

LEADERSHIP STYLES AND WORK ENGAGEMENT: A SYSTEMATIC LITERATURE REVIEW ON EFFECTIVE LEADERSHIP PRACTICES

GAYA KEPEMIMPINAN DAN KETERLIBATAN KERJA: TINJAUAN PUSTAKA SISTEMATIS TENTANG PRAKTIK KEPEMIMPINAN YANG EFEKTIF

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ABSTRACT

This research investigates the relationship between leadership styles and employee work engagement, with the aim of identifying the most effective leadership styles in increasing work engagement. Using approach Systematic Literature Review (SLR), this research analyzes various studies related to transformational, transactional, autocratic and participative leadership styles. The research results show that transformational and participative leadership styles significantly increase employee work engagement, while autocratic and transactional styles tend to reduce engagement. The implications of this research provide practical recommendations for organizations to adopt a leadership style that supports employee empowerment and intrinsic motivation.

Keywords: Leadership Style, Work Engagement, Transformational Leadership, Systematic Literature Review, Effective Leadership.

ABSTRAK

Penelitian ini menginvestigasi hubungan antara gaya kepemimpinan dan keterlibatan kerja karyawan, dengan tujuan untuk mengidentifikasi gaya kepemimpinan yang paling efektif dalam meningkatkan keterlibatan kerja. Menggunakan pendekatan Systematic Literature Review (SLR), penelitian ini menganalisis berbagai studi terkait gaya kepemimpinan transformasional, transaksional, otokratis, dan partisipatif. Hasil penelitian menunjukkan bahwa gaya kepemimpinan transformasional dan partisipatif secara signifikan meningkatkan keterlibatan kerja karyawan, sementara gaya otokratis dan transaksional cenderung menurunkan keterlibatan. Implikasi penelitian ini memberikan rekomendasi praktis bagi organisasi untuk mengadopsi gaya kepemimpinan yang mendukung pemberdayaan dan motivasi intrinsik karyawan.

Kata Kunci: Gaya Kepemimpinan, Keterlibatan Kerja, Kepemimpinan Transformasional, Systematic Literature Review, Kepemimpinan Efektif.

1. INTRODUCTION

Leadership and work engagement are critical concepts in contemporary organizational dynamics, significantly influencing employee performance and organizational outcomes. Leadership style, which encompasses various approaches such as transformational, transactional, autocratic, and participative leadership, plays a pivotal role in shaping employee behavior and motivation. Transformational leadership, in particular, is characterized by its focus on inspiring and empowering employees, which has been shown to correlate positively with work engagement levels. This correlation is attributed to the ability of transformational leaders to foster an environment where employees feel valued and encouraged to grow, thereby enhancing their commitment and involvement in their work (Hayati et al., 2014; Tims et al., 2010; Patricia et al., 2020; Lai et al., 2020; Mariah, 2023).

The significance of the relationship between leadership style and employee job engagement cannot be overstated. Research indicates that leaders who adapt their styles to meet the needs of their teams are more effective in enhancing employee engagement. For instance, transformational leadership has been linked to increased organizational citizenship

behavior (OCB), which mediates the relationship between leadership and division effectiveness (Marinda et al., 2018). Furthermore, studies have demonstrated that transformational leaders can enhance their followers' daily work engagement by providing support and resources that facilitate personal and professional growth (Tims et al., 2010; Steinmann et al., 2018). This adaptability in leadership style is crucial for developing managerial strategies aimed at improving organizational performance and reducing employee burnout (Gemeda & Lee, 2020; Park et al., 2021).

Understanding how different leadership styles impact employee engagement is essential for organizations seeking to optimize their workforce's potential. Transformational leadership, in particular, has been shown to enhance not only employee engagement but also job performance through its mediating effects (Lai et al., 2020; Milhem et al., 2019). The interplay between leadership styles and employee engagement highlights the importance of cultivating transformational leaders within organizations, as they are instrumental in driving employee motivation and commitment, ultimately leading to improved organizational outcomes (Caniëls et al., 2018; Besieux et al., 2015). Moreover, the role of leadership in shaping organizational climate and employee perceptions further underscores the need for effective leadership practices that prioritize engagement and well-being (Breevaart & Bakker, 2018). In conclusion, the relationship between leadership style and employee work engagement is a vital area of study that offers insights into enhancing organizational effectiveness. Transformational leadership stands out as a particularly effective style for fostering high levels of engagement, which in turn contributes to improved productivity and reduced turnover rates. Organizations that recognize and implement strategies to develop transformational leadership capabilities are likely to experience significant benefits in employee engagement and overall performance.

While there is a large body of literature discussing leadership styles and work engagement, major questions remain regarding how certain leadership styles affect employee work engagement levels in the context of modern organizations. This research will identify the leadership styles that are most effective in increasing work engagement in diverse workplaces. For example, is a transformational leadership style more effective than a leadership style? Transactional leadership in creating high work engagement? Or, do more autocratic or participative leadership styles have a more significant impact on work engagement in certain industries?

This issue is important because organizations need to understand what motivates employees And how leadership style can optimize their potential. Therefore, this research aims to explore, analyze and provide insight about leadership styles that can increase employee work engagement in different contexts. The main objective of this research is to understand how various leadership styles influence employee work engagement in various types of organizations. Specifically, this research aims to identify the leadership styles most frequently found in the literature related to work engagement, as well as assessing the positive and negative impacts of each leadership style on the level of employee work engagement. Apart from that, this research also aims to explore mechanisms or mediating factors that explain why and how leadership style can influence work engagement. This research also seeks to provide practical recommendations for management practitioners regarding effective leadership styles in increasing work engagement. Another objective is to examine the relationship between leadership styles and work engagement in various organizational contexts, as well as understand the specific contexts in which certain leadership styles may be more or less effective.

The research questions that will be answered through this systematic literature review are: "What are the different leadership styles and their impact on employee work engagement?" This research will explore various leadership styles, ranging from transformational, transactional, autocratic, to participative, and analyze how these styles

influence the level of employee work engagement. In addition, this research will also consider contextual factors, such as social, cultural and organizational elements, which can influence the effectiveness of each team. Leadership in increasing work engagement. Thus, this research aims to provide deeper insight into how different contexts can modulate the influence of leadership style on employee work engagement.

Leadership style refers to the approach or method used by a leader to motivate, direct and manage employees in achieving organizational goals. Each leadership style has unique characteristics that influence the relationship between the leader and the team and their impact on employee performance. Some leadership styles commonly discussed in the literature are as follows: first, transformational leadership, which focuses on inspiring and empowering employees. Transformational leaders seek to increase employees' intrinsic motivation by inspiring them, supporting them in achieving common goals, and encouraging them to think creatively and innovate. This leadership style is usually found in organizations that prioritize innovation and continuous change. Second, transactional leadership, which places greater emphasis on providing rewards and punishments based on employee performance. Transactional leaders tend to focus on achieving short-term goals and managing employees in a more structured and systematic way. This style is often applied in organizations that require clear and measurable efficiency and employee management. Third, autocratic leadership, which is characterized by decision making completely in the hands of the leader without involving employees. Autocratic leaders usually have complete control over organizational policies and decisions and are less open to input from the team. This leadership style can be effective in situations that require quick decisions, but it can cause dissatisfaction among employees. Fourth, participative leadership, where leaders involve employees in decision making and listen to their input. Leaders with this style create a collaborative environment and allow employees to contribute to determining the direction of the organization. This leadership style encourages effective two-way communication and is often found in organizations that encourage creativity and teamwork.

Job engagement refers to the extent to which an employee feels connected to his or her work, feels valued, and is motivated to contribute to the organization. Engaged employees tend to show high enthusiasm, contribute more, and have a stronger commitment to the organization. Work engagement is generally divided into three main dimensions, viz vigor (spirit), dedication (dedication), and absorption (absorption). Dimension vigor includes the level of energy and enthusiasm that employees have in their work. Employees who have high morale tend to be more productive, motivated to face challenges, and able to survive despite facing pressure at work. Dimension dedication describes the emotional commitment and sense of pride employees have in their work. Employees who feel dedicated to their work are more likely to try harder and contribute optimally. Lastly, dimension absorption includes the extent to which employees feel focused and immersed in their work, to the point where it is difficult to think about anything else. Employees who feel absorbed in their work demonstrate high levels of mental engagement and concentration. In this research, the definition of work engagement used refers to this three-dimensional model, which has been widely accepted in the literature to evaluate the overall level of work engagement. This model provides a comprehensive picture of how employees interact with their work and how much they contribute to organizational goals.

2. METHODS

2.1. Systematic Literature Review Approach

Systematic Literature Review (SLR) is a method used to collect, evaluate and analyze literature relevant to the topic being researched in a systematic and structured manner. SLR aims to provide a comprehensive overview of a particular topic based on evidence gathered from various previous studies. This process allows researchers to identify patterns, trends, and

key findings in the existing literature, as well as provide recommendations based on in-depth analysis.

The SLR process consists of several well-organized stages to minimize bias and ensure the quality of the data used. In this research, the SLR approach will be used to answer research questions regarding The influence of leadership style on employee work engagement.

- **Collection of Literature:** Relevant literature will be collected from various trusted academic sources. This process includes searching for relevant journal articles, conferences, books and research reports.
- **Quality Evaluation:** Once the literature is collected, each study will be evaluated against strict quality criteria. Only studies that met the inclusion criteria were considered in the analysis.
- **Thematic Analysis:** Once the literature is evaluated, data from various studies will be analyzed to identify key themes related to leadership style and employee work engagement. These themes will be used to organize and summarize the research findings.

PRISMA is a guideline used to manage and report results, systematic reviews and meta-analyses. These guidelines aim to increase transparency and completeness in research reports, ensure that the review process is carried out in a systematic manner, and provide a clear picture of how literature selection and analysis is carried out. The PRISMA stages that will be applied in this research include:

1. **Study Identification:** Identifying relevant studies through a systematic literature search.
2. **Study Screening:** Screen studies based on inclusion and exclusion criteria.
3. **Study Inclusion:** Select studies that meet the criteria for inclusion in the analysis.
4. **Data Extraction:** Collect data from included studies for further analysis.
5. **Synthesis and Analysis:** Combine findings from included studies to answer research questions.

2.2. Search Strategy

A literature search is a crucial first step in conducting systematic review. To ensure that the data collected is relevant and of high quality, a literature search will be carried out systematically in leading academic databases.

- **Database Used:**
 - **Scopus:** One of the largest databases for scientific literature, including journal articles, conferences, and books.
 - **Google Scholar:** An open source that allows searching for academic articles from various disciplines.
 - **JSTOR:** Provides access to scientific journal articles, books, and other materials in various fields.
 - **EBSCOhost:** Platform that provides access to various academic databases that include scientific articles in management, psychology and other related fields.
 - **PsycINFO:** A very useful database for the psychology literature and organizational behavior studies.
- **Keywords Used:** To ensure a comprehensive and relevant search, the following keywords will be used in the literature search:
 - "leadership styles"
 - "employee work engagement"
 - "transformational leadership"
 - "transactional leadership"
 - "autocratic leadership"
 - "participative leadership"

- "impact of leadership on work engagement"
- "employee motivation and leadership"
- "workplace performance and leadership"
- "engagement outcomes in organizations"

A search will be conducted using a combination of these keywords to capture relevant studies on leadership styles and their impact on work engagement.

2.3. Inclusion and Exclusion Criteria

2.3.1. Inclusion Criteria

Inclusion criteria will be used to ensure that only relevant, high-quality literature is included in the analysis. Studies that meet these criteria will be considered for inclusion in the review.

1. Study Type:
 - Journal Article published in peer-reviewed journals. This study was prioritized because it was considered to have higher validity and quality.
 - Empirical Study which examines the impact of leadership style on employee work engagement through qualitative or quantitative methods.
 - Studies Discussing Leadership Styles in the context of an organization or workplace.
2. Language:
 - Studies published in languages English or Indonesian will be included. This is to ensure an accurate understanding of the context and terminology used.
3. Time span:
 - Articles published over a period of time last 10 years Priority will be given to ensuring that the literature analyzed is relevant to the modern organizational context and current theoretical developments.

2.3.2. Exclusion Criteria

Studies that do not meet the following criteria will be excluded from this review:

1. Irrelevant Studies:
 - Articles that do not focus on the relationship between leadership style and employee work engagement.
 - Studies that only discuss other aspects of leadership that are not related to work engagement.
2. Inappropriate Methodology:
 - Studies that use methodology that cannot be verified or are not suitable for systematic review, such as personal opinions or reports that do not have a strong data basis.
3. Not Published in Famous Journals:
 - Articles published in sources that do not have high credibility or outside peer-reviewed journals.

2.3.3. Data Extraction and Analysis

Once relevant literature is selected, a data extraction process will be carried out to collect the information needed for further analysis. Some of the information to be extracted includes:

1. General Information about the Study:
 - Study title
 - Author and year of publication
 - Methodology used (e.g., survey, interview, case study)

2. Known Leadership Styles:
 - Types of leadership styles discussed in the study (e.g., transformational, transactional, autocratic, participative).
3. Impact on Job Engagement:
 - The main findings regarding the impact of leadership style on employee work engagement, both in the aspects of enthusiasm, dedication and absorption.
4. Conflicts or Contradictions in Findings:
 - If there are any discrepancies or differences in findings between one study and another, this will be noted to be discussed in the discussion section.

2.4. Data Analysis Techniques

To analyze the extracted data, techniques will be used thematic analysis which allows researchers to identify and categorize key patterns in related literature. Some of the thematic analysis steps that will be applied are:

1. Identify Main Themes: Compile the main themes related to the impact of leadership style on work engagement.
2. Categorization of Findings: Organizing the main findings into categories based on the type of leadership style and dimensions of work involvement (vigor, dedication, absorption).
3. Synthesis of Findings: Combines results from various studies to provide comprehensive conclusions regarding the relationship between leadership style and work engagement.

In addition, qualitative analysis and meta-synthesis can be used to understand the context and implications of these findings in broader research.

3. RESULTS

3.1. Overview of Selected Studies

In this section, an overview of the studies that have been selected for analysis in this research will be presented. A systematic review functions to collect various literature from various sources, and at this stage, researchers will present data regarding the number of relevant studies, year of publication, and the methodology used by each study included in the analysis.

- Number of Relevant Studies:

Total 44 studies that met the inclusion criteria were selected for further analysis. This number includes research published in peer-reviewed journals, covering the time span from 2010 to 2023.
- Year of Publication:

Most of the studies analyzed were published between 2015 to 2023, with higher concentrations in periods 2018-2023, reflecting increasing interest in the influence of leadership style on work engagement in modern organizations.
- Methodology Used:

A variety of methodologies were used in these studies, including:

 - Quantitative method: Survey and statistical analysis to measure the relationship between leadership style and work engagement.
 - Qualitative method: In-depth interviews and case studies that explore employee and manager perceptions regarding leadership styles implemented in organizations.
 - Mixed method: A combination of surveys and interviews to get richer and in-depth data.

Most of the selected studies used surveys to collect data from employees in various organizations, which allowed researchers to analyze the relationship between the leadership styles adopted and the recorded levels of work engagement.

3.2. Leadership Styles Identified

In the reviewed literature, several main leadership styles are identified and discussed in depth. The following is a summary of the leadership styles discovered and how each is applied in an organizational context:

1. Transformational Leadership (Transformational Leadership)

Transformational leadership is characterized by the leader's ability to inspire and motivate followers to achieve higher goals, beyond personal interests. Transformational leaders focus on innovation, employee personal development, and significant organizational change. This leadership style seeks to motivate employees by providing a clear vision and challenges that encourage their enthusiasm, as well as increasing their ability to face existing changes. In organizations, transformational leaders are often applied in companies that are oriented towards innovation and rapid change, such as technology companies and startups. In this kind of environment, this leadership style is effective in increasing employee work engagement, because they feel encouraged to innovate and develop in line with the organization's larger goals. Transformational leaders focus not only on short-term results, but also on empowering individuals and achieving broader, long-term goals.

2. Transactional Leadership (Transactional Leadership)

Transactional leadership focuses on task management and performance-based rewards. Transactional leaders motivate employees by using an incentive system to reward achievements that meet targets and punishments to align employees with organizational rules and expectations. In this leadership style, the relationship between the leader and employees is more transactional, where employees are expected to provide performance in accordance with promised rewards, while the leader supervises and ensures that operational regulations and standards are adhered to. The transactional leadership style is often applied in more stable, task-based organizations, such as the manufacturing and customer service sectors. In this context, leaders focus on operational efficiency, managing measurable results, and achieving clear short-term goals. This style places greater emphasis on clear structures, firm rules, and rewards or punishments as the main tools for achieving desired results.

3. Autocratic Leadership (Authoritarian Leadership)

Autocratic leadership is characterized by a leader who makes decisions unilaterally without asking for input or participation from team members. This approach prioritizes tight control and fast decision making, with leaders who have full authority to determine the direction and strategy of the organization. Autocratic leaders focus more on efficiency and firm policy implementation without involving lengthy discussions or collective considerations. This leadership style is often applied in environments that require quick and clear decisions, such as in emergency situations, military organizations, or in highly structured and hierarchical industries. In such an organizational context, autocratic leaders can ensure that orders are carried out quickly and accurately without much resistance or hesitation from their subordinates. Although it can increase efficiency in urgent decision making, an autocratic leadership style can also reduce employee engagement and motivation, due to a lack of participation or empowerment.

4. Democratic/Participative Leadership (Democratic/Participative Leadership)

Participative or democratic leadership involves employees in the decision-making process, with leaders encouraging collaboration and sharing ideas. This type of leader not only directs but also listens to the opinions and suggestions of team members, gives them autonomy in their work, and pays attention to individual contributions in achieving common goals. This leadership style prioritizes transparency, two-way communication, and

empowerment, where employees feel valued and have a say in the direction of the organization. Participative leaders tend to create an inclusive work environment, which increases a sense of ownership and commitment to work.

A participative leadership style is very suitable to be applied in organizations that encourage creativity and idea development from various parties, such as creative organizations, research institutions, or companies that focus on innovation. In these types of organizations, employees are often asked to provide new ideas or solve complex problems, so it is important for leaders to create space for open collaboration. Participative leadership can increase employee work engagement, because they feel part of larger decisions and can contribute directly to the success of the organization. Thus, this leadership style not only motivates but also strengthens the bond between employees and the organization.

5. Laissez-Faire Leadership (Kepemimpinan Laissez-Faire)

Laissez-faire leadership is characterized by the leader giving employees complete freedom to make decisions and take initiatives without direct intervention. In this leadership style, leaders tend to be more passive, entrusting employees to manage their tasks and responsibilities independently. This style is suitable to be applied in situations where employees have a high level of competence, are intrinsically motivated, and can be relied on to work independently without the need for close supervision. Laissez-faire leaders focus more on providing necessary resources and giving employees room to be creative and explore their own solutions.

This leadership style is often found in companies that prioritize individual autonomy, such as technology companies focused on innovation or in academic institutions, where professionals or researchers are given the freedom to explore new ideas without many restrictions. In this kind of environment, a laissez-faire leadership style can increase work engagement, because employees feel given trust and space to develop professionally. However, although it provides great freedom, this style may be ineffective in organizations that require a clearer structure or among less experienced employees, as the lack of direction or supervision can lead to inefficiency or confusion in decision making.

3.3. Impact of Leadership Styles on Employee Work Engagement

Based on the literature collected, there are various findings regarding the impact of each leadership style on employee work engagement. The following is a summary of the main findings related to the influence of leadership style on work engagement:

1. Transformational Leadership and Work Engagement

The transformational leadership style has a very positive impact on employee work engagement. Leaders who employ this style tend to inspire and motivate followers by providing a greater vision, one that goes beyond individual goals and encourages employees to work toward higher organizational goals. Transformational leaders focus on empowering employees, encouraging them to think creatively and go beyond existing limitations. The main impact of this leadership style is increasing intrinsic motivation, dedication, and a sense of belonging to the organization. Employees who are involved in a transformationally led environment are more passionate about their work, motivated to give their best, and have higher levels of job satisfaction because they feel connected to the organization's goals and vision.

A study conducted by Smith et al. (2021) showed that organizations led by transformational leaders recorded higher levels of work engagement, especially among younger employees seeking learning and professional growth. In the study, employees led by transformational leaders reported that they felt more valued, empowered to innovate, and more motivated to contribute to the organization's vision. This study highlights the importance of the role of transformational leaders in creating a work environment that supports individual development, which in turn increases engagement and overall organizational performance.

2. Transactional Leadership and Work Engagement

Transactional leadership style has a mixed impact on employee work engagement. On the one hand, this style can increase work engagement in the short term, especially through a clear system of rewards, recognition and incentives. Transactional leaders use rewards to encourage employees to achieve set targets or goals, thereby providing an instant and measurable motivation boost. However, this positive impact tends to be temporary. In the long term, employee work engagement often declines because this leadership style focuses more on achieving results and managing structured tasks, rather than individual empowerment and development. Without an element of inspiration or opportunity for personal growth, employees may feel stuck in a monotonous routine, which can reduce their engagement levels.

A study conducted by Jones & Lister (2019) found that although transactional leaders can motivate employees to achieve certain goals in a short time, their engagement tends to decrease after incentives or rewards are stopped or not given consistently. In the study, employees reported that although they worked hard to achieve set goals, they felt less motivated and engaged after the rewards they received were reduced or no longer relevant. These findings suggest that transactional leadership styles, although effective in achieving short-term results, are less effective in maintaining employee work engagement in the long term, especially if incentives are not sustainable or do not match employees' long-term needs and aspirations.

3. Autocratic Leadership and Work Engagement

An autocratic leadership style tends to reduce the level of employee work engagement. Autocratic leaders make decisions unilaterally and often do not involve employees in the decision-making process, which can reduce their sense of control and autonomy over their work. When employees feel that their opinions are not valued and they have no room to contribute or take initiative, this can lead to low motivation, job satisfaction, and commitment to the organization. Without a sense of ownership or contribution to the work process, employee work engagement often decreases, impacting employee productivity and retention.

Research by Lee & Hong (2018) shows that autocratic leaders have a significant negative impact on employee work engagement and job satisfaction. In this study, it was found that employees working under autocratic leaders felt isolated and lacked a sense of control over their work. This causes a decrease in their intrinsic motivation to contribute more, as well as a reduced sense of loyalty and dedication to the organization. Employees who feel empowered and only given orders without any dialogue or constructive feedback show lower work engagement and a tendency to look for work elsewhere. These findings confirm that an autocratic leadership style can be risky for organizations that wish to maintain high levels of engagement and job satisfaction among employees.

4. Democratic/Participative Leadership and Work Engagement

A participative leadership style can significantly increase work engagement by creating a more collaborative and inclusive environment. In this approach, leaders encourage employees to be involved in decision-making and share their ideas, which gives them a greater sense of control over their work. When employees feel valued and empowered, they tend to have greater dedication to their work and the organization as a whole. Participative leadership encourages intrinsic motivation because employees feel they have a voice in the direction of the organization and their contributions are valued. Thus, employee work engagement increases, which in turn improves individual and team performance, and strengthens the relationship between employees and the organization.

Research by Kaufman et al. (2020) show that in organizations that adopt a participative leadership style, employees show higher levels of engagement compared to organizations that use an autocratic or transactional leadership style. These findings indicate that employees who are given the opportunity to contribute to the decision-making process feel more valued and have a greater sense of responsibility towards organizational goals. They are also more committed to achieving organizational goals and tend to perform better in their tasks. In this

research, a participative leadership style was proven to be effective in creating a supportive work environment, which in turn increased work engagement and employee satisfaction.

5. Laissez-Faire Leadership and Work Engagement

The laissez-faire leadership style often has varying impacts on work engagement, depending on individual employee characteristics and organizational context. In highly competent and motivated employees, this leadership style can provide the freedom and autonomy they need to thrive, thereby increasing their engagement. However, in employees who need more direction and support, this style can reduce their engagement. When leaders tend to avoid intervention and do not provide clear guidance or structure, less experienced or less confident employees can feel neglected or unsupported, ultimately lowering their level of work engagement. Therefore, although laissez-faire can increase engagement in highly independent individuals, this style risks decreasing engagement in teams that require more intensive supervision and support.

A study by Nguyen & Zhang (2017) found that in teams that needed more guidance and clear structure, a laissez-faire leadership style correlated with lower levels of work engagement. This research suggests that a leadership style that is inactive or does not provide enough feedback can create a sense of confusion or lack of direction for employees, which can hinder their motivation to contribute fully. These findings emphasize the importance of appropriate management and leader support in ensuring high work engagement, especially in the context of teams that do not have sufficient autonomy or experience to work independently.

Overall, the results of this review indicate that leadership styles that are more based on employee empowerment and emotional engagement, such as transformational and participative leadership, tend to have a more positive impact on work engagement compared to more authoritarian or transactional leadership styles.

4. DISCUSSIONS

4.1. Interpretation of Results

In this section, we will interpret the results found in this systematic review, as well as provide a critical analysis of the influence of various leadership styles on employee work engagement. Based on the findings of the selected studies, we will discuss which leadership styles are more effective in increasing work engagement and why this is so.

1. Transformational Leadership

Transformational leadership has been extensively studied and is recognized for its significant positive impact on employee engagement. This leadership style is characterized by the ability to inspire, motivate, and empower employees, fostering a sense of ownership and emotional involvement in their work. Research indicates that transformational leaders connect employees' personal goals with organizational objectives, thereby enhancing intrinsic motivation, which is crucial for engagement (Wiyono, 2017; , Saĝnak et al., 2015; , Aristana et al., 2023). For instance, Wiyono (2017) highlights that transformational leadership positively influences teachers' motivation and commitment, which aligns with findings from Bushra et al. that underscore the relationship between transformational leadership and employee satisfaction (Wiyono, 2017). Furthermore, Saĝnak et al. (2015) emphasize that psychological empowerment mediates the relationship between transformational leadership and organizational commitment, reinforcing the notion that empowered employees are more engaged and committed to their organizations (Saĝnak et al., 2015).

Moreover, transformational leadership has been linked to improved job performance and creativity among employees. Ugwu et al. (2015) found that trust in leadership serves as a mediator between transformational leadership and in-role performance, suggesting that transformational leaders not only motivate but also enhance performance through

trust-building (Ugwu et al., 2015). Similarly, Gumusluoğlu and İlsev (2009) assert that transformational leadership fosters creativity and innovation within organizations, which is essential for maintaining competitive advantage (Gumusluoğlu & İlsev, 2009). This is further supported by (Chan, 2020), who notes that transformational leadership enhances volunteers' performance through increased self-efficacy, thereby linking intrinsic motivation to performance outcomes (Chan, 2020).

The intrinsic motivation fostered by transformational leadership is crucial for employee engagement. Aristana et al. (2023) demonstrate that transformational leadership significantly enhances intrinsic motivation, which in turn drives employee creativity and engagement (Aristana et al., 2023). Additionally, Kark et al. (2003) discuss the dual aspects of transformational leadership, highlighting that while it can empower employees, it may also create dependency, which underscores the complexity of its effects on employee outcomes (Kark et al., 2003). This duality suggests that while transformational leaders can inspire and motivate, they must also be mindful of fostering autonomy among their followers to sustain engagement.

In summary, transformational leadership is a powerful catalyst for enhancing employee engagement through intrinsic motivation, empowerment, and improved performance. The literature consistently supports the assertion that transformational leaders not only inspire their teams but also create an environment conducive to high levels of commitment and creativity, essential for organizational success (Wiyono, 2017; , Mountain et al., 2015; , Aristana et al., 2023; , Gumusluoğlu & İlsev, 2009).

2. Transactional Leadership:

Transactional leadership is characterized by its focus on performance-based rewards and task management. This leadership style can lead to increased short-term effectiveness in structured environments, but its impact on employee work engagement tends to be temporary. When performance-based incentives are removed, employee engagement often declines. Judge and Piccolo's meta-analysis supports this notion, indicating that while transactional leaders can enhance short-term effectiveness, they do not foster sustained emotional engagement among employees (Judge et al., 2004). This aligns with findings from various studies that suggest transactional leadership is less effective at creating deep emotional bonds between employees and the organization compared to transformational leadership (Li et al., 2018; Zanabazar, 2023).

Research indicates that transactional leadership can have a positive effect on employee loyalty and engagement, but this effect is generally weaker than that of transformational leadership (Zanabazar, 2023). For instance, Li et al. found that while both leadership styles promote engagement, transformational leadership has a more significant impact because it primarily stimulates intrinsic motivation, whereas transactional leadership relies on extrinsic motivators (Li et al., 2018). This distinction is crucial as it highlights the limitations of transactional leadership in fostering long-term engagement and emotional commitment among employees.

Moreover, studies have shown that transactional leadership behaviors, such as contingent rewards, can stimulate engagement to some extent. However, these behaviors are often insufficient to maintain high levels of engagement over time (Breevaart et al., 2013). For example, research in the hospitality industry revealed that while transactional leadership could enhance communication competency, it did not significantly boost work engagement compared to other leadership styles like servant leadership (Rabiul et al., 2022). Additionally, evidence from the banking sector in Ghana indicated that transactional leadership behaviors were associated with lower employee engagement, reinforcing the idea that this style may not effectively cultivate sustained engagement (Dartey-Baah & Agbozo, 2021).

In summary, while transactional leadership can yield immediate performance benefits and some level of employee engagement, its reliance on extrinsic rewards limits its effectiveness in fostering long-term emotional connections and sustained engagement. Transformational leadership, in contrast, is more adept at inspiring intrinsic motivation and emotional commitment, leading to a more profound and lasting impact on employee engagement (Li et al., 2018; Zanabazar, 2023; Breevaart et al., 2013).

3. Autocratic Leadership

Autocratic leadership is characterized by a high degree of control and unilateral decision-making, which often leads to decreased job engagement among employees. This leadership style can create an environment where employees feel unappreciated and isolated due to the lack of autonomy and involvement in decision-making processes. Research indicates that autocratic leadership negatively impacts intrinsic motivation and job satisfaction, which are critical components of long-term job engagement. For instance, Lewin, Lippitt, and White's foundational study highlighted that autocratic leadership resulted in lower levels of intrinsic motivation among employees, thereby adversely affecting their job satisfaction and engagement over time (Hoel et al., 2010).

Further empirical evidence supports the notion that autocratic leadership correlates negatively with employee job satisfaction. A study by Fouad demonstrated that in the hospitality industry, autocratic leadership was associated with lower employee job satisfaction, suggesting that employees prefer leadership styles that allow for greater autonomy and decision-making involvement (Fouad, 2019). Similarly, Amah emphasized that organizations should train leaders to avoid autocratic behaviors, as these can diminish relational energy, which is vital for enhancing employee productivity and engagement (Amah, 2018). The findings from these studies collectively underscore the detrimental effects of autocratic leadership on employee morale and engagement.

Moreover, the implications of autocratic leadership extend beyond immediate job satisfaction to influence overall organizational effectiveness. Research by Clark et al. found that directive leadership, often synonymous with autocratic styles, failed to foster shared values and role clarity among hotel employees, which are essential for maintaining high service quality (Clark et al., 2008). This aligns with the observations made by Real et al., who noted that strict leadership approaches limit employee involvement and openness, further exacerbating feelings of dissatisfaction and disengagement (Real et al., 2023). Consequently, while autocratic leadership may yield short-term compliance, it often results in long-term disengagement and reduced motivation among employees.

In summary, the autocratic leadership style, while potentially useful in crisis situations, generally leads to negative outcomes in stable organizational contexts. The lack of employee autonomy and involvement in decision-making fosters a work environment where individuals feel undervalued, ultimately diminishing their motivation and engagement levels. The evidence from various studies consistently points to the need for leadership styles that promote employee participation and satisfaction to enhance overall organizational performance.

4. Democratic/Participative Leadership

Participative leadership is characterized by its emphasis on collaboration and shared decision-making, which significantly enhances employee engagement. This leadership style fosters an environment where employees feel valued and empowered, ultimately leading to increased commitment to both their roles and the organization as a whole. Research indicates that participative leadership not only encourages employee voice but also cultivates a sense of ownership among team members, which is crucial for fostering high levels of work engagement (Elsetouhi et al., 2022). For instance, Elsetouhi et al. (2022) highlight that participative leadership stimulates a cooperative work environment, which enhances innovative behavior

among employees, thereby reinforcing their engagement and motivation to contribute to organizational goals (Elsetouhi et al., 2022).

Moreover, the positive impacts of participative leadership extend beyond mere engagement; they also encompass the development of trust and transparency within teams. O'Donovan et al. (2021) discuss how leader behaviors that promote openness can lead to improved team performance, which is a direct outcome of engaged employees who feel their contributions are valued (O'Donovan et al., 2021). This is echoed by (Tims et al., 2011), who found that leadership styles that enhance followers' self-beliefs and work experiences correlate positively with daily work engagement (Tims et al., 2011). The interplay between participative leadership and employee engagement is further supported by findings from (Srimulyani & Hermanto, 2022), who argue that organizational culture mediates the relationship between leadership and work engagement, suggesting that a supportive culture amplifies the effects of participative leadership (Srimulyani & Hermanto, 2022).

In addition, participative leadership is linked to enhanced communication and collaboration among team members, which are essential components of a positive work environment. This is particularly evident in the context of educational settings, where Now (2023) notes that teachers working under participative leaders exhibit higher levels of engagement due to the collaborative nature of their work environment (Now, 2023). Furthermore, the concept of shared leadership, as discussed by (Klasmeier & Rowold, 2021), reinforces the idea that when leadership is distributed among team members, it leads to greater team cohesion and engagement, further validating the benefits of participative leadership (Klasmeier & Rowold, 2021).

In summary, the evidence strongly supports the notion that participative leadership significantly enhances employee engagement through fostering a collaborative atmosphere, promoting trust, and facilitating open communication. This leadership style not only empowers employees but also aligns their individual goals with organizational objectives, thereby creating a more committed and motivated workforce.

5. Laissez-Faire Leadership

Laissez-faire leadership, characterized by a hands-off approach, can yield mixed results in employee engagement and performance. For highly competent and self-motivated employees, this leadership style may foster autonomy and enhance engagement, allowing them to thrive without micromanagement. However, for many employees, particularly those who require more guidance, the absence of direction can lead to confusion, frustration, and ultimately decreased motivation. Skogstad et al. (2007) highlighted that laissez-faire leadership often results in negative outcomes, including confusion and frustration among employees who depend on more structured guidance, particularly in collaborative environments (Skogstad et al., 2007). This aligns with findings from (Buch et al., 2014), which describe laissez-faire leadership as a form of destructive leadership behavior, suggesting that its prevalence can undermine organizational citizenship and overall employee morale (Buch et al., 2014).

Moreover, the implications of laissez-faire leadership extend beyond individual employee experiences to affect organizational dynamics. Aasland et al. (2010) reported that laissez-faire leadership behaviors were the most frequently experienced form of destructive leadership among respondents, indicating a significant prevalence that may go unnoticed compared to more overtly destructive styles (Aasland et al., 2010). This passive leadership approach can hinder effective communication and collaboration, as Breevaart & Zacher (2019) noted that the lack of active engagement from leaders can diminish followers' trust and perceptions of leader effectiveness (Breevaart & Zacher, 2019). The detrimental effects of laissez-faire leadership are further corroborated by (Yasir et al., 2016), who found that this style negatively impacts an organization's change capability due to minimal interaction between leaders and followers (Yasir et al., 2016).

Additionally, the psychological ramifications of laissez-faire leadership cannot be overlooked. Research by Trépanier et al. (2019) indicates that such leadership is linked to frustration regarding autonomy, contradicting the notion that a hands-off approach is beneficial for fostering employee independence (Trépanier et al., 2019). This frustration can lead to burnout and low affective commitment, further exacerbating the challenges associated with laissez-faire leadership. Diebig & Bormann (2020) also found that variable laissez-faire leadership can increase stress levels among employees, suggesting that inconsistent leadership presence can be more detrimental than a consistently absent leader (Diebig & Bormann, 2020).

In summary, while laissez-faire leadership may benefit certain high-performing individuals by granting them autonomy, it generally poses significant risks to employee engagement and organizational effectiveness. The lack of direction and support can lead to confusion, frustration, and decreased motivation among employees who thrive on guidance and collaboration. The evidence suggests that organizations should be cautious in adopting this leadership style, particularly in environments that require teamwork and clear communication.

4.2. Comparison with Existing Literature

In this section, the findings of this systematic review will be compared with existing literature, both which supports the findings of this study and which provides a different view.

- **Similarity of Findings**

The results of this study are consistent with previous findings, especially those highlighting transformational leadership as the most effective style in increasing employee work engagement. Study by Bass (1985) And Judge & Piccolo (2004) shows that transformational leadership is directly related to increased motivation, job satisfaction, and employee engagement. As well, participative leadership style continues to show a positive impact on work engagement, which is in line with research by Gagne & Deci (2005), which emphasizes the importance of autonomy in work.

- **Differences in Findings:**

On the other hand, findings regarding transactional leadership And autocracy show variations in results. While most of the literature suggests that this style can motivate employees in the short term (e.g., Liu et al., 2012), some studies further suggest that transactional impacts are more limited in improving long-term work engagement. There are also different opinions regarding leadership let it happen, with several studies (eg Skogstad et al., 2007) suggesting that this style can worsen work engagement, while other studies show that in some creative or technology industries, autonomy is valued more.

4.3. Implications for Theory and Practice

4.3.1. Implications for Theory

These findings make an important contribution to leadership theory And work engagement. In theory, this research confirms that transformational leadership is more effective in creating higher work engagement compared to other leadership styles. This style supports the theory Self-Determination Theory (SDT) which emphasizes the importance of providing autonomy, self-development, and social relationships in increasing employee intrinsic motivation. Transformational leaders are able to provide all three of these elements, which explains why this style is the most powerful in increasing work engagement.

4.3.2. Implications for Practice

For practitioners, these findings provide insight into the most effective leadership styles for increasing employee engagement. Organizations should prioritize developing leaders who have transformational and participative abilities, as well as creating an environment

where employees feel empowered and involved in decision making. Leadership training that emphasizes the development of communication skills, empathy, and intrinsic motivation can increase work engagement. Additionally, for organizations that require tighter structure and control, leaders must strike a balance between effective task management and providing space for employees to participate and develop.

4.3.3. Limitations of the Study

As a systematic literature review, this research faces several limitations that need to be considered:

1. **Availability of Literature:**
Although many relevant studies have been included, it is likely that some important articles have not been published or are not included in the databases used. This may limit a more comprehensive understanding of the relationship between leadership style and work engagement.
2. **Publication Bias:**
Studies published in reputable journals are more likely to have positive or significant results, while studies with negative or insignificant findings are less likely to be published. This can cause bias in the review results.
3. **Different Methodologies:**
Variations in the methodology used in the studies analyzed (e.g., survey design, interviews, or case studies) may influence the generalizability of the results. Differences in the measurement of work engagement and leadership styles may have led to inconsistencies in the findings.
4. **Time and Geography Limitations:**
The studies included in this review largely focused on organizational contexts in developed countries. Therefore, there are limitations in terms of the transferability of the findings to organizational contexts in developing countries or in certain sectors, such as the public or non-profit sectors.

This discussion confirms that transformational leadership and participative leadership is more effective at increasing work engagement compared to other styles, as well as providing practical insight into how organizations can strengthen their employee engagement through a more human and collaborative approach to leadership.

5. CONCLUSIONS

5.1. Summary of Key Findings

This research concludes that there is a significant relationship between leadership style and the level of employee work engagement. In particular, transformational and participative leadership styles are proven to have the most positive impact on work engagement, increasing employees' intrinsic motivation, sense of belonging to the organization, and long-term commitment. Transformational leaders, who are able to inspire, provide clear direction, and empower employees, create a work environment that encourages higher engagement. In contrast, autocratic and transactional leadership styles, although effective in achieving short-term goals, are incapable of creating the deep emotional engagement that is critical to an organization's long-term success. The laissez-faire style has more varied effects, with highly competent employees perhaps feeling empowered, but most employees may feel isolated and less engaged.

5.2. Contributions to the Field

This research makes an important contribution to the understanding of how various leadership styles influence employee work engagement. These findings emphasize the

importance of choosing a leadership style that suits employee needs and characteristics as well as organizational goals. In addition, this research confirms that leadership styles that pay attention to employees' psychological needs, such as providing autonomy and recognition, have more influence in increasing work engagement compared to more authoritarian or transactional styles. These findings enrich leadership theories, such as Transformational Leadership Theory And Self-Determination Theory (SDT), which emphasizes the importance of intrinsic motivation in improving employee performance and engagement.

5.3. Recommendations for Future Research

Although this research provides deep insight into the relationship between leadership style and work engagement, there are several directions for further research:

1. **Research Longitudinal**
This research is largely based on cross-sectional studies, which only provide a snapshot of relationships at a specific point in time. Longitudinal research that tracks changes in leadership style and work engagement over the long term will provide a better understanding of how leadership style influences work engagement over time.
2. **Studies on Different Industrial Contexts:**
This research was mostly conducted in organizational contexts in developed countries. Further research could explore how leadership style influences work engagement in specific industrial sectors or in developing countries, where cultural factors and organizational structures may differ.
3. **The Influence of Leadership Style on Work Engagement in a Crisis:**
By considering changing work dynamics, especially in crisis situations or times of transition, research can explore how certain leadership styles can adapt or change to increase work engagement in stressful situations.
4. **The Role of Technology in Increasing Work Engagement:**
Research could also examine how technology, especially digital communications and collaboration tools, influences work engagement in the context of specific leadership styles. Leaders who use technology to increase transparency and communication can strengthen employee engagement, and this is worth exploring further.

5.4. Practical Implications

Based on the findings of this research, there are several practical recommendations for organizational leaders and managers who want to increase employee work engagement:

1. **Transformational and Participative Leaders**
Organizations must develop leaders who have transformational skills, who are able to inspire and motivate employees to achieve common goals. Leadership training that focuses on developing empathy, clear communication, and employee empowerment will go a long way in increasing engagement.
2. **Development of Autonomy and Recognition**
Organizations must provide space for employees to innovate and make decisions that impact their work. Providing autonomy, both in individual work and in team decision making, can increase a sense of ownership and work engagement.
3. **Evaluate Leadership Style Periodically**
Organizations need to periodically evaluate the effectiveness of leadership styles through employee engagement surveys or direct feedback. Adjusting leadership style based on employee feedback will help create a work environment that supports engagement.
4. **Leadership Management in Crisis**
In crisis situations or times of change, leaders must adapt their style to support employees who may be facing uncertainty. A leadership style that provides stability,

clarity, and emotional support will go a long way to maintaining engagement in difficult times.

By paying attention to these recommendations, organizations can optimize leadership styles to create a more engaged and productive work environment, which in turn contributes to better long-term performance.

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