



# The impact of leadership on the employee's well-being - job engagement, job satisfaction and meaning of work - an integrative literature review

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**The impact of leadership on the employee's well-being - job engagement, job satisfaction and meaning of work - an integrative literature review**

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This master’s thesis investigated how building leadership capacity impacts the three dimensions of employee well-being - job engagement, job satisfaction and meaning of work. The primary objective of the study was to increase the understanding of why it is important to build up the leadership capacity and how employees’ well-being benefits from the leadership capacity. The literature review was to share insights of new ideas, methods, or approaches into developing personal leadership skills for future managers and human resources personnel.

The theoretical framework was built on hedonic and eudemonic theory in well-being, job engagement, job satisfaction, meaning of work, and leadership capacity to understand the interaction between job engagement and job well-being. This integrative literature review utilized a mixed method of qualitative and quantitative studies as well as hermeneutic-phenomenological studies. The data were gathered from an electronic database. The quality of the data was assessed by STROBE (Strengthening the Reporting of Observational Studies in Epidemiology collaboration). The data analysis included reading documents, transcribing findings, taking notes, marking keywords, and categorizing the essence of findings into further four sub-categories.

The findings indicated that leadership and different leadership styles have a significant impact on employee well-being especially in the categories of performance, behavior, and interaction between leader and followers. Managers play a key role in identifying developmental needs, and how they impact engagement. Establishing good communication practices helps employees adopt work performance and a new way of thinking. Positive leadership skills and organization practice empower work engagement through self-management, coaching, job crafting, and strengthen with mobilizing ego resources, and meaning of work.

In conclusion, developing learning cultures that operate by collaboration, focusing on learning, sharing good practices as a means of improving instruction.

It is beneficial for organizations and employees to have strategies for checkups and working from core meaning and assessing learning. These are the main drivers behind engagement, resilience, health, well-being, performance, and innovation for the employee in the workplace.

Keywords: employee well-being, job satisfaction, job engagement, leadership, leadership styles

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## 1 Introduction

In the context of contemporary working life with increasing demand on productivity, leadership has been a tool to enhance motivation and well-being as to manage the risks related to impaired health and well-being among employees. The role of leadership in employee well-being is far from well understood. To develop an in-depth, understanding of the relationship between leader and employee well-being, a larger variety of methodological approaches should be used, and the role of employees is forming, and rating leadership should be taken seriously (Hansdbrough, Lord & Schyns 2015).

Work is of first importance because it is a fundamental human need, and that society ought to be arranged to allow, as many people as possible to experience their work with meaning through the development of the relevant capabilities (Yeoman 2014a, 235). Since work occupies a central part of human life, the sense of meaning of work at work has become a matter of particular interest to management scholars and practitioners (Bailey & Madden 2016). Organizations that take care of their employees' well-being at work are a strong holding force in the labor market. According to Martela and Jarenko (2014), when an employee feels that his or her skills and ideas are important, in the work place and the organization, and the values of achievements, it empowers him or her to pursue common goals and helps him or her to cope. This understanding also solidified the purpose of work and thereby reinforces the perceived relevance of the work. Scholars such as Prat and Ashforth (2003) and Wrezesniewski (2003) state that employees' experience positive meaning of work proves beneficial to organizational functioning and employee well-being.

Employee health and well-being are vital concerns for organizations, and it has been known that social support from leaders has a 'salutogenic' influence on their followers (Rudolph, Murphy, & Zacher 2020). Leadership is a critical component that influences the work environment, and the way employees perceive their work (Christian, Garza, & Slaughter 2011). Leaders play an important role in creating empowering workplace conditions that may result in positive personal and organizational outcomes (Cummings, MacGregor, Davey, Lee, Wong, Lo & Muise 2010). Baker and Demorouti (2008) suggested that engaged employees are more imaginative, productive, and more willing to go the extra mile. Therefore, an embedded understanding of leadership and its relationship impact significantly on employee well-being, in job engagement and job satisfaction. is the key to finding how work engagement and job satisfaction support the 'salutogenic model' in the salutogenesis between the employee and work meaning.

According to Alimo-Metcalfe (2013), transformational leadership is the most studied of the neo-charismatic or heroic models on leadership and dominates the current studies on leadership, including those conducted about employee well-being.

## 2 Hedonic and eudaimonic theory

Understanding the interaction between engagement and work well-being requires an understanding of their underlying theories. The scholar model for engagement relies on role theory and workplace well-being to hedonic and eudaimonic theory. The recent finding of researchers Huta and Ryan (2010), Seligman (2011) indicate measuring hedonic happiness in isolation without EU-demonic views is incomplete for understanding overall well-being. A hedonistic and eudemonic perspective can shed a brighter light on employee's well-being. The hedonic happiness theory is frequently described as subjective pleasure and enjoyment. It is concerned with eliminating emotional pain by increasing pleasure such as joyful activities in daily life to achieve the greatest amount of pleasure possible to avoid pain (Henderson & Knight 2012). Eudaimonic theory pertains to the attainment of experiences of meaning and purpose in what ones do (McKnight & Kashdan 2009), it is actually the traditional thinking in workplace well-being and health. Ryan and Deci (2008, 2009) found eudaimonic life goals include self-realization, psychological well-being, and life potential, including a meaningful career and positive social connections. Ryan and Deci (2008, 2009) see that self-determination focus on eudaimonic living by applying intrinsic motivation, such as activities targeting personal growth and successful relationship to reach optimal well-being (Huta & Ryan 2010; Ryan 2009) Recent researchers describe a need to develop well-being research by understanding the deeper meaning of well-being through an evaluation of the specific well-being experience, the interplay between hedonic and eudaimonic approaches and connection between these perspectives (Kashdan, Biswas- Diener & King 2008; Seligman 2011).

Role theory was one of the earliest mentioned theoretical foundations of engagement (Kahn 1990). In social interaction when the baseline role expectations are not sufficient for complex social interaction like at the workplace, defines how the parties are expected to perform their roles (Karz & Kahn, 1978).



### 3 Well-being

There is more than one correct definition for well-being at work. World health organization (WHO) defines well-being as comprises of the physical, psychological, and social factors in the life of human, it is a holistic concept that included at least the person's physical health, psychological state, social relationships, family situation, work situation, personal beliefs, and physical environment. Well-being at work is an individual experience related to, for example, well-functioning personal relationships at the workplace and employees' vocational skills. Well-being at work helps a person to be enthusiastic and motivated and to take initiative. Therefore, well-being at work is directly connected with work productivity and with the competitiveness and reputation of the employer (The ministry of Social Affairs & Health). At its simplest, well-being refers to the quality of life.

Workplace well-being relates to all aspects of work life from quality and safety of the physical environment to how the workers feel about their work, the working environment, the work climate and the organization (International Labour Organization 2021). Hakanen (2007) defines work well-being is the feeling of being energetic and committed and feeling of permanence or professional self-esteem. The feeling of managing workplace well-being is also enthusiasm and experience of meaning of work (Hakanen 2007, 228). Work well-being is a combination of work and work satisfaction, health, safety, and well-being (The Ministry of Social Affairs & Health). It is formed through daily routines at work (Finnish Institute of Occupational Health 2020). Work well-being stimulates good and motivated management and the workplace atmosphere and professionalism of the employees. It also impacts coping at work (The ministry of Social Affairs & Health 2021). The International Labour Organization states that workers' well-being is a key factor in determining an organization's long-term effectiveness. According to Hakanen (2011), motivation is a part of workplace well-being. Work can be done either internally or externally motivated or without any motivation at all. Extrinsic motivation is created by external factors such as rewards from action and performance, and intrinsic motivation comes from personal factors, needs, and interests like self-realization and needs to develop (Ryan & Deci 2008; 2009).

#### 3.1 Engagement and job satisfaction

Employee engagement is defined in multiple ways. According to Kahn (1990), employee engagement emphasizes the physical, emotional, and cognitive dimensions of the engagement process. The drivers of employee engagement are self-determination theory positive intrinsic motivation factors (Ryan & Deci 2009). Ryan and Deci (2010) further explain the experience of employee engagement requires the satisfaction of basic psychological needs such as competency autonomy, relatedness) and Seligman (2011) PERMA such as positive emotion, engagement, relationships, meaning, and accomplishment.

Work engagement describes the genuine and positive work-related well-being as a permanent state of mind (Bakker & Leiter 2010). A job requires physical, psychosocial, social, and organizational attributes which demands a continual supply of sustained physical and psychological equipped and dedicated workers. These job attributes in turn are factors of work that help the worker to achieve his work goals, control the strenuous of work, and further personal growth, learning, and development (Schaufeli & Bakker 2004a).

Work engagement also refers to the relationship of the employee with his or her work. Work engagement is a positive, fulfilling, affective-motivational state of work-related well-being and becomes the antidote for job burnout. Work engagement is a motivational concept. When engaged, employees feel compelled to strive towards a challenging goal. Further, work engagement reflects the personal energy employees bring to their work. Engaged employees not only can be energetic, but they also enthusiastically apply that energy to their work. In addition, work engagement reflects intense involvement in work duties; they become absorbed in their work, experience flow. In a stable work environment employees maintain a consistent level of work engagement. Work engagement thrives in a setting that demonstrates strong connections between corporate and individual values (Bakker & Leiter 2010, 1-2).

The engagement has three dimensions: cognitive, affective, and behavioral. Cognitive is the belief in and support the goals and values of the organization. Secondly, affective is the sense of belonging, pride, and attachment to the organizations. Thirdly, behavioral is the willingness to go the extra mile, intention to stay with the organization. These three dimensions are routinely followed up by the additional three sub-behaviors - say, stay and strive. Say is an intense desire to be a member of the organization to co-workers, potential employees, and customers. Additionally, stay is the intense desire to be a member of the organization despite opportunities to elsewhere. Lastly, strive is the time, effort, and initiative to contribute to the organization's overall success. (Bakker & Leiter, 2010).

Previous research on work engagement has sought to understand the drivers as well as the consequences of engaging people at work. Among most studied consequences employee engagement seems to influence job satisfaction, organizational commitment, intention to quit, organizational citizenship behavior, and performance. However, working life is not detached from personal life, which has been demonstrated by research on work-life balance. Since work engagement is a psychological phenomenon characterized by a positive, fulfilling, affective motivation state of work-related well-being constraints outside the sphere of work may impact this psychological state. These potential relations call for a closer examination of the connection between employee well-being and engagement. (Ferreira, Gabriel, Faria, & Rodrigues, 2020).

Work engagement lies within the realm of positive organizational behavior. This theoretical approach is based on positive psychology (Ferreira et al. 2020). Kahn (1990) developed the first conceptualizations of work engagement as a role-related phenomenon, reflecting which an individual is psychologically present in a particular organizational role (Ferreira et al. 2020). Recently Schaufeli and Bakker (2004a) define work engagement as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption (Ferreira et al. 2020).

Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. When a worker is employed in an organization, he brings with himself the needs, desires, and experiences which determine expectations that he dismisses. Job satisfaction represents the extent to which expectations are and match with the tangible and intangible rewards in job satisfaction. It is directly reflected to the individual's behavior in the workplace. Within the organizational context employee's well-being has been related to outcomes such as performance and job satisfaction (Ferreira et al. 2020).

### 3.2 Leadership capacity

Educators use the term leadership capacity as an organizational concept meaning broad-based, skillful participation in the work of leadership that leads to lasting work or school environment (Lambert 2005). Leadership capacity is the extent to which organizations can optimize their current and future leadership to drive business results and successfully meet the challenges and opportunities of an ever-changing business environment (Weiss & Molinaro 2010). Term leadership - therefore the work of leadership as used within the definition of leadership capacity means reciprocal, purposeful learning together in community (Lambert 2005). Leadership capacity is the vital factor of success in transforming and adapting business strategies in the workplace (Weiss & Molinaro 2010).

## 4 Purpose and research question

This literature review investigates leadership capacity by studying how building leadership capacity impacts the three dimensions of employee well-being: engagement, job satisfaction, and work meaning.

The aim of this thesis is to increase understanding of why it is important to build leadership capacity and how does employees' well-being: engagement, job satisfaction, and meaning benefit by building leadership capacity. The studies also discuss how to develop personal leadership skills and to find new ideas, methods, or approaches that may emerge.

The purpose is to raise attention to changes that need to be made in leadership styles, to foster employees' well-being at the workplace - job engagement, job satisfaction, and work meaning.

The research questions of this integrative literature review are to explore the following discussions such as:

How to build leadership capacity? Why does building a leadership capacity matter? What kind of benefits does leadership capacity has for organization, its leaders and its employees? And lastly, does leadership capacity improve engagement and job satisfaction and help find work meaning?

## 5 Study method

The thesis process started in spring 2020. The city I work for launched a new strategy at the beginning of 2020. One of the focus points of the strategy is to improve the productivity of the city employees in their daily work. The new strategy creates a need to study in understanding some of the phenomenal circumstances that leaders encounter daily. The findings of this new strategy will raise the awareness the employee's well-being at the workplace as well as questions of how frontline leaders can build a stronger leadership capacity to be beneficial to employees and what kind of changes do leaders need to make to achieve it.

Furthermore, leaders should have greater interests in employees' well-being at the workplace. It is the main focal point. The fundamental question here is how frontline leaders help and support the workers so that they feel engaged, motivated, and find meaning in their workday. Can these leaders have an impact on these attributes and how to achieve it. Recent studies found the perspective of ensuring employees' meaningful work is a moral responsibility of organizational management, thereby calling for an integration of business ethics and meaning of work literature (Michaelson, Pratt, Grant, & Dunn 2014). As working life keeps constantly changing, a practical approach to leaders is emerging knowledge and exchange of ideas; it is now the time to re-think and to reflect on how to lead for leaders.

## 5.1 The Five steps of integrative literature review

In this thesis work, the integrative literature review comprises a five-steps method as outlined in Figure 1 below (Whittemore & Knafelz 2005).

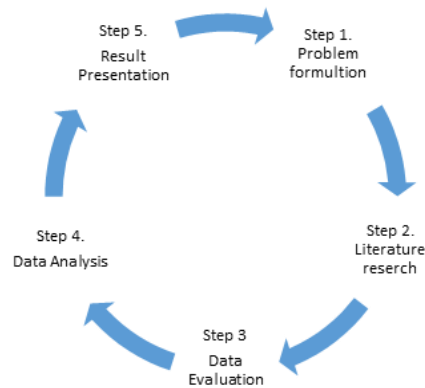


Figure 1: Five steps of integrative literature review (Whittemore & Knafelz 2005).

As Whittemore and Knafelz (2005) state, the problem formulation is the first and foremost step. The problem must be addressed and reviewed by identifying the reason why the review is needed. In identifying the problem, it minimizes the appearance of variables and faults in the data, making it easier to find appropriate literature. The first step is the most crucial phase in the process. It is vital to gather proper and up-to-date information. (Whittemore & Knafelz 2005.) Note to remember during the first step: narrowing down or broadening topic by considering reviews purpose, audience, constraints such as time and access. The focus of the research should be stated as a well-defined question to create a reachable and manageable topic (Efron & Ravid 2018).

The second step is the literature research. It is focus on the collection of the literature from varied appropriate sources through the use of exclusion and inclusion criteria carefully elaborated beforehand. It is necessary to use accurate search terms because without them a great number of relevant results may end up lost in the databases in which the search is conducted. (Whittemore & Knafelz 2005.) This step also requires careful recording and organization of the identified sources and to create your own bibliography data (Efron & Ravid 2018). The data must be gathered accordingly, always keeping in mind the reason why it is collected and for what purpose (Hirsjärvi, Remer & Sajavaara 2007).

The third step is the assessment of the quality of the literature. The data evaluation process consists of evaluating the literature gathered at that point, making it easier to point out proper data which will be included in the process. The search process can include empirical and theoretical sources, so the sampling can be diverse. (Whittemore & Knafelz 2005.) During

this process, sources of value to the research are determined. This evaluation process will allow a critical reader to assess the credibility of the research sources and the extent, of which the information offered is trustworthy, valid, and logical (Efron & Ravid 2018).

In the fourth step, the collected data is compared with each and other and the integration of literature is formed. The data becomes visualized and different patterns can begin to materialize. Critical thinking in this step is paramount to weigh the full scale of the literature gathered. (Whittemore & Knafl 2005). This step will assemble the analysis of individual sources into a well-structured, persuasive, and holistic narrative. This step will also enable the structure of the literature review around appropriate themes and patterns accordingly and recognize how they are related and build upon each other. This is followed by a description of the process of synthesizing the literature and bringing it all together into a coherent theme. (Efron & Ravid 2018).

Lastly, from within the fifth step, the results are presented. Drawn conclusion of the data is now gathered thus the completion of the five stages. The conceptualization of the research question is formed and ready to be presented. (Whittemore & Knafl 2005.)

## 5.2 Data gathering process

As an integrative literature review includes data from varied sources, a comprehensive understanding of a topic can be gained although systematic bias and human error can occur in the use of such diverse data sources. The data search stage (Figure 2) may be contaminated if sources are not extracted and interpreted correctly. This may lead to the data analysis being compromised or lead to a non-accurate synthesis. Paying serious attention to data analysis will shrink the possible bias and human error. (Whittemore and Knafl 2005, 547-548; 552.)

Searching the literature is an essential step in the process of conducting a literature review. Without a purposeful and effective search of the literature, the study may lack the breadth and depth of understanding expected for the level and type of project (Hart 2018).

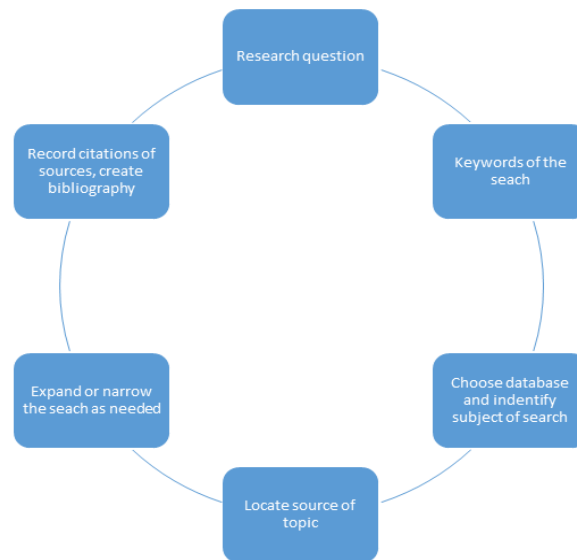


Figure 2: Data gathering process (Whittemore & Knalf 2005).

### 5.3 Collection of Data

The integrated literature review was conducted in late summer/autumn 2020. Electronic databases such as Sage Premier, ProQuest Central, Google Scholar and ScienceDirect (Elsevier) are the usual places to collect. In data searching, the electronic database is an efficient process that can provide a great number of sources in a short amount of time (Efron and Ravid 2018). Relevant data can often be found from the popular five electronic databases such as Sage Premier, ScienceDirect, ProQuest, Emerald Insight, and EBSCOHost. These databases are often utilized by many Finnish universities as well as Laurea University of Applied Science. The final search was performed in October 2020 during one-on-one session with an information specialist from Laurea University of Applied Science. During data search meeting with the information specialist, databases such as Emerald Insight and EBSCOHost were added. These five databases were chosen due to the publicly open-access and no external funding was financed in this thesis. The keywords used were carefully chosen and added. Literature search rehearsals were performed before the final search. Thus, these steps become a reliable source for the literature review (Efron & Ravid 2018).

For the search to be effective, the research topic consists of the most accurate keywords or search terms (Efron & Ravid 2018). During the process of data collection, identified publications clustered in the field of business and psychology. This allows the literature review to move from general to more focused sources. By avoiding presenting a biased or shallow description of the current knowledge regarding the research topic, a good search allows one to become familiar with different points of view, perspectives and theories concerning areas of interest (Efron & Ravid 2018). In order to gather the most data in the search process, the connector

“And” was used since “OR” produced fewer data results. Using the connector “AND” yields higher hits for more relevant results (Figure 3).



Figure 3: Literature review search Emerald Insight, EBSCOHost, ScienceDirect, Sage and ProQuest



Inclusion and exclusion criteria were used in different phases of the data collection process - firstly, set criteria for article search and secondly, during the data search process (see Figure 4).

Inclusion criteria:	Exclusion criteria:
Articles in english	Articles without full text and full access
Articles with full text and access	Articles which do not include research terms and words
English language	Articles written in another language than English
Timeframe 2010-2020	Articles written before 2010
Articles included some of the keywords of the review (Figure 3)	After full text reading, irrelevant and useless articles
Free content due to no outside funding	
Topicality	
Relevance	

Figure 4: Inclusion and exclusion criteria

#### 5.4 Assessing the quality of the data

The integrative literature review aims to increase the understanding of why it is important to build leadership capacity and how does employees' well-being: engagement, job satisfaction, and meaning of work benefit from the building of leadership capacity.

The literature data quality was critically assessed during the review at the same time as summarizing by providing criteria for assessing the quality of articles that were categorized as quantitative, qualitative, mixed-methods and hermeneutic-phenomenological studies (Appendix 2). As a hermeneutic-phenomenological reviewer recognizing the importance of using multiple sources emphasizes the idea that all articles may be included in the review. By assess the strengths and flaws of each study and evaluate its claims, the process is then evaluated to affirm the validity and credibility of the finding. (Efron & Ravid 2018.)

According to Efron and Ravid (2018), the qualitative researcher's point of view, the truth is amplified, and knowledge is socially constructed. This assumption results in their basic positions on the value of assessment, in essence, research is research, and the set of shared criteria has external and internal validity. External validity is whether the study is asking an appropriate research question and its assessment depends on the purpose for which the study will be used. Internal validity relates to where the study answers its research questions in a manner free from bias. Establishing the trustworthiness of the study and defining the validity and reliability within a research framework, these guidelines are comprised of four criteria: credibility, transferability, dependability, and conformability. (Efron & Ravid 2018.)

Providing criteria for assessing the quality of articles were categorized through the STROBE checklist (see Appendix B). The word STROBE derives from words of Strengthening and Reporting of Observational Studies in Epidemiology (2009). Articles collected for this study composed of various and different research methods. The literature was then evaluated and analysed using STROBE checklist of 22 different parts (Appendix B). Most of the studies in this integrative literature review had good results after the use of the STROBE checklist which strengthens the validity. This checklist provides a systematic way to identify the strengths and weaknesses of the methodology, results, discussion, validity, reliability, and trustworthiness found in a published mixed-methods study (Efron & Ravid 2018). Quality assessment of the search hits was done through STROBE checklist helps to summarize the research studied that have a direct bearing on the topic into a single summary table. The table organizes the literature and assists in recalling, sorting the information in planning, and writing the review. This table also defines the sources where supporting articles were found, the purpose of the study, the methodology used in the study, and the major finding. (Efron & Ravid 2018.)

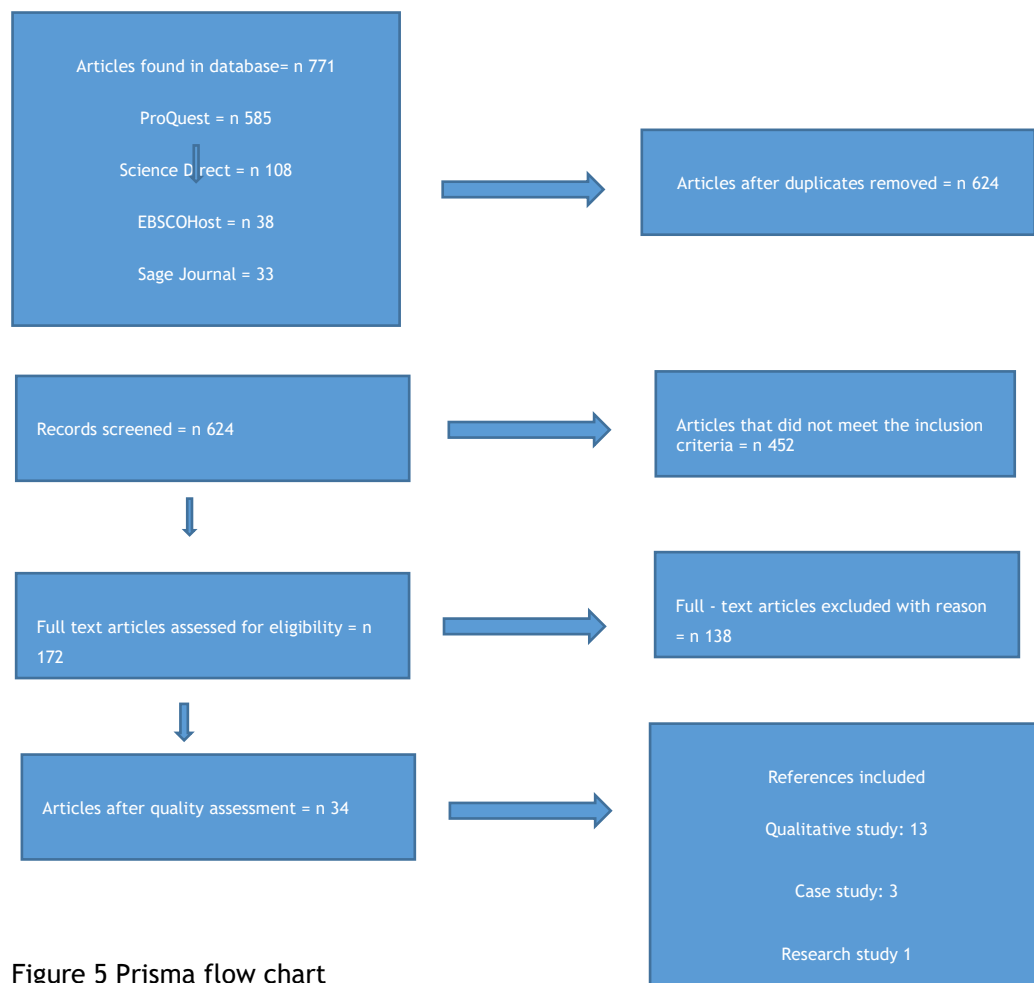


Figure 5 Prisma flow chart

## 6 Data Analysis

The first stage of data research has 771 references. After the removal of 147 duplicates, 624 potential articles remain for further screening to determine for relevancy and usefulness for review. Data articles are screened by a Prisma flow chart (Figure 5). Articles that did not meet the inclusion criteria were removed (Figure 4). The next step is to evaluate each source, a quick review each research article through its the abstract introduction, research question and conclusion. At the end of screening process of articles with relevant title and abstract review, 32 articles remain for full-text reading evaluation. In addition, two more articles were included for full-text reading, since these two articles were deemed to be valuable for the review even, they do not explore the same issue at the center of the research study for this integrative literature review; however, they may provide some needed contextual information that contribute to a deeper understanding of the topic (Efron & Ravid 2018). Full articles were stored at RefWorks and Laurea University's cloud and on my own personal Apple iCloud account. The reading process included reading and re-reading. It is a process that is recommended by many researchers. It consists of following steps: reading the entire document to familiarize its overall content. The article is then re-read to identify certain relevant and useful sections for the review. This process helps to identify sections that emerge through reading and may be used to pre-determined key terms drawn from the research question that guide the review. (Efron & Ravid 2018.) The text was reviewed in varied stages of time. From these varied stages in time, a comprehensive review is achieved from all relevant sources. The process continues to selective citation by setting the boundary of what references will be reviewed according to defined criteria and lastly moving to central reviews focusing only on seminal work.

While reading the full text, the most valuable and relevant paragraphs to the theme were identified from within the review literature. Selection citations set boundaries which references were reviewed to define criteria and moved to central review focusing on seminal work. Most valuable paragraphs were identified and transcribed and marked clearly, by categorizing to captured keywords. Secondly, the text was transcribed and noted clearly by using different color highlighter to identify sections that are most valuable and highly relevant for each research question. Then re-read these identified passages again to re-affirm their contribution in the review by marking by keywords and selected categories to capture the essence of the passage. Note-taking was an important part constantly of the process as notes interpret and summarize relevant issues presented and reflected their meaning for literature review. Note-taking is to interpret and summarize the relevant issues as presented by the source's author and to reflect on their meaning for literature review (Efron & Ravid 2018) through making connections across sources and identifying similarities and differences among them and by arranging the information around themes and subthemes: leadership and leadership style, managers role, developing positive leaders in organizational practices,

psychological contracts, job crafting, and coaching. Key transcript findings are then summarized in a separate column (see Appendix A).

## 7 Results

In this chapter, the research findings are categorized into further four sub-categories. In the first category, leadership and leadership styles show what kind of impact different leadership styles have on behavior and interaction between leaders and followers and as well as on employee well-being and employee's performance. The second category focuses on the manager's role as a change catalyst/ developmental guru and as a communication director. This category also identifies how managers play a key role in identifying developmental needs and how leaders act as developmental gurus and how it impacts engagement. In addition, it also identifies how managers can act as change agents to facilitate employees in adopting new ways of thinking and working; or as communication directors on how to improve communication; and the managers' role in establishing good communication practices. The third category focuses on developing positive leaders in organizational practices on how leaders can increase work engagement by self-management, job crafting, and strengths utilization and by mobilizing ego resources and the meaning of work. The psychological contract explains the importance within the organization when employees perceive the employer's obligations are met. The fourth category presents coaching as why coaching plays a big part in engagement and leadership performance; why understanding the motivational process helps to facilitate sustained change and how emotional and social competencies impact on leader's performance and engagement and career satisfaction. Obstacles and limitations introduce developmental spots of subcategories.

### 7.1 Leadership and leadership styles

Leadership behavior has a significant impact on employee behavior, performance, and well-being. Huertas-Valdivia, Galego-Burig, and Lloréns -Montes (2019) research shows a strong relationship between a leader's conduct and employees' well-being and the effect that leaders' differing degree of supportive-ness and open-ness on employees. Better performance is generally achieved when leaders prioritize their follower's job engagement (Huertas-Valdivia et al. 2019). A leader must invest time and work in developing his or her intellect, which generates inspiration (Salas-Vallina, Simone & Fernández- Guerrero 2020).

The interaction between leaders and followers has become crucial. Many leadership styles have aimed to explain how leaders influence followers (Figure 6). The human side of leadership is fundamental in this context, rather than focusing on task-related motivation (Salas-Vallina et al. 2020). Salas- Vallina et al. (2020) stress the importance of the relationship

between leaders and followers. Leaders are now required to be more adaptable, and people oriented. Certain management leadership styles can thus play a determining role in achieving employee empowerment among customer contact employees (Huertas-Valdivia et al. 2019). Leaders who inspire their followers and give individual attention to them build trust and create a positive team climate (Bakker 2017).

According to Madden (2017), engagement research suggests that different forms of leadership (transformational, ethical, authentic, charismatic, and empowering leadership) have positive associations with heightened engagement. Leadership style provides intellectual stimulation hence active learning derives. Leadership approaches with a top-down hierarchical tone, servant, empowering, and paradoxical leadership styles emphasize trust and collaboration and enhance employee self-efficacy. (Huertas- Valdivia et al. 2019.)

New leadership theories infused with a more participatory philosophy have been proposed in recent decades (Huertas- Valdivia et al. 2019). More specifically in today's workplace inclusive, servant, empowering (Huertas-Valdivia et al. 2019; Bakker 2017), paradoxical (Huertas-Valdivia et al. 2019), transformational (Bakker 2017; Huertas-Valdivia et al. 2019, Salas-Vallina et al. 2019), change (Van Oosten, McBride-Walker, & Taylor 2019), inspirational (Salas-Vallanina et al. 2017), indigenous, ethical (Burke, 2017; Van Oosten et al. 2019) and people manager (Justesen, Eskorod, Christensen, & Sjøgaard 2017), leadership styles have emerged as promoting managerial approaches to generate genuine service environment (Huertas- Valdivia et al. 2019).

Attention has centered on determining the developmental dynamics between leadership and follower attitudes. Leaders are considered fundamental actors because they significantly influence employees' lives and services where teamwork is fundamental, leaders need to empower followers and promote autonomy and pro-activeness among them (Salas-Vallina et al. 2019).

The empowering leadership style involves managers giving their staff more power and freedom of choice in decisions. Enhancing managers' empowering leadership behavior thus produces greater psychological empowerment and subsequently job engagement in employees. (Huertas-Valdivia et al. 2019). Such leaders normally set participatory goals, foster autonomy, and promote self-development of the workforce by fostering autonomy through. For example, delegating authority and permitting employees to assume a leadership role or regulate themselves (Huertas-Valdivia et al. 2019).

Leaders who empower followers through increased responsibility, access to information and power, and reward for autonomous action heighten follower self-efficacy, increasing their employees' level of engagement. Empowering leadership style creates conditions that foster employee participation by promoting decision-making and reducing bureaucratic constraints.

(Huertas- Valdivia et al. 2019). Servant leaders motivate their followers by helping them to realize their full potential, as well as by paying attention to their needs. Employees frequently see this type of leader as a role model and normally display positive and ethical behaviors at work in return. Servant leaders enable workers to participate in organizational processes and to become agents of change, inducing greater levels of psychological empowerment. Servant leaders serve as an example of orientation towards others (Huertas-Valdivia et al. 2019).

Positive and inclusive leadership suggests developing positive leadership attitudes and behaviors that enhance employee well-being and financial outcomes. Examples of leader behavior in psychologically healthier workplaces are compassion, respect and thriving (Burke 2017). Inclusive leadership includes a range of behaviors that simultaneously promote employees' uniqueness and sense of belonging, integrating all members of the workgroup and supporting their various contributions and abilities (Burke 2017). Perceived organizational support relates to the relationship between employee and organization. It is the employee's perception of the degree to which the organization appreciates their contribution, worries about their well-being, and is committed to them (Burke 2017). Change leadership includes achievement orientation, self-confidence, change catalyst, initiative, and inspirational leadership (Van Oosten et al. 2019). Transformational leadership style refers to leader behaviors (such as individual consideration, inspirational motivation, and intellectual stimulation) that transform employees' standards and values and persuade them to achieve organizational goals that go beyond their interests (Bakker 2017). Transformational leadership has proved to positively affect followers' attitudes, such as commitment and job satisfaction (Salas-Vallina et al. 2019). Bakker's (2017) study results showed that transformational leaders had a positive influence on their followers' daily work engagement because these leaders created abundant job resources for followers (daily social support and autonomy).

Bakker (2017) recent research indicated that transformational leadership and a high-quality relationship between leader and followers may influence followers' job characteristics, and in this way have an indirect impact on employee attitudes, performance, and psychological health. Research in more conventional (blue and white collar) organizations has confirmed that transformational and servant leadership is related to work engagement through increased job resources (e.g., job control, recognition, rewards).

As shown by Bakker (2017) that transformational leadership results in fewer job demands (cognitive, emotional, and physical demands) and more job resources (e.g., participation in decision-making, job recognition, and quality of relationships), and indirectly contributes to employee work attitudes and job performance.

Inspirational leaders have a vision and higher goals and gain respect from and promote the participation of employees. Inspirational leadership (IL) provides meaning to needs and actions. Inspirational leaders can see what followers need and what followers consider challenging. Dialogue, transparency, and positive energy are frequently associated with IL (Salas-Vallina et al. 2019) and applying an ethical management approach increases diversification (Burke 2017).

Ethical leadership and inspirational leadership not only demonstrate respect and fair behavior, but also provide energy, positivity, and motivation for their followers. In this sense, prior research has shown that employee well-being depends not only on the physical work context but also on the psychosocial work environment, in which leaders play a key role. Authentic leaders are likely to positively affect followers' job satisfaction. (Salas-Vallina et al. 2019.) Inspirational leadership transmits passion to teams, makes true believers of everyone else, encourages performance, promotes certain types of behavior, and motivates followers to engage in self-sacrifice for the sake of collective goals. Hence, inspirational leadership is expected to develop followers' capabilities and, in turn, their characteristics (Salas-Villana et al. 2019).

Leadership style	Characteristics	Influence	Benefits	Action
Empowering Leadership	Giving staff power and freedom of choice	Leaders set participatory goals, promote self-development, and foster autonomy by delegating authority	Psychological empowerment: increases responsibilities, access information and power reward of autonomous action -> heightens self-efficiency, increases engagement	Creating conditions that foster participation by decision making and reducing bureaucratic constraints
Servant leadership	Motivate their followers by helping them to realize their full potential, as well as by paying attention to their needs	Leader as a role model, change agents, Servant leaders normally stimulate strong relationships with followers and encourage employee enthusiasm and dedication	Enable workers to participate in organizational processes by inducing greater levels of psychological empowerment. Especially beneficial to service organization	Leaders focus on power sharing and satisfaction of their followers' needs, even placing others' interests ahead of their own.
Positive & inclusive leadership	Developing positive leadership attitudes and behaviors  Simultaneously promote employees' uniqueness and sense of belonging, integrating all members of the work group and supporting their various contributions and abilities	Enhance employee well-being and financial outcomes: Compassion, respect and thriving  Welcome questions and challenges from employees, they are tolerant, not resentful and do not reprimand employees when mistakes are revealed, hence fostering psychological security, mutual learning, and development	High quality relationships among employees (positive feelings, flexibility, mutuality).  Flexible boundaries allowing the discussion and addressing of work and non-work experiences and events. Feeling respected by their leaders were more highly engaged, more empowered and satisfied, felt more supported and were in better health.	Encouragement, drive motivation and promote genuine feedback.  More decision-making possibilities, share more information with staff so can contribute to organizational goals, offer future possibilities of job progress, and lower levels in incivility  The support measures deployed by an organization contribute to establishing a feeling of being valued and important positive workplace: the psychological contract, as much as support, encouragement, and empathy



Change leadership	Dimension which includes achievement orientation, self-confidence, change catalyst, initiative, and inspirational leadership	Leader competencies have a significant positive relationship with the job performance. emotional and social competences are essential for effective leader performance in the workplace	Engaging motivational standards: initiative, achievement orientation, and self-confidence	The closer the match between a leader's / worker's unique qualities with his or her job and organizational environment, the higher the levels of increased energy, efficacy, joy, and fulfillment the individual will experience.
Transformational leadership	Refers to behaviors that transform employees' standards and values and persuades them to achieve organizational goals that go beyond their individual interests	A positive influence on their followers' daily work engagement because these leaders created abundant job resources for followers (daily social support and autonomy).	May influence followers' job characteristics, and in this way have an indirect impact on employee attitudes, performance, and psychological health.	More job resources (autonomy, feedback, opportunities for growth) when their leader showed more transformational leadership behaviors, and this contributed to followers' engagement and job performance
Inspirational, ethical & authentic leadership	Vision and higher goals and gain respect from and promote the participation of employees. Inspirational leadership (IL) provides meaning to needs and actions.  Transmits passion to teams, makes true believers of everyone else, encourages performance	Seeing what followers need and what followers consider challenging. Dialogue, transparency, and positive energy.  Demonstrates respect and fair behavior, but also provides energy, positivity, and motivation for their followers.  Promotes certain types of behavior and motivates followers to engage in self-sacrifice for the sake of collective goals	Positively affect followers' job satisfaction  develop followers' capabilities and, in turn, their characteristics.	Employee well-being depends on the physical work context, and psychosocial work environment, in which leaders play a key role.  Active learning derives from the intellectual stimulation  Envisioning a desired future and showing how to get there is a key factor of the inspirational process, which moves followers towards creativity, and thus towards innovation, by creating alternative possible solutions

Table 1: Leadership Style.

## 7.2 Manager's role

Managers can act as change agents, development gurus, and communications directors (Justesen et al. 2017). Managers play a key role in identifying development needs and encouraging learning and development. By acting as development gurus to address those skills and knowledge gaps, managers both engage employees in their job life cycle and enable co-workers to better rely on each other, thus providing a two-pronged attack on barriers to employee engagement. Managers can help close employee skills gaps through integrated action (Tucker 2017).

According to Tucker (2017), people managers can anticipate that resistance gauges their workers' capacity for change. By taking on the role of change agents, managers help employees adopt new ways of thinking and working. This role involves three integrated actions (Figure 6).



Figure 6: Employee skill gaps, integrated action

Adaptation during change (Figure 7) demonstrates Tucker's three steps of how to lead and adapt during change. The first step is to have transparency and well-prepared parameters to establish trust. To prepare employees, managers need to fully explain the desired change and what needs to be changed; what prompted this need? What are the reasons for this approach to change? What is the timeline? What exactly is the employee's role? What is required, and when does the employee have the latitude to improvise? How will the employee be held accountable? Such explanations should be targeted, direct and honest. Clear explanations are

just important for changing individual behaviors as they are for major organizational initiatives (Tucker 2017).

Secondly, involve employees into the change process. Employees want validation for their concerns and platforms to provide feedback. Managers can initiate communication by involving employees upfront in scrutinizing problems and identifying root causes. Early communication creates ownership of what needs to change and how. It also reveals employees' needs and their perceived barriers. Managers lay the foundation for valuable communication (Tucker 2017).

Lastly, be patient yet persistent in seeing the change through to fruition. Employees need sufficient allowance to adapt to change and contribution. It takes time to learn new ways of thinking and working. Managers can track adoptions, enforce accountability, and remind people about the importance of the change, but immediate transformations are much rarer than organically built momentum. While workers are given the space to change, managers can compile success stories and initial results that will hasten employee buy-in. By monitoring adaptation, managers can catch employees in act of change. Rewards and recognition can reinforce accountability by providing an additional individual incentive to change. Public recognition also provides a model for other employees. (Tucker 2017.)

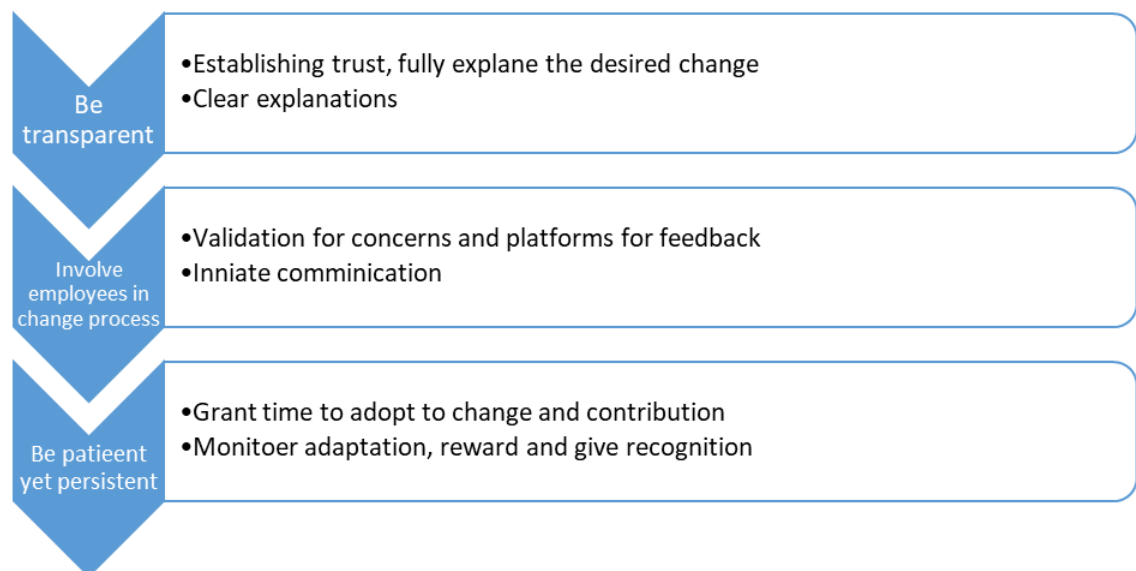


Figure 7: Adaptation during change

### 7.3 Manager as communication director

Research by Tucker (2017) indicates that most workers are frustrated with a lack of direction and information. Managers play a key role in establishing good communication practices and fostering these practices within teams. They improve communications with employees by having a plan, being thorough and actively listening (Figure 8).

Managers should not leave employee communications to chance. They need to establish norms for teams and groups, including how and when to interact. This boosts employee productivity and, importantly, trust. Managers also need to schedule regular communications and meetings that their direct reports can rely on - with the manager's undivided attention and no interruptions. Finally, managers need to regularly bring team members together to address topics, plan tactical moves and look at the big picture; be it virtually or in person, regular meetings lead to engaged employees (Tucker 2017).

Managers should provide ample communications about strategic and tactical issues, fully explaining why something needs to happen. Employees appreciate clearly outlined policies and expectations. They also appreciate big-picture explanations to understand organizational decisions and vision for the future. This may involve tailoring messaging and accommodating employee preferences so that communications resonate (Tucker 2017).

Managers need to consider their availability, possibly setting aside time within a daily routine to answer questions and observe team/project activities. Managers need to be both present and attentive by focusing on the meaning and feelings behind the words employees say. They can demonstrate active listening by observing body language, making eye contact, and confirming an understanding. Ultimately, the goal is to establish lines of communication so that the manager knows exactly what barriers may hinder employee engagement (Tucker 2017).



Figure 8: Communication practices

#### 7.4 Developing positive leaders in organizational practices

Framework for developing positive leaders in organizational practices first step is to identify individuals' strengths instead of weaknesses. Individuals are offered work assignments that represent opportunities to grow; being valued and experiencing positive growth; being valued and experiencing positive feelings from using their strengths in making important contributions, receiving positive feedback for their accomplishments, increasing their confidence, and their feelings of mastery. Training, mentoring, and coaching enhances the benefits using one's strengths (Burke 2017) and according to Bakker (2017) employees and leaders can use to increase their work engagement: (a) self-management, (b) job crafting, (c) strengths use, and (d) mobilizing ego resources. This awareness may lead employees to change their behavior to increase their effectiveness.

Character strengths refer to a natural capacity for behaving, thinking, or feeling in a way that allows optimal functioning and performance in the pursuit of valued outcomes. Examples of character strengths are creativity, bravery, empathy, and gratitude – all positive individual characteristics, traits and abilities. Individual strengths facilitate social functioning and performance because when individuals possess certain strengths, they are better able to deal with environmental challenges. Moreover, the use of character strengths has predictive value for well-being and life satisfaction. When employees utilize their strengths during work-related activities, they can be authentic and are more likely to reach their goals (Bakker 2017).

According to Bakker (2017) proactivity refers to self-initiated behaviors that aim to change and improve the situation or oneself. A new line of research has focused on what people proactively do to change themselves. Research by Bakker (2017) found that individuals can proactively mobilize their own volatile energetic, affective, and cognitive resources (“ego-resources”) to improve their well-being and performance. Because ego resources are characterized by their fluctuating and volatile nature, they can be replenished or gained through various behavioral strategies.

In addition, Bakker (2017) found that mobilizing ego resources is positively related to self-insight and proactive behavior. Mobilizing ego resources research results showed that employees increased their levels of engagement and creativity in the weeks they mobilized their ego resources. Goal orientation turned out to qualify these effects. When employees had a learning goal orientation (a desire to develop mastery through learning, seeking challenges and acquiring new skills), the impact of mobilizing ego resources on work engagement and creativity is high. In contrast, when employees had a desire to avoid displays of incompetence that could lead to negative judgments (failure), mobilizing ego resources is unrelated to engagement and creativity. (Bakker 2017.)

Although Bakker’s (2017) research evidence clearly shows that work engagement is associated with positive outcomes for individual employees and organizations, employees also need time for temporarily disengaging or psychologically detaching from work. Bakker (2017) reveals that recovery in the evening during leisure time is positively related to next day work engagement, next day proactive behavior (personal initiative, pursuit of learning), and next-day performance.

Recent studies of Tucker (2017) show that self-management strategies predict work engagement, through job resources of feedback, skill variety, and growth opportunities. Employees used self-observation, self-set goals, and self-cueing, they mobilized more job resources that helped them to be more engaged on these days. Management strategies consist of self-observation, self-goal setting, self-cueing, self-reward, and self-punishment. Self-observation

means that individuals are aware of why and when they show certain behaviors (Tucker 2017).

Found by Tucker (2017) that self-leadership facilitated supervisor-ratings of performance through work engagement, and this was particularly the case in the week's employees had a low need for leadership because of a low workload or high personal skills. In contrast, during the week's employees experienced a high need for leadership because they faced complex work problems. Transformational leadership (but not self-leadership) had an important positive impact on engagement and performance.

### 7.5 Psychological contract

Employers and employees are linked by a psychological contract, i.e., they have perceptions of mutual obligations toward each other. The psychological contract refers to perceived mutual obligations between employee and employer or the employee, the perceived obligations of the employer may include employment security, training, remuneration, and career progression (Burke 2017). Employees feel more important within the organization when they perceive the employer's obligations are being met. As stated by Yeoman (2014) "to fulfill their side of the psychological contract, employers provide appropriate work conditions reflected by perceived organizational support and pro-diversity practices where this applies; employers also make sure that supervisors display inclusive leadership and are engaged with employees in fruitful leader-member exchanges; perceived organizational support, pro-diversity practices, leader-member exchanges, and inclusive leadership promote the PIS of indigenous employees, who in turn display organizational citizenship behaviors, hence fulfilling their side of the psychological contract".

Huertas-Valdivia et al. (2019) speak for psychological empowerment, employee who experience workplace significance, skills, autonomy, and efficacy are more engaged. Frontline workers can respond to the unexpected when management empowers their judgment, expertise, and discretion in service delivery. This latitude and responsibility will make employees feel more capable, more enthused, and more dedicated at work – in sum, more engaged. As reported by Burke (2017), psychologically healthy workplaces' critical elements are work environment, work-life balance, support, respect, and fairness, involving and developing employees, positive work content and characteristics, and relationships at work. Thriving employees are rated better performers, have more organizational commitment and work satisfaction, were absent less, and make fewer visits to doctors. Consistent with positive organizational practices, there is an increasing body of research evidence of other related interventions in achieving positive outcomes. These include increasing their work meaning using job crafting to enhance their information, growth, and learning (Burke 2017).

Caron, Asselin and Beaudoin (2019) found that measures related to leadership included recruiting qualified leaders, understanding cultural particularities, integrating diverse contributions, and welcoming questions and challenges. organizational measures included reaching a critical mass of indigenous employees, promoting equity and participation, developing skills, assigning meaningful tasks, maintaining good work relationships and facilitating work-life balance, providing employment security, fostering support from communities and monitoring practices.

## 7.6 Job crafting

Job crafting is one of a leader's tools to enhance empowerment. Job crafting refers to the self-initiated changes that employees make in their job demands and job resources to attain and optimize their personal (work) goals (Bakker 2017). Therefore, giving and receiving feedback is essential. Employees are not passive actors in organizational day-to-day life. In contrast, employees can take the initiative to proactively modify their job characteristics, experiences, and well-being. Employees' can use job crafting or other "job engineering" techniques to optimize their job demands and resources. In addition, the research suggests that employees may use their character strengths at work (their strong points, talents, and natural skills) to optimize their resources. Since job resources (e.g., performance feedback, support, skill variety) and personal resources (e.g., self-efficacy, optimism) can be utilized to deal with high job demands, applying these bottom-up techniques facilitates work engagement and job performance (Bakker 2017). According to Huertas-Valdivia et al.'s (2019) study, it produced some compelling findings of servant leadership's connection to job engagement: belief that one's manager is a servant leader increases the likelihood of engagement in one's job.

As argued by Bakker (2017), that job crafting can take the form of proactively increasing job resources, increasing challenging job demands, or reducing the hindrance of job demands. In a series of studies, researchers found that teachers, tax officers, administrators, general practitioners, consultants, recruiters, chemical plant operators, nurses, and recruiters spontaneously modify their jobs. These job crafting behaviors may take the form of improving job demands and resources and are positively related to work engagement, job satisfaction, and other ratings of in-role job performance. Moreover, recent scientific evaluations of job crafting interventions in the Netherlands have shown that employees can learn to craft their jobs, resulting in more job and personal resources, higher levels of work engagement, and improved performance. This means that job crafting is an effective bottom-up strategy to improve work engagement because it increases the fit between the person and the organization. In addition, job crafting increases the meaning of work – an important motive to proactively

start with job crafting in the first place (Bakker 2017). Leaders can influence an employee's search for meaning at work through encouragement, targeted meaning training programs, and establishing meaning-centric culture (Pattakos & Dundon 2018). However, at the end of the day, it is the employee's responsibility to search for and discover individual sources of meaning. Employees who thrived took more short opportunities to remain re-energized, found more opportunities to contribute, and spent more time with others who were also thriving (Burke 2017).

## 7.7 Coaching

Coaching is broadly considered to be a developmentally focused, helping relationship to facilitate heightened learning, change, and/or improvement at the individual level (Taylor, Passarelli, & Van Oosten 2019). Leadership coaching, more specifically, involves an external professional (i.e., a coach) and a current or aspiring leader (i.e., a client or a coachee) focused on fostering the client's self-awareness, sustained change, and ultimately personal success. The desired outcome of leadership coaching engagements, therefore, is sustained behavior change in leaders resulting in improved performance and culminating in long-term career success (Taylor et al. 2019). To understand what effective leadership coaches do to facilitate sustained change, one must understand the motivational processes that give rise to enduring behavior change. Intrinsic motivation is self-regulated, inner motivation as opposed to motivation through external sources (i.e., extrinsic motivation), such as pay and verbal recognition. When intrinsically motivated, individuals find value and satisfaction in the activity itself, as opposed to some promised outcome. In contrast, efforts to motivate extrinsically generally involve using rewards or punishments to obtain control, compliance, obedience, or adherence. Extrinsic motivation varies in the level to which the motivational source is related to the self. The most autonomous form of extrinsic motivation, integrated extrinsic motivation, occurs when an individual genuinely identifies with the external regulations and incorporates them into one's sense of self. Integrated extrinsic motivation shares many of the same properties of intrinsic motivation because the extrinsic expectation has become "whole-heartedly engaged and purposive concerning the target activities and without inner barriers or conflicts" (Deci et al. 2017, 22; Taylor et al. 2019).

Autonomy, which is a concept that is also closely connected with independent thinking and pro-activeness, improves intrinsic motivation. This type of motivation is related to the happy at work (HAW) dimension of engagement (Salas-Vallina et al. 2019).

Van Oosten, McBride-Walker, and Taylor (2019), emotional and social competence (ESC) findings suggested that emotional and social competence and executive coaching can have a significant impact on leader performance and work engagement, and the quality of a coaching relationship moderates the relationship between dimensions of leader ESC with work



engagement and career satisfaction. Additional results indicated a direct connection between the quality of the coaching relationship and personal vision, work engagement, and career satisfaction. The results of this have important implications for scholars and practitioners interested in emotional competence and executive coaching and organizations focused on developing leaders through coaching. Supportive coaching relationships play a critical role in the pursuit of enduring individual change. Trusting relationships are essential as sources of support for individuals embarking upon personal change agendas.

### 7.8 Obstacles and limitation

Huertas-Valdivia et al. (2019) found that people who manage are often untapped resource. They are well-suited to address workplace challenges and present an affordable, practical, and enduring approach to engage employees. The survey results in three unofficial roles that managers can integrate into their daily routine to address the most prevalent workplace challenges and break down barriers to satisfying work experiences. Survey results rank and categorize the people challenger to employee engagement. The top issues are employees resisting change, employees lacking necessary skills and knowledge. As results managers should share enough information and provide adequate direction.

Managers frequently do not fully understand, embrace, or encourage empowerment because they do not even know how to delegate authority and power. In both cases, extensive training programs should be implemented. The empowerment process should in any case be accompanied by a proper rewards system, not only economic but also emotional (Huertas-Valdivia et al. 2019).

As employees play a decisive role in service encounters, it is imperative to learn ways to motivate and engage them so that they display positive attitudes and behaviors that result in outstanding performance. Huertas-Valdivia et al. (2019), study results urge service managers to adopt stronger participatory styles of leadership, particularly behavior that makes employees feel empowered and engaged psychologically. Organizations in this sector must encourage their managers to enable followers by encouraging them to take responsibility and assert autonomy independently of “always getting a stamp of approval”. But such empowerment is not only delegation: the organization must both give employees the resources necessary to make such decisions and reward them for doing so.

In traditionally hierarchical sectors, it is not an easy task to unanimously accept employees' freedom of choice. Employees may perceive that they are being given more responsibilities for the same salary, or even see the empowering philosophy as demagogic or as mere lip service with no real authority delegated. (Huertas-Valdivia et al. 2019.)

Consequently, the body of evidence on engagement says little about the nature and quality of workplace relationships, the structural conditions that shape them, or power imbalances that influence them (Madden & Bailey 2017). In contrast, engagement research tends to depict leadership uniform, superficial, and even universal terms, as if power is evenly distributed. Instead, the dominant approach to engagement research means that its study has become increasingly disconnected from its theoretical origins in social science (Madden & Bailey 2017).

## 8 Discussion

The purpose of this integrative literature review was to investigate leadership capacity by studying how building leadership capacity impacts the three dimensions of employee well-being: engagement, job satisfaction, and work meaning of work. The overall objective was to increase understanding of why it is important to build leadership capacity and how does employee well-being at work: engagement, job satisfaction, and work meaning benefit by building leadership capacity. The purpose was to raise attention to changes that need to be made in leadership, leadership styles to increase employee's well-being at work; engagement, job satisfaction, and work meaning. The analysis of the study focused on examining three presented research questions. How to build leadership capacity? Why does building a leadership capacity matter, what kind of benefits does leadership capacity has for organizations, employees, and leaders? Does leadership capacity improve engagement and job satisfaction and help find work meaning?

Firstly, how to build leadership capacity? Great leaders are born and not made still leadership capacity is built through learning. Building leadership capacity is about skill development. It is about performance, growth, transformations, learning, and change. A leader must invest time and work in developing his or her intellect which generates inspiration (Huertas-Valdivia et al. 2019). The human side of leadership is fundamental (Salas-Vallina et al. 2019), it requires an understanding of how to engage and inspire employees' teams, to get the best results. The interaction between leaders and followers is crucial (Salas-Vallina et al. 2019). Leaders must establish good communication skills; in fact, the success lies on. As workers get frustrated with a lack of direction and information (Tucker 2017). It is the leader who plays a key role in showing direction, identifying developmental needs, and encouraging learning and development. By good communication practices (Justensen et al. 2017; Tucker 2017 ; Yeoman 2019) and fostering these practices into the work culture by establishing norms, how and when to interact (Tucker 2017). These boots employee's productivity and importantly trust (Tucker 2017). Being transparent, involving employees, being patient, sharing, and listening lead to helping employees adopt new ways of thinking and knowledge. These skills will help employees during a time of change as it engages employees in their job life cycle and enable co-workers better rely on each other's, by providing a two-pronged attract on barriers to

employee engagement and help managers anticipate resistance (Tucker 2017). Leaders need active listening skills; this establishes lines of communication so that the leader knows exactly what barriers may hinder employee engagement (Tucker 2017). Leadership requires a lot of different skills sets (Figure 9) at different points in an organization's development.



Figure 9: Leadership skillset

Secondly, why does building leadership capacity matter? And what kind of benefits does leadership capacity have for organizations, employees, and leaders? Bakker (2017) and Burke (2017) illustrate the use of positive psychological concepts and positive organizational practices create healthier workplaces by identifying individuals' strengths which improves engagement, work satisfaction, and job performance. Leaders ought to develop practices to identify individual's strengths, help to build psychological contract between employee and employer (Yeoman 2019), as it facilitates optimal function and performance, using persons positive individual characteristic traits, and abilities as character strengths have predictive value for well-being and life satisfaction (Bakker 2017). Leaders who inspire their followers and give individual attention to them build trust and create a positive team climate (Bakker 2017).

By developing positive leadership practices in the organization by training, mentoring, and coaching enhances the benefits of using one's strength. Psychologically healthy workplaces' critical elements are work-life balance, support, respect, and fairness, involving and developing employees' positive work content and characteristics and relationships at work (Burke

2017). Tools such as coaching and job crafting which represent opportunities to grow increase the feeling of value, the experience of growth by using strengths. Coaching is considered to be developmentally focused, helping relationships with purpose, facilitating learning and change, and improving on an individual level. Therefore, coaching and coaching skills are beneficial when building leadership capacity as emotional and social competence and executive coaching has a significant impact on leader performance and job satisfaction (Van Oosten et al. 2019), by playing a critical role in the pursuit of enduring individual change.

Building leadership capacity (Figure 11) offers many benefits for an organization and its employees. Building leadership capacity will inhibit both personal and organizations' ability to change and grow. Positive organizational development affirms positive experience in the workplace by achieving upstanding results using the potential of all employees, therefore, employees experience growth, thriving, and generosity, which is associated with higher levels of employee well-being. Outcome, employees experience psychological empowerment through autonomy, engagement, participation, and motivation.

Successful organizations should understand the importance of harnessing leadership talent and take the time to develop it internally. One of the key findings of this literature review is that middle and front-line managers or /leaders have the greatest impact on growth and therefore leading change. Middle managers play a key role in implementing successful change (Justesen et al. 2017). Hence investment in leadership development is an investment for the future. Therefore, building leadership capacity is important and should be one of the organization's prime objectives. It is key to take the necessary steps in identifying internal talent and nurturing them into leaders and not followers. Organizational environment (culture) where employee perceives being valued, belongingness, and unique use positive psychological concepts and positive organizational practices to create healthier and effective workplaces, which improves job engagement, job satisfaction, and job performance.

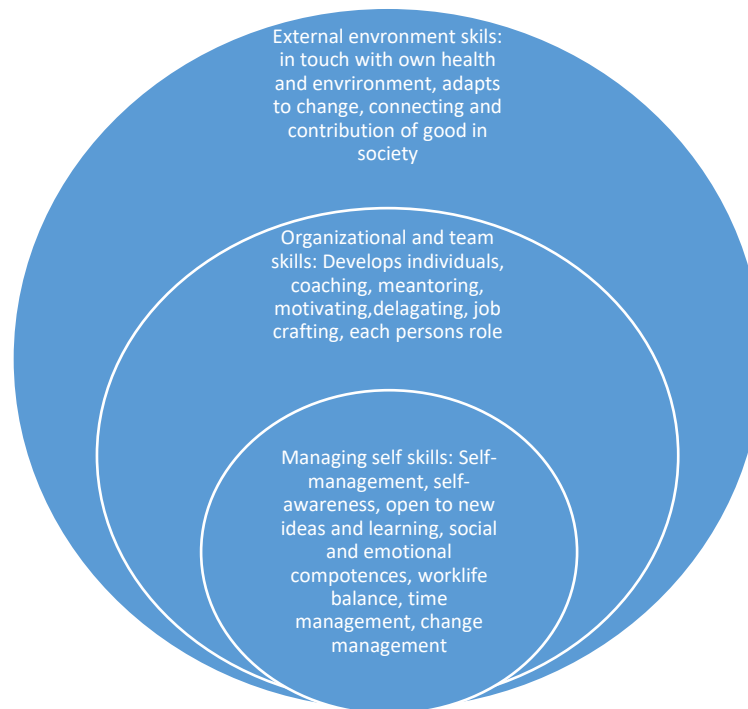


Figure 10: Capacity building process

Thirdly, can leaders improve engagement and job satisfaction and help find work meaning? Leaders must be aware of the organization's mission and vision, to have an understanding of why we are doing what we do and where we are heading. Therefore, a leader can prepare employees for change (Tucker 2017). Integrating organizational measures (policies, practices, programs, and initiatives aiming to create an environment of acceptance, support, and participation) by creating participatory and collaborative processes that develop abilities. Leaders who define what needs to be done will have greater success gaining the desired results from people (Tucker 2017). Clear vision and goals gain respect and participation. Leaders are considered fundamental actors because they significantly influence employees' life and services, where teamwork is fundamental, leaders need to empower followers and promote autonomy, and be pro-active among them (Salas-Vallina et al. 2019).

Leaders should understand that leadership starts first through the behaviors they model such as individual consideration, aspirational motivation, and intellectual stimulation which leads to active learning derives. Leaders as role models display positive and ethical behavior at work (Burke 2017). Leading through compassion, respect stimulates thriving leading to a psychologically healthier workplace (Burke 2017). Through encouragement, target meaning training leaders can influence employees' search for meaning at work (Patakos & Dunton 2018). Great leaders understand the human side of work and meaning must be the foundation for organizations (Patakos & Dunton 2018).

Self-management strategies predictive work engagement. It consists of self-observation, self-goal setting, self-cueing, self-reward, and self-punishment (Tucker 2017), meaning that individuals are aware of why and when they show certain behaviors. Employees who monitor and manage their behavior and take over managerial functions such as monitoring their performance and taking corrective actions, seeking their resources as a result increases self-motivation and facilitate job performance.

Organizational intelligence	Team promotion	Trust building	Leveraging networks
<ul style="list-style-type: none"> <li>• Understanding organizational's formal and informal structure.</li> </ul>	<ul style="list-style-type: none"> <li>• Promote teams and yourself to create visibility for the work done</li> </ul>	<ul style="list-style-type: none"> <li>• Build and maintain trust by guiding people through change</li> </ul>	<ul style="list-style-type: none"> <li>• Recognize and cultivate the power of your network to create change</li> </ul>

Figure 11: Keyways to influence others

### 8.1 Strengths and limitations

The integrative literature review study was to investigate leadership capacity by studying how building leadership capacity impacts the three dimensions of employee's well-being: job engagement, job satisfaction, and work meaning. The integrative literature review included data from varied sources, to gain a holistic understanding of the topic. The reading process included reading and re-reading as reading entire documents helps to familiarize its overall content. This process helped to identify sections that emerged through reading: leadership style, top-down management, bottom-up strategies, job crafting, coaching, time detachment, self-management, managers' role. Helping to pre-determinate key terms to draw from the research questions and setting guides for the review (Appendix 3).

Possible strengths and limitations in this integrative review are related to the data. Articles included various methods which have their strengths and limitations. The integrative literature review provides an examination of recent or current literature. It covers a wide range of subjects at various levels of completeness and comprehensiveness. The strengths of this research are that it brought together what has been accomplished without repetition and identifying gaps or omission all with a summation. Limitations of the searched data method lacked or were hard to identify. Which increases the chance the review data was biased?

As most of the data were mixed study reviews and a combination of qualitative and qualitative research or outcomes of study process. Benefits were the whole picture viewed in a

single method. Limitations on these data is the difficulty to evaluate fully the difference of qualitative and quantitative results.

## 8.2 Recommendations

Leadership capacity is very beneficial for organizations and employees. One of the key reasons why public sector innovation initiatives to sustain and fail (is the failure to enlist employee meaning is the root cause of all engagement issues (Patakos & Dunton 2018). The reason is that people are unaware what is the meaning of commonly understood goals. Working from core meaning is the main driver behind engagement and resilience, health, and well-being and performance and innovations, at both individual and collective levels (Patakos & Dunton 2018).

A good place to start is checking for the organizational goal with your team: by completing a strategy checkup making sure everyone on the team is aware of the mission and vision - where are we going? What does it require from each team member? What are the expectations, what needs to change, and how? This will also help in the time of change. Setting goals and targets. Workplace culture is in alignment with the business strategy in its purpose and values. System and processes enable a smooth operation with an established communication plan - by setting norms for your organizations or teams. It should include a how and when to interact. Sharing is caring: How does information travel? What kind of communication platforms are we using? How do we communicate? Listening well as employees want the leadership's time. Leaders' availability - time management. Our organization's transparency? Infrastructure environment and technology. People, their skills, knowledge, network, and attitudes: mindset what kind of a mindset do we have? "Share the work" or "shift the work" which mindset do we have? What kind of workplace culture do we have? Do we support each other's, do we have the same goal? Or feel complexity that poses risk-atmosphere (hectic chaotic, inefficient (Figure 11).

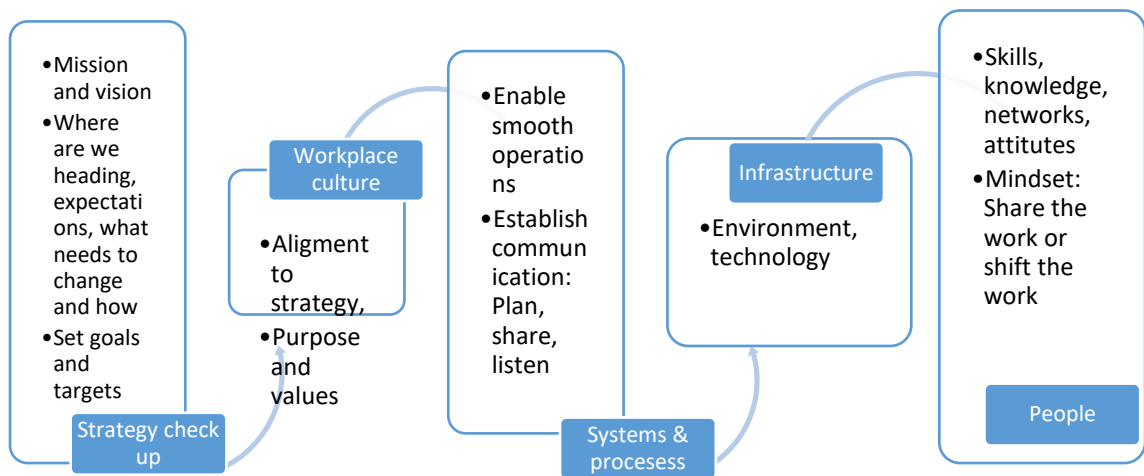


Figure 12: Foundation for leadership capacity building

An increasing number of people is questioning the meaning of their work, it is time to consider new approaches to helping them to know their work truly matters and make a difference, thus, it bolsters the organization's checklist of employee engagement, well-being, job satisfaction. We need to step away from the bureaucracy of how to get human beings to better serve the organization. Instead, we should focus on contribution for the sake of impact. In *Humanocracy: Creating Organizations as Amazing as The People Inside Them* research, the organizations are the vehicle that humans use to better their lives and the lives of those who they serve. The question in the heart of humanocracy *Creating Organizations as Amazing as The People Inside Them* is what organizations elicit and merit the best that human beings can give.

Gary Hamel and Michele Zahini (2020) authors of *Humanocracy Creating Organizations as Amazing as The People Inside Them* which examine elements of the current trend in how organizations have created value solely for top-paid jobs. One challenge posed at the center of the book is what an organization can do about the so-called low-skilled jobs. "That makes a job low skilled is not the nature of the work it entails of the credentials required, but whether or not the people performing the task have the opportunity to grow their capabilities and tackle novel problems". Turning dead-end jobs into a get ahead jobs, which is possible when the employer teaches frontline staff to think like business people, cross-trains associates and organizes them into small multifunctional teams, gives these teams accountability for local P&L, Pairs new employees with experienced mentors, encourages employees to identify and tackle improvement opportunities, grants associates the time and resources to run



local experiments, gives employees a financial upside that encourages them to do more than their job strictly requires, and treats every individual and role as indispensable to collective success (Hamel & Zahini 2019). The authors state the elements that organizations are missing the most are resilience: creativity and passion. Ways to power variability community - looking at how one needs to build a sense of belonging for people to thrive, openness - by being transparent. Experimentation is a clear way to become resilient and sustain the speed of change, a paradox to substitute consistently or with and across what seem to be different alternatives of action (Hamel & Zahini 2019). Humanocracy gives a lot of coherent considerations about how to build a human-centric organization.

### 8.3 Ethical considerations

Ethical considerations while reflecting review's reliability and data collection success, as one person made this literature review, it is limited to the accordance to the result. Therefore, to avoid this, notes and transcripts were written. Lack of research experience could have affected how many themes or subthemes emerged in the process. The transcript process required a lot of considerations as to which themes or category was most relevant. Though, active criticism towards the data found and ethical consideration in every step of the process. The research question's findings overlapped with one another; therefore, some findings may have answered all research questions. The main objective was to develop personal leadership skills and hope to find new ideas, methods, or approaches that may emerge. Nevertheless, the research question addresses significant and important issues in the working life field (Efron et al. 2018). Inclusion and exclusion criteria were important aspects in each phase, it helped to limit the finding and focus on the main subject. The author reports that no funding was received during this process. The article results were assessed by reading the articles and putting the necessary information visible; year of publication, methods use, data finding of the subject. The data collected was evaluated through STROBE (2019). See Appendix B.

## 9 Conclusion

In summary, the integrative literature review was done to investigate leadership capacity by studying how building leadership capacity impacts the three dimensions of employee well-being: engagement, job satisfaction, and work meaning. The overall objective is to increase understanding of why it is important to build leadership capacity and how does employee's well-being at work: job engagement, job satisfaction, and work meaning benefit by building leadership capacity. The purpose was to raise attention to changes that need to be made in leadership, leadership styles to increase employee's well-being at work in job engagement, job satisfaction and work meaning.

Leadership development strengthens leadership capacity, and it is beneficial for organizations and as it provides organizations the ability to change and grow. It helps organizations to optimize their current and future leadership to drive business results and successfully meet the challenges and opportunities of an ever-changing business environment. Positive organizational development affirms positive experience in the workplace, harnessing the potential of all employees through a shared vision and commitment to working towards the goals of the organization by seeking the best practices together, testing them and continuously improving processes, and focusing on results and leading to growth, prosperity, and generosity. Developing a framework for positive leadership practices, such as a psychologically healthy workplace work environment, work-life balance, support, respect, and fairness are critical. Experience autonomy, commitment, and participation through motivation. Good communication practices foster these practices into the work culture. As evidence shows job satisfaction is closely linked to an individual's behavior in workplaces, within the organizational context, employee well-being has been related to outcomes such as performance and job satisfaction. Positive organizational practices such as job crafting enhance work meaning. Meaning of work can be influenced through encouragement. Leaders play a key role in identifying developmental needs, good communication practices, and implementation of successful change.

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## Appendix A: Data Analysis

References and country	Purpose and aim of the study	Data and Methods	Results
<p>Bakker, A.B</p> <p>Strategic and Proactive Approach to Work Engagement</p>	<p>In this paper, I discuss strategic (top-down) and proactive (bottom-up) approaches to work engagement. Organizations that follow a top-down approach may implement strategic human resource management (HRM) systems to facilitate employee work engagement or make their leaders aware of the importance of providing job resources to their employees. Organizations may also facilitate their employees in proactively mobilizing resources themselves. I will discuss four possible bottom-up approaches to work engagement, namely (a) self-management, (b) job crafting, (c) strengths use, and (d) mobilizing ego resources. Whereas strategic HRM initiatives and transformational leadership are expected to have an important structural impact on employee work engagement through an enriched work environment, employees may also influence their own levels of work engagement by being proactive -- from day to day.</p>	<p>Case Study</p>	<p>Modern organizations that want to stay competitive need engaged employees - individuals who are full of energy and enthusiasm. Organizations can facilitate work engagement through top-down and bottom-up approaches. Top-down approaches include strategic HR initiatives as well as transformational leadership interventions. Bottom-up approaches to work engagement include various individual proactive strategies employees can use themselves, including self-management, job crafting, strengths use, and mobilizing ego resources. These strategic and proactive approaches alone or in combination foster employee work engagement because they help optimize the work environment in terms of affordable job demands and sufficient job resources. They also help to increase personal resources, such as optimism, self-efficacy, and self-esteem. I hope that this article will help executives, managers, and employees to create sustainable work engagement in their organizations.</p>
<p>Burke 2017</p> <p>Creating Psychologically Healthier Workplaces</p>	<p>This paper begins by reviewing some examples of leadership failures. It then provides case studies of "transitioning leadership" using positive psychological concepts and positive organizational scholarship practices to create psychologically healthier and more effective workplaces.</p>	<p>Case study</p>	<p>These case studies demonstrate the benefits of compassion, respect, thriving, positive organizational practices (e.g., forgiveness, inspiration, meaning), virtuousness, and psychological capital in improving engagement, work satisfaction and interestingly, higher levels of performance. Suggestions for developing positive leadership attitudes and behaviors are offered. These were shown to enhance employee well-being and financial outcomes. But the reality is that bringing about changes in these leadership attitudes and behaviors will not be easy, but worth attempting.</p>
<p>Caron, Asselin, Beaudoin &amp; Muresano 2019</p> <p>Promoting Perceived Insider Status of Indigenous Employees. A Review within The</p>	<p>Purpose - While companies in developed countries are increasingly turning to indigenous employees, integration measures have met with mixed results. Low integration can lead to breach of the</p>	<p>Design/methodology/approach - A search for relevant literature yielded 128 texts used to identify integration measures at the level of employee-supervisor relationships (leader-member exchanges, inclusive leadership)</p>	<p>Findings - Measures related to leadership included recruiting qualified leaders, understanding cultural particularities, integrating diverse contributions, and welcoming questions and challenges. Organizational measures included reaching a critical mass of</p>

Psychological Contract Framework	psychological contract, i.e. perceived mutual obligations between employee and employer. The purpose of this paper is to identify how leadership and organizational integration measures can be implemented to promote the perceived insider status (PIS) of indigenous employees, thereby fostering fulfillment of the psychological contract.	and at the level of employee-organization relationships (perceived organizational support, pro-diversity practices).	indigenous employees, promoting equity and participation, developing skills, assigning meaningful tasks, maintaining good work relationships, facilitating work-life balance, providing employment security, fostering support from communities and monitoring practices.
Huertas-Valdivivia, Gallego-Burig, Lloréns-Montes 2019 Effects of Different leadership styles on hospitality workers.	This exploratory study examines how psychological empowerment and engagement at work are influenced by empowering, paradoxical, and servant leadership.	The sample is composed of 340 employees in Spanish hotels  Data analysis through structural equation modeling tests the model relationships.  The mediating role of psychological empowerment was also explored	Results show a positive relationship of empowering leadership to both psychological empowerment and engagement.
Justesen, Eskorod, Christensen & Sjøgaard 2017. Implementing workplace health promotion - role of middle managers	The purpose of this paper is to address missing links between top management and employees when it comes to understanding how successfully implement and embed workplace health promotion (WHP) as a strategy within organizations: the role of middle managers	A conceptual framework based on review of theory is applied within an empirical multi-case study that is part of a health intervention research project on increased physical activity among office workers. The study involves six Danish organizations.	Middle managers play a key role in successful implementation of WHP, but feel uncertain about their role, especially when it comes to engaging with their employees. Uncertainty about their role appears to make middle managers reluctant to take action on WHP and leave further action to top management instead.
Lysova, Allan, Bryan, Duffy & Steger. 2019	With more individuals wanting their work to be meaningful, rather than just a source of income, more organizations recognize that fostering meaningful work is crucial for engaging their employees. Although scholars from diverse disciplines have made valuable efforts to examine how individual, job, organizational, and societal factors contribute to meaningful work, there is still no cohesive understanding of how these factors relate to one another and, thus, how organizations can proactively foster experiences of meaningful work for their employees.		This paper reports the results of a multilevel review on the factors that contribute to workers' experiences of meaningful work and discusses how these factors are related to each other to enable the experience of meaningful work in ways that organizations can promote. Our review suggests that to enable individuals to move beyond satisfying their basic needs by constructing their own sense of meaningful work, organizations should build and maintain work environments characterized by a) well-designed, good-fitting, and quality jobs that provide opportunities to job craft, b) facilitative leaders, cultures, policies and practices, and high-quality relationships, and c) an access to decent work. Our review demonstrates that there is a need for scholars to develop a theory that explains how individual, organizational, and societal factors interact to foster meaningful work

			in organizations. Future research should also explore how organizations can target personality and societal factors that contribute to meaningful work.
Madden & Bailey 2017  Engagement: Where has all the “power” gone?	This article examines power and engagement. Since Kahn first explained engagement as the way people invest themselves in their work roles based on influence and role status, the engagement movement has subsequently experienced particular momentum both in academic and practitioner circles. The extensive body of evidence on engagement suggests that it is linked to a range of organizational outcomes as well as work-related measures of individual well-being.	Quantitatively data collection method	Moreover, the way engagement has been conceptualized reflects a particular gap in relation to the concept of power and tends to gloss over the realities of organizational life. We consider this limitation of the evidence and its implications along with ways in which other approaches to researching engagement might help to create more accurate and authentic accounts of the lived reality of work engagement.
Tucker 2017. Engaging Employees: Three Critical Roles for Managers	The purpose of this research paper is to detail the roles that managers can play in engaging their direct reports.	<b>Design/methodology/approach</b> - APQC conducted an online survey of 252 participants - representing different generations, job levels and organizations of varying sizes and industries - about people challenges at work (i.e. instances where the action or inaction of other employees makes it more challenging for an individual to achieve his/her work goals).	<b>Findings</b> - Nearly all workers experience people challenge, which increase stress, reduce productivity and diminish job satisfaction. The top people challenges at work are change resistance, skills gaps and inadequate direction and information. People managers are best positioned to alleviate these challenges so that workers may have a more engaging and productive experience.
Taylor, Passarelli, Van Oosten 2019. Leadership Coach Effectiveness as Fostering Self-Determined, Sustained Change. The Leadership Quarterly	The paper describes how leaders behave and react in unprecedented times when a professional service firm has been severely affected by the COVID-19 pandemic. Firsthand data were gathered through interviews, observations, and participation based on direct interaction with leaders and employees. The concept of leadership anatomy is used to describe, discuss, and critique leadership behavior. It signifies the different parts of a human body equipped with sensory ability.	Quantitatively study	we assert that leader sustained change is achieved when the leadership coach works to satisfy three inherent human needs in the leader (autonomy, relatedness, and competence) through facilitated self-discovery and purposeful action on the part on the leader. Satisfaction of these needs gives rise to the motivation and subsequent action to change. We present propositions to invite further coaching research and discuss how the proposed conceptual model applies to leadership coaching practice.
Olson. Marchalik, Farley, Dean, Lawrence, Hamidi,	Burnout is highly prevalent among physicians and has been associated with	Evidence based	Given that physician burnout is associated with adverse effects on physicians, patients, staff, and healthcare

<p>Rowe, McCool, O'Donocan &amp; Micek</p> <p>2019</p> <p>Organizational Strategies to Reduce Physician Burnout and Improve Professional Fulfillment</p>	<p>negative outcomes for physicians, patients, staff, and health-care organizations. Reducing physician burn-out and increasing physician well-being is a priority. Systematic reviews suggest that organization-based interventions are more effective in reducing physician burnout than interventions targeted at individual physicians.</p>		<p>organizations, physician well-being may be a leading indicator of health system performance. Organizational attention to physician well-being can improve quality of care and the patient experience, increase physician recruitment, retention, and productivity, and mitigate some risks healthcare organizations face as they grow.</p>
<p>Pattakos, Dundon 2018 Employee Engagements Starts with Meaning. Public Administration</p>	<p>It is becoming widely accepted that the level of employee engagement predicts how well an organization will perform. Yet engagement scores across sectors and industries have remained stubbornly low over the last decade, despite well intended investment initiatives that organizations have made. If these scores persist, perhaps the approach that many leaders, including those in government, are taking is not working. Rather than focus on engagement <i>per se</i>, we recommend a focus on the key driver of engagement: meaning. It is meaning that drives engagement which, in turn, drives performance and innovation.</p>	<p>Quantitative study</p>	<p>Meaningful public sector engagement is especially important given declining public trust, political polarization, negative press coverage and direct political attacks on government institutions and services. With an increasing number of people questioning the meaning of their work, it is time</p> <p>to consider a new approach to helping them know their work truly matters and makes a difference—to themselves, for others and for society. It is time to focus on meaning as the primary driver for employee engagement, performance, and innovation.</p>
<p>Salas-Vallina, Simone, &amp; Fernández- Guerrero 2020. The Human Side of Leadership: Inspirational Effects on Follower Characteristics and Happiness at Work (HAW)</p>	<p>Leadership has received significant attention over the past years. Now is the time to refine how leaders impact on followers and their attitudes. This study examines how inspirational leaders influence follower characteristics (FC), and in turn, their happiness at work. In this study, the mediating effect of follower characteristics in the relationship between inspirational leadership and happiness at work was specifically examined.</p>	<p>Data was gathered from 389 frontline banking employees working in Italian and Spanish banks. A confirmatory factor analysis revealed a positive partial mediating role of follower characteristics in the relationship between inspirational leadership and happiness at work.</p>	<p>Results showed that inspirational leadership exerts a more positive influence on followers' happiness at work when follower characteristics are more positive. Our discussion highlights the importance of understanding the role of the follower characteristics that are involved in the effectiveness of inspirational leadership.</p>
<p>Spence, Lachinger &amp; Fida 2014</p> <p>New Nurses Burnout and Workplace Well-being: The Influence of Authentic leadership and Psychological Capital</p>	<p>The detrimental effects of burnout on nurses' health and well-being are well documented and positive leadership has been shown to be an important organizational resource for discouraging the development of burnout. Intrapersonal resources also play a protective role against</p>	<p>Qualitative study</p> <p>Surveys / questioner</p>	<p>Results supported the protective role of organizational and intrapersonal resources against burnout, job dissatisfaction, and mental health.</p>

	workplace stressors. This study investigated the influence of authentic leadership, an organizational resource, and psychological capital, an intrapersonal resource, on new graduate burnout, occupational satisfaction, and workplace mental health over the first year of employment (n=205)		
Van Oosten, McBride-Walker & Taylor 2019. Investigating in What Matters: The impact of Emotional And Social Competency Development and Executive Coaching on Leader Outcomes	The purpose of this pilot study is to investigate the impact of emotional and social competence (ESC) and executive coaching on leader job performance, personal vision, engagement, and career satisfaction.	ninety-five senior leaders in a North American financial services organization completed a development program, which included classroom learning, ESC assessment using a multirotor (or 360-degree) feedback instrument, and executive coaching to encourage ESC development. Survey responses were collected and triangulated with job performance data and 360-degree feedback	Results indicated a relationship between ESC, coaching and desired leader outcomes. What does it mean? Findings suggested that emotional and social competence and executive coaching can have significant impact on leader performance and work engagement, and quality of a coaching relationship moderates the relationship between dimensions of leader ESC with work engagement and career satisfaction. Additional results indicated a direct connection between quality of the coaching relationship and personal vision, work engagement, and career satisfaction. The results of this pilot study have important implications for scholars and practitioners interested in emotional competence and executive coaching and organizations focused on developing leaders through coaching.
Yeoman 2020 Know Thyself: Leading Through the Core of You in time of Turbulence	The paper describes how leaders behave and react in unprecedented times when a professional service firm has been severely affected by the COVID-19 pandemic. Firsthand data were gathered through interviews, observations, and participation based on direct interaction with leaders and employees. The concept of leadership anatomy is used to describe, discuss, and critique leadership behavior. It signifies the different parts of a human body equipped with sensory ability.	Qualitative study Questioner / survey	The study reveals that in times of crisis, leaders tend to draw on the core of who they are through compassion rather than conventional wisdom in decision making and problem solving. The search for what truly matters helps leaders to reinterpret the ethos of the firm and what they stand for as leaders in their sensemaking of chaos. A deeper reflection of their personal values and beliefs gives them the courage to acknowledge their vulnerability and start seeing the value in others.





Legends:

\* Score:

0= Do not satisfy assessment criterion

1= Partly satisfies assessment criterion

2= Yes satisfies assessment criterion

\*\* Total score:

- |   |                                     |
|---|-------------------------------------|
| 1. Study design, title, and abstract are defined                          | 15. Outcome data is reported        |
| 2. Background of the study is explained                                   | 16. Main results are reported       |
| 3. Objectives are stated including any prespecified hypothesis            | 17. Other analyses are reported     |
| 4. Study design key elements are presented                                | 18. Key results are summarized      |
| 5. Study settings are described   | 19. Study limitations are discussed |
| 6. Eligibility criteria of the participants are described                 | 20. Interpretation is explained     |
| 7. Variables are defined  | 21. Generalizability is discussed   |
| 8. Data/sources measurement are described                                 | 22. Funding is reported             |
| 9. Bias are described   |                                     |
| 10. Study size is explained   |                                     |
| 11. Quantitative variables are explained                                  |                                     |
| 12. Statistical methods are described                                     |                                     |
| 13. Number of participants (eligible and non-participation) are explained |                                     |
| 14. Descriptive data is explained   |                                     |

Table 2 Transcript

How to build leadership capacity	Why building leadership capacity matter (outcome, benefits)
<ul style="list-style-type: none"> <li>-Support</li> <li>-Openness's</li> </ul>	<p>Leader as role model- display positive and ethical behavior at work</p>
<ul style="list-style-type: none"> <li>-Leadership styles: inclusive, servant, empowering, paradoxical, transformational, inspirational, indigenous and ethical and people manager</li> </ul>	<p>Change benefits</p> <p>Displays positive attitudes and behaviors - results outstanding performance</p>
<ul style="list-style-type: none"> <li>-Essential action for leader to perform:</li> </ul> <p>Providing autonomy, encouraging participation, expressing confidence in performance, helping to understand importance of their work</p>	<p>Beneficial to service organizations</p> <p>Transforms employees' standards and values and persuades them to achieve organizational goals</p> <p>Creates trust and create positive team climate</p>
<ul style="list-style-type: none"> <li>- Imperative to learn ways to Motivate and engage-&gt;</li> </ul>	<p>High quality relationship between leader and followers may influence followers' job characteristics -&gt; employee attitude, performance and psychological health</p>
<ul style="list-style-type: none"> <li>-Paying attention to employees needs</li> </ul>	
<ul style="list-style-type: none"> <li>-Agent of change</li> </ul>	<p>Leaders positive influence on daily work engagement -&gt; leader creates abundant job resources for followers.</p>
<ul style="list-style-type: none"> <li>-Extensive training programmes</li> </ul>	
<ul style="list-style-type: none"> <li>- leadership behavior: individual consideration, inspirational motivation, intellectual stimulation</li> </ul>	<p>Results more job resources (participation in decision making, job recognition and quality of relationship) -&gt; contributes to employees work attitude and job performance</p>
<ul style="list-style-type: none"> <li>-Inspire</li> </ul>	
<ul style="list-style-type: none"> <li>-Individual attention</li> </ul>	
<ul style="list-style-type: none"> <li>-Self management</li> </ul>	<p>Job crafting is an effective bottom-up strategy to improve work engagement because it increases the fit between the person and the organization</p>
<ul style="list-style-type: none"> <li>-job crafting</li> </ul>	<p>-&gt; job crafting increases meaning of work</p>
<ul style="list-style-type: none"> <li>-reducing heavy workload by sharing</li> </ul>	
<ul style="list-style-type: none"> <li>-Feedback ( to ask to receive vice versa)</li> </ul>	<p>Leadership style provides intellectual stimulation hence active learning derives</p>
<ul style="list-style-type: none"> <li>-Character strengths</li> </ul>	
<ul style="list-style-type: none"> <li>-Coaching / Coachee</li> </ul>	<p>Individual strengths facilitate social functioning and performance-&gt; being able to deal with environmental challenges</p>
<ul style="list-style-type: none"> <li>-understanding of motivational process that give rise to enduring behavior</li> </ul>	