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Encouraging Leadership: A Catalyst for Employee Motivation and Business Success

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Abstract

Encouraging leadership, which provides support, motivation, and empowerment to employees, is central to fostering positive organisational outcomes. This article explores how encouraging leadership influences employee performance, job satisfaction, and organisational success. Integrating theoretical frameworks, examining key traits of encouraging leaders, and showcasing practical examples from successful Australian companies emphasises that leaders who embrace this style can significantly enhance employee motivation, productivity, and engagement. Moreover, the article discusses strategies for developing encouraging leadership practices and the challenges organisations face in effectively implementing this style.

Keywords: *encouraging leadership, employee motivation, business success, leadership styles, organizational performance*

I. Introduction

In the fast-paced and competitive global corporate scene, the need for leadership has become more important. While different leadership approaches exist, encouraging leadership has become essential in motivating people, raising job satisfaction, and ensuring organisational success. Promoting leadership is about creating an environment of trust, cooperation, and empowerment whereby leaders actively connect with their colleagues, provide direction, and recognise group and personal achievements. This kind of leadership is important since it immediately affects staff performance, morale, and the organisation's long-term viability.

Studies have repeatedly shown that the internal environment leaders create determines organisational success in addition to outside factors, including market trends or competitive advantages. Encouraging leadership goes beyond achieving business objectives; it fosters a positive organisational culture in which staff members feel valued and motivated to do their best. This paper discusses the qualities of encouraging leaders, their effects on employee motivation, and how organisations may develop this leadership style to improve corporate performance.

II. Theoretical Foundations of Encouraging Leadership

Recognised leadership theories—including emotional intelligence, transformational leadership, and servant leadership—form the foundation of promoting encouraging leadership. These ideas highlight the need for leaders to give employee empowerment top priority, promote positive relationships, and create encouraging work settings first importance.

Emotional Intelligence:

Encouraging leadership requires understanding Daniel Goleman's (2017) emotional intelligence model. Goleman believes a great leader must possess emotional intelligence—self-awareness, empathy, social skills, and self-regulation. Encouraging leaders show great emotional intelligence, which they use to build relationships with their employees. Leaders who actively listen, control their emotions, and relate to the problems of their staff are more likely to create an atmosphere encouraging trust and teamwork. Understanding positive and negative emotions in the workplace helps leaders create encouraging environments that improve involvement and drive (Goleman, 2017).

Transformational Leadership:

Transformational leadership, as Bass and Avolio (1993) define it, considerably overlaps with encouraging leadership. With a great vision, intellectual stimulation, and individualised attention, transformational leaders inspire and encourage their people. They help staff members to surpass their limitations and support their personal growth. Like transformative leaders, encouraging leaders stress the need to involve colleagues by clarifying the more considerable relevance of their job, hence improving natural motivation. This produces higher degrees of performance and commitment. Encouragement of leadership calls for customised comments and focused attention, improving job enrichment and contentment (Bass & Avolio, 1993).

Servant Leadership:

Greenleaf's (1977) definition of servant leadership emphasises the leader's role as a servant to others, stressing employee needs over those of the company or leader. Emphasising the empowerment of their teams, servant leaders are committed to the growth of people inside the company. This approach develops community, teamwork, and group responsibility. Encouraging leadership includes several concepts since leaders create environments that motivate staff members to pursue success rather than for personal benefit, advancing the company and the welfare of its members.

Table 1: A structured comparison of the three leadership models for encouraging leadership.

Aspect	Emotional Intelligence (Goleman, 2017)	Transformational Leadership (Bass & Avolio, 1993)	Servant Leadership (Greenleaf, 1977)
Core Focus	Self-awareness, empathy, self-regulation	Visionary leadership, motivation	Employee empowerment, well-being
Leader's Role	Builds trust through emotional insight	Inspires and engages employees	Supports employee growth

Aspect	Emotional Intelligence (Goleman, 2017)	Transformational Leadership (Bass & Avolio, 1993)	Servant Leadership (Greenleaf, 1977)
Key Traits	Awareness, listening, empathy	Motivation, innovation, support	Development, empowerment, community
Impact	Fosters supportive culture	Boosts motivation and performance	Enhances teamwork and job satisfaction
Encouraging Leadership	Builds trust and connection	Aligns tasks with vision	Fosters a people-first workplace

(Source: Compiled by the Author, 2025)

These leadership theories collectively show how leaders prioritising encouragement, support, and growth create settings that maximise employee potential and help the organisation flourish.

III. Characteristics of Encouraging Leaders

Developing enthusiasm, confidence, and output inside organisations depends on encouraging leaders. Emotional intelligence (Goleman, 1998), transformational leadership (Bass & Avolio, 1994), and servant leadership (Greenleaf, 1977) all greatly influence their leadership style since they underline a human-centric leadership paradigm that prioritises employee welfare and development.

Emotional Intelligence and Empathy

A key characteristic of encouraging leaders is their elevated emotional intelligence (EI), which Goleman (1998) thinks is more vital than the intelligence quotient (IQ) for effective leadership. These leaders can recognise and control their emotions and understand and meet the emotional needs of their employees. A vital component of emotional intelligence, empathy helps leaders build confidence and inspire others to do exceptionally well. Research shows that leaders with emotional intelligence had lower stress and more job satisfaction (Boyatzis & McKee, 2005). Encouragement of leaders creates a culture whereby employees feel valued and motivated to help the organisation's goals using an emotionally supporting environment.

Transformational Vision and Inspiration

Encouraging leaders possess vision and motivate the employees towards an enticing future. According to Bass and Avolio (1994), transformational leaders not only supervise responsibilities but also inspire intellectual stimulation and innovation, thereby improving the aims of their subordinates. These leaders inspire others to be creative and flexible, making transformational leadership successful in organisational change. Encouragement of leaders provides clarity and assurance in difficult circumstances, helping staff members overcome challenges with tenacity and hope (Avolio & Gardner, 2005). Their ability to communicate a clear and motivating vision ensures congruence between staff members' personal development aspirations and the organisation's aims.

Active Listening and Open Communication

One defining quality of encouraging leadership is prioritising active listening and open communication. Greenleaf (1977) underlines that servant leaders prioritise listening to employee concerns and verifying their viewpoints. These leaders build involvement and trust by creating a psychologically safe workplace where people express their thoughts freely. Studies show that organisations encouraging honest communication have higher employee engagement and lower turnover rates (Liden et al., 2008). Encouragement of leaders helps them to realise that honest communication strengthens organisational unity and enhances cooperation in all spheres.

Empowerment and Delegation

Encouraging leaders empower people by giving them responsibility and supporting autonomy, not micromanaging. Bass and Avolio (1994) state that transformational leaders assign staff members significant responsibilities, producing future leaders. This feeling of responsibility drives staff members even more towards organisational success. Empowered staff members show more creativity and problem-solving skills, improving the organisation's general performance (Yukl, 2013) and encouraging leaders to understand that by providing opportunities for growth and autonomy, they help to produce employees with assured skills and competence.

Commitment to Employee Growth and Ethical Leadership

Encouraging leaders are profoundly dedicated to their employees' personal and professional growth. While Goleman (2000) stresses the long-lasting benefits of supporting employees' growth, Greenleaf (1977) claims that servant leadership is based on helping people to realise their best potential. Great leaders build loyalty and ongoing involvement among their staff by encouraging skill development and professional advancement. Moreover, a basic feature of their approach is ethical leadership. Leaders' integrity, fairness, and responsibility inspire confidence in their organisations and set a standard for moral behaviour (Brown & Treviño, 2006). Encouraging leaders ensure that their choices follow moral guidelines, therefore cultivating an open and responsible community.

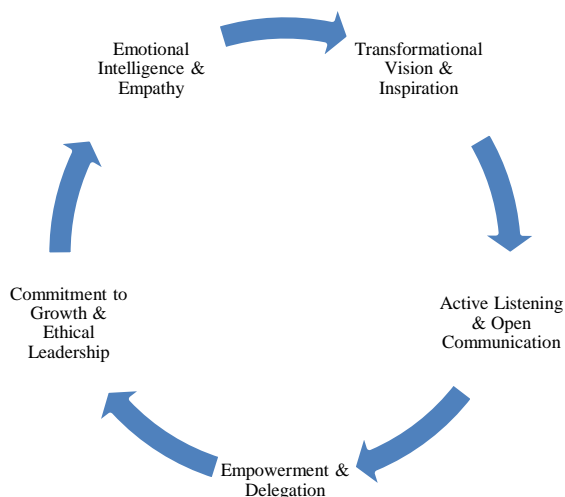


Figure-1: Characteristics of Encouraging Leaders

So, encouraging leaders combine emotional intelligence with visionary inspiration, good communication, empowerment, and ethical dedication. Their leadership approach is predicated on building confidence, supporting creativity, and stressing employee

welfare. These leaders create an environment where employees thrive personally and professionally by combining concepts from Emotional Intelligence, Transformational Leadership, and Servant Leadership, promoting ongoing organisational success.

IV. Impact of Encouraging Leadership on Employee Motivation and Business Success

Encouraging leadership influences employee motivation, organisational effectiveness, and workplace well-being. Based on the idea that stress drives confidence and consistent performance, this leadership approach fosters an environment fit for employee flourishing, organisational innovation, and ethical behaviour prioritisation.

Enhanced Employee Motivation and Engagement

Encouraging leaders significantly increases both internal and extrinsic motivation. According to Goleman (1998), leaders who offer recognition and emotional support create environments where individuals are naturally driven to succeed. According to Bass and Riggio (2006), transformational leaders increase motivation by matching people's values with those of organisations. This link fosters a great degree of commitment and produces consistent performance. Encouraging leaders to improve team involvement and output by encouraging a shared vision and empowering staff members.

Higher Organisational Performance and Innovation

Improved Innovation and Organisation Performance Research show that companies run under transformational and emotionally intelligent leaders usually do better than those run under transactional or authoritarian leadership styles (Bass, 1990). Encouraging leaders to create an innovative and risk-taking environment helps organisations change with time and technical development (Avolio, 2010). Moreover, Greenleaf (1977) argues that organisations implementing servant leadership ideas have improved staff retention and output since staff members are committed to the business's goal. Encouraging leaders inspire creativity and adaptation, therefore supporting long-term organisational success.

Improved Employee Well-Being, Retention, and Job Satisfaction

Emphasising employee well-being is a key component in fostering leadership. Greenleaf's (1977) servant leadership approach stresses creating a friendly workplace that reduces stress and improves psychological safety. According to Liden et al. (2014), leaders who encourage work-life balance enhance employee well-being and satisfaction. Goleman (2000) underlines that leaders with emotional intelligence who provide regular coaching and helpful criticism improve job satisfaction, lowering turnover rates. Leaders inspire a committed and motivated team by stressing the whole development of people.

Stronger Organisational Culture and Team Cohesion

Developing a strong business culture and enhancing team cohesiveness depends on encouraging leaders. Bass and Avolio (1994) state that transformative leaders enhance shared values and similar goals, fostering employee feelings of belonging. Research shows that organisations marked by cooperative, trust-based cultures are more innovative and efficient (Yukl, 2013). Encouragement of psychological safety and open communication helps leaders create work environments where individuals feel valued, improving cooperation and teamwork.

Increased Ethical Decision-Making and Corporate Social Responsibility (CSR)

Ethical leadership is essential for promoting good leadership and ensuring fairness, openness, and corporate responsibility. Greenleaf (1977) argues that good leaders prioritise the long-term welfare of employees, consumers, and communities. Studies show that organisations run by ethical and servant leaders are more likely to undertake programmes for social responsibility, diversity, and sustainable business practices (Brown & Treviño, 2006). Leaders improve organisational sustainability and societal impact by encouraging moral judgement.

Thus, encouraging leadership significantly affects employee motivation, organisational effectiveness, and moral corporate behaviour. These leaders create environments where staff members feel valued, motivated, and committed to organisational success by including emotional intelligence, transformational leadership, and servant leadership. Encouraging leaders by stressing involvement, creativity, well-being, teamwork, and ethical responsibility helps promote sustainable organisational growth and ongoing organisational excellence.

V. Case Studies of Encouraging Leadership in Action

Numerous organisations show how encouraging leadership can be for employees and organisational performance. These case studies from Australian organisations show how effective this leadership style is.

Telstra: Leadership in Employee Development

Leading Australian telecoms business Telstra has set staff development initiatives with an eye towards mentoring, ongoing learning, and leadership development. Using mentoring and customised coaching, Telstra's Future Leaders Programme aims to enhance leadership skills among staff members (Telstra, 2021). This is consistent with Goleman's (1998) idea of emotional intelligence since Telstra executives show self-awareness and empathy, ensuring that staff members get tailored career advice and chances for promotion. The company's emphasis on regular feedback and learning opportunities fits Bass and Avolio's (1994) transformational leadership, particularly about intellectual stimulation and personalised consideration that foster employee innovation and responsibility in their roles. Furthermore, Telstra's commitment to staff development before gains highlights Greenleaf's (1977) Servant Leadership, ensuring that leaders stress employee welfare and professional progress. Telstra's high employee engagement measures and prestigious innovation reputation demonstrate this leadership style's effectiveness, highlighting the need for developing leaders (Telstra, 2021).

Commonwealth Bank of Australia (CBA): Leadership for Employee Empowerment

The Commonwealth Bank of Australia (CBA) fosters a workplace where staff members can take calculated risks and act. The "Women in Leadership" project of CBA, which provides mentoring programmes, leadership development tools, and sponsorship opportunities for female staff members, allowing them to pursue leadership roles inside the company, is an outstanding example (Commonwealth Bank, 2020). This initiative reflects Goleman's (1998) Emotional Intelligence since CBA leaders show social awareness and relationship management, thereby providing fair opportunities for the growth of leaders. Moreover, CBA's emphasis on inspiring motivation and idealised impact reflects Bass and Avolio's (1994) transformational leadership since top

executives actively guide and mentor employees towards professional goals. Moreover, Greenleaf's (1977) servant leadership is seen in the company's commitment to diversity and employee support, guaranteeing that executives prioritise employee achievement over corporate profit. Encouraging leadership has helped CBA to achieve higher staff retention, more substantial workplace diversity, and better financial success (Commonwealth Bank, 2020).

Australian Broadcasting Corporation (ABC): Leadership in Creativity and Collaboration

Transparency and creativity are strong points of excellence for the Australian Broadcasting Corporation (ABC), which fosters an environment where staff members actively exchange ideas and collaborate. One striking example is ABC's "Content Innovation Programme," which lets staff members suggest and nurture fresh media projects, encouraging creative risk-taking (ABC, 2023). This is consistent with Goleman's (1998) idea of emotional intelligence since ABC executives create a psychologically safe environment that makes staff members valued and recognised. Intellectual stimulation, in which leaders encourage fresh ideas and creative research, fostering content creation, reflects Bass and Avolio's Transformational Leadership (1994). Furthermore, ABC's focus on employee welfare and professional development—where leaders foster employee potential rather than only supervising them—best illustrates Greenleaf's (1977) servant leadership. ABC's commitment to developing leadership has produced highly involved employees and critically praised media outputs, confirming its leadership in the Australian broadcasting scene (ABC, 2023).

Table-2: A concise summary of how three organizations (Telstra, CBA and ABC) implement encouraging leadership through different approaches.

Aspect	Telstra: Development	CBA: Empowerment	ABC: Creativity
Core Focus	Mentorship & training	Leadership opportunities	Innovation & collaboration
Key Initiative	Future Leaders	Women in Leadership	Content Innovation
Emotional Intelligence	Self-awareness, empathy	Diversity awareness, relationships	Psychological safety, recognition
Transformational Leadership	Engagement, personal support	Inspiration, influence	Creativity, stimulation
Servant Leadership	Employee growth over profit	Achievement over company gain	Talent investment & well-being
Impact	Higher engagement & innovation	Better retention & diversity	Enhanced collaboration & performance

(Source: Compiled by the Author, 2025)

Using Goleman's Emotional Intelligence, Bass and Avolio's Transformational Leadership, and Greenleaf's Servant Leadership,

analysis of these case studies reveals a consistent pattern of employee empowerment, inventiveness, and motivation. Emotionally intelligent leadership is used by Telstra, CBA, and ABC to build trust, raise inspiration, and create a healthy organisational culture (Goleman, 1998). Successful organisations also show transformational leadership by inspiring individuals through intellectual stimulation, career development, and mentoring, raising engagement and output (Bass & Avolio, 1994). In the end, the principles of servant leadership show themselves in these organisations' emphasis on staff development instead of profit-centric management, ensuring ongoing organisational success and employee wellbeing (Greenleaf, 1977). This study highlights how encouraging leadership styles support creative achievement, employee satisfaction, and sustainable corporate development in Australian organisations.

VI. Strategies for Developing Encouraging Leaders

To build a culture that supports encouraging leadership, organisations have to implement structured techniques grounded on accepted leadership theories including Emotional Intelligence (Goleman, 1998), Transformational Leadership (Bass & Avolio, 1994), and Servant Leadership (Greenleaf, 1977). These techniques stress mentoring, ethical leadership, and emotional intelligence—all of which boost employee motivation and contribute to business advancement.

Emotional Intelligence Training and Leadership Development

Encouraging leadership depends on emotional intelligence (EI), which helps leaders control emotions, communicate effectively, and build strong relationships. Five essential emotional intelligence traits are defined by Goleman (1998) as self-awareness, self-regulation, motivation, empathy, and social skills. Organisations should offer leadership development focused on these areas to increase the ability of leaders to control stress, settle conflicts, and foster a positive work environment. Studies by Cherniss and Goleman (2001) show that emotional intelligence development greatly improves leaders' interpersonal skills and decision-making capacity, hence strengthening organisational cohesiveness and morale.

Transformational Leadership Workshops and Mentorship Programs

By means of vision advancement, intellectual stimulation, and individualised attention, transformational leadership seeks to inspire and motivate personnel. Bass and Avolio (1994) argue that transformative leadership is developed rather than natural, thus calling for more methodical training. Organisations might run courses on strategic visioning, change management, and motivating techniques, including leadership development. Moreover, mentoring initiatives should be started whereby experienced leaders guide newly hired managers in creative team participation and problem-solving. According to Avolio and Gardner (2005), mentoring builds leadership confidence and a continuous commitment to organisational goals.

Servant Leadership Framework in Organizational Policies

Greenleaf's (1977) articulations of servant leadership stress ethical decision-making and employee wellbeing. Organisations should incorporate servant leadership concepts into their policies by encouraging inclusive decision-making, community involvement, and employee welfare. Employee-oriented benefits—including flexible work schedules, opportunities for professional development, and clear leadership communication—should take the front stage in human resource (HR) policy decisions.

According to Liden et al. (2014), organisations using servant leadership ideas note higher employee confidence, work happiness, and ongoing dedication.

Recognition, Rewards, and Performance-Based Incentives

Organised recognition projects that value employee contributions help to support encouraging leadership. According to Goleman (2000), acknowledging and rewarding individuals increases job satisfaction and motivation, hence driving more participation and output. To honour excellent leadership practices and staff achievements, organisations should create methodical recognition systems comprising awards, promotions, and performance-oriented incentives. While developing a culture of appreciation and reciprocal respect, a well-organised incentive scheme can align employee efforts with corporate goals.

Therefore, creating effective leaders calls for a plan that includes Emotional Intelligence training, Transformational Leadership development, Servant Leadership ideas, and planned recognition campaigns. Using these techniques can help organisations establish an encouraging leadership style that increases employee motivation, stimulates innovation, and supports environmentally friendly business success. Encouragement of good leadership improves employee morale and guarantees ongoing organisational resilience in a competitive corporate environment.

VII. Conclusion

Encouraging leadership grounded in Emotional Intelligence, Transformational Leadership, and Servant Leadership is crucial for improving employee motivation and organisational performance. Leaders may cultivate sustainable and high-performing organisations by promoting empathy, empowerment, ethical decision-making, and creativity. Implementing organised development techniques guarantees that organisations cultivate encouraging leaders who inspire, transform, and elevate individuals in their vicinity.

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