Leader of Digital Cooperation? – Scientific Mapping Engaging Leadership

Heléna Krén[1], Beatrix Séllei[2], György Molnár[3,4]

[1] PhD School in Business and Management, Faculty of Economics and Social Sciences, Budapest University of Technology and Economics, Műegyetem rkp. 3, H-1111 Budapest, Hungary, e-mail: kren.helena@edu.bme.hu

[2] Department of Ergonomics and Psychology, Faculty of Economics and Social Sciences, Budapest University of Technology and Economics, Műegyetem rkp. 3, H-1111 Budapest, Hungary, e-mail: sellei.beatrix@gtk.bme.hu

[3] Óbuda University, Kandó Kálmán Faculty of Electrical Engineering, Tavaszmező u. 17, H-1084 Budapest, Hungary, e-mail: molnar.gyorgy@uni-obuda.hu

[4] Széchenyi István University, János Csere Apáczai Faculty, Egyetem tér 1, 9026 Győr, Hungary, e-mail: molnar.gyorgy@sze.hu

Abstract: In this time of digitalization, leaders have to face new challenges and concentrate on engaging subordinates, due to the hybrid working conditions. One of these challenges is the Digital Competence Expectations for Public School Leaders, published in 2021, by the Digital Pedagogical Development Working Group. The emerging importance of engagement is supported by a great deal of scientific research. However, it is still questionable… what directly determines engagement and affects subordinates in the engaging process? Our review aims to analyze the characteristics of engaging leadership and leaders' behavior, which contributes to the engagement of coworkers. Taking the challenges of the digital world into consideration, we make some practical suggestions for future leaders and HR professionals, in order to strengthen their organizations and retain valuable employees.

Keywords: engaging leadership; engagement; digital workplace; empowerment; HR solutions; leadership practice

1   Introduction

Engagement and engaging leadership became essential topics in organizational settings, and in the changing digital world, these characteristics might gain more importance. We have to prepare to engage followers too, because engagement

seems to be a key determinant of success [1-3]. Engaging leadership is a complex term, and its effect depends on environmental factors [4] [5], job characteristics, and individual characteristics like personality [5] [6]. Leaders are part of an "engagement equation" [6] because they provide organizational and social resources [7-9], like a safe place, letting someone be oneself and valued part of a team [4], and they match the followers' personal needs and abilities to perform, perceive themselves essential and their job meaningful, and have control over the challenges one faces at work [6].

Engagement usually occurs naturally when conditions are met, so leaders can motivate and inspire subordinates and individuals can do their best [6]. But leaders can influence this process with practices oriented toward others [10] and engaging themselves because the first step for engaging others is engaging oneself [4]. In times of digital transformation, this engagement must be extended to digital platforms, new techniques, broader network and used to inspire coworkers and other leaders, for example, when working in the form of shared leadership [11].

We define engaging leadership with the help of previous theories and summarize the most important findings, leadership behaviors contributing to engagement via engaging leadership. Finally, we propose some steps to develop engagement through leaders' behavior in the middle of digital transformation.

2   Scientific Mapping Engaging Leadership

2.1   Selection of Relevant Literature

Engaging leadership is a pretty new construct among leadership theories. For our review, we checked available sources with the help of Scopus in November 2021. The keywords "engaging" and "leadership" were limited to final publications, considering articles in social sciences; business, management, and accounting; nursing; psychology; arts and humanities; environmental science; economics, econometrics, finance and decision sciences. The query resulted in 1427 records, published in between 1959 and 2021, with an increasing frequency in the last few years. We visualized the results with VOSviewer 1.6.17 and Figure 1 shows that engaging leadership has been investigated mainly, in the previous few years.

To narrow the scope to engaging leadership, we used "engaging leadership" as a keyword. We found 56 records in Scopus and a further 44 records in the database of Web of Science without any limitations to subjects. After reading the titles and abstracts of the 101 records, we found 69 records connected to leadership, organizations, or engagement. There were several duplicated articles that we removed.
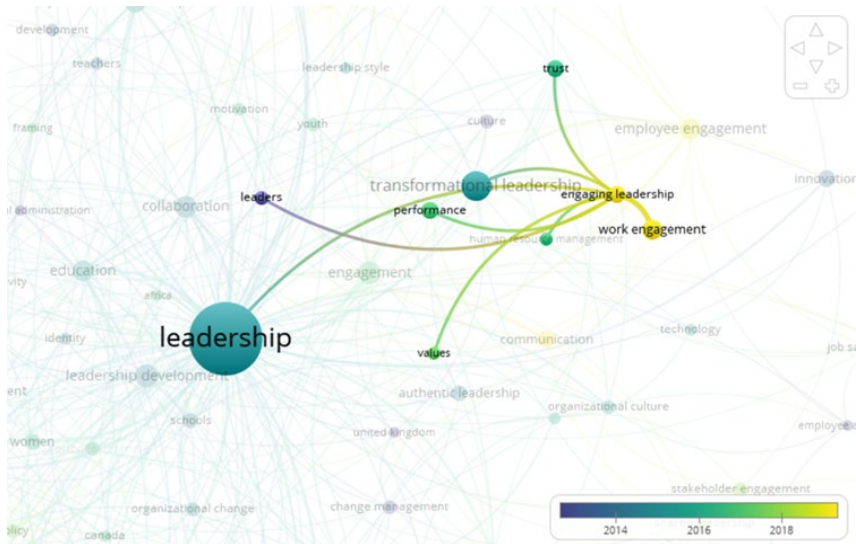
Figure 1
Visualization of engagement and leadership literature

To focus more on engaging leadership in peer-reviewed articles or conference papers, we excluded 2 Web of Science-indexed conference abstracts, one book and six book chapters. After all, 27 papers were chosen for further review: three conference proceedings and 24 articles.

2.2 Theoretical Frames of Engaging Leadership

Engaging leadership was approached from three different perspectives. First, Dulewicz and Higgs [12] conceptualized engaging leadership in association with effective leadership and varying organizational context. This is used, for example, in change and project management [3] [13]. Second, Alimo-Metcalfe and Alban-Metcalfe [1] defined performance as influencing leadership competencies and qualities. Among them, engaging leadership as a leadership quality seemed to determine goal achievement and positive affective outcomes [1]. Third, Schaufeli [8] formulated a new concept rooted in the motivational theory.

2.2.1 Engaging Leadership as an Effective Leadership Style

Transformational leadership theory dominated leadership theories when Dulewicz and Higgs [12] wanted to create a universal profiling instrument to determine leadership styles and effectiveness in a different context. Based on the that leader's personality defines how someone leads, and leadership must be fitted to the organizational context, Dulewicz and Higgs [12] identified cognitive,

behavioral, personality, and learning factors for a dynamic relationship between a leader and the organization. This means one change in a leader's behavior can lead to different strategies of an organization, and in contrast, an organizational step can also impact leadership [12]. This theory focuses on leaders' effectiveness in different contexts of change. Dulewicz and Higgs [12] found that intellectual, managerial, and social-emotional components reoccur in leadership models. Since these are the most important leadership dimensions, they built their Leadership Development Questionnaire on these. 15 leadership competencies were used to analyze differences between leadership behaviors in changing contexts. Three main leadership types were identified (goal-oriented, involving, and engaging) as leader profiles for change projects [12]. From this, we highlight engaging leadership style and related competencies.

The engaging leadership style is based on the engagement and commitment of others to find the right direction and achieve the desired goal. Leaders can support this through empowerment and involvement in complex contexts where a facilitative style is needed. This style was profiled with the help of the 15 leadership competencies based on transformational and change leadership theories. From the managerial dimension, engaging communication, empowering, and developing, from the social-emotional dimension, self-awareness, emotional resilience, motivation, interpersonal sensitivity, influencing, intuitiveness, and conscientiousness define the most engaging style based on typical high scores of leaders [12].

According to Dulewicz and Higgs [12], the *characteristics of an engaging leader* are:

- Communicates enthusiastically, focused, and inspiring and can engage others and win support because he or she is approachable and accessible in communication topics for the staff

- Empowers followers with autonomy and encourages them to challenge themselves personally and the existing practices of the organization; supports them to be innovative, creative, and critical in problem-solving and forming visions

- Strengthens the potential in others, believes in the capabilities of followers, and supports them to evolve and develop new skills through challenging tasks and roles with adequate support and critical feedback

- Is aware of emotions and able to recognize and control them and their impact on followers and the work environment

- Adapts behavior to situations and can keep consistent performance, balancing the need of the situation and the involved colleagues while focusing on the results even though he or she gets criticized and challenged

- Relies on rational and emotional perception or information in decision-making and uses intuition to decide and drive implementations even if the available information is incomplete or unclear

- Is aware and committed to the needs and perceptions of others and wants to stay open to others' solutions, listen actively and reflect on the reaction and inputs from others

- Convinces others about the relevance of changing views and the rationale of it by listening to their perspective and recognizing the needs behind them

- Is motivated to achieve results and make an impact through demanding goals, even if he or she faces with a negative attitude towards the goals

- Is committed to actions against problems and drives others towards a transparent, ethical solution to complex business situations

We introduce two articles from the review in Table 1, which used the conceptual model and tool, the Leadership Development Questionnaire.

Table 1
Summary of articles based on the theory of Dulewicz and Higgs [12]

Müller and Turner in 2010 [3]	
Purpose (P): To identify leadership competency profiles of successful project managers of different projects	Method (M): Two questionnaires: (1) reflecting on the last successful project, (2) Leadership Development Questionnaire (LDQ) and demographic questions Identified top-performing projects were statistically analyzed.
Sector (S): Project application area: engineering and construction, information and communication technology, and organizational change projects	Result (R): Indicators of success in all project types were critical thinking, influence, motivation, and conscientiousness. The more complex a project is, the more engaging leadership is needed to manage it. Therefore, emotional competencies as criteria of selection and development programs are suggested.
Lundy and Morin in 2013 [13]	
P: To analyze leaders' effect on management of resistance to change in projects	M: Qualitative method: semi-structured interviews and observation; data saturation and analysis of answers and keywords which were linked to LDQ dimensions
S: Canadian public service, a governmental organization specialized in information management	R: Leadership competencies, especially emotional dimensions, were found to be important in order to decrease resistance to change. Moreover, an engaging leadership style was perceived to be the most effective when facing resistance in change process.

2.2.2   Engaging Leadership as a Leadership Quality

The evolution of leadership theories brought a new perspective in the post-heroic era, namely, engaging leadership style [1]. Alimo-Metcalfe and Alban-Metcalfe [1] defined engaging leadership as a "nearby transformational" leadership style.

Engaging leadership is a style that places others' development and well-being in the focus of the leaders and emphasizes respect for others. An engaging leader unites different groups, fosters a shared vision, and supports a culture of development, empowerment, and critical thinking. "Engaging leadership is based on integrity, openness, and transparency, and genuinely valuing others, and their contributions, along with being able to resolve complex problems and to be decisive" [1, p. 587]. This style enables coping with change in a proactive way to achieve the shared vision with the guidance of ethical principles. Besides this, engaging leadership facilitates the contribution of employees and ensures productivity and profitability, while organizational culture also affects individual and organizational performance [1].

Alimo-Metcalfe and Alban-Metcalfe differentiated engaging leadership definitely from transformational leadership later, as they constructed a new scale assessing leadership capabilities and qualities [5]. The construct of engaging leadership was formulated using a grounded theory approach and measured by leadership style or quality, i.e., how leaders act, while leaders' competencies refer to what they do [5]. To measure the "what" and "how," Alban-Metcalfe and Alimo-Metcalfe [5] designed a 360-degree multi-rater diagnostic tool, Leadership competencies and engaging leadership scale (LCELS). One part of this scale assesses how leaders can engage individuals, organizations, and other stakeholders using their competencies and measures personal qualities and values connected to leadership competencies.

The other part reflects leadership qualities, and ***how engaging leaders behave***:

- Assessing engaging individuals through showing genuine concern, enabling

- Engaging organizations through supporting a developmental culture, focusing team effort

- Engaging other stakeholders through building a shared vision, facilitating change sensitively

- Considering personal qualities in behavior when measuring acting with integrity [5]

Three articles analyze engaging leadership in the theoretical framework of Alimo-Metcalfe and Alban-Metcalfe [1]. We introduce these studies in Table 2.

Table 2

Summary of articles based on the theory of Alimo-Metcalfe and Alban-Metcalfe [1]

Alimo- Metcalfe, and Alban-Metcalfe in 2008 [1]	
Purpose (P): To examine the relationship between leadership qualities and individual attitudes to work and well-being at work and how these affect organizational performance via individual performance	Method (M): Longitudinal study using two questionnaires: Leadership Climate and Change Inventory, leadership culture items from Transformational Leadership Questionnaire, leadership capability items collected and rated by managers in mental health care; organizational performance assessed by reaching the governmental target Results were statistically analyzed.
Sector (S): Health care, mental health crisis resolution/home treatment teams (Crisis Resolution Team - CRT)	Result (R): Engaging with others and shared vision as leadership quality and one leadership capability factor emerged. Engaging with others was rated higher in higher-performing teams and was significantly related to attitudes to work and well-being at work. Furthermore, engaging with others as a leadership quality is a significant predictor of goal achievement.
Alban-Metcalfe and Alimo-Metcalfe in 2013 [5]	
P: To strengthen the evidence of reliability and validity of the leadership competencies and engaging leadership scale	M: LCELS was used, and results were statistically analyzed
S: Public service, local government	R: Reliability and validity were supported, which means each scale measures different competencies and engaging leadership behaviors. Above this, leadership behavior affects employees' attitudes and well-being, and organizational performance.
Michalec, Veloski, Hojat and Tykocisnki in 2014 [10]	
P: To identify potential engaging leaders with the help of peer-assessed positive influence and engaging leadership behavior	M: Survey about demographic, relational aspects, academic performance, and performance in clinical clerkship, Jefferson Scale of Empathy, communication, and interpersonal scores from patient simulation; results from different time periods were statistically analyzed
S: Academic, private medical school	R: Peer-selection method seemed to be successful in identifying positive influencers who also presented leadership qualities, showing a genuine concern for others. This study supports that leadership skills and traits can be identified already in school.

2.2.3 Engaging Leadership as Work Engagement Increasing Leadership Behavior

Schaufeli [8] formulated the theory of a new, positive psychological leadership style, namely engaging leadership. The newest theoretical model is built-in into the model of job demands and resources and defined with the help of need

satisfaction, contributing to the motivational process toward work engagement and organizational outcomes [8].

Engaging leadership, especially some aspects of it, was considered as job resource. Since leaders have impact on employees, and they balance job demands and job resources for employees to stay productive, leadership should be a separately handled construct within the Job Demands and Resources theory defined by Bakker and Demerouti, [14 in 8]. Therefore, this leadership theory was integrated into the job demands-resources model based on the framework of the Self-Determination Theory defined by Deci and Ryan [15 in 8]. It means leaders balance job demands and resources and satisfy employees' basic psychological needs to foster work engagement [9].

Engaging leadership is a leadership behavior that inspires, strengthens and connects employees and has a positive effect on work engagement through the satisfaction of basic psychological needs [16]. The Engaging Leadership Scale (ELS) measures three aspects of engaging leadership, and all of them are based on the premises of psychological need satisfaction. In other words, innate psychological needs for autonomy, competence and relatedness need to be fulfilled in order to be engaged. These psychological needs mediate between job resources and engagement, so their satisfaction can contribute to the effect of leadership on work engagement. Inspiration from leaders can support employees' autonomy, strengthening employees through challenging tasks can contribute to their competencies, and encouragement of collaboration and team building enhance the feeling of belongingness which all result in a higher level of engagement [8].

Engaging leadership behavior is defined with the help of three aspects, inspiration, strength, and connection. Further, we describe ***what leaders practically do***:

1. **To inspire:**

    – Motivates employees with vision and plans

    – Acknowledge the contribution to an important mission

    – Stimulates others to contribute to important goals

    – Provides organizational resources and minimizes job demands

    – Highlights the importance of alignment, value and trust

    – Manages organizational change adequately

2. **To strengthen:**

    – Gives freedom to employees

    – Delegates tasks and responsibilities

    – Challenges the skills and competencies of employees with tasks appropriate for development

- – Provides work and development resources
- – Gives autonomy to control one's own job
- – Ensures task variety
- – Gives feedback and career perspectives
- – Manages workload and supports work-life balance

3. **To connect:**

- – Supports collaboration
- – Facilitates interpersonal relations and bonding
- – Provides social resources
- – Clarifies roles
- – Creates good team spirit and maintains a good atmosphere [8]

Some researchers use a measure with four aspects, adding empowering as an engaging leadership factor [17] [18]. To empower, leaders provide learning opportunities and ensure knowledge sharing [17], partly contributing to strengthening competence and bonding through shared experiences and knowledge. Another research [18] defines empowering as a factor that satisfies the need for autonomy by letting someone articulate one's own opinion. As we see, it slightly overlaps with strengthening and connecting in the first case, and in the second case, it can refer to inspiration too.

Later, research confirmed the four-factor model of Engaging Leadership Scale [19] [20], therefore, we complete the original engaging leadership behavior described by Schaufeli [8] by describing ***what else engaging leaders do***:

4. **To empower:**

- – Creates space for freedom of choice and safety
- – Supports responsibility and accountability
- – Encourages communication without repercussion
- – Acknowledges the contribution and gives positive feedback
- – Involves employees in decision-making [21]
- – Let others make their own decisions freely [16]

Fifteen articles were published using the engaging leadership theory of Schaufeli [8] which we introduce in Table 3.

Table 3

Summary of articles based on the theory of Schaufeli [8]

Schaufeli in 2015 [8]	
Purpose (P): To integrate engaging leadership into the job demand-resources model based on the self-determination theory	Method (M): Measurement items were selected from a Questionnaire on the Experience and Evaluation of Work (QEEW), National Working Conditions Survey, Maslach Burnout Inventory, Utrecht Work Engagement Scale (UWES), and a self-constructed engaging leadership scale and items for team- and organizational commitment. The hypothetical model was tested with structural equation modeling.
Sector (S): National representative sample of the general working population	Result (R): Engaging leadership had a direct effect on organizational outcomes, but just an indirect effect on work engagement through job resources. This means leadership affected the stress process by decreasing job demands and burnout, and the motivational process by increasing job resources and engagement.
Basinska, Gruszczynska and Schaufeli in 2018 [17]	
P: To analyze the role of job-related affect mediating between engaging leadership as an organizational resource and work engagement	M: Cross-sectional study using ELS, Job-related Well-being Scale and UWES Multiple-mediation model was analyzed via structural equation modeling
S: Public administration	R: From the supposed parallel mediators, just positive affect was significant, which means higher engaging leadership leads to higher positive job-related affect which also leads to stronger work engagement.
Nikolova, Schaufeli and Notelaers in 2019 [7]	
P: To examine job resources mediating the relationship between engaging leadership and work engagement across time	M: Cross-lagged study using ELS, QEEW, UWES The hypothesized model was tested with structural equation modeling
S: Hospitality industry, hotel chain	R: Engaging leadership predicted autonomy and support from colleagues across time and the authors found that employee perception about engaging leadership is shaped by their own level of engagement. Engagement contributes also to the perception and access to job resources.
Rahmadani and Schaufeli in 2019 [10]	
P: To investigate engaging leadership and its impact on work engagement mediated by basic psychological need satisfaction over time	M: Longitudinal study using ELS, UWES, Basic Psychological Need Satisfaction Scale (BPNSS) The proposed model was tested with structural equation modeling
S: State-owned agricultural company, participation of	R: Engaging leadership predicted work engagement across time, and this relation is mediated indirectly by

blue-collar workers	basic need satisfaction. Fulfillment of basic needs can increase work-related well-being.
Rahmadani, Schaufeli, Ivanova and Osin in 2019 [18]	
P: To examine the mediating role of basic psychological need satisfaction between engaging leadership and work engagement	M: Quantitative study using ELS, BPNSS, UWES The hypotheses were tested with structural equation modeling
S: State-owned agricultural company's blue-collar workers and civil servants of regional government	R: It was supported that basic psychological need satisfaction mediates the relationship between engaging leadership and work engagement. This model was validated in a cross-national setting.
Rahmadani and Schaufeli in 2020 [19]	
P: To investigate engaging leadership and work engagement mediated by diuwongke and the difference between engaging and transformational leadership	M: Quantitative study using UWES, ELS, Global Transformational Leadership, self-constructed items measuring diuwongke Data were statistically analyzed, and the hypotheses were tested via structural equation modeling
S: State-owned agricultural company's blue-collar workers	R: Engaging and transformational leadership also predicts work engagement and diuwongke moderated this relationship in the case of engaging leadership. The lower diuwongke was, the stronger engaging leadership related to work engagement.
Rahmadani, Schaufeli, Stouten, Zhang and Zulkarnain in 2020 [22]	
P: To define a model about how engaging leadership perceived by employees enhances job outcomes mediated by work engagement both at individual and team level	M: Multi-level longitudinal study using ELS, UWES, Team Work Engagement Scale, Team Performance Scale, Team Learning Behavior Scale, Team Innovation Scale, Job Performance Scale, Employee Learning Scale, and Work Behavior Scale. After confirmatory factor analysis, data were aggregated to check proper team scores, then multi-level effects were tested statistically.
S: State-owned agricultural company, blue-collar workers	R: Team engaging leadership (T1) predicted team learning (T2) and team innovation (T2) moderated by team work engagement (T2); predicted individual job performance mediated by team work engagement (T2) and individual job performance, employee learning and innovative work behavior mediated by individual work engagement (T2).
Robijn, Euwema, Schaufeli and Deprez in 2020 [9]	
P: To examine the relationship between engaging leadership and open conflict norms in team settings and analyze how they affect work engagement via basic need satisfaction	M: Questionnaires were used: ELS, UWES, three adapted items for the measurement of open conflict norms, and need satisfaction items for meaningfulness The hypothesized model was tested with structural equation modeling

S: Public insurance company	R: Engaging leadership and open conflict norms have an indirect effect on work engagement and engaging leadership is also positively connected to open conflict norms in teams. This means open conflict norms and engaging leadership contribute to well-being.

van Tuin, Schaufeli, van Rhenen and Kuiper in 2020 [23]	
P: To measure the business impact of the engaging leadership development program, focusing also on psychological well-being to generate positive business outcomes	M: Quasi-experimental, pre-test-post-test control group design. The leadership intervention program consisted (1) a survey (2) 6 training sessions (3) between them coaching and peer consultations (4) a survey and evaluation. Measurements: Orders booked on time, ELS, items from Balanced Measure of Psychological Needs Scale and Multidimensional Work Motivation Scale (MWMS)
S: Health system multinational company, employees from the customer fulfillment center	R: The company experienced a significant increase in performance and a decrease in sick-leave absenteeism among leaders and team members. The control group setting showed a higher level of autonomy and motivation of trained team leaders. Furthermore, the intervention seemed to be sustainable and effective just in the case of the leaders, not in the case of team members.

van Tuin, Schaufeli and van Rhenen in 2020 [21]	
P: To test the mediation role of basic psychological need satisfaction and frustration between engaging leadership and work motivation and work engagement	M: Measurements were ELS, scales of basic psychological need satisfaction and frustration, MWMS, and UWES. Hypotheses were tested with partial least squares structural equation modeling.
S: Multinational, technical engineering organizations	R: Engaging leadership related to positive and negative outcomes and autonomy satisfaction predicted outcomes. The common-factor variable of need satisfaction showed partial mediation with positive outcomes, and need frustration mediated towards negative outcomes.

Independent author in 2021 [24]	
P: To summarize and analyze the paper of Robijn et al. [9]	M: Same as Robijn et al. [9]
S: Same as Robijn et al. [9]	R: The author commented, that the research opened the door to scale benefits of work engagement after the basic need is satisfied, and a leader is engaging.

Salas-Vallina, Alegre and López-Cabrales in 2021 [25]	
P: To better understand the connection between well-being-oriented human resources management (HRM) and performance, by investigating well-being	M: Quantitative study used items measuring Well-Being-Oriented Human Resources Management, ELS, Happiness at Work, and exhaustion, trust, and performance from different measurements. Data were statistically analyzed, and the hypothesized

factors (WBF) as mediators, and engaging leadership as meditator between HRM and WBF	model was tested with structural equation modeling.
S: Eight different organizations' employees and their line managers	R: The combined effect of well-being-oriented human resources management and work-related well-being measures predicted individual performance. The impact of well-being-oriented human resources management on work-related well-being and performance was moderated by engaging leadership.

Schaufeli in 2021 [16]

P: To clarify the concept of engaging leadership and review empirical results on it	M: Conceptual analysis was made
S: No specific sector, conceptual analysis was made	R: Engaging leadership is a well-established construct, built on a theoretical foundation. It is measured with a statistically confirmed scale on individual and team levels, contributing to several processes in organizations.

van Tuin, Schaufeli and Van den Broeck in 2021 [26]

P: To investigate the relationship between engaging leadership and employees' perception of organizational values, need satisfaction, and engagement.	M: Study 1: the cross-sectional study used measurements such as UWES, ELS, and items measuring psychological need satisfaction and perception of the organization's value orientation. Data were analyzed with structural equation modeling. Study 2: a longitudinal study using ELS, UWES, and items for intrinsic value orientation and autonomy satisfaction. Data were analyzed with longitudinal structural equation modeling.
S: Study 1: Health system, participants from back-office departments of an international manufacturing organization Study 2: automotive industry, technical function engineers of a manufacturer	R: Engaging leadership can predict work engagement via perceived intrinsic organizational values and satisfying the need for autonomy. This leadership is an antecedent of employees' intrinsic value perception, which positively affects need satisfaction and engagement, and showed a negative association with extrinsic organizational values, but this perceived value orientation did not affect need satisfaction measures negatively.

Xiaojun and Yiwen in 2021 [27]

P: To examine the influence mechanism of engaging leadership on turnover intention	M: Applied measurements: ELS, Turnover Intention Scale, UWES, Cognitive trust, and Affective trust scale. Data were statistically analyzed.
S: Information technology, biomedical, insurance, and media industry	R: Engaging leadership had a negative effect on turnover intention, which relation was mediated by overall trust and work engagement, creating a chain mediating effect from engaging leadership towards decreased turnover intention.

2.2.4 Further Aspects of Engaging Leadership

Since engaging leadership is an actively researched and discussed topic from different aspects, some other approaches should be mentioned that appeared in our search.

Firouznia with her colleagues examined the relationship between engaging leadership and work engagement and summarized the findings in a holistic model. They presented a multi-faceted definition of engaging leadership within seven dimensions. According to their theory inspiration, integrity, autonomy granting, supportive coaching, role clarifying, team supporting, and participative decision-making describe and contribute to engaging leadership. Additionally, they emphasize the role of the work environment, determined by psychological resources and social support, and job characteristics, like job meaningfulness and job fit for employees [28]. Although they do not present statistically acceptable results, this hypothetical model might be worth further analysis.

Drewiske [29] approached engaging leadership from a unique perspective of safety maintenance. He highlighted the importance of engaging the leaders to get support while managing electrical safety programs. According to his view, employees can engage leaders to support their aims. Leaders can be involved and engaged through clear education about the important topic, communication about needs and needed steps, and persistent feedback and improvement. This way, Drewiske suggests everyone can win the leaders' support.

Finally, Mosley wrote a series of publications about her experiences with engaging leadership. She emphasized decision-making to balance demands and available resources and the effect of decisions on followers who might experience missing support which turns into higher turnover [30]. She outlined how innovations and innovative ideas can help to engage employees by involving them in evaluation, decision-making, planning, and execution. Furthermore, she pointed out that if one can engage open-minded colleagues, one might help engage other staff and catalyze change [31]. Mosley [32] made a distinction between titled leaders who got promoted and should be balanced, aware and thoughtful, and passionate leaders who overgrow their peers and became leaders through his or her capabilities. She mentioned several leadership behaviors which are needed to engage followers, such as standing for group thoughts, taking needs into consideration when making a decision, encouraging others to be a part of a solution, communicating effectively across situations, and facilitating a growth culture [32]. In the last paper, Mosley [33] discusses the term disengagement among employees. Leaders can suppose disengagement if an employee does not invest in work or underperforms. Another aspect of disengagement is disconnection which serves someone's recovery and makes him or her able to reengage with positive emotions [33].

From a practical aspect, Mosley and the above-mentioned authors can also contribute to the development of HR and management, suggesting numerous great aspects. In the next section, we summarize the practical implications of our literature review.

3   Practical Implications to Foster Engaging Leadership

After reviewing the literature, we can conclude that engaging leadership plays an important role in organizations, teams, and interpersonal relations because it effects work engagement, directly or indirectly. The authors made several suggestions for HR professionals and leaders to engage employees or maintain the level of their engagement. Since retention is getting harder with working from home, narrowed social interactions, and with business cooperation in the digital space, we summarize the most significant recommendations in this part.

The first step is to find the right candidate and the right leader. Someone can be called a project manager, and not be the real project leader. So, it is essential to identify the leader and help him or her develop leadership competencies [13]. Project managers' competencies need to match project types [3] and meet sector-specific needs too [5]. Therefore, the assignment should base on the characteristics of both the project and the possible leader [3]. Furthermore, HR professionals should recruit qualified candidates, who match the job expectations and suit the leader [28]. The leader who is competent and uses strengths and qualities to lead effectively [5].

Second, leaders and HR professionals have to create an organizational culture and provide resources to function well. The challenge is usually for them that people differ in what they like, and this is also right if we are speaking about leadership behavior. Different teams and employees can value different leadership behavior from the same leader. But a supportive environment, in which great concern for others' lives, can help to satisfy different needs [5].

Engagement is affected by organizational culture, therefore, engaging leadership behavior should be the basic behavioral norm to promote engagement in organizations [1]. Leaders must create a job environment in which organizational values are congruent with the values of employees [26], and are driven by inspiration to maintain a positive organizational culture [17]. In an engaging culture, open communication should facilitate conversation about basic needs and help leaders satisfy important needs [20] [25]. Furthermore, a dialogue between leader and employee can increase engagement and the quality of their relationship [25]. Learning from the Indonesian example, leaders should treat employees with dignity and respect [19], let others participate in decision-making [8] [25], propose

co-creation, and support autonomy [23] to create an open and mutually trusting climate [18] [27]. In such a milieu, employees will be more proactive and receptive to the intentions of a leader [20]. Additionally, promoting safe employment relationship and securing that the organization value its members can boost positive work effects [25].

The organization should create resourceful work environments [7] [28], invest in job resources [8] [28], and focus on the satisfaction of basic needs [20]. Resources are needed to enhance intrinsic motivation, engage employees, and enhance the positive affect of work on them. Because supporting others to feel less bad is not enough, using strength and fulfilling needs is what ensures a positive attitude and work engagement [17]. When balancing employees' job demands and job resources, leaders should choose specific job resources at different levels and types of engagement [22]. Leaders and HR professionals should be also aware of personal causation and internalization of extrinsic motives [21]. Moreover, employees should proactively seek opportunities to satisfy needs [18].

HR professionals can stay informed and engage employees if they foster employee involvement [1] [23] and check the learning and development needs of employees [18]. One of the main tasks is focusing on organizational achievement and supporting employees in pursuing their learning goals at the same time [18]. So, leaders must learn how to reflect on needs and how to detect the needs to increase engagement [25]. Leaders and HR professionals should understand the theoretical background of engaging leadership too and implement this kind of leadership style into their every day, for example in one-on-one sessions [18].

Support and a positive climate are important on the team and organizational levels too. An open and trustful climate is inevitable in team settings too. Leaders should facilitate sharing good news and expressing enthusiasm to enhance collective engagement by fostering emotional contagion [22]. Negative cognitive and emotional processes must be managed as soon as possible to prevent demotivation and disengagement [7]. A supportive team climate and coordination can rather stimulate teamwork engagement [22]. Supportive top management adds credibility to the values and behavior of leaders [26]. The whole company should cherish engaging leadership behavior and encourage management to implement it [28]. At the organizational level, HR professionals can take steps to maintain engagement [22]. First, they should set a goal and promote organizational engagement to reach it [22]. Second, they can ask for feedback and give feedback about performance [8]. Surveys could be useful to measure engagement within organizations [22]. Finally, HR must react to the feedback, redesign jobs, provide learning opportunities and invest in development programs, if needed [28].

Any development is useless unless the person uses his or her talent and incorporates into behavior what he or she has learned [1]. Authors agree that leadership development programs [7, 8, 23, 26, 27], training [19, 22, 25], and coaching [1, 8, 18, 19, 22] can be great tools to teach leaders how to engage

followers. Engagement is more important in challenging and hard times when leaders have to manage resistance to change on the side of employees or stakeholders. To overcome the resistance, leaders require upper managerial support and behavioral training where they can evolve [13].

Everyone in the organization needs developmental feedback to identify the needs for growth [18]. Leaders and subordinates are also recommended to participate in training [18]. Organizations should expand the opportunity of leadership development programs for those who are talented and can be future leaders [23]. Team members should also get trained to reach teamwork engagement because team engagement contributes to the effectiveness of individuals and teams [22]. Leaders should polish their engaging behavior with help of coaching [18]. And employees can also profit from coaching [25].

Team and leadership development programs should aim for several competencies and behaviors, like conflict management skills [9] or emotional competencies, such as self-awareness, interpersonal sensitivity, or motivation [3]. Leaders should create and support open conflict norms and be masters of conflict management [9] and develop skills that match a particular project [3]. Program objectives must be defined to inspire managers, followers, and HR professionals. Organizations are suggested to blend different types of developmental tools, classroom training, peer consultation, one-on-one coaching, and action learning [23].

Conclusions

Competencies can be developed and behavior can be formed through habits. So leaders can learn how to behave as engaging leaders. This was our aim, to define engaging leadership and the behaviors one should incorporate to engage others. The main message of the reviewed literature is, what van Tuin [26] summarized well, that leaders and organizations have to focus on employee needs and leaders must learn how to motivate and engage employees [26].

While the competency approach was focused on leadership capabilities, Alimo-Metcalfe [1] and Alban-Metcalfe [5] opened a door to a distributed process between individuals and organizations. Schaufeli [8] wanted to focus on employees, so he defined engaging leadership based on the need and satisfaction of employees. This theoretical framework dominated the latest few years in engaging leadership research. Proposing leadership behavior that aims to support leaders to create a resourceful environment and fulfill the basic psychological needs of employees [21]. Engaging leadership impacts why HR practices are effective. Leaders affect the individual and team level, and HR affect the organizational level [25]. Engaging leadership influences employees through positive culture, shared vision, trustful communication, individual development, and need satisfaction [17]. While HR practices increase happiness at work and trust, which contribute to the effectiveness of teams and the organization too. All in all, engaging leadership provides win-win solutions for employees and organizations [25].

The shift toward employees emerges in modern leadership forms, like agile methods, holocracy, or sociocracy, which promote autonomy-supporting and participative leadership [21], and theories like servant leadership and transformational leadership too [20]. Schaufeli [8] highlighted the overlapping parts of engaging and transformational leadership. Inspirational motivation enhances work engagement like inspiring leadership, and strengthening leadership reflects to individualized consideration [8]. Both types of leadership support employees, create a vision, empower and increase work engagement [19].

A rapidly changing business environment pushes organizations to perform effectively, learn fast and innovate continuously [22]. Digitalization brought further challenges with information overload, simultaneous use of digital channels and processing topics at the same time. It is certain, that leaders need IT skills and self-organization, but they also need to motivate and engage others, even at a distance [34]. Online communications are inevitable in this digital era, where we work from home or in an International setting. While parallel communication can affect positively job performance, it affects negatively work engagement, which means leaders must allocate more time and energy to retain employees [35]. Moreover, the digital generation requires extra support from leaders to reach the same level of engagement as older, more loyal coworkers [17].

Younger generations demand digital media and online communication, which influences their expectations in the workplace. To retain them, organizations must hone their learning and development techniques, ensuring constant learning in small units. Real-time feedback, grows in importance and contributes to growth-focused cultures to improve performance. "Digital leadership" creates new tasks and challenges for leaders. Digital leaders connect different groups and foster knowledge-sharing, in an inclusive environment [36]. New ways of working impact work engagement and the effects are mediated by transformational leadership [37]. Although engaging leadership is not examined in association with digitalization, to our best knowledge, engaging leadership can be effective and useful in "digital cooperation". According to our review, leaders should master how to care for others and support employees by providing relevant resources. Additionally, future research needs to test how effective engaging leadership can be in the digital setting. There might be some "digital-specific" engaging leadership behaviors. To help managers navigate today's digital world, the Digital Competence Expectations, ratified by the Department for Education in 2021, are a concrete set of real-life examples, designed to help leaders prepare [38].

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