

Chapter 12

Fostering Employee Engagement and Motivation in Global Workforces:

Leadership Strategies for Building a Culture of Accountability and Commitment

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ABSTRACT

Employee engagement and motivation are critical for success in today's global business landscape. This study examines leadership strategies to address challenges in diverse and dispersed workforces, such as linguistic barriers and differing expectations. It explores how transformational, transactional, and servant leadership styles enhance commitment and align employee efforts with organizational goals. Emphasizing cultural awareness, inclusivity, and adaptability, the study highlights strategies tailored to diverse norms and expectations. The role of technology and digital platforms in improving collaboration and connectivity among remote teams is also analyzed. Drawing on case studies and theoretical frameworks, the research

DOI: 10.4018/979-8-3693-9556-1.ch012

offers actionable insights for creating cohesive, accountable, and high-performing teams. By prioritizing employee well-being while fostering alignment with organizational objectives, these strategies provide practical guidance for leaders in multinational organizations, bridging academic research and real-world human resource management applications.

INTRODUCTION

In the contemporary global business landscape, employee engagement and motivation stand as pivotal elements driving organizational success. High levels of engagement correlate with enhanced productivity, increased job satisfaction, and improved employee retention rates (Shuck & Reio, 2014). For global organizations, the task of fostering such engagement is compounded by challenges such as cultural diversity, varied employee expectations, and the complexities of geographically dispersed teams. Addressing these challenges requires a strategic leadership approach, emphasizing cultural sensitivity, adaptability, and effective communication (Caligiuri & Bonache, 2016). This chapter delves into the nuanced role of leadership in fostering engagement and motivation across global teams.

The Critical Role of Leadership

Leadership forms the cornerstone of organizational culture and employee engagement. A leader's ability to align employees' personal goals with the organization's overarching vision creates a shared sense of purpose, motivating employees and fostering accountability (Northouse, 2019). Leadership approaches like transformational and servant leadership have proven particularly effective in addressing the unique needs of global teams. These approaches emphasize inclusivity, trust, and shared objectives, cultivating an environment where employees feel valued and connected.

Transformational Leadership: Inspiring Vision and Unity

Transformational leadership centers on inspiring employees through a shared vision and fostering intrinsic motivation. This approach proves especially valuable in global teams, where employees may grapple with feelings of disconnection due to physical and cultural divides. By promoting a unified vision, transformational

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