A CRITICAL ANALYSIS OF THE SPECIFIC BENEFITS OF LEADERSHIP PRINCIPLES OF PROCTER AND GAMBLE

Edinamobong G. ETON
55 Keynes Road
Cambridge, United Kingdom
CB5 8PP

ABSTRACT

The study was carried out to analysis of the specific benefits of leadership principles of Procter and Gamble. It examines the level to which leadership attributes are evident in company's culture and its association with the existing culture. The research is designed in a qualitative method; mainly utilizing social constructs and theoretical relationships to explore the variables of interest. The use of mainly secondary sources of data facilitated inductive and deductive thematic analysis using NVivo version 11. Patterns and trends from the sourced data were identified and utilized to identify common themes from various authors' studies reviewed. Based on established themes, research questions were answered, referring to the objectives. Data collection and collation were facilitated with the aid of Nvivo version 2011. The search for data was enabled through the Anglia Ruskin library. Bibliometric databases include Emerald Insight, Science Direct, and Google Scholar. The sourced data amounted to various documents available in a wide variety of articles and journals. Out of about 10 major informative materials, five (5) articles were selected for the analysis as they represented the most focused and most recent data regarding transformational leadership at Procter & Gamble. Due to the thematic nature of this research analysis, with the permission of the research supervisor, the major findings from the five datasets are being merged into the same chapter as the analysis of the data. The study concluded that motivation is a goal-oriented characteristic that helps a person achieve his objectives. It pushes an individual to work hard at achieving his or her goals. One of the recommendations made was that both an employee as well as manager must possess leadership and motivational traits.

KEYWORDS: Procter and Gamble, Leadership Principles and Staff Motivation

Introduction

Leadership is defined as the process of influencing and teaching other people how and why certain things are accomplished. Leadership is depicted as being able to see the present for what it really is, see the future for what it can be, and then take action to close the gap between today's reality and the preferred future of tomorrow (Cummings, 2012). Bass and Riggio (2006) then posit that "transformational" leaders raise the performance expectations of their followers and move them to a higher level of aspiration. Motivation to work is a key concept in human resource management. It is the trainee's desire to use the knowledge and skills they master in training or associated learning activities on the job (Noe & Schmitt, 1986). One study reported that motivation only comes after job satisfaction. He argued that comfortable employees or followers who are satisfied tend to be inspired or motivated to do their work better (Kontoghiorghes, 2001). This is in line with one of the dimensions of transformational leadership stated by Bass, which aims for "inspirational motivation" (Yukl, 2006). The leadership of P & G could be seen as a driving force towards the culture of innovation and growth because of the structurally centralized but socially decentralized

nature of its leadership and management; individuals in the company feel more involved in company procedures and prospects when made to feel like "part of the team". This involvement is also strengthened when the workers are equipped and trained with the skills to take on new and innovative tasks.

Objective of the Study

Specifically, the study aims to:

1.   Explore the benefits of leadership principles in terms of staff motivation and overall job performance.

Research Question

1.   What are the benefits of leadership principles in terms of staff motivation and overall job performance?

Conceptual Review

Concept of Leadership Principles

There are generally accepted principles that, when studied and applied, are believed to be helpful in improving one's leadership skills. These are given below, and it's all up to you to decide whether these tips could be appropriately applied to your particular situation, whether you're running a business, organizing a school play, or governing a country.

- Know yourself and seek self-improvement: In order to know yourself, you have to understand your be, know, and do attributes. Seeking self-improvement means continually strengthening your attributes. This can be accomplished through self-study, formal classes, reflection, and interacting with others.

- Be technically proficient: As a leader, you must know your job and have a solid familiarity with your employees' tasks.

- Seek responsibility and take responsibility for your actions: Search for ways to guide your organization to new heights. And when things go wrong, as they often tend to do sooner or later, do not blame others. Analyze the situation, take corrective action, and move on to the next challenge.

- Make sound and timely decisions: Use good problem-solving, decision-making, and planning tools.

- Set the example - Be a good role model for your employees. They must not only hear what they are expected to do, but also see. We must become the change we want to see - Mahatma Gandhi

- Know your people and look out for their well-being - Know human nature and the importance of sincerely caring for your workers.

- Keep your workers informed - Know how to communicate with not only them, but also seniors and other key people.

- Develop a sense of responsibility in your workers - Help to develop good character traits that will help them carry out their professional responsibilities.

- Ensure that tasks are understood, supervised, and accomplished - Communication is the key to this responsibility.

Concept of Staff Motivation

Staff motivation is an intrinsic and internal drive to put forth the necessary effort and action towards work-related activities. It has been broadly defined as the psychological forces that determine the direction of a person's behaviour in an organisation, a person's level of effort, and a person's level of persistence (Jones 2008). Also, motivation can be thought of as the willingness to expend energy to achieve a goal or a reward. Motivation at work has been defined as the sum of the processes that influence the arousal, direction, and maintenance of behaviours relevant to work settings. Motivation is a goal-oriented characteristic that helps a person achieve his objectives. It pushes an individual to work hard to achieve his or her goals. An executive must have the right leadership traits to influence motivation. As a leader, one should keep an open perspective on human nature. Knowing the different needs of subordinates will certainly make the decision-making process easier. Both the employee and the manager must possess leadership and motivational traits.

Concept of Inspirational Motivation

Inspirational motivation describes the extent to which the leader presents a vision or goal that is compelling and attractive to the followers (Judge and Piccolo, 2004). Inspirational motivation is enhanced by constructing an appealing vision for all employees to strive for (Drenkard, 2005). Under this element, leaders could provide meaningful challenges and opportunities, display enthusiasm and optimism, and stimulate the development of career prospects as well as team spirit (Gumusluoglu and Llsev, 2009). Inspirational motivation encompasses the notion of encouraging followers to do their very best work, giving them prospects of advancing themselves and the organisation if the good work is kept up (Kark and Van Dijk, 2007). Deinert, et al. (2015) state that inspirational motivation involves certain motivational behaviours that give followers' tasks meaning, thus fostering optimism through the demeanour and behaviour of the leaders as well as through certain symbolic actions. The aim of inspirational motivation is to get the followers to perform beyond expectations by providing meaningful challenges (Van Knipprnberg and Sitkin, 2013). In identifying the behaviours that leaders use to motivate and inspire employees to achieve the organization's overall goals, this involves "behaving in ways that motivate others, generate enthusiasm, and challenge people" (Harms and Crede 2010; Stewart, 2006).

Followers who are motivated by the inspiring values of their jobs would do their best to improve at work. Harms and Crede's (2010) study, which focused on the safety of factory workers in a manufacturing company in India, implored an expository design and established that participants who were receptive to the increase in safety measures were better motivated to work hard. This helped the contractors to see value in their jobs and attitudes toward work. This is in line with Manslaw's theory, which states that people have a pyramid hierarchy of needs which they will satisfy from bottom to top. The pyramid of needs here is divided into two categories: deficiency needs (psychological and safety), and growth needs (self-actualization, belonging, and self-esteem) (Manslaw, 1943). After the employees are rewarded, there is growth in areas of self-esteem and belonging. It stirs a gradual sense of motivation, belonging, and fulfillment. Silverman (2004) agrees with this notion. In his article, he explains that rewards do not necessarily have to come in the form of financial

payments; as a matter of fact, non-financial rewards are known to motivate employees just as much, if not more.

Concept of Idealized Influence

Idealized influence stands for the extent to which the leader is perceived as an inspiration or as a role model who wields influence (Moss & Ritossa, 2007). Bass agrees with this notion in his assertion that transformational leaders are admired and respected; they are followed by people. Transformational leaders adjust their idealised influence behaviour to the specific goals of the followers (Braun et al., 2013). This explains that transformational leaders aim to be seen as role models by their followers while aiming to encourage them to pursue their goals in alignment with the overall organisational prospects. IIies, Judge and Wagner (2006) add that this component is characterised by a leader that is visible, approachable, and charismatic, providing a sense of mission and positive emotional experience to the followers while gaining the respect and trust of others. This is known as internalization. This occurs as the transformational leader communicates the vision, values, and missions through the charismatic leader's emotional impact (Deinert et al., 2015). By implication, a leader would have to resonate with the followers on an emotional and psychological level to have the desired effect. Hughes (2014) argues that a leader can only possess idealised influence if his or her followers seek to identify with and want to emulate him or her. Therefore, such a leader must ensure that the followers are focused on the overall advancement of the organisation and then display characteristics worthy of emulation with regard to the purpose and mission of that organisation. However, Deinert et al. (2015) wonder if the behaviours of idealised influence may only benefit the followers and not the leaders in the long run, but this may be addressed in a different paper.

There are two forms of idealised influences: idealised influence attributes in which the leaders receive trust and respect, and idealised influence behaviour in which leaders showcase excellent behavior, often in the form of sacrifice, for the improved objective of their workgroup (Moss and Ritossa, 2007). A study carried out at a German research university in 2013, comprising 360 employees and their supervisors, showed the measuring of transformational leadership pertaining to idealised influence behaviour. The results showed an acceptable level of trust and reliability and trust between the followers and their supervisors. By implication, these supervisors have idealised qualities that influence greater levels of dedication from the employees under them (Braun et al., 2013). The same observation was reflected in another study, which showed that the middle managers were viewed as idealised and influential by their subordinates because of their extension of the company's inclusion and diversity culture. This study demonstrated the impact of inclusive environment, where the workers were more inclined to go extra mile to promote the company brand (Ahmad, et al., 2014).

Staff Motivations and Job Performance

Job performance assesses whether a person performs a job well. Job performance, studied academically as part of industrial and organisational psychology, also forms a part of human resources management. Performance is an important criterion for organisational outcomes and success.Campbell (1990) describes job performance as an individual-level variable, or something a single person does. This differentiates it from more encompassing constructs such as organisational performance or national performance, which are higher-level variables. Motivated employees are essential to the success of an organization, as motivated employees are generally more productive at the workplace. Using rewards as motivators divides

employee motivation into two categories: intrinsic and extrinsic motivation. Intrinsic rewards are internal, psychological rewards such as a sense of accomplishment or doing something because it makes one feel good. Extrinsic rewards are rewards that other people give you, such as money, compliments, bonuses, or trophies. According to Robbins (2015), this applies to Douglas McGregor's scientific theory that formed Theory X, which applies to the extrinsic wants of employees. Pierce, Cameron, Banko, and So (2003) conducted a study to examine how extrinsic rewards affect people's intrinsic motivation when the rewards are based on increasingly higher performance criteria. Pierce et al. (2003) found that rewarding people for meeting a graded level of performance, which got increasingly more difficult, made them spend more time on the study's activities and experienced an increase in intrinsic motivation. Participants who were not rewarded at all or only rewarded for maintaining a constant level of performance experienced less intrinsic motivation.

Methods

The interpretative qualitative research design is implored in this research, a myriad of different data collection possibilities and flexible analysis techniques. The scope of this research recedes with P&G. As such, data for this academic research were drawn from peered reviewed research, articles, grey literatures and excerpts from bibliometric databases and textbooks including Wiley Library, The Journal of Business Management, Procter and Gamble main website, and Google scholar and other sources from Anglia Ruskin University Library websites. These publications and research tools are globally accredited and so, the information gotten from them, are considered reliable and valid. Initial search on each bibliometric database ran from 2005 to present (2016) and entailed holistic search using specialized key words. Keywords streamline search outcome by retrieving the right recourse sort for within time efficiency.

Established key words were used, such as P & G, leadership principles, and staff motivation. The use of Boolean operators facilitated adequate retrieval of the right data in batches and in accordance with the imputed search phrases and eligibility criteria considered at each level of the search strategy. The scope of search is limited to P & G Company, therefore studies included in this research were published between the years 2005-2016 and accessed via the selected databases stated above. The time frame was set in such a manner that the information gotten would be recent in order to make inductions and deductions that would be based on recent developments. Based on these key outcomes, 12 studies seemed eligible for consideration and were retrieved from their original sources. Of these, six were excluded for reasons such as generalised views of the social advancements of the company instead of an in-depth look, focus based solely on yearly prospects and financial aspirations of the company with no correlation to cultural influences as an outcome variable. A detailed appraisal of the other six studies was conducted to determine the study validity and reliability based on the stated exclusion criteria evident in table 1.0. Finally, these data were incorporated into a detailed thematic analysis in accordance with the research objectives.

In an inductive-based action research project, data analysis and synthesis were explored with the goal of collating, gathering, organizing, applying systematic coding, interpreting, and making sense of the pattern and trend of information from secondary data within the scope of the research question. Themes were coded in a consistent and systematic frame—underpinned by thematic analysis principles and procedures. Thematic analysis entails the identification and application of codes and themes to discuss patterns found in the data or variable of interest. Within the construct of thematic analysis, direct observation—content data and inferential application—latent data are inter-changeably used to understand

phenomena of interest. Bearing this in mind, leadership principles and staff motivation, which are the focal points of this case study, inspired the content and latent data analysis utilised in the current qualitative research. The writing up phases entailed weaving together the analytic narrative and vivid data extracted to produce a coherent and persuasive account contextualised in terms of the existing literature and the main research objective.

Implementation Plan of the Organisation

A sustainable change implementation plan follows a series of task and business-led decisions. This could be planned or unplanned, depending on the contingencies. Other organisational development strategies are imperative for improving the effectiveness of the organisation and the leadership efficacy of transformation by the leaders. Indeed, the implementation of the possibility-based approach embedded in all units of P & G fostered inclusiveness and agreement in the dissemination of values and objectives. Despite this, opposition to the change plan in the areas highlighted above is probable if the change plan and implementation are not adequately communicated to all stakeholders. Therefore, an organisational diagnosis tool and approach are required to identify the current problems and to proffer appropriate change intervention. There are many models of organisational development used in past literature; these include SWOT, Pestle, and the Porters' Five Force (Porter, 2008; Shinno, et al., 2006; and Zalengera, et al., 2014). However, given the scope of the potential problems identified, Pestle and the Porters' five-analytical model will be used.

Elements of Five porters force analysis	Area of Improvement
Bargaining power of supplies	- There is no obvious risk identified
Threat of new entrants	- P&G provides the about 90daya continuous training which is sufficient for integration and adaptation of new entrants; however,
Bargaining of customers	- Managers should be more transparent about the bargaining customer skills in other to maintain a balance.
Threat of substitutes products	- Discuss the risk to threat with all stakeholders. - Protect intellectual properties of the new product.
Competitive rivalry within an industry	Nestle, Avon, Colgate- Palmolive; Unilever; COTY; Revlon; Ecolab;

Table 3: Power Five Force Model

Figure 1: Pestle Analysis Framework

Discussion of Findings

Several documents have been sourced to showcase the ways in which the staff of the company adjust and assimilate the transformational style of leadership as well as the systemic changes which occur from time to time at the company present at P&G. The common denominator among all themes found in this study is coaching. In corroborating the effect of coaching on staff performance and behaviour, an empirical study carried out in P&G revealed that: *"The results of hypothesis 1b suggests that supervisors who adopt an individual consideration approach will foster more effective coaching relationships in the eyes of their subordinates. Supervisors can do this by taking time to understand subordinates' unique needs, focusing on these unique needs through coaching, and showing genuine interest and concern for concern for individual subordinates' needs, challenges among other things"* In another passage, *"good coaching relationship sets the stage for effective coaching. This ideally leads to improved performance, high quality coaching relationships by leading with individual consideration, creating a positive feedback environment, building trust and demonstrating empathy"*. Coaching is a relationship and working partnership between employees and his or her direct supervisors that is focused on addressing the performance and development needs of the that employee p. (111). Evidence in the past suggest that coaching motivates employees' commitments, dedication and sustained efficacy at work place which cumulatively result into maximum output in the favour of the both employer and the supervisor and development of idealised influence (Rangnekar and Dalpati, 2011; Bratton and Gold, 2012 and Jansen, 2008). This sets of leadership behaviors attributes correlates to the transformational principle.

Although there was no particular passage in the entire data that reflected employers' perception or feeling of satisfaction(Leone, 2010). Deduction from the employee's salary plan and the training packages denotes some level of satisfaction. Also, annual employee job retention rate of about 99% are indices suggestive of job satisfaction. Good remuneration and working condition triggers continuous dedication.

Satisfaction is a favourable feeling about the other party. This feeling can be nurtured through a positive expectation of the relationship, as indicators or evidence of transformational leadership. In other words, when employees are satisfied, the dedication and commitment to work is improved. Employees reported high level of satisfaction across all levels at P&G. This cuts across areas such as personal and professional development, relationship with supervisors and rewards, despite variations in the salary scales.

All employees are expected to have a current work and development plan", "all employees are expected to have a 90-day work plan into which is woven their personal learning and development plan". This finding demonstrates P&G's commitment to intellectual stimulation of the staff through personal training and capacity development. Accordingly, knowledge developed through training and re-training inspires intellectual assertiveness, confidence and motivation to work, and well-trained employees stay motivated and continuously satisfies their curiosity for optimal delivery which in turn supports self-esteem and sense of satisfaction and fulfilment in the context with Maslow theory of needs (Koonmee, et al., 2010; Jackson, 2010). Useful information passed on through dialogue between employee and supervisors or other senior managerial teams clarify contentious issues and reduces the strain in trying to convince people to buy into the individual idea given their full involvement from it conceptual stage of development stage to the finish line- end product. This sort of approach proved effective in P&G; through employee's engagement and participation, trust and confidence, individual capabilities and competence is built (Leone, 2010). This consistently relates with the assumption and theory of needs by Maslow as seen in figure 2 below. Given the above, one may conclude that P&G employees thrive under a good working environment and working condition which supports the idealized influence as triggers for performance across all selling and marketing strategies. Past studies shared in the same view (Gong, Huang, and Farh, 2009; Rangnekar, and Dalpati, 2011 and Voon, et al., 2011).
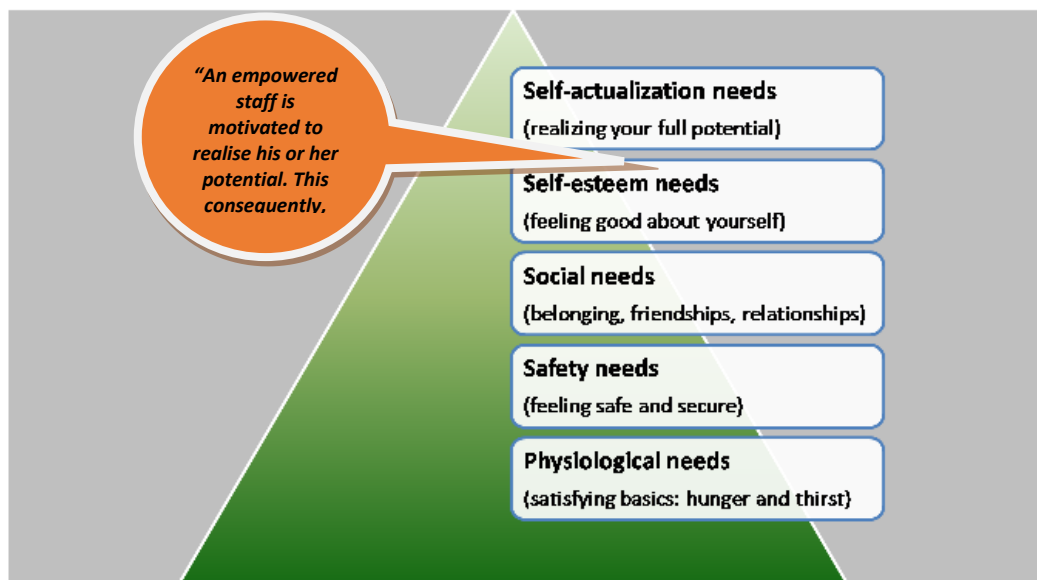

Figure 2: Maslow hierarchy of needs outline
Source: Bing.com

Conclusion

The study concludes that motivation is a goal-oriented characteristic that helps a person achieve his objectives. It pushes an individual to work hard at achieving his or her goals. An executive must have the right leadership traits to influence motivation. As a leader, one

should keep an open perspective on human nature. Knowing different needs of subordinates will certainly make the decision-making process easier.

Recommendations

1. Both an employee as well as the manager must possess leadership and motivational traits.

2. More so, there is a need for review of remuneration packages for the staffs of P&G, which serves as an avenue of their motivation to job performance based on the individual input.

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