

Amit Kaput,

1 , Wendell avenue
Portmarnock
Dublin
D13A499
Ireland
+353 00353877057111

**CORRELATION BETWEEN LEADERSHIP, ORG STRUCTURE
AND EMPLOYEE ENGAGEMENT**

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2.0 Introduction and Contents of Literature Review

2.01 Leadership

In the organizational management, function leadership plays a major role in terms of maximizing the level of efficiency. In addition to that, in any organization it is utmost important to have a proper leadership and being a leader there require some skills which are helpful for tackling any difficult situation.

2.01.1 Concept of leadership

In any business, their prime focus is on profit and one effective way to achieve this is to enhance the skills of the employees. A leader is mainly helpful for inspiring and motivating an individual and being an effective leader is based on the various idea of proper communication. In the opinion of Chapman *et al.* (2017), in an organization, a leader is the main strength for achieving the success. In addition to that, leaders are not born they are made with proper skills. The leader is mainly able to lead a group within an organization with their proper skills for tackling any difficult situation. In addition to that, leadership is much helpful for achieving any organizational goals. As per the viewpoints of Chi and Ho (2014), a leader's main motive is to motivate their employees with the help of economic or any non-economic rewards and by appraising their works as well. A leader is also responsible for creating a positive environment within the organization to make sure there is an equal chance provided to all of them and there is no discrimination done.

2.01.2 Reason for being a leader

A good leader requires effective skills to tackle the situation in a critical way. In addition to that, a position of being a leader is much promising but besides that, there is some correspondence with full of work and huge responsibility as well. Moreover, there are few people those are born, leaders but the skills of leadership can be learned as well. As per the opinion of Choi *et al.* (2015), an individual if wanted to be a leader then the individual get status, power and respect. There are various reasons behind being a leader which indicates prestige, power, responsibility and goals. Leading a group is huge responsibility because of monitoring every person within the area and make sure there is no wrong work going on. In the opinion of Cooper (2015), in order to

be a leader, there is the huge responsibility. The responsibility is needed to be properly done with effective skills. In addition to that, a leader is to make sure every person is working properly for achieving their organizational goals in a proper way. On another hand, there is some individual those wanted to be a leader only for gaining higher position and reputation in their preferred organization.

2.01.3 Providing a Psychological View – to be superior or showing the entire world

A leader has their capacity to translate their vision into reality. In addition to that, a great leader always dazzles towards their social intelligence and to allow some sites for getting their attention. As per the views of De Bruecker *et al.* (2015), leaders have the mentality to tackle any difficult problem and be a role model for their team members. The psychology of a leader is sometimes not properly understood. In addition to that, a leader psychology is mainly to win and get the top position with their affective skills. A leader's main aim is to show the entire world their capability to solve any problems with their affective skills. In the opinion of DiPaola and Tschannen-Moran (2014), in any organization, a good leader is always a plus point for achieving their success.

2.01.4 Leader's attribute

In an organization, there are leaders to guide a team and tackle any difficulties which come on the path of success. In an organization, it is utmost important to have particular attributes for getting the success. As per the viewpoints of Güntert (2015), a true leader mainly focuses on different ways for achieving the organizational goals. In addition to that, a leader becomes a role model when they have a strong attribute for attracting others. There are some attributes which are needed to be relevant for showing the correct direction. Moreover, having some leadership trait is not only needed there requires to possess in such a way that it gets noticed by every person. The proper focus will improve being a leader. There are some attributes of a leader which are intelligence, self-confidence, determination, integrity and sociability. As asserted by Han *et al.* (2015), a leader always required looking forward and taking effective decision for achieving success in the competitive world. Moreover, a leader also makes sure that within a team no member is getting in the wrong direction and everyone is focusing on the same objective.

Intelligence

Intelligence is an important trait in order to be a good leader in this competitive world. A leader is needed to be properly accustomed to the situation and at a quick glance is needed to have an idea for solving an issue. In the opinion of Havekes *et al.* (2016), intelligence is mainly an ability of the mind which focuses on the reasoning of any problem-solving. In addition to that, intelligence is important but as a tool for leadership, it sometimes lacks regarding showing their substances. There are four types of intelligence in a leader. Those are wisdom intelligence, character intelligence, social intelligence and spiritual intelligence. Intelligence comes in various forms it is not only limited in the mental capacity.

Self Confidence

Self-confidence is an important trait for a leader because without any confidence in their work there is no space for leadership. Self-confidence is a basic thing which is found within a leader. As opined by Judge and Zapata (2015), training of leader without building their confidence is mainly showing building of a house without any sand in their structure. At the end of a day, a leader is all about taking some decisions in a confident way without uttering any misconception. A certain level of confidence not only allowed taking any critical decision but it also helps in reassuring upon their team members.

Determination

The determination is an important trait for a leader because it makes sure that the work is done in a proper way and it meets their objectives. As per the viewpoints of Kopperud *et al.* (2014), in case of a good leader knowing is not the only option there is a requirement to apply that knowledge in some critical situation. On the other hand, willing is not only things there requires an urge to done those things. An individual who has some determines denotes that they are willing to do any critical task and have some ability to face any type of problems on their leadership duty.

Integrity

In a leader having integrity and honesty is a major factor towards leading a business in the successful path. As asserted by Melroy and Smith (2015), a good leader never compromises the integrity and honesty through cheating with others. Leaders those have integrity make sure that they are doing a right thing because it is right for them to do. Leader, those are having the

characteristics of integrity are not afraid of telling the truth to everyone. In the principle of leadership being integrity is their major aim.

Sociability

Sociability is an important trait for leader because it helps them to socialize with other members of an organization. In the characteristics of leadership, sociability can be helpful for proper communication with employees and sharing of ideas as well. There are some traits such as self-motivation, personal responsibility and self-management. This comes under the sociability responsibilities which are present within an organizational leader. In the views of O'Boyle *et al.* (2015), in order to be an effective leader there requires the characteristics of sociability. As argued by Owens *et al.* (2015), sociability is not always required to be an effective leader because there are various leaders who conduct the situation in different ways.

Framework: Five-Factor Personality Model & Leadership

The five-factor personality model provides an overview regarding the characteristics of a leader required to have a distinct position. The five factors of personality model are openness, conscientiousness, extraversion, neuroticism and agreeableness.

Openness

A leadership quality is needed to be openness which denotes to be creative and some experience for solving any problem. As per Paek *et al.* (2015), a leader requires to have ability to desire to know something and gain experience which can be helpful in the near future.

Conscientiousness

A leader requires having the ability to show some self-discipline while conducting any work. In addition to that, a good leader requires doing their responsibility in a proper manner without crossing any limit. As per Rawat (2017), in order to solve any huge problem a proper planning is much helpful for a leader rather than doing any spontaneous behavior.

Extraversion

Good leadership ability always tends to show some positive image in front of their members. In addition to that, a positive energy within a ladder is always helpful for tackling any problem. In the views of Reynolds *et al.* (2018), a leader who is extraversion is much helpful for proper communication between the team members and helps to share information in a proper way.

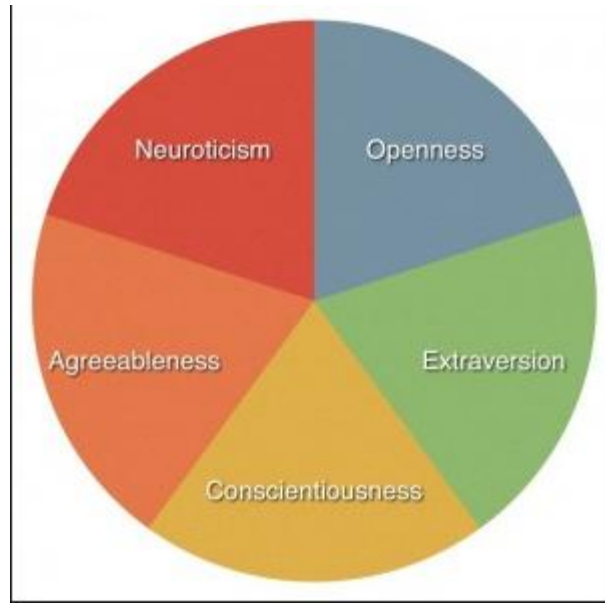


Figure 1: Five-Factor Personality Model

(Source: Paek *et al.* 2015, p.20)

Agreeableness

Agreeableness shows the tendency to be compassionate, cooperative and trustworthy while guiding a team. A leader is always interested to help others and behave in a prosocial way. As per Seibert and DeGeest (2017), it is utmost important to trust upon leader thus, being agreeableness is helpful.

Neuroticism

Neuroticism mainly indicates the tendency for experiencing any unpleasant emotions. It is utmost important to be emotionally stable for a leader. As asserted by Thornton *et al.* (2015), a leader who is emotionally stable is able to solve any problem without any trouble.

Validity of Trait Approach

Application of the trait theory

Trait theory is mainly an approach towards human personality. The trait theory is mainly applied in the workplace. The traits are sometimes helpful in various types of jobs. In the views of Weng and Chang (2015), there are mainly two approaches in traits those are internal causal properties and purely descriptive summaries. For example, when a person is introvert is likely to do better, a navy seal is likely to conduct the job in a confident way. In addition to that, there are various

access assessments which tend to look forward to the personality traits and there is the comparison with the successful one.

Strength of trait theory

Trait theory has some strength which tends to focus on the objectivity and make it useful for proper understanding the personality. In the views of Woods and Anderson (2016), the trait theory is helpful for building up the premises which show leaders are distinctive. Moreover, the trait theory main strength is its clarity which is helpful for understanding the traits at a quick glance. In addition to that, the trait theory helps for identification of the leaders.

Criticism of trait theory

Trait theory is criticized mainly for not believing that traits can change over a certain time period. As criticized by Zhang *et al.* (2014), trait theory is hard to judge by simply focusing on the personality because of behavior change in some situation. The theory believed that traits do not change in any situation and people are same in every time frame. In addition to that, trait theory uses group results in order to make any judgment for an individual.

2.01.5 Approaches

In order to be a good leader for solving any difficult situation, there are some approaches which can be helpful. The approaches can be helpful for proper identification of leadership style and improve the skill of a leader. Leadership is mainly the ability to achieve the goals as a whole team.

Three Skill Approach & Skills Model

The skills theory of leadership mainly emerged for showing the leadership which is depended upon three basic skills which are human, conceptual and technical.

Technical skills

The technical skills are mainly the knowledge along with that proficiency within a specific work type. As per Kaplan *et al.* (2014), a technical skill is helpful for making an actual product within an organization. A leader with technical skills can be helpful for making a decision within any critical situation.

Human skills

Human skills mainly denote towards the enabling of an effect in the work of a leader. A leader is required to be expertise while working with other or making any interaction. Moreover, a leader

those are having the higher ability of interpersonal skills can be useful for sharing of information among their members.

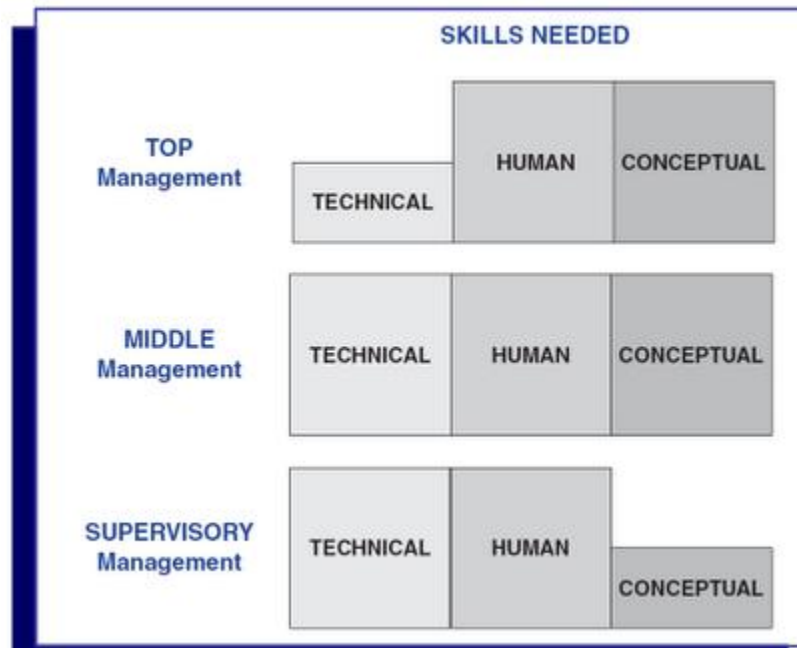


Figure 2: Three skills approach

(Source: Kaplan *et al.* 2014, p.580)

Conceptual skills

In the organizational competition there requires leaders to be highly intellectual for making any kind of strategies. The conceptual skills allow a leader to work through the idea in a proper way.

Blake & Mouton's Managerial (Leadership) Grid

The Blake & Mouton's Managerial (leadership) Grid is helpful for a manager to properly analyze their own leadership styles. In this, their main goal is to reach towards management status. In addition to that, there are five leadership styles in this grid. As per the opinion of Price *et al.* (2016), in this, it is done by simply doing a questionnaire on basis of their production and their people.

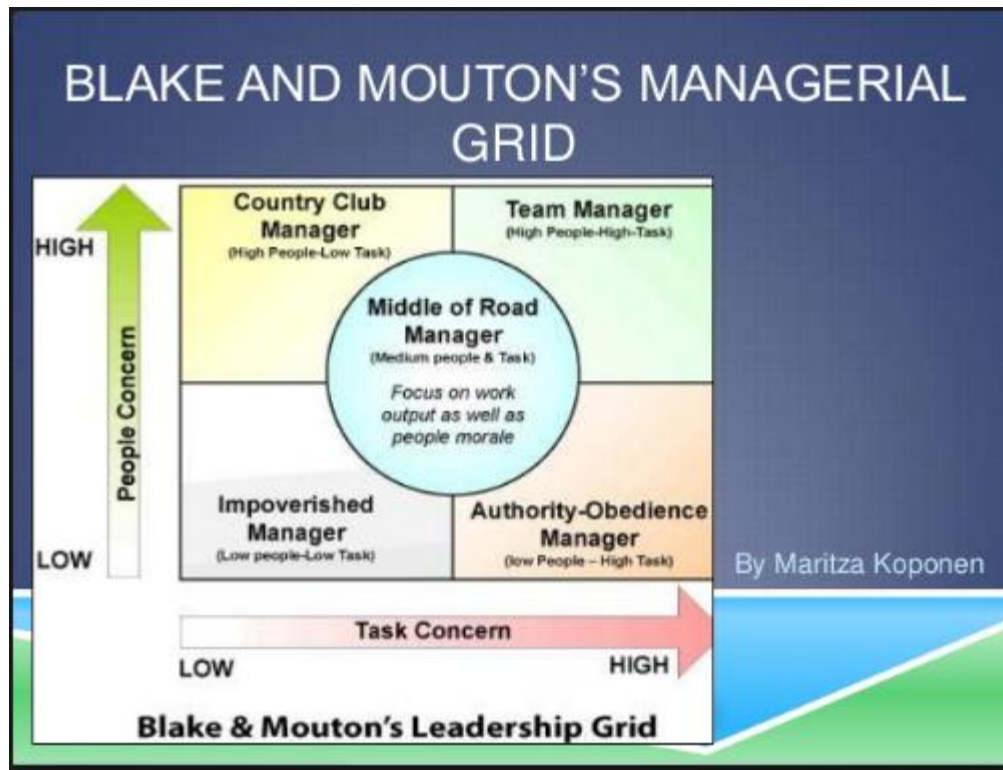


Figure 3: Blake & Mouton's Managerial (Leadership) Grid

(Source: Price *et al.* 2016, p.520)

The grid is mainly concern about two things those are the concern for the people and concern for their production. Those are impoverished management, task management, team management, middle of the road and country club.

3-D Management Style Theory

The 3-D Management style theory is mainly based on two relationships those are relationship orientation and task orientation. As opined by Angwin and Meadows (2015), the leadership styles are helpful in terms of providing towards the effectiveness along with that matching the demand of the management situation.

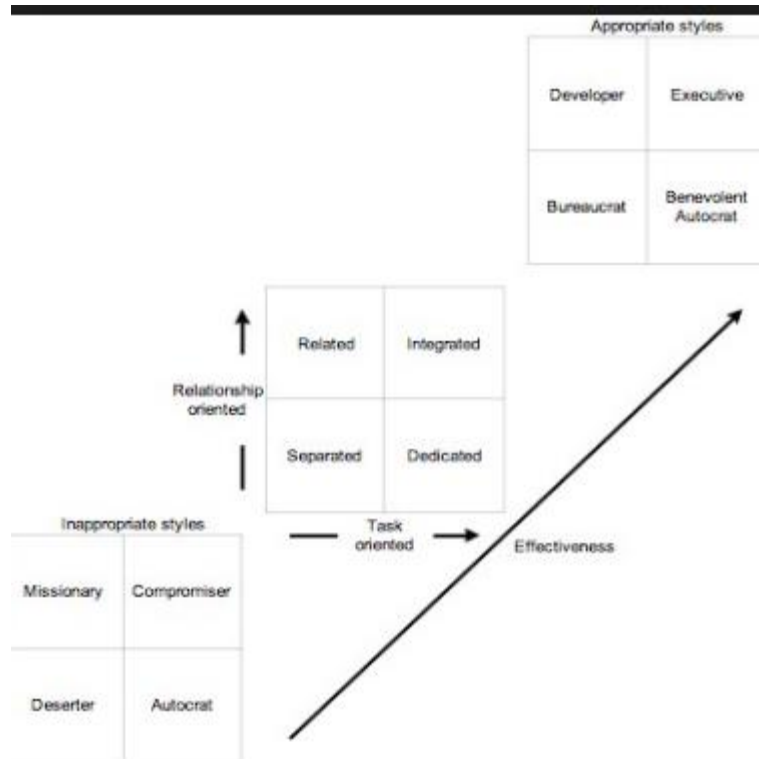


Figure 4: 3-D Management Style Theory

(Source: Angwin and Meadows 2015, p.250)

The management style differs from various points of views by measuring the effectiveness of managerial activities. The 3D model is the idea which can be helpful for identification of the style of a leader.

Leader Match Theory - Contingency Approach

The leader match theory tries to match the leaders to the adequate situations so that they may do the job in the most efficient way. According to the theory, the effectiveness of the leader is dependent upon the style of the leader. According to Fiedler (2015), the contingency approach states that the leadership may be dependent upon the style of leadership but it is more dependent on the control over the respective situation. The control of the situation needs a leader to have the leader and member relation, task knowledge and position power.

Sometimes task motivated people are concerned or excited about reaching the goals they aim. These make them less concerned about the journey and problems they may face due to difficulties on the road. A leader in this kind of situation may use their contingency plan.

Path-Goal Approach

There are many leadership approaches present in the world one of them is the path-goal approach. This model specifies a leadership style where the goal of this leadership style is to motivate the employees more and increase the satisfaction. This model is based on Vroom's expectancy theory. The path-goal theory can be elaborated by a procedure where a leader understands the perfect behavior of needs of a respective employee and selects a behavior according to it (Awan *et al.* 2014). The leader guides the person accordingly in their daily activity.



Figure 5: Path-goal leadership

(Source: Johnson, 2017 pp. 60)

The path-goal does not have any detailed process but the process can be outlined by three distinct processes. The processes are:

1. The characteristics of employee and environmental characteristics should be determined.
2. Selection of the leadership style.
3. Motivational factors may have most of the focus which will help the employees.

Bass Model of leadership

Bass model of leadership is the transformational leadership theory (Chemers, 2014). The theory states that the transformational leadership is the style of leadership where the leader does the work with the subordinate employees in order to identify the most needed changes in the working environment and in the organization. According to the theory of Bass Model, there are 3 significant ways where a leader may transform their followers:

1. Increasing the much-needed awareness of the importance and the value of the job.
2. Activating the needs of the higher order.
3. Manage the focus of the team with the goal of the team instead of the goal of the individuals.

According to the theory of the Bass, the leadership is closely linked with the higher order values of the organization.

However, this leadership theory has some flaws in it. The theory does not relay any information about the intensity of the transformation, neither the duration of the transformation. The theory has no assessment process due to this the leadership style is mostly preferred on theories (Chi, 2014). The theory does not have any information on the stages of the transformation.

Leadership model of Hill's



Figure 6: Hill's model of leadership

(Source: Hill *et al.* 2016, pp. 60)

Hill's model of the leadership is one of the famous models in leadership. The model provides a good roadmap for solving the root of problems. It provides a guide to solve the problem. The model is divided into a different block. On top of the chart, there is a block that has leadership decisions. According to Chowdhury, (2014), these block shows leaders may take actions, do relational tasks and get involved in internal and external tasks. In order to handle the external and internal task, the leader needs to take internal and external leadership actions. After that, the task creates the goals, structure the results and so on. It also creates the relational stuff in the process. As a result, the team effectiveness is achieved. As described by the model the effective leadership decisions help the team to have the effective result. Teams are successful through the efforts of the leaders.

Psychodynamic Approach to leadership

The psychodynamic approach of leadership uses the help of the psychological factors to have an effective leadership process. In this approach, the study of the underlying behavior of human psychology is done in order to understand the psychological influences that force the behavior, emotional aspects, and the feeling. As argued by Chughtai, and Lateef (2015), the fundamental idea is to deal with the situation with the help of the psychology where the books deal with heavy theoretical concepts of psychoanalysis.

The basic of the psychodynamic approach is to grasp the inner psychological behavior. Some of the examples may include:

1. The unconsciousness provides the strongest and most powerful effect on the behavior and the emotion.
2. There is no behavior without the cause.
3. Childhood experiences also affect the emotions and behavior in adulthood.
4. Ego, humble, cooperative, id makes the personality.
5. Different conflicts in childhood development restructure the personality.

According to Gopal *et al.* (2014), the psychodynamic analysis childhood memories and experiences affect the personality and change the behavior in adulthood. There is some defense

can be developed in the person because of the conflicts in childhood. Some of the examples of the defense mechanisms are:

1. Denial
2. Sublimation
3. Fantasy
4. Regression
5. Compensation
6. Repression.

Theory of Cultural leadership

Cultural leadership deals with leading the cultural sector. There are different kinds of people present in a culture likewise this leadership can be practiced by anyone in many different forms. Mainly in two different ways, the practice is done. First one deals with managing the organization in the cultural sector. The task here is to make sure the organization is financially stable, legally viable and well organized (Izydorczyk, 2017). The second one is to allow the culture and the people to work for it and make the necessary management and assessment.

There are some challenges in this process. Business leaders have a different process to create the value of the task they do but the cultural leaders struggle in the process (Johnson, 2017). Most of the ideas of a business are consulted and developed in the network but the cultural leaders face challenges in this section too. The cultural leaders need to maintain the complex balance between the networks and their job.

Theory of Ethical leadership

Ethical leadership is the form of leadership where one shows or conduct the leadership task in a way that is appropriate and acceptable (Mani, 2016). Ethical leadership may be divided into some parts and they are:

Internal uniformity: The entire element in the organization should be ethically done in a consistent way and may not have any kind of contradiction with laws.

Proclivity: Proactively may be identified as a framework which shows the task that has to be done rather than outline the task that must not be done.

Vigour: the framework that is implemented by the leader should be evaluated and monitored by the organization and the employees. It means that the framework has to be dynamic in real time. Ethical leadership requires communication. The organization or the people who are involved with the framework must aware of the ethical consideration of the framework. The leader must not separate the business with the ethics. Leaders must not allow the negative thoughts or the personalities to erode the ethical ambiance of the organization.

2.01.6 Conclusion

From the above study, it can be concluded that there are many kinds of leadership style present and to choose from. One should consider using some of the mixtures of all style of leadership in order to be a successful leader. A leader should use their logic and understanding of leadership theories to deal with the situation because sometimes the theories do not provide all the much-needed information. As per the academic point of view, a suitable leader may lead the team with the help of psychodynamic approach. The psychodynamic approach is one of the most useful among all. However, one leader should use all of the styles of leadership.

2.02 The Organization Structure

The organizational structure is the system that helps any institution or the organization to structure their flow of work structure (Mendenhall *et al.* 2017). Rules, regulation, state of flow of the work, responsibilities and control the coordination. The organizational structure is the hierarchy within the organization that shapes the size of the organization and business.

2.02.01 Organization Structure

Definition: Organization structure defines the responsibility of a task, allocation of the job, coordination and the supervision of a job which directs the organizational long term and short term goals, aim to gather achievement (Pandey, 2016).

History: An organization needs to be flexible, efficient and innovative towards the growing need of the organization. This kind feat cannot be achieved in a small amount of time. It takes a long amount of time to do it. The organizational structure also went through some history of changes and developed different styles organization structure out of necessity. As pointed out by Akhtar *et al.* (2016), in early historical time understood the importance of an organizational structure

and understood its effectiveness. Before 1930 for business persons, it was a choice. As opined by Robinson *et al.* (2015), in 1960 people with great knowledge understood the importance of organizational structure and started implementing it. Slowly the revolution took place properly in the 20th century when large businesses started taking it seriously because the revenue they were generating were forcing them to manage them in a most efficient way. After the World War II world slowly tried to adopt the decentralized style of organization structure and with the help of technology, it slowly happened (Kotoula *et al.* 2015). With the movement of technology, it is expected that slowly organizations will evolve in a way that is not expected.

2.02.02 Types of Organization Structure

There are many kinds of organizational structure present, some of them are:

1. Bureaucratic Structures: it is one form of management structure which consists pyramid type command structure (Salam *et al.* 2017). This kind of structure is very organized and operates in a high degree formality.
2. Pre-bureaucratic Structures: Pre-bureaucratic Structures is an organizational structure that lacks the standardization of the jobs. However, this organizational structure is very common in a smaller organization.
3. Post-bureaucratic structure: In this kind of organization structure takes the decision of a job based on dialogue and consensus over the command and the authority.
4. Divisional structure: Divisional structure organizes the organization across the globe with diverse geographical, market or product and service groups. This approach is very useful in the large organization involving a robust decision-making process.
5. Matrix structure: It is one of the costly organizational structure among all because it employs more employees than other organizational structure. The structure is the combination of the functional and divisional structure.
6. Functional structure: the Functional organizational structure is about groups of people according to their specialization. Functional organizational structure use like-minded people to supervise people with same expertise as them. There is always ahead of a department who is responsible for the performance of the team.
7. Organizational Circle
8. Network

9. Team
10. Virtual
11. Hierarchy-community phenotype model

Matrix Structure

The structure has more managers for reporting purpose than other organizational structure. It is one of most complex organizational structure but it helps organizations in many ways. According to Seek and Diehl, (2017), the organizations which have many or diverse product lines may feel the advantage.

Advantages: Efficient exchange of the information is one of the advantages among other. As argued by Angwin and Meadows (2015), this is one of the most advantageous points of Matrix structures. The increment in motivation is another advantage that works for organization.

Functional structure

The functional organizational structure groups people according to their specialization. In this organizational structure, the likeminded people supervise the people with same expertise as them. Here there is ahead of each department who are responsible for the performance of their task.

Advantage: The advantages of this organizational structure are that individual groups are known for their knowledge and skill. Employees get motivated easily and feel competitive about each other. As opined by Siljanovska 2015, the hierarchy becomes very clear to all the employees. The chance for duplication of the work gets lower.

Disadvantages: One of the drawbacks of this organizational structure is that sometimes the employees become bored. Due to the grouping of the same skilled people affording a highly skilled employee costs more. The departments get self-centered mentality (Smith *et al.* 2016).

Product based organizational structure

Product based organizational structure is a framework that shows different capabilities and responsibilities of the company. The product based company or organization differentiate the structure of the company based on the activities and the product and the geography.

The significance of this kind of structure is that it may take advantage of the global exposure and take advantage of the multiple product lines (Tepper *et al.* 2017). The structure may consist of many layers of managers. It is one of the most flexible organizational structures which allow adding or removing fault lines from the organization.

One of the drawbacks of this organizational structure is that it can prohibit a company from having a multi-purposed based goal.

Geographic based organizational structure

Organizational structure presses the layout of the organization. Geographical organizational structure the group's representatives with each other for the fundamental purpose of serving the company (Thompson and Glas, 2015). Different geographical units can be very effective for an organization. Due to the convergence of different culture and skills organization takes most of the benefits.

Customer focused organization

Customer focused business is considered as an operation which is associated towards building a relationship with their customers. In addition to that, social interaction and a desire for satisfying the customers and help in making some decision as well. As per the viewpoints of Bernstein *et al.* (2016), a customer-focused organization requires the huge amount of knowledge for serving their customer to get a positive brand image. In addition to that, a customer-focused organization also makes sure there is a proper communication between the employees and their members to enhancing their organizational operations in an effective way. Moreover, it is utmost important for a customer focused organization to ensure service delivery on given time frame.

Flat Organization Structure

A flat organization structure has some levels regarding management between the front-line employees and the executive levels. A flat organization structure is mainly designed in order to minimize the bureaucracy and make sure employees are giving their best for making any kind of decision. In the opinion of Bititci *et al.* (2016), in the flat organization structure, a communication occurs mainly between the managers and their baseline managers for solving any problem and to adapt any rapid change. The flat organizational structure is shown through the

medium of pyramid shape by different departments. In addition to that, the flat organizational eliminates the various layers which are present in the middle management and it also allows the whole organization in order to be more productive. There are various benefits of implementing a flat organization structure such as it enhances their productivity. In addition to that, it can also have a leaner budget by simply cutting the cost of middle management salaries.



Figure 7: Flat Organizational Structure

(Source: Bititci *et al.* 2016, p.1590)

In the flat organization structure, a proper communication between the management and the employees reflects towards a greater level of innovation within their organization. In addition to that, it also helps in making any kind of decision in an easier way. As per the views of Crewe *et al.* (2015), a flat structure organization is also helpful for increasing the level of productivity and profitability as well. Apart from the benefits of flat organizational structure, there are some disadvantages as well. In case of flat organizational structure, there is a major disadvantage which is there can be more than one boss for the employees within an organization. In addition to that, the limit in the organizational structure can hamper the growth. Moreover, a successful flat organization sometimes is only limited to small companies such as cooperatives and partners. In the opinion of Cummings and Worley (2014), flat organization structure sometimes possesses confusing leadership as well. There are not more layers of the leadership but the leaders tend towards more organic regarding their nature. There is also a presence of less motivation within the flat organizational structure.

Holacracy

Holacracy is mainly a method regarding decentralized management where decision making is done with the help of a holacracy of a self-organized team rather than in the management hierarchy. In addition to that, holacracy is adopted by various profitable and non-profitable

organization is some countries. In the views of Friesen *et al.* (2014), holacracy is mainly self-organization instead of waiting for any commands from the hierarchy. Holacracy was invented by Zappos which denotes towards a movement of reshaping cooperate. The holacracy is used when an individual wanted to get rid of their bosses and do not want to work with any ones.

Concept of Holacracy

Holacracy is mainly a new way of running the entire organization. Holacracy was mainly developed in order to increase the level of responsiveness along with that creating some clarity within the organization and removing any kind of difficulty. In the opinion of Hoenen and Kostova (2015), holacratic companies simply organize their works rather than people who do work. Holacracy was implemented mainly to prevent a company from becoming much rigid, bureaucratic and widely while it is growing.

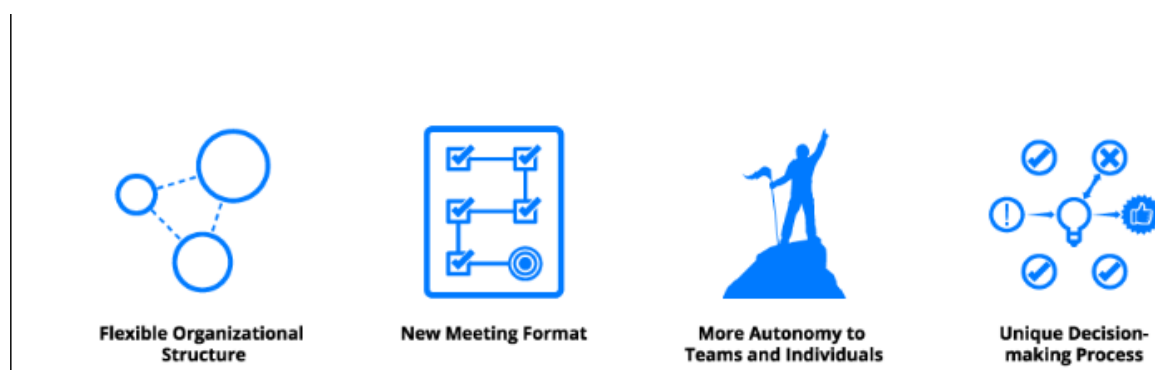


Figure 8: Holacracy

(Source: Holzscheiter 2017, p.56)

The holacratic companies can be the fringe trend but it is moving towards simplification. A holacratic practice can be helpful in terms of increasing the productivity level and taking decisions as well. As per the opinion of Holzscheiter (2017), the adaptation of holacracy sometimes is not good for some organisation because it can create barriers and for the employees, those are not able to work by their own. In the holacracy structure, the team members take work which is matching with demands of companies and skills of employees as well.

Elements of Holacracy

Holacracy aims towards increasing the efficiency, innovation and accountability within an organization. The holacracy is helpful in terms of encouraging individual members for taking some initiatives. Thus, the elements of holacracy can be much helpful while implementing them in their organization. Elements of holacracy can be helpful for proving some unique decisions within an organization. As per the viewpoints of Howell (2016), holacracy sometimes do not work in a proper way for some organization where there is no passion for their customers and there is a presence of agility. On the other hand, holacracy can be remarked as a better way in terms of working in a smooth way. The elements of holacracy are helpful for those organizations where there is an urge to pursue the success and achieve their main objectives. The elements of holacracy make it easier for employees in order to gain any new skills along with that in a transition of roles.

A constitution

The holacracy constitution constitutes the circle structure where it is showing of the organizational system in terms of self-organizing circles. In addition to that, the circles are organized in a hierarchical way and each of the circles provides clear purpose regarding their accountability of an organization. As per the opinion of Jordan and Lloyd (2017), in the holacracy circle structure, each of them is organized by an authority to self-organize internally and their goals. In addition to that, the circle are conducted in order to have their meetings, taking some responsibility, assigning the members for filling their roles and to carry out the work in their own domain.

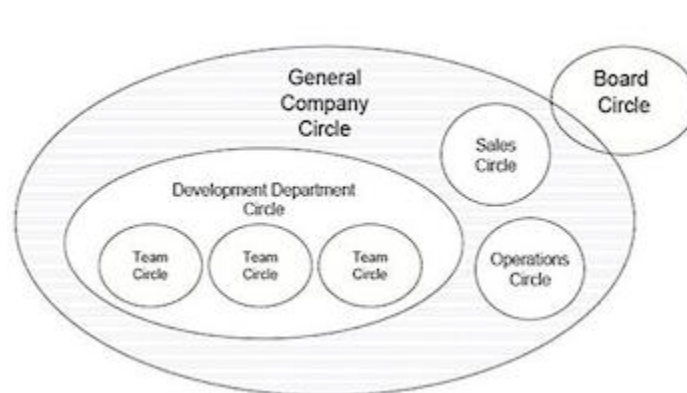


Figure 9: Circle structure

(Source: Jordan and Lloyd 2017, p.100)

In the constitution of holacracy, a circle structure is connected through the medium of two roles those are rep link and lead link. Moreover, the element makes sure that there is the proper alignment of strategy and mission within the entire organization.

Restructuring organization by sphering and defining employee roles

In the holacracy organizational structure buildings of blocks are their main roles for shaping. In addition to that, holacracy make a difference between the people those filling the roles and roles. This is because an individual can take many roles within a specific time frame. Moreover, roles are not defined as job description it provides a clear connect regarding the name, the purpose of domains and accountability for the ongoing performance of employees. As per the opinion of Martin-Rios (2016), roles of an individual are defined in each circle through the medium of the governance process. Moreover, roles of an employee's are updated on basis of the needs of an organization. In addition to that, while restructuring the organization structure roles of an employee can easily be changed on basis of employee's skills. Moreover, the spheres of an organization are also hampered by the implementation of holacracy in an organization.

Unique Decision-making process

Holacracy makes sure there is a proper alignment within the needs of an organization and team members. In addition to that, it is to make sure all duties and responsibilities of employees are properly done by working together. In the viewpoints of McKergow (2016), in the unique decision-making process, there is the help of governance process was every member has their proper authority on making decisions for achieving their goals. On the other hand, there is another point of view by Morden (2017), that holacracy as a whole is opposite with traditional management hierarchy where there is no need of taking permission for any unique decision but it takes the decision by their own. The unique decision-making process can be done in an effective way unless and until there is any kind of restriction through the medium of policies and it requires spending some assets within the organization. In the decision-making process of holicracy, there is a meeting which takes place on weekly basis. In the decision-making process, it is done with the help of sharing some updates and relevant data as well.

Alignment of entire organization in a meeting process

In an organization meeting process, it mainly takes place while consulting with the entire organization. In the meeting process, it takes place by simply communicating with others. A proper communication has much importance in order to have an alignment of the entire

organization to make sure every person has understood their roles and duties. In the organization, there are various cross-functional groups which make sure they are working towards a common organizational goal. Moreover, in an organization, every team members are at different professional levels and they have functional priorities as well. In the opinion of Pateman and Pateman (2017), in order to have a proper alignment, there is a requirement to make sure that every system and structure is supporting towards same organizational visions. In the holacracy, if there are relevant inputs then it makes sure there is a proposed change in respect to the needs of an individual.

Distributing Authority & New Org Structure

In an organization, it is utmost important to properly distribute the work according to their skills and ability of an employee. In any new organization, it is utmost important to properly distribute the work to make sure every person is working towards same goals and objectives. In addition to that, authority distributes in an organization through the medium of decentralization or delegation. As per the opinion of Pettigrew (2014), decentralization is a major element in which every team members can be involved in making any decision in their level of management. The main key towards effective delegation is simply by transferring of decision making and responsibilities from one level to another level within the same organization. Moreover, a new organizational structure is needed to be properly done by keeping in mind every person.

Operations Governance in an organization

Governance is mainly denoted towards a certain chain of responsibility and communication which is effective within an organization. In order to have effective operation governance within an organization, there are four important attributes which are process, behavior, information and skills and knowledge. In the operational governance, an individual can make sure that there are proper skills and knowledge within an organization and make sure every person has properly understood the duties and responsibilities. In the views of Robertson (2015), in operation governance there requires a proper sharing of information to make sure every person has properly understood their roles and responsibilities. Operational governance within an organization can be helpful for providing a value in a business. In addition to that, operational governance is based upon a comprehensive understanding of an entire organization.

Communication is a major factor for proper implementation of operational governance. Moreover, operational governance within an organization makes sure that there is a continuous training program for providing information.

Adoption of Holacracy and Challenges

In an organisation, adoption of holacracy requires full passion and urge to take the decision by them without anyone's help. In case of holacracy, the people do not want to work under any boss. In the opinion of Rushton *et al.* (2014), working alone there come huge challenges which can hamper an organisation. Thus, in holarchy, there is a problem with remuneration which occurs because there is no job title so providing compensation is much tough. Moreover, in the adoption of holarchy, there is a problem regarding acquiring some information because it takes a lot of time to understand and learn in a proper way. The major challenges in holarchy that if there occurs any kind of problem then there is no one responsible for solving them because there is no manager. Moreover, in holacracy, there are major problems while enterprising a level strategy and objective because there is no stability.

2.02.03 Conclusion in perspective of the Modern world

In the 21st century, every organization has the different structure in order to guide their organization. Thus, in the modern world, there is a major vote towards the flat organisational structure. A flat organizational structure is a better way for innovation. In case of other organizational structure the holacracy it is not that much popular because there is a lot of risks associated with this organizational structure. As per the opinion of Verzuh (2015), an organization implements a structure by simply focusing on various sides of an organisation. In the modern world, there is more focus on flat organizational structure because it has less level of management. Moreover, the flat organizational structure employees have some right to take part in the decision-making process as in other structure it is quite difficult for them. In the opinion of Visser (2017), in other organizational structure there is the huge difference between the organizational levels but in case of flat organizational structure there is less difference.

In holacracy the major challenge that in case of emergency there is no one to take the responsibility but in case of flat organization structure, there is a person who is able to take the responsibility. In addition to that, the matrix structure is a complex organizational structure

because of huge number of manager present but in case of flat organization structure, there is less complexity as well. As per the opinion of Yugendhar and Ali (2017), in the modern world flat organization structure is much demand because of their good functionality. In the flat organization structure, there is a proper communication as well which lead towards the good sharing of information. On the other hand, in other organization structure, there is not enough communication done between the employees.

2.03 Employee Engagement

In an organization, employee engagement is much helpful to gain success in the competitive field. In the organization where employees are properly always denoting that there are fewer turnovers of employee's and it also directs towards lowering of risk. Moreover, engaged employee's bright interest in their work and passion as well which lead towards success and innovation. As per the viewpoints of Scarbrough *et al.* (2015), better employee engagement always lead towards better productivity of entire organisation which leads to success. Moreover, there is less chance of employee turnover when more employees are engaged while doing a work. There is a positive environment within the organization when more employees are engaged in work. In addition to that, employees are feeling more satisfied when employees are more engaged in their work. As per the opinion of Scott and Davis (2015), it is also found engaged employees are more philanthropic regarding their work. There is the good flow of communication when employees are more engaged in their work. In addition to that, the level of creativity is much higher when there is a proper flow of engaged employees. Engaged employees always lead towards the success of an entire organization in this competitive market.

2.03.01 Concept of Employee Engagement

Employee engagement is mainly an emotional commitment of employees towards their organization and achieving organizational goals as well. The emotional commitment mainly denotes towards the engaged employees which care about their work and entire organization also. As per the viewpoints of Slack *et al.* (2015), engaged employment always leads toward higher customer satisfaction, increasing of sales growth, higher services and higher return from the sides of shareholders. Moreover, employee engagement in an organization results towards right condition for giving their best to achieve organizational objective and goals.

2.03.02 Stakeholders

In an organization, stakeholder engagement is an essential part in terms of delivering an important project. In addition to that, the engaged stakeholder is a major key part of corporate social responsibility (CSR). Moreover, an organization engages their stakeholders mainly to have an idea regarding environmental and social issues regarding a company's performance. Engaged stakeholders are also helpful for making any decision or improving the accountability. As per views of Shuck and Reio (2014), stakeholder engagement provides three benefits which include building a social capital, delivering towards innovation and reduction of risk as well. In addition to that, engaging stakeholders provide some opportunities for alignment of business with societal expectation and needs.

The Role of Management

In an organization, it is utmost important to have a proper role of management for conducting the entire work in a correct direction. The major role of a manager in an organisation is to guide their employees for achieving goals. In the opinion of Bailey *et al.* (2017), in every organization, they have different goals and objectives along with that manager make sure there is the proper use of organizational resources for achieving them. The role of management makes sure there is no discrimination done to employees which can lead towards a proper employee engagement. In addition to that, in this role of management, there are different responsibilities played by different employees. Moreover, management strives for encouraging an employee which led towards organizational goals.

Manager

In an organizational management, a manager has an important part because they tend to guide the entire organization for achieving success. In addition to that, managers are required to have a single-minded focus on fulfilling the organizational goals. For example, when an organization is going towards a downfall then there is the responsibility of a manager to generate some idea to overcome the downfall. As per the opinion of Downey *et al.* (2015), a manager is also responsible for setting the objectives for employees to reach towards their goals. A manager is also responsible towards motivating employees and conducting a proper communication for engaging employees. In addition to that, a manager can establish some targets and yardsticks

which can be helpful for measuring the results to make sure the entire organization is leading towards a right direction. A manager is also able to train and nurture the skills of employees to make sure every employee can attain success.

Employee

In an organization, employee plays a major role in achieving success for the entire organization with their hard work. In an organization gaining profit is their objectives which include the help of employees to achieve those objectives. In addition to that, sharing of organizational goals with employees is a major part of achieving those objectives. Employees needed to have an urge for participating in the decision-making process to make an effective employee engagement. As per the viewpoints of Eldor and Harpaz (2016), employee plays a significant role in the organization environment which shows the effectiveness of employee engagement. Moreover, employee behavior can also effective in achieving organizational goals. Performance of employee is also beneficial for attracting customers which direct to increase organizational sales growth.

Work

In an organization, works are distributed among employee by keeping in mind their skills. In order to properly distribute the work, there is a requirement of no discrimination among the employees. Moreover, if employees do not feel properly connected with their work then proper employee engagement does not take place. In the opinion of Bal and De Lange (2015), proper satisfaction from work is much essential for lowering the turnover of an entire organization. In addition to that, work satisfaction also lead towards the increasing of productivity within the organization because employees are enjoying their work.

2.02.03 Kahn's Framework & Three Dimensions of Burnout

Kahn's Framework

Khan's framework has eight dimensions and each of the dimension reefer towards some issue which is needed to be considered as experience. Pedagogical is the first framework which addresses towards the issue of audience analysis and implementing strategies. Technological dimension denotes towards assessing of software and planning of infrastructure. The interface includes designing of technological course. As per Goetsch and Davis (2014), evaluation

dimension includes the learning environment. Management dimension makes a proper updated of information within their employees. Resource support includes all human and technical resources for supporting learning. Ethical includes issues which are penetrating towards political and social influence. The institutional dimension includes three sub-dimensions which are related to academic, technological and student. The Khan's framework for employee engagement can be helpful for providing some information regarding their organizational work. A proper design is much helpful for engaging employees in their workload.

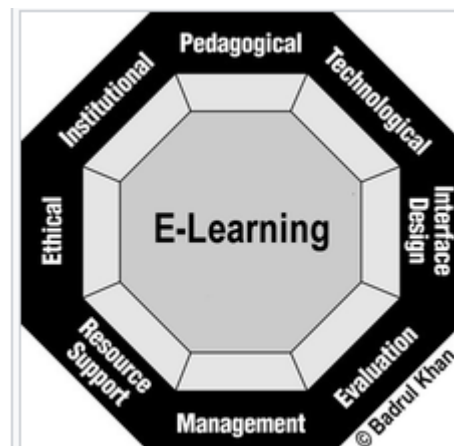


Figure 9: Kahn's Framework

(Source: Goetsch and Davis 2014, p.100)

Three Dimension of Burnout

Burnout is mainly denoted towards an emotional and physical exhaustion which involves the development of a negative self-concept, loss of economic, negative job attitudes and feeling for the client. In addition to that, the three dimension of burnout is exhaustion, ineffectiveness and cynicism. In exhaustion, it occurs when an individual is feeling overextended with emotional and physically. On the other hand, in case of cynicism, it takes place when there is a cold attitude towards any responsibilities. Moreover, ineffectiveness takes place when there is a feeling of inadequacy. As asserted by Back *et al.* (2014), burnouts are mainly denoting towards an individual stress for experiencing in complex social relationships. In case of employee engagement, leaders and organization structure it is utmost important to not overextend any relationship for getting success. Moreover, overpressure always leads towards the failure of productivity levels and decreasing of sales rate as well.

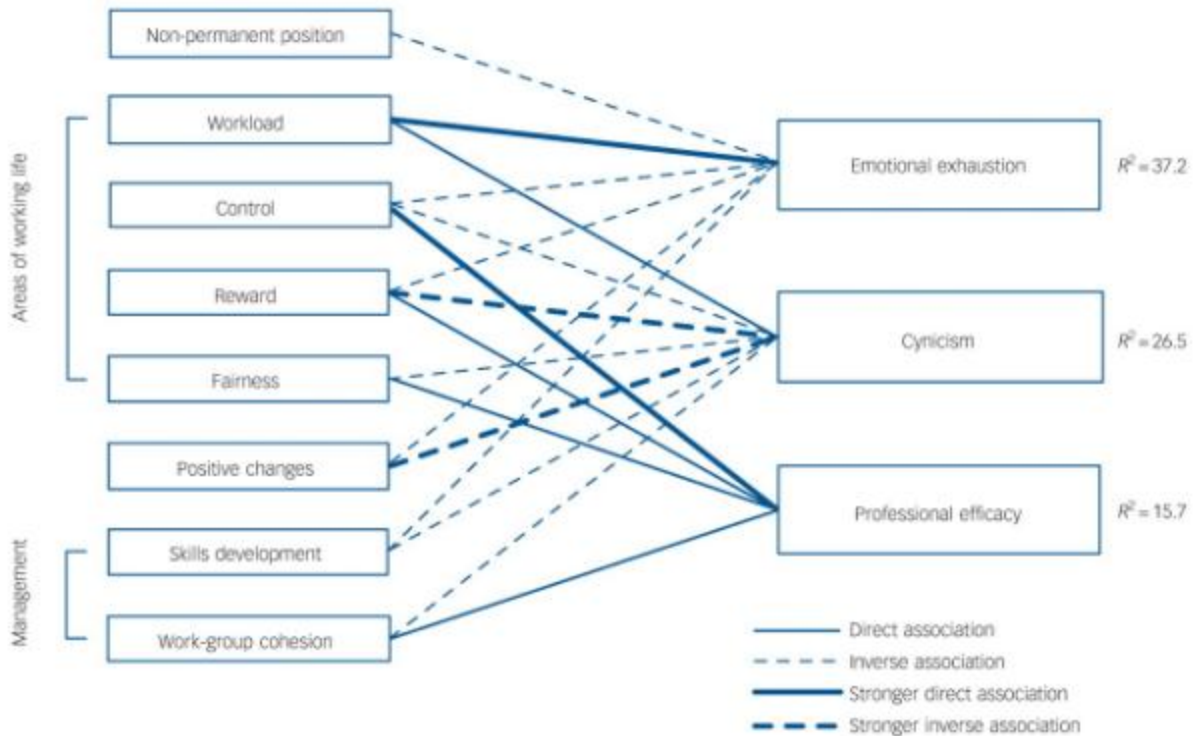


Figure 10: Three Dimension of Burnout

(Source: Back *et al.* 2014, p.400)

2.02.04 Ways of measuring employee engagement

Employee engagement is mainly the level of commitment that employees give towards their organization for achieving success. There is some method which is helpful for measuring the employee engagement. Those are personal meeting, observation, performance appraisal, and customer satisfaction and inspection opportunities. In the views of Glaister *et al.* (2018), face to face meeting is the best way for measuring the employee engagement because there is a chance to discuss regarding improvement and motivation as well. Moreover, proper observation over employees is also helpful to determine the level of employee engagement within the organization. In addition to that, a customer is more likely to buy some products when employees show more enthusiastic towards them. In the views of Hsieh and Wang (2015), in terms of measuring employee engagement it is necessary to put forward their employees to provide some ideas and skills. Thus, by noticing how employee participates can measure the employee engagement.

2.02.05 Future employee: 7 Principles

Employees of tomorrow are not same as that of employees of yesterday. There are 7 principles of the future employee. Those are a flexible working environment, customization, sharing of information, using new ways of appropriate communication, has the ability to be a leader, can shift from knowledge workers to a learning worker and they are capable enough to learn anything and to teach others also. In the future days, an employee can be independent and can work by sitting in any environment and employees will be able to shape their paths and by selecting their preferred project. As per the opinion of Brewster and Hegewisch (2017), the mentality that knowledge is power where employees hoarded some information is going to be changed. Moreover, there will be employee's those can easily share information which can lead them towards success.



Figure 11: 7 Principles of future employee

(Source: Brewster and Hegewisch 2017, p.120)

In the working area email are referred best ways for commuting but in case of future employees, there will be more ways for communication. In addition to that, there is going to emerge various technologies like internal collaboration which are going to replace the emails in various situations. As opined by Mittal and Dhar (2015), employees have the ability to be a leader in the future by simply sharing their ideas with other or getting some feedback from the higher authority. The 7 principles of a future employee are nowadays implemented in a various organization which can lead towards the success of the entire organization.

2.02.06 Conclusion: Employee engagement and empowerment

In the modern world, employee engagement and employee empowerment is the basic need in order to attain the top position in the competitive world. In addition to that, in the modern days, there are some principles which can help employees to get flexible with their working environment. Employee engagement is needed to be done properly with the help of the organization. Employee engagement requires a passion within them to work together for achieving organizational goals. Employee empowerment within a workplace requires not be underestimated because it brings groups confidence which is helpful for making the success. In their empowerment of employees, it is mainly done by simply expressing their ways in the staff without having own decisions. Employee empowerment mainly takes place through the medium of training whereas, engagement of employees occurs by engaging them within the organization to participate in decision-making process.

2.04 Co-relation between Org Structure, Employee Engagement and Leadership

An organization is required to design a preferable structure which completes the long-term vision of the organization. The organizational structure is basically a prescribed pattern regarding a work-related behavior which mainly takes place in order to achieve organizational goals. In the views of Schaufeli *et al.* (2017), organization structure mainly referred towards the proper arrangement of a task with relation to different departments for achieving a target with equal effort. An organization structure simply has an impact on the leadership style and employee

engagement to achieve goals. As per Breevaart *et al.* (2014), the leadership style also changes as per the organizational structure. For example, in case of flat organizational structure, there is no scope for employee engagement because their employees can feel disempowered. Moreover, in the flat organizational structure sometimes the employee can feel disconnected with their leaders. In the modern era, there is a huge competition which resulted towards change in organizational structure. In addition to that, engagement has a direct impact upon organizational outcomes which includes productivity and retention. Leadership has an impact on the organizational effectiveness and in engaging employees within an organization. For example, if the structure of an organization is properly maintained but their pay structure is not appropriate then there will not much employee engagement. Thus, it can be found that there is no proper employee engagement. As per the opinion of Anthony-McMann *et al.* (2017), in order to gain success for an organization, it is utmost important to have a proper employee engagement with effective leadership style. A proper employee engagement leads towards creativeness which is helpful for attaining success. Communication is much required for proper sharing of information within an organization. Thus, it is easily found that there is a proper correlation between the employee engagement, organizational structure and leadership style.

2.04.01 Structure of an Organization effect upon leader behavior

The structure of an organization has a direct impact on the behavior of leadership. In addition to that, if an organizational structure is then there will be a sudden change in the behavior of leaders. As per the views of Guest (2017), organizational structure is mainly a grouping of people in order to complete a work. In addition to that, an organizational structure can promote performance by depending upon the level of workflow productivity. As opined by Phillips and Phillips (2016), leader's behavior can have an impact on the employees as well. Moreover, there occurs a change in the leadership style when there is a change in the structure of an organization.

2.04.02 Leadership behavior effect upon employee engagement

The engaged employees always denote that there is a high level of productivity within an organization. In addition to that, there is a correlation between the behavior of a leader and employee engagement. Moreover, there is a direct effect upon the employee engagement through the behavior of a leader. The leaders those are consistently applying enablers of engagement

always lead towards higher employee engagement. In the opinion of Carmeli *et al.* (2015), if a leader is having negative behavior then there is no scope for employee engagement. Moreover, there will be a bad effect on the employees. The behavior of a leader is positive then it resulted towards increase rate of productivity because employees are properly engaged to achieve goals.

2.04.03 Structure of an organization has an effect on employee engagement

The organization structure has a direct effect on the employee engagement. In a rigid organizational structure, it is not possible to have prior employees whereas; in less rigid organizational structure employees can easily be engaged in the decision-making process. As per the opinion of Bailey *et al.* (2017), a structure of an organization affects job satisfaction, economic efficiency and level of productivity. In an organization structure if there is no job satisfaction then it automatically directed towards no employee engagement. Thus, no employee engagement leads towards the failure of achieving organizational objectives.

2.04.04 Interconnection of all three

The organizational structure, employee engagement and leadership all three of them are interconnected for attaining an organizational objective. In addition to that, improper organization structure can affect upon the employee engagement and the behaviors of leaders and their styles. As per the viewpoints of Albdour and Altarawneh (2014), a behavior of a leader can effect upon employee engagement which automatically directed towards a failure while achieving organizational objectives. In addition to that, organizational structure changes because of huge competition. If employees are not properly motivated by their leader then it directly leads towards the failure of achieving organizational objectives.

2.04.05 An Irish perspective

In respect of Ireland, organizations are spending the huge amount of money for engaging their employees. In Ireland, there is the use of rewards and appraisal within an organization to motivate their employees to attain a top position. There is a requirement of the proper organizational structure by keeping in mind the employees and their leaders. In the views of Alagaraja and Shuck (2015), employee engagement is much beneficial to attain the success of an

entire organization. Moreover, the organizational structure is not that much rigid and there is a positive leadership behavior as well.

2.05 Conclusion

From the above study, it is found that leadership is highly important to attain the success of an entire organization. In addition to that, leadership behavior also engaged in terms of motivating their employees. In order to have profit for the entire organization, it is utmost important to have a proper leadership and a proper employee engagement. Moreover, there are different types of organizational structures which have an impact on employee's to make them motivated. In the opinion of Conway *et al.* (2016), there are various reasons to be a leader because a leader has to take the tough decision regarding any critical situation. In addition to that, a leader has a different psychological perspective to win and solve many difficult situations. Moreover, a leader's attitude is needed to be positive to have a positive environment within an organization. As opined by Hsieh and Wang (2015), a leader is needed to be self-confident and a proper intelligence to cope up with any critical situation. In addition to that, a leader is needed to be determined to make sure every work is done in a proper way.

A leader is required to have a desire or urge to know something new or gain an experience. Moreover, a leader requires having an appropriate knowledge regarding some skills which includes technical skills, human skills and conceptual skills. There are some theories as well which are helpful for providing some information regarding management skill to be a leader. As per the opinion of Carasco-Saul *et al.* (2015), a leader main motive is to motivate their employees and all of them are equally responsible for achieving the success of an organization. There is a model named Hill's model of leadership which is helpful for solving any critical problems. The structure of an organization is also responsible to achieve the goals with the help of leaders and their employees. In the views of Nyberg *et al.* (2016), a structure of an organization has a direct impact on the employee engagement to achieve an organizational objective.

It is also found that in the modern era the most preferred organizational structure is flat organizational structure because it provides a chance to employees to take part in the decision-making process. On the other hand, there are some organizational structures which have a negative impact on the leader's behavior and employee's. The negative impact always leads

towards the failure of an organization in terms of achieving success. In the views of Barrick *et al.* (2015), in a new organizational structure, there is the requirement to properly distribute the power on basis of employee capability and skills. It is found from the study, that flat organizational structure has less flexibility thus, it is high in demand. Moreover, employee engagement is much required for attaining the success of an organization and to make sure every person is motivated by their leaders. As per Zsombok and Klein (2014), leader behavior has a direct impact on employee engagement. In addition to that, employee engagement, organizational structure and leadership are all interconnected because if anyone if wrong then entire organization gets hampered.

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