
AN INVESTIGATION ON THE CONNECTIONS BETWEEN LEADERSHIP TRAINING, EMPLOYEE MOTIVATION, AND INNOVATIVE IDEAS BROUGHT FORTH BY WORKERS IN INDIAN BUSINESS PROCESS OUTSOURCING ORGANISATIONS

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Abstract

As the globe enters a new period marked by increased globalisation, the importance of innovation as the driving force behind success has risen to the top of the priority list. In the realm of organisational research, the topic of the difficulties of encouraging employees to engage in creative behaviour is becoming an increasingly attractive topic of investigation. The application of coached leadership, which is a style of leadership utilised in the study of organisational behaviour, is one way that the cognitive abilities of workers may be improved. The Self-Determination Theory was utilised in this study to demonstrate that coaching leadership may successfully encourage innovative behaviour and motivate employees. The research was carried out by conducting a survey with 126 participants from five prominent BPO organisations located in Pune City. The collected data was then analysed. According to the findings of the study, there are statistically significant favourable links between the degree of leadership coaching that is provided and the level of job motivation that is provided for employees.

Keywords: Leadership Coaching, motivation, innovation, Indian BPOs.

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1. Introduction

An investigation on the connections between leadership training, employee motivation, and innovative ideas brought forth by workers in Indian business process outsourcing organisations.

As the globe enters a new period marked by increased globalisation, the importance of innovation as the driving force behind success has risen to the top of the priority list. In the realm of organisational research, the topic of the difficulties of encouraging employees to engage in creative behaviour is becoming an increasingly attractive topic of investigation. The application of coached leadership, which is a style of leadership utilised in the study of organisational behaviour, is one way that the cognitive abilities of workers may be improved. The Self-Determination Theory was utilised in this study to demonstrate that coaching leadership may successfully encourage innovative behaviour and motivate employees. The research was carried out by conducting a survey with 127 participants from five prominent BPO organisations located in Pune City. The collected data was then analysed. According to the findings of the study, there are statistically significant favourable links between the degree of leadership coaching that is provided and the level of job motivation that is provided for employees.

2. A Brief Description of the Issue

BPOs are making an attempt to establish a better atmosphere in order to encourage their employees; nevertheless, despite these efforts, they were still encountering certain internal challenges such as poor motivation, a high attrition rate, low performance, absenteeism, and high sick leave rates. The aforementioned concerns may have arisen as a result of the following: unmet

leadership styles by top management; a lack of faith in management style; inadequate working circumstances; and a leadership style that is not supportive of employees. These issues may be occurring at work.

The term "structural" and "functional" worker are the terms used to refer to the two distinct groups of employees that may be found in any workplace. Workers who are considered to be structural are those who are responsible for the day-to-day operations of the organisation and deal with the grunt work, whereas workers who are considered to be functional are those who attempt to utilise the structural work in order to generate value for their organisation. To put it another way, structural employees are the ones responsible for things like operations (daily deliveries, inventories), whereas functional workers are the ones responsible for things that provide value to the firm (customer service). In terms of what drives an employee, it is difficult to differentiate between these two categories of work. A person who puts in a lot of effort and is never negative about his work, for instance, has the potential to be a good structural worker as well as a strong functional worker. This serves as an illustration of why one should not consider motivation in terms of its structural or functional components.

BPOs are lowering their operational expenses by transferring work to other nations like as India, China, and the Philippines. When compared to employees in developed nations like the United Kingdom, the United States of America, and Australia, workers in these countries are more ready to accept lesser pay for the same amount of labour. BPOs will be able to increase their earnings and get an advantage over their rivals if they cut their expenses by moving the job offshore. As a consequence of this, business process outsourcing (BPO) organisations are dealing with issues that include poor levels of employee engagement, absenteeism, and performance within their workforce.

The purpose of a manager acting in the capacity of a coach is to demonstrate their efficacy as a manager by providing feedback on employee performance, being tolerant of ambiguity, placing a focus on learning and collaboration, and so on. According to Anderson et al. (2014), there are three tiers of coaching elements that influence innovative behaviour: the person, the group, and the firm. These factors include the innovation needs perceived, the team environment, and human resource management techniques. According to a number of research, developing a person's mental model further while also dismantling it results in increased levels of innovative behaviour. The mental model may be improved, which in turn encourages inventive behaviour, if coaches place a focus on the inspiration of employees and assist them toward finding solutions to issues on their own. The support of leadership will also make it possible for the organisation to have an open and interactive environment, which will enable more resources and support to be made available to employees so they can put their innovative ideas into practise and further promote innovative behaviour within the organisation.

Getting folks to engage in particular actions by providing them with motivation. People are influenced at work to engage in a sequence of behaviours that are connected to their job performance, and individuals' levels of motivation at work dictate the shape, duration, and intensity of these actions. The expectation valence theory that was developed by Vroom in 1964 is the ancestor of the field of motivation research. A classic motivation model was later provided by Porter and Lawler. This model classified motives as either intrinsic or extrinsic, depending on the source of the incentive. According to the findings of a significant number of research, an employee's level of motivation may successfully predict their job performance, as well as their learning behaviour, job adaptability, and job happiness. Employers are increasingly paying a

greater amount of attention to the motivation of their employees in order to improve the performance of their organisations by providing improved employee incentives.

The Self-Determination Theory is a type of motivation theory that was presented by Deci and Ryan. The more conventional explanations of human motivation serve as the foundation for this idea. This idea may be used in a variety of different contexts and is generally accepted. The structural dynamic theory (SDT) views motivation as a continuum that can be broken down into its component parts: introjection, integration, identification, and external control. The process of moving from an external regulation to an intrinsic motivation, also known as the level of acceptance of behavioural norms and the recognition of values held by individuals, is referred to as "internalisation" of motivation [9]. "Internalization" of motivation is the process of moving from external regulation to intrinsic motivation. According to research done on the topic, the qualities of the activity itself, interest requirements and emotional variables, goal setting, motivation, and feedback are the primary aspects that influence an individual's level of motivation.

Encouragement and support are emphasised by leaders who provide coaching to employees so that those employees can find and solve problems on their own. In addition to this, they distribute their authority in a more equitable manner and place a premium on the education and growth of their workforce in order to provide workers with a wider range of career options. The degree of job competence possessed by employees will also increase thanks to coaching provided to leaders. Employees are able to satisfy their psychological needs for relatedness, competence, and autonomy, and they also demonstrate a strong interest and confidence in the activities, which promotes creativity and vitality. On the other hand, the activities themselves promote creativity and vitality. According to the findings of the study, an individual's capability of attaining their greatest degree of cognition is driven by motivation, identification and analysis of states may be made more complete, and more ideas can be suggested. Employees will have a stronger desire to encourage innovation and participate in activities that encourage creativity, which will lead to increased employee engagement.

3. Methodology

Following methodology was designed for the study to collect primary data.

- a. A sample of 126 respondents was selected for the purpose of the study using convenience sampling. The respondents were chose from 5 leading BPO organizations in Pune City.
- b. Design and validate a (minimum 10-point) questionnaire for ascertainment of
 - i. Employee Innovation
 - ii. Leadership Coaching
 - iii. Employee motivation
- c. Seek responses on a 5-point Likert scale
- d. Conduct the survey
- e. Summarize the responses
- f. Apply correlation analysis.
- g. Analyse the results

The study was conducted across Pune City.

- Plan developed for the purpose of putting assumptions to the test
- The following four categories of responses were collected:
- The first part of the survey asked participants to provide information about themselves, such as their background and experience.

- It was determined that the second, third, and fourth portions would be used to measure the following variables:
- Innovation Produced by Staff Members (10 items)
- Instruction in Leadership (10 items)
- Degree of inspiration felt by staff members (10 items)
- We determined an overall score as well as an average for each of the parts.
- After averaging the percentages of responses to the questions contained within a given segment of the questionnaire, a single score was derived for that section. Next, P-values were computed, and the null hypothesis was examined to see whether or not it was rejected.
- After calculating the Cronbach's alpha score for the questionnaire, the results will be reviewed in the next portion of the article. In this regard, the assumptions that were set were as follows:

Hypothesis:

H1o: There is a considerable positive association between the level of leadership coaching provided and the level of work motivation experienced by employees.

H1a: There is no association between the level of leadership coaching, employee creativity, or work motivation.

4. Results and Discussion

Table 1. Results of the Cronbach's Alpha

Sr. No.	Section of the questionnaire	Number of Items	Cronbach's Alpha value
1	Level of Employee Innovation	12	0.834
2	Level of Leadership Coaching	13	0.833
3	Level of Employee motivation	10	0.862
4	Complete Questionnaire	35	0.748

According to the data presented in the table above, the values of Cronbach's alpha were higher than 0.7 in every one of the instances. This demonstrates the amount of internal consistency and provides evidence that the derived measurements are legitimate.

Table 2. Correlations

Correlations				
		Employee Innovation	Leadership Coaching	Employee motivation
Employee Innovation	Pearson Correlation	1	.512**	.532**
	Sig. (2-tailed)		.000	.000
	N	126	126	126
Leadership Coaching	Pearson Correlation	.512**	1	.465**
	Sig. (2-tailed)	.000		.000
	N	126	126	126
Employee motivation	Pearson Correlation	.532**	.465**	1
	Sig. (2-tailed)	.000	.000	
	N	126	126	126

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

In every one of the aforementioned scenarios, every variable exhibits a substantial positive correlation with the other variables (p value less than 0.01). As a result, the degree of leadership coaching and the level of work motivation both show strong positive associations with the innovativeness of employees.

5. Conclusion

Even though coaching leadership is a relatively new style of leadership in the field of organisational behaviour that aims to develop the brains of employees, academics have not yet investigated the intermediary mechanism that connects the two. This is despite the fact that coaching leadership is an attempt to develop employees' brains. The primary impacts of coaches are the focus of the great majority of research on coaching leadership, whereas psychological capital is the focus of the large amount of research on coaching leadership conducted on intermediates. The most important psychological factor to take into account while trying to influence the behaviour of another individual is their level of motivation.

The findings suggest that the capacity to think creatively and innovatively is significantly impacted by participation in a leadership coaching programme. According to the findings of this study, the researchers found that job motivation may have an important mediating role in the process of coaching innovation. As a direct consequence of this change, people in general have adopted a perspective that is more favourable for training and inventive behaviour. People will be able to satisfy their own psychological requirements as a result of coaching leadership's active monitoring, creating collaboration, and concentrating on communication and other behaviours as a result of the active monitoring, collaboration, and focusing on communication and other behaviours. People will be able to do this as a result of coaching leadership's active monitoring, creating collaboration, and concentrating on communication and other behaviours. As a direct result of the training programme, employees indicated an improved excitement for their professions, a stronger readiness to cooperate and engage in missions, and a greater willingness to actively examine hurdles and stimulate creativity.

This research is plagued with a myriad of challenges and restrictions at every turn. When self-assessment methods are used to analyse data from the same data source as the original data source, there are a number of factors that might affect the accuracy and impartiality of the results produced by such methods. For the purpose of increasing the reliability of the findings, a subsequent investigation can investigate survey methods that involve the collaboration of managers and staff members. Second, the primary emphasis of this research is placed on the function of intrinsic motivation in the workplace as a moderating factor in the employment relationship. It's possible that augmenting this work with more theoretical perspectives on the topic might be helpful. The study also does not take into account the function played in the influence process by individual personality attributes such as personal values and regulatory orientation on an individual's life. It is feasible that in the future, researchers may investigate the boundary conditions linked with the process of coaching leadership and creativity. This possibility exists since it is possible.

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