ROLES OF LEADERSHIP/MANAGER IN EMPLOYEES' WELLBEING UNDER LABOR RELATIONS & HUMAN RESOURCE MANAGEMENT

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Abstract- An organization as it were depends on highly motivated workforce that is able to match the dynamics in the business environment. This may not be achievable without the potency of effective leadership, for which transformational leadership has gained global importance. This leadership style can be affected through roles, which should be critically evaluated for their impacts in the wellbeing of employees, who are the most valuable asset in organizations. Literature reviews reveals the efficacy of transformational leadership style as the way forward for progressive organizations globally.

I. INTRODUCTION

Organizational evolution has come to terms with the requirement of management dexterity in the workplace, and this has led to a seeming shift from Taylor's management science approach, which has been criticized for its little concern for the human factor in organizations (Turan, 2015), to contemporary management orientations. One of the most important skills any professional could possess is the ability effectively manage and lead others. A professional manager is an expert, trained by education and experience to lead any type of organization. What makes the life of a manager so interesting is that it requires you to address such a wide variety of problems - financial, material, human, legal, political, and environmental almost every day. No other career can provide you with such a rich mixture of challenges. Transformational style of leadership seeks to create change in followers/employees by motivating and showing interest in their development (Warrilow, 2012). The application of these leadership styles in organizational settings will reveal varying measures of empathy on employee wellbeing.). Whichever way it goes, actions and decisions of leaders in organizations culminate to bear on the ability of employees to achieve wellbeing.

The dexterity in organizational leadership may be cut short of results if employees' wellbeing is consistently fed with Taylor's management science approach. A measured departure from the old is consistent with high flying organizations with energetic and well-motivated workforce. According to CIPD (2007: pg.7) wellbeing is defined as "creating an environment to promote a state of contentment which allows an employee to flourish and achieve their full potential for the benefit of themselves and their organization." Concern for employee wellbeing is growing in the new millennium and calls for firm-specific action to this end portends competitive advantage for organizations. Hafner et al (2015) accounts of the British wellbeing statistics reveal that between 2013 and 2014, 1.2 million of the working populations were dealing with one form of illness or the other. The business implication of such situation is that about 100 billion pounds is spent in a year to manage different conditions (Amati-McDonald et al, 2010).

The intense push of globalization and the response of organizations to its many benefits are taking its toll on workers in different ways.

It is imperative for organizational leadership to negotiate balance between organizational performance and the wellbeing of employees. The convergence of thought that employees are the most valuable asset in an organization (Fulmer, 2014), increases expectation that leaders and managers should seek more ways to identify a sense of belonging for employees in their organizations.

II. CONTENT

The roles of leaders and managers in initiating wellbeing of employees have been criticized as usually an intervention of a subgroup of individuals in an organization (Amati-McDonald, 2010). However, the psychological wellbeing of every employee should be the intervention strategy of leaders and management in firms. Therefore, this work will further look at roles that would impact greater coverage of employees' wellbeing in organizations. These roles will see leaders and manager multi-tasking as: The creator, maintainer, and protector and evaluator employees.

III. ROLE OF LEADERS

The Creator

The role of leaders as a creator tickles the fancy of empirical studies. However, organizations are better off when they operate within the ambits of sufficient knowledge of their business domains, as this can avail result in varying levels of opportunities that portends competitive advantage. According to Kumar et al (2013: pg. 16) "the role of leadership on

knowledge creation have focused on issues such as finding and differentiating the role of transformational and transactional leadership in knowledge management and creation". The benefit of knowledge to followers is critical to the wellbeing of the same. A leader's ability to create knowledge from variables achieves congruence with Warrilow (2012) account of leadership's capacity to influence and motivate followers/employees to go beyond in achieving organizational objectives and personal development (wellbeing). The creation of knowledge in this context supplies benefits both ways (to organization and employees). However, leadership's capacity as a creator (knowledge creation) will be deepened if and only if the organization in view is a learning one. The ability of organizations to achieve employees' wellbeing through effective knowledge creation by leaders constitutes capacity for advantage, as one of the ways to influence employees is through a learning work environment (Mullin, 2010). Increasing management appreciation of the health conditions of employees has encouraged the re-appraisal of risk management strategies in high performing organizations (David, 2011). Knowledge creation capacity of leaders will assist employees to into utility of available strategies for their overall wellbeing. Most often than not, many employees may not be well advised on available options due to leadership inaction. The creation of knowledge as an organizational leader can come from the piece of variables infused into vision and mission statements, strategy formulation and human resource policy. Tankovic (2013) identifies the knowledge creation in vision as a pointer to the desired future of the organization and mission statement enlightens followers about the purpose of the business entity. In the whole, this provides platform for leaders to create further knowledge to the effect that employee organizational citizenship is cultivated and pursued by employees. Also, knowledge creation through strategy formulation exposes team members to undulating business environment, from where they gain further knowledge in industry dynamics. However, due to rapid changes in the business environment, knowledge creation in vision and mission statements, strategy and human resource policies must be adaptable and their delivery flexible to make them relevant to the needs of the market. Furthermore, if knowledge implementation is left at its tacit level in teams, it may be difficult to process innovation (Alwis and Hartmann, 2008).

The Protector

The role of a protector in leadership is basically subsumed in the espoused activities of a leader in fortifying the knowledge of follower/employees and influencing them to increase their adaptation and flexibility in a dynamic business environment. Successful leadership entails consolidating areas of strength and, managing and minimizing areas of weakness (Khator, 2012). The extent of employees' wellbeing may be subject to the rate and pace of change within and without an organization. It is in the best interest of organizations during periods of change, for leaders to give attention to identity formation in employees (Ajmal et al, 2013), as this can help leaders watch over the psychological wellbeing of employees/followers. Since diversity has become a recurrent factor in the business environment, leaders in diverse work teams have the task of re-assuring team members of their sense of belonging. Capability of cultural intelligence as identified by (Rockstuhl, 2011), avails leaders the capacity to secure the cultural integrity of individual team members, which is a pathway to their psychological and emotional wellbeing. However, leaders must be able to recognize value differentials, mitigate discrimination and encourage inclusiveness (Green et al, 2015). Protecting the interest of employees/followers especially in the context of rewards and compensation for task handling and innovativeness in teams is critical to organizational success. It contributes to employee wellbeing to know that their inputs are recognized by management. And it is the duty of leaders who bare the interest of their followers to make such account before management.

Management's ability to protect employees' idea offering in organization is key in achieving greater level of success. Protecting innovative ideas coming from subordinate may well avail firms the needed advantage they seek for in the competition. Employees who feel distanced may find it difficult to engage effectively in team task handling.

The Maintainer/Sustainer

Establishing the role of organizational leaders as people who maintains and sustains, will serve to contrast the concept of employees' wellbeing, as it most often stands at variance with classical management theories. In order to be able to maintain a culture of employees' wellbeing which connotes some cost implication, leaders need to have a grasp of organizational economics.

Markos and Sridevi (2010) argue that to maintain this culture in organizations leaders should push for full employee engagement, by achieving maximum job satisfaction and maximum job contribution. As a fair control mechanism, leaders as maintainers of policy, performance and wellbeing should be mindful of the sensitivity of their position. Leaders can actually, but, in a fair way maintain increasing performance without breaking the wellbeing of employee.

The Evaluator

Leadership role as an evaluator is critical to the performance relations of an organization. Organizations know that delivering solid performance in the market place can be related to achieving competitive advantage. Therefore, this role can be applied as a motivational tool of leadership. The need

for a balanced work life can set a score card for leaders in measuring the wellbeing of employees in their teams. In order for leaders to be effective as an agent of organization and one that is able to deliver wellbeing to followers, they must have a good grasp of performance indicators in employees and work life balance.. Yamamoto and Matsuura (2012) inferred high employment cost on organizations that are low on employee wellbeing, but, that management implementation of work life balance will labour turnover which in the first instance is outcome of the lack of employees' wellbeing. The leader as an evaluator may not rest on the classical management concept of performance appraisal. Rather, the demand in contemporary organizations of repute is that leadership should continually seek ways to bring evaluation at par with employees' wellbeing. A leader should understand the strengths and weakness of members of his team. With this knowledge, he in concert with management can develop tasks that are aimed at increasing their levels of engagement and competence. Leaders as evaluators must understand the training needs of their followers, as this will enhance their evaluation function of their employee. Impact evaluation based training go beyond immediate policy result for long term effect on employees (Zinovieff, 2008). This evaluation strategy can help leaders position employees with long term benefits on the job and by implication aid their wellbeing and performance.

CONCLUSION

Interestingly, organizations are powering to attain different heights in their various competitions and this can only be achieved with employees that are highly motivated in their jobs. This quest by organizations most often is achieved, but, a great cost. The failure of some expatriates in multinational companies' assignments overseas and employees in other organizations may not necessarily be of monetary question. Identifying identity formation in employees as suggested by scholars may be a strategic inclusion in helping overcome the intense nature of organizations in their highly competitive business environment. Leadership capacity in building the wellbeing of employees is a critical role to play. The differentiation of employees today is marked by those who no longer respond to monetary rewards. The wellbeing of such employees requires a deliberate departure from the traditional appendage to employee welfare. The advent of total rewards strategies should pave way for total employee wellbeing by management. However, the place of a trade off in achieving this may be in the offing. The Google experience in employee wellbeing is a foretaste of a call on organizations to accept the responsibility of their employees as the most valuable asset of the organization. Leaders have a greater role of churning out leaders with insight into the new millennium and how to shape employees' wellbeing in the future of human resources management.

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