience.

Contingency Tables						
	7. What is your work experience?					
11. To what degree do you agree that transformational leadership positively influences employee experience in your workplace?	0-2 years	11-15 years	16+ years	3-5 years	6-10 years	Total
Agree	4	12	2	1	14	33
Disagree	0	1	1	0	3	5
Neutral	2	8	0	3	5	18
Strongly agree	22	243	17	28	146	456
Total	28	264	20	32	168	512

χ^2 Tests			
	Value	df	p
χ^2	17.9	12	0.117
N	512		

As Table 2 shows, how respondents' work experience affects their agreement that transformational leadership improves workplace experience. Survey responders vary in agreement across experience levels. Between 0-2 years of work experience, 22 strongly agree, 4 agree, 2 indifferent, and none disagree. Among 11-15-year veterans, 243 strongly agree, 12 agree, 8 neutral, and 1 disagree. For 16+ years of experience, 17 highly agree, 2 agree, none neutral, and 1 disagree. At 3-5 years of experience, 28 strongly agree, 1 agree, 3 are indifferent, and none disagree.

Table 3
Impact of Transformational Leadership on Employee Recruitment and Selection.

	Counts	% of Total
16. To what extent does a transformational leader have an impact on the ability to attract and recruit highly skilled individuals to your organization?		
Moderately	8	1.6 %
Slightly	5	1.0 %
To a great extent	375	73.2 %
Very much	124	24.2 %
17. Do you agree that a leader with transformational leadership qualities attracts talent to the organization?		
Agree	116	22.7 %
Disagree	1	0.2 %
Neutral	12	2.3 %
Strongly agree	383	74.8 %
18. Do you agree that a transformational leader influences the quality and diversity of candidates positively throughout the hiring process?		
Agree	119	23.2 %
Disagree	1	0.2 %
Neutral	13	2.5 %
Strongly agree	379	74.0 %
22. To what extent do transformational leaders in your organization engage employees in the decision-making process when it comes to the selection of personnel?		
Always	5	1.0 %
Never	4	0.8 %
Often	4	0.8 %
Often	50	9.8 %
Rarely	9	1.8 %
Sometimes	440	85.9 %

The Table 3 shows how transformational leadership affects recruiting highly qualified workers and employing candidates of high quality and diversity. Most respondents (97.4%) believe transformational leaders have a significant impact on the ability to attract and recruit highly skilled

individuals, with 73.2% saying “to a great extent” and 24.2% saying “very much”. An overwhelming majority (97.5%) agree or strongly agree that transformational leaders bring talent to the company, with 74.8% strongly agreeing and 22.7% agreeing. When asked how transformational leaders affect applicant quality and diversity throughout the recruiting process, 97.2% agree or strongly agree, with 74.0% strongly agreeing and 23.2% agreeing.

Additionally, when respondents were asked how transformative leaders affect the quality and diversity of candidates during the hiring process, 97.2% agreed or strongly agreed, with 74.0% strongly agreeing and 23.2% agreeing. In addition, the table talks about how employees can be involved in making decisions about hiring new staff. The answers show that transformative leaders involve their employees in this process quite often; 85.9% of those who answered said it happens sometimes, and 9.8% said it happens all the time. Overall, the results show that most of the respondents who answered agreed that transformative leadership is good for attracting talent, improving candidate quality and diversity, and getting employees involved in the hiring process.

4. Impact of Transformational Leadership on Employee Engagement and Career Advancement:

The impact of transformational leadership on work satisfaction was assessed. Most respondents strongly agreed (383, 74.8%), some agreed (116, 22.7%), and few were indifferent (12, 2.3%) or disagreed (1, 0.2%). Respondents felt considerably valued by their direct supervisor’s transformational leadership (492 respondents, 96.1%), moderately valued (6 respondents, 1.2%), slightly valued (2 respondents, 0.4%), or not at all valued (1 respondent, 0.2%). When asked how a transformational leader’s presence affected their choice to stay at their present firm, 385 respondents (75.2%) indicated a considerable influence, while 115 respondents (22.5%) reported a moderate impact. Few responders claimed little, no, or highly influential influence.

Respondents were asked to rate how engaged their coworkers were with their jobs. Most of them said they were either highly engaged (258 respondents, or 50.4%) or moderately engaged (200 respondents, or 39.1%). A smaller group, 54 respondents (10.5%), said they were extremely engaged. Most of the respondents who answered (439 of them, or 85.7%) were moderately inspired and encouraged by their leader’s goals and plans. Other respondents felt highly inspired (58 of them, or 11.4%), slightly inspired (10 of them, or 2.0%), or not at all inspired (3 of them, or

0.6%). Most of the respondents who answered (387, or 75.6%) thought that transformative leadership had a high effect on employee engagement. Others said it had a moderate effect (111, or 21.7%), and a few said it had a low effect (10, or 2.0%).

Respondents were asked to rate how transformative leadership affected their chances of moving up in their careers. Most (492 respondents, 96.1%) said it had a high impact. Some respondents said they had very high influence, neutral or no influence, or low influence. Most of the respondents who answered (384 respondents, or 75.0%) thought that transformative leaders give their employees a lot of direction and help with their career advancement. Others thought they gave moderate, slight, or no direction and help. Three hundred and eighty-four of the respondents who answered thought transformative leaders are very good at inspiring and motivating respondents to help them reach their professional goals. Other respondents said they were only moderately or not at all good at it. Most of the respondents who answered agreed that their boss's transformational leadership style had helped them move up in the company by giving them more opportunities and attention. A total of 378 respondents (73.8%) strongly agreed, while the rest agreed, were neutral, or disagreed.

3. Discussion

A. Interpretation of Results

To examine the relationship between transformational leadership and employee experience it was found that the relationship between transformational leadership and employee experience is strong, and the former has a major impact on the latter. The capacity to encourage and inspire others to reach their maximum potential is a hallmark of transformational leaders. These leaders often do this by questioning established norms and encouraging a development mindset. Transformational leadership has a significant influence on employee experience because of the importance it places on vision and purpose. Leaders with transformational skills are masters at painting a vivid picture of the future and getting their teams to work toward shared objectives. To justify this the study also collected the data and it was found that a lot of respondents (383, or 74.8%) strongly agreed, some agreed (116, or 22.7%), and only a few were neutral (12, or 2.3%) or disagreed (1, or 0.2%). Respondents who answered felt that their direct supervisor's

transformational leadership made them feel very valued (492 respondents, or 96.1%), somewhat valued (6 respondents, or 1.2%), and not at all valued (1 person, or 0.2%). When asked how the appearance of a transformational boss affected their decision to stay at their current job, 385 respondents (75.2%) said it had a big effect, while 115 respondents (22.5%) said it had a mild effect. Not many respondents who answered said they had little to no or a lot of impact.

Table 4
Correlations

Correlations				
		Employee Recruitment and Selection	Employee Engagement and Career Advancement	Transformational Leadership
Employee Recruitment and Selection	Pearson Correlation	1	-.052	.693**
	Sig. (2-tailed)		.242	.000
	N	513	513	513
Employee Engagement and Career Advancement	Pearson Correlation	-.052	1	.684**
	Sig. (2-tailed)	.242		.000
	N	513	513	513
Transformational Leadership	Pearson Correlation	.693**	.684**	1
	Sig. (2-tailed)	.000	.000	
	N	513	513	513

** . Correlation is significant at the 0.01 level (2-tailed).

The correlation analysis Table 4. The correlation analysis table explores the relationships between Employee Recruitment and Selection, Employee Engagement and Career Advancement, and Transformational Leadership. It reveals a weak negative correlation between Employee Recruitment and Selection and Employee Engagement and Career Advancement ($r = -0.052$, $p = 0.242$), indicating a minimal linear relationship between these two variables. However, Employee Recruitment and Selection has a strong positive correlation with Transformational Leadership ($r = 0.693$, $p < 0.01$), suggesting a robust link between effective hiring practices and transformational leadership.

Similarly, Employee Engagement and Career Advancement shows a strong positive correlation with Transformational Leadership ($r = 0.684$, $p < 0.01$), highlighting a significant connection. Transformational Leadership is positively associated with both hiring new employees and enhancing employee engagement and career growth ($r = 0.693$ and $r = 0.684$, respectively, $p < 0.01$). Overall, Transformational Leadership is strongly linked to these variables, but the connection between hiring practices and employee engagement appears weak. These findings can inform organizational strategies on leadership, recruitment, and career development.

Table 5
Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.986 ^a	.973	.973	1.384
a. Predictors: (Constant), Employee Engagement and Career Advancement, Employee Recruitment and Selection				

Table 6
ANOVA Test

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	35245.400	2	17622.700	9198.152	.000 ^b
	Residual	977.107	510	1.916		
	Total	36222.507	512			
a. Dependent Variable: Transformational Leadership						
b. Predictors: (Constant), Employee Engagement and Career Advancement, Employee Recruitment and Selection						

Regression analysis reveals that Employee Engagement, Career Advancement, and Employee Recruitment and Selection are strong predictors of Transformational Leadership, as shown in Tables 5 and 6. The model's R-squared value is 0.973, indicating that 97.3% of the variation in Transformational Leadership is explained by these predictors. This high explanatory power is confirmed by an adjusted R-squared value of 0.973 and a standard error of 1.384, indicating minimal discrepancy between observed and predicted values. The significant ANOVA test ($F(2, 510) = 9198.152$, $p < 0.001$) confirms the model's robustness. These results

Table 7
Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.161	.665		1.745	.082
	Employee Recruitment and Selection	1.010	.010	.741	101.585	.000
	Employee Engagement and Career Advancement	.970	.010	.707	96.954	.000

a. Dependent Variable: Transformational Leadership

highlight the importance of focusing on these areas to enhance Transformational Leadership in organizations.

Table 7 highlights the impact of employee recruitment, selection, engagement, and career advancement on transformational leadership in the regression model. The constant shows the baseline level of transformational leadership without these predictors. The coefficients for Employee Recruitment and Selection (1.010) and Employee Engagement and Career Advancement (0.970) indicate how transformational leadership increases with each unit rise in these predictors. Standardized coefficients (Beta) for both predictors (0.741 and 0.707) show their strong influence. All results are statistically significant ($p < 0.001$), emphasizing the importance of strategic hiring and engagement in fostering transformational leadership.

Table 8
Effect of demographic variables

Tests of Between-Subjects Effects						
Dependent Variable: Transformational Leadership						
Source	Type III Sum of Squares	df	Mean Square	F	Sig.	
Corrected Model	527.850 ^a	12	43.988	.616	.829	
Intercept	40899.860	1	40899.860	572.913	.000	
@1. Gender	30.446	1	30.446	.426	.514	
@2. Which age category do you belong to	214.915	3	71.638	1.003	.391	

Contd...

@3. What is your highest qualification	43.196	2	21.598	.303	.739
@7. What is your work experience	185.362	4	46.341	.649	.628
@6. If employed what is the level of your current position	98.240	2	49.120	.688	.503
Error	35694.656	500	71.389		
Total	4209542.000	513			
Corrected Total	36222.507	512			
a. R Squared = .015 (Adjusted R Squared = -.009)					

Table 8 shows the effects of different variables on transformational leadership. The corrected model suggests the overall fit is weak, with an R-squared of 0.015 and an adjusted R-squared of -0.009, indicating the predictors explain little variation.

The intercept is significant ($F = 572.913$, $p < 0.001$), showing a baseline level of transformational leadership independent of the predictors. Gender ($F = 0.426$, $p = 0.514$), membership category, highest qualification, work experience, and employment level all fail to significantly predict transformational leadership. Overall, the results suggest that none of the tested factors strongly influence transformational leadership in this model.

4. Conclusion

Diaspora members excel in incorporating diverse perspectives, fostering a collaborative and inclusive workplace. Their problem-solving skills, marked by perseverance and flexibility, drive innovation. [6] Transformational leadership enhances employee satisfaction, engagement, and career growth by creating a supportive environment, attracting top talent, and guiding employees toward their professional goals, benefiting overall organizational success. [7]

Thus, building a competent workforce through Competency-Based mechanism and an appropriate Human Resource Information System is crucial [8].

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