

Abstract

At the heart of every organization are its employees. Effective human capital management is crucial for any organization to succeed in today's competitive business arena. An organization acquires competitive advantage when those employees with the biggest impact on its core competencies outperform their peers in competitor organizations (Hall, 2008). The retention of these employees, however, is dependent upon the need to "engage" them.

This study assessed the relationship between leadership style and employee engagement in the service department of a reputable automobile dealership in Bangkok. It also established the importance of employee engagement and its relevance to employee productivity and increased profits.

Preliminary observations suggested that the employees viewed their manager as having a low concern for people and that he was highly task/production oriented. The research findings affirmed the observations, and showed that the employees were also disengaged in significant areas of their work. The key precursor to employee engagement was employee satisfaction at the workplace. In the effort to attain a high level of employee engagement, the researcher proposed a package of ODI which consisted of eight drivers of employee engagement for the departmental manager, as well as recommended that the manager utilize his whole brain thinking (via WBL) to change his current leadership style and adopt the style of leadership that would be more conducive to fostering both high levels of employee engagement as well as productivity.