

Exploring the Influence Mechanism of Strategic Leadership, Employee Engagement and Job Involvement; A Framework Model Approach

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Abstract

The relationship between leadership and employee engagement is symbiotic. Effective leaders are catalysts for employee engagement, and engaged employees, in turn, reinforce strong leadership. Leadership styles play a crucial role in shaping the work culture and influencing the level of employee engagement within an organization. The research aim to provide an overview of the study on the influence mechanism of strategic leadership, employee engagement, and job involvement within organizational settings. The investigation delves into the intricate relationships among these critical components of organizational dynamics. Strategic leadership, characterized by visionary thinking and effective decision-making, is examined as a key driver influencing both employee engagement and job involvement. A comprehensive approach to unravel the underlying mechanisms through which strategic leader's impact of employees to their work and the organization's goals was employed in a study. Furthermore, the research investigates how this strategic influence extends to shaping the level of job involvement, assessing the active participation and commitment of employees in their respective roles. By elucidating these influence mechanisms, the study aims to contribute insights that can inform organizational leadership practices and strategies, fostering a more profound understanding of the dynamics that contribute to enhanced employee engagement and job involvement. The impact of leadership and employee engagement extends beyond individual and team performance; it directly influences the overall productivity and success of the organization. Engaged employees are more likely to be innovative, collaborative, and committed to achieving the organization's goals.

Keywords: Strategic leadership, Employee Engagement, Recognition and Respect, Personal Development, Work Life Balance and Confidence and trust

Authoritarian leaders have a clear dictatorial style, possess a significant concentration of power, show reluctance to delegate authority to staff, and demand unquestioning obedience from them. This resistance manifests as rebellious attitudes and opposition, ultimately diminishing their level of engagement [6]. Additionally, authoritarian leaders frequently devalue their subordinates, purposefully disregarding or criticizing their contributions, and may even exploit their own position for personal gain [14]. If the social needs of employees, specifically the subordinates [5], are not met, they will not be proactive and will resort to inactivity as a means of coping. Moreover, negative treatment from leadership, such as assigning tasks in an authoritarian manner, can also damage employees' self-confidence and lead to negative evaluations of their performance. The presence of self-doubt among employees might lead to a tendency to avoid work and a lack of willingness to actively engage in it [7]. Simultaneously, the authoritarian conduct exhibited by authoritarian leaders is excessively preoccupied. The employer discourages excessive employee involvement in managerial tasks beyond their own performance, hence diminishing workers' motivation and accountability to proactively address issues. Job involvement may also be influenced by marital status. For married individuals, job satisfaction may be interconnected with their ability to balance work and family responsibilities. Supportive workplace policies and a positive organizational culture can contribute to increased job involvement for married employees. Single individuals, with potentially fewer external commitments, may find increased job involvement through opportunities for skill development and meaningful projects. Technology has become an enabler in enhancing employee engagement. Tools and platforms that facilitate communication, collaboration, and recognition have become integral to modern workplaces. Remote work, which has become more prevalent in recent times, has accentuated the importance of leveraging technology to maintain a sense of connection among dispersed teams. Virtual communication tools, project management platforms, and employee recognition software contribute to fostering engagement in a digital work environment. Employee engagement is not a one-size-fits-all concept. It requires a personalized approach that recognizes and respects the diverse needs and preferences of employees. Customized development plans, flexible work arrangements, and recognition programs tailored to individual strengths and achievements contribute to a more inclusive and engaging workplace. This individualized approach acknowledges the uniqueness of each employee, promoting a culture of appreciation and support. In conclusion, employee engagement is a multifaceted concept that influences various aspects of organizational success. From productivity and talent retention to organizational culture and employee well-being, the impact of engagement is far-reaching. As businesses navigate an ever-evolving landscape, prioritizing and investing in employee engagement emerges as a strategic imperative.

Background of the study

The process of economic globalization and the fast advancement of science and technology have intensified competitiveness among firms [2]. Consequently, the increasingly intricate competitive landscape demands higher levels of performance from employees. In the intensifying corporate rivalry, the relentless efforts and proactive contributions of employees serve as a crucial source of competitive advantage for enterprises [11]. Leaders should adapt their leadership style promptly while interacting with subordinates, based on the specific circumstances at hand. They can only attain successful leadership in this manner. Organizations characterized by poor task structure exhibit a lack of well-defined goals, clear protocols and processes, and objective and precise means for evaluating performance [16]. When the tasks assigned to subordinates have several conceptual elements or require completing tasks without defined and definite techniques, known as poor task structure, the charismatic leader serves as a guiding light, effectively leveraging their strengths and articulating the organisation or team's goal. Establish an attainable objective and excel in resolving challenges arising from environmental unpredictability [12]. Charismatic leaders have the ability to compensate for the deficiencies of situations with low levels of task organisation. [3]. consequently, they would willingly augment their investment and enhance their involvement. Thus, when faced with a high task structure, employing authoritarian leadership seems to be more successful and has the potential to enhance employee engagement.

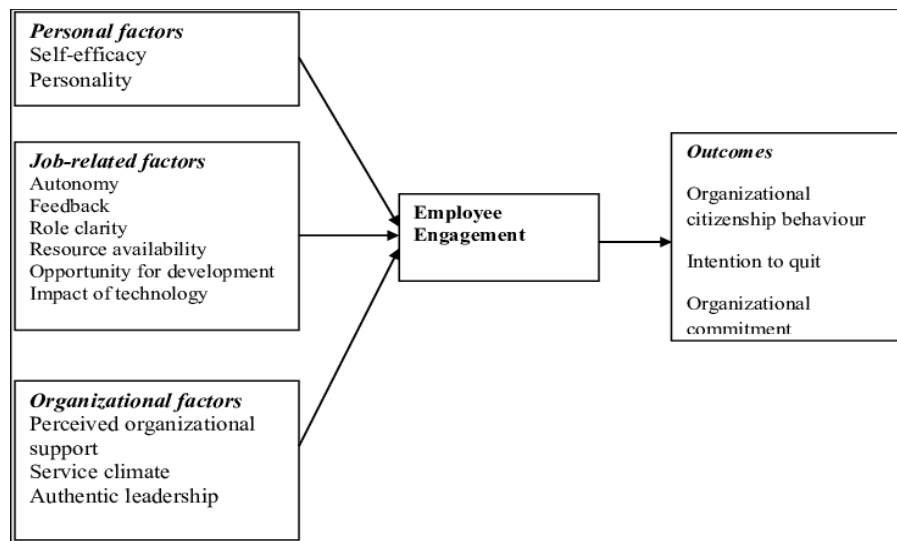
Work Engagement and Innovative Work Behavior

Successful organizations must foster a culture of creative work behaviour in order to harness employee creativity and adapt to the unpredictable business landscape. Innovative work behaviour pertains to people generating and executing inventive concepts within their job duties, with the aim of improving their individual task performance, group

performance, or organisational performance [5]. Although there is ongoing interest from management scholars and practitioners in innovation as a means of achieving long-term organisational success, the study on inventive work behaviour is still in its early stages [[11]. Job engagement is defined as a state of mind in which individuals have pleasant and rewarding feelings towards their job. It is characterized by high levels of vigor, devotion, and immersion [1]. Recent researches have indicated that job engagement has a notable influence on creative work behaviour. When organisational leaders create a beneficial working environment that fosters high employee engagement, it increases the likelihood of individuals generating new ideas for themselves, their team, and the organisation.

Figure: 01

Conceptual Model



Role of employee engagement.

In a workforce characterized by diversity and dynamic changes, fostering employee engagement has become a strategic imperative in today's competitive landscape. Engaged employees tend to be more motivated and invested in their tasks, leading to increased efficiency and higher quality output. As a result, businesses with engaged employees often experience improved performance, reduced absenteeism, and lower turnover rates. Moreover, employee engagement is closely tied to organizational culture. A positive and inclusive workplace culture fosters a sense of belonging and encourages open communication. Companies that prioritize employee engagement often see a positive ripple effect on their culture, leading to greater collaboration, innovation, and adaptability in the face of challenges. In the realm of talent retention, employee engagement plays a crucial role. Engaged employees are more likely to stay loyal to their employers, as they find fulfillment and purpose in their roles. This not only reduces recruitment and training costs but also contributes to the continuity of institutional knowledge and expertise within the organization. Furthermore, employee engagement is intricately connected to employee well-being. A workplace that prioritizes engagement often places importance on work-life balance, mental health support, and overall employee satisfaction. Companies that invest in comprehensive well-being programs not only demonstrate a commitment to their employees' welfare but also reap the benefits of a healthier; more resilient workforce. Leadership also plays a crucial role in fostering employee engagement. Effective leaders inspire and empower their teams, creating a positive and motivating work environment. Leaders who actively communicate the company's vision, provide constructive feedback, and recognize employees' contributions contribute significantly to building a culture of engagement. Conversely, a lack of leadership involvement or ineffective management practices can lead to disengagement and demotivation among employees.

Leadership and Employee Engagement

Leadership is the cornerstone of any successful organization. It encompasses a set of qualities and behaviors that guide a team towards common goals. One crucial aspect of effective leadership is the ability to inspire and motivate employees.

Inspirational leaders not only communicate a clear vision but also instill a sense of purpose and enthusiasm among their team members. They create an environment where employees feel valued and appreciated, fostering a strong sense of commitment and loyalty. Leaders who can connect with their teams on a personal level and demonstrate empathy build trust, a fundamental foundation for employee engagement. The significant power disparity between superiors and subordinates. Authoritarian leaders assert that their power is unequivocal and invulnerable to questioning. They exert stringent control over their subordinates and demand unwavering obedience, which is manifested via four specific behaviours. Disparaging the capabilities of subordinates entails disregarding their suggestions and contributions. Image embellishment refers to the act of the leader strategically manipulating facts in order to uphold a sense of authority and preserve their own dignity. They will issue reprimands and provide direct instruction to those who are not meeting expectations. Empirical research has consistently shown a strong negative correlation between the authoritarian leadership style and employee responsiveness inside an organisation. Leadership and employee engagement are two critical elements that significantly influence the success and overall well-being of an organization. Effective leadership is not merely about directing tasks and making decisions; it involves inspiring and motivating employees to achieve their best potential. Similarly, employee engagement is about creating a work environment where individuals feel a strong connection to their work, their colleagues, and the organization as a whole. In this comprehensive exploration, we will delve into the various facets of leadership and employee engagement, their interdependence, and the impact they have on organizational culture, productivity, and employee satisfaction. Employee engagement, on the other hand, refers to the emotional commitment and involvement that employees have towards their work and the organization. Engaged employees are passionate about their jobs, actively contribute their skills and knowledge, and are more likely to go above and beyond to achieve organizational objectives. A key component of employee engagement is a sense of belonging and purpose. When employees feel that their contributions matter and align with the overall mission of the organization, they are more likely to be engaged and satisfied in their roles. Transformational leadership, for instance, focuses on inspiring and motivating employees, fostering innovation, and promoting a positive organizational culture. Leaders who exhibit transformational qualities are often adept at building strong relationships with their teams, thus enhancing employee engagement. Conversely, poor leadership can have detrimental effects on employee engagement. Autocratic or micromanaging leadership styles may lead to feelings of frustration and disengagement among employees, as they might perceive a lack of trust and autonomy. In such environments, employees may become demotivated, and their productivity may decline. Therefore, it is imperative for leaders to be self-aware and adapt their leadership styles to promote a positive and engaging workplace culture. Organizational culture, shaped by leadership and reflected in employee engagement, plays a pivotal role in attracting and retaining top talent. A positive and inclusive culture where employees feel a sense of belonging and purpose contributes to a motivated and engaged workforce. Leaders who prioritize diversity and inclusion send a powerful message that all employees are valued, regardless of their background or identity. Inclusive leaders create an environment where diverse perspectives are welcomed, leading to increased creativity and problem-solving capabilities within the organization. Moreover, a strong organizational culture that values work-life balance and employee well-being contributes to higher levels of engagement. Leaders who prioritize the mental and physical health of their employees create an environment where individuals can thrive both personally and professionally. Flexible work arrangements, wellness programs, and supportive policies all contribute to a positive culture that enhances employee engagement. This heightened level of commitment translates into increased productivity, as engaged employees are willing to invest their time and effort to contribute to the organization's success. In contrast, disengaged employees may be less motivated to perform at their best, leading to lower productivity and potentially compromising the quality of work. Furthermore, employee engagement has a direct impact on organizational performance and profitability. Engaged employees are more likely to stay with an organization, reducing turnover costs and retaining institutional knowledge. They are also more likely to be advocates for the organization, positively impacting the employer brand and attracting top talent. Additionally, engaged employees are generally more customer-focused, leading to improved customer satisfaction and loyalty.

Review of previous studies

Leadership that propels performance beyond expectations is a transformative force within organizations, shaping a culture of excellence and innovation [8]. Leaders who can elicit exceptional performance from their teams exhibit a combination of vision, empathy, strategic thinking, and motivational skills. This type of leadership not only drives organizational success but also fosters a dynamic and empowering work environment. At the heart of leadership that

surpasses expectations is a compelling vision [12]. A visionary leader articulates a clear and inspiring picture of the future, aligning the team's efforts with overarching organizational goals. It instills a sense of purpose and direction, transcending day-to-day tasks and fostering a collective commitment to achieving extraordinary outcomes. Empathy is another critical component of leadership that surpasses expectations [14]. Strategic thinking is an indispensable quality for leaders aiming to exceed performance expectations. Leaders with strategic acumen can navigate uncertainties, identify opportunities, and position their teams for success. This forward-thinking approach not only enhances organizational resilience but also enables teams to proactively address challenges and capitalize on emerging trends [7]. Motivational skills are paramount in elevating performance beyond expectations. Inspirational leaders have the ability to ignite a passion for excellence in their teams. Whether through effective communication, recognition of achievements, or creating a positive work culture, these leaders inspire a sense of pride and ownership among team members. This culture becomes ingrained in the organization, influencing day-to-day operations, decision-making processes, and the overall mindset of the workforce [10]. Beyond individual leadership traits, the role of transformational leadership in driving performance beyond expectations cannot be overstated. In the contemporary business landscape, digital leadership is gaining prominence as organizations navigate the complexities of technology-driven change [3]. Digital leaders leverage technology to enhance efficiency, foster innovation, and adapt to rapidly evolving market conditions. They embrace digital transformation as an opportunity to redefine processes, engage with stakeholders in new ways, and leverage data for informed decision-making [1]. Digital leadership is not only about embracing technological tools but also about fostering a digital mindset that values agility, experimentation, and continuous learning. Leadership that propels performance beyond expectations also involves effective communication. Leaders must articulate their vision clearly, provide regular feedback, and ensure that everyone in the organization understands their role in achieving overarching goals [16]. Transparent communication fosters a sense of alignment, reduces ambiguity, and enables individuals to make informed decisions that contribute to exceptional performance. Moreover, inclusive leadership is integral to surpassing performance expectations. Inclusive leadership fosters creativity, innovation, and a sense of belonging, all of which contribute to elevated levels of performance [9]. A crucial aspect of leadership that drives performance beyond expectations is the ability to navigate change effectively. In today's dynamic business environment, change is constant, and leaders must guide their teams through transitions with resilience and adaptability. Leaders who embrace change as an opportunity for growth and innovation create a culture where individuals are not only open to change but actively seek ways to adapt and thrive in evolving circumstances. Leadership development programs play a pivotal role in cultivating leaders capable of driving performance beyond expectations [2]. These programs focus on enhancing leadership skills, fostering a growth mindset, and providing opportunities for practical application of leadership principles. Continuous learning and development ensure that leaders stay attuned to emerging trends, evolving leadership theories, and best practices, positioning them to navigate the complexities of the modern business landscape. In conclusion, leadership that propels performance beyond expectations is a multifaceted and dynamic force within organizations. It involves visionary thinking, empathetic engagement, strategic acumen, motivational prowess, and a commitment to cultivating a high-performance culture [8]. Transformational and digital leadership, effective communication, inclusive practices, and adaptability to change are crucial components of leadership excellence.

Research statement

The research aims to explore the intricate interplay between strategic leadership, employee engagement, and job involvement within organizational contexts. Strategic leadership, characterized by visionary thinking and effective decision-making, is anticipated to have a direct impact on shaping the overall work environment. The study seeks to investigate how strategic leaders influence employee engagement, which goes beyond conventional job satisfaction, encompassing a deep emotional commitment and connection to the organization's goals. Additionally, the research will delve into the relationship between strategic leadership and job involvement, examining how leaders' strategic vision and guidance contribute to the level of employee commitment and active participation in their roles. By unraveling these connections, the study aspires to offer valuable insights for organizational leaders and practitioners, providing a nuanced understanding of the dynamics that underpin effective leadership, engaged workforce, and heightened job involvement, thereby contributing to the broader discourse on organizational success and sustainability.

The study examined the relationship between leadership, trust in leader, work engagement, and innovative work behaviour. The study examined the function of trust in leaders as a mediator between transformational leadership (TL) and job engagement. As per the social exchange theory, the individuals participating in a social exchange process must uphold a specific degree of trust in order to engage in reciprocal behaviour. Within a leader-follower dynamic, the attributes of a transformational leadership style encompass distinct behaviours exhibited by a leader that foster an elevated level of trust among workers. As employees acquire confidence in their leader, they are likely to allocate more time, energy, and motivation towards their current job responsibilities rather than engaging in defensive behaviours that provide them with psychological security in the event of low trust in their leaders. As a result, the employees may experience increased happiness, security, and motivation to dedicate more time and effort to their job, leading to more engagement. This provides a mediation mechanism that elucidates the relationship between transformative leadership and work engagement, namely through the establishment of confidence in the leader. Leadership's role in driving employee engagement becomes particularly evident during times of change or uncertainty. Effective leaders provide clear communication, reassurance, and guidance during such periods, helping employees navigate challenges and maintain their focus on organizational goals. Leaders who demonstrate resilience and adaptability contribute to a positive work culture that promotes employee well-being and engagement, even in the face of adversity.

Analysis, Presentation and findings

Drivers of Employee Engagement

Employee engagement is a multifaceted phenomenon driven by various factors that collectively contribute to the overall satisfaction, motivation, and commitment of employees within an organization. Effective leadership plays a pivotal role, as engaged employees often have leaders who inspire trust, provide clear direction, and foster a positive work culture. Recognition and appreciation are essential drivers, as employees thrive when their efforts and contributions are acknowledged. Additionally, opportunities for professional development and growth contribute significantly to engagement, as employees seek to enhance their skills and advance in their careers. Furthermore, effective communication and involvement in decision-making processes empower employees and make them feel valued. Taken together, these drivers create an environment where employees are not just content but actively invested in their work, leading to higher productivity, creativity, and overall organizational success.

Table 1: Factors influencing drivers of Employee Engagement

Factors	Mean	Std. Deviation	Mean Rank	Rank
Recognition and Respect	2.90	1.126	3.10	II
Personal Development	2.58	1.011	2.91	III
Work Life Balance	2.49	1.065	2.19	V
Excitement and enthusiasm for work	2.51	1.137	2.86	IV
Confidence and trust	2.96	1.056	3.72	I

The above table 1 revealed that the respondents are highly concern about the Confidence and trust (3.72). Confidence and trust are fundamental elements that significantly impact employee engagement within an organization. When employees have confidence in their leaders and trust in the overall management, it creates a positive and secure work environment. Leadership transparency, open communication, and consistency contribute to building trust, fostering a sense of security among employees. This trust is a key factor in employees feeling comfortable expressing their opinions, sharing ideas, and taking calculated risks, all of which contribute to increased engagement. Conversely, a lack of trust can lead to disengagement, as employees may feel uncertain about the organization's direction or question the motives behind decisions. Confidence in leadership's ability to navigate challenges and make informed decisions boosts employees' morale and commitment to their roles. Organizations that prioritize building and maintaining trust, coupled with fostering confidence in leadership, are more likely to experience higher levels of employee engagement, creating a positive feedback loop that benefits both individuals and the overall success of the organization. They are also highly aware about

the Recognition and Respect (3.10). Thirdly, the Work Life Balance is also a important factor by most of the respondents (2.90). The hypothesis aims to assess the considerable disparity in the elements that influence drivers of employee engagement using the Friedman test.

Table 2: Friedman Test

N	200
Chi-Square	19.279
Asymp. Sig.	.005

The Chi-Square value (19.279) calculated in the Friedman test with 4 degrees of freedom is statistically significant at the 1% significance level. The significance threshold is 0.005, which is below 0.01. The study concludes that the respondents had a considerably high level of understanding of the aspects that influence drivers of employee engagement. A critical aspect of leadership that directly impacts employee engagement is communication. Transparent and open communication is essential for building trust and ensuring that employees feel informed and included. Leaders who communicate effectively convey the organization's vision, goals, and expectations clearly, providing employees with a sense of purpose and direction. Moreover, leaders who actively listen to their team members create an environment where employees feel heard and valued, fostering a positive workplace culture and higher levels of engagement. In addition to communication, another crucial leadership trait that influences employee engagement is empowerment. Empowered employees feel a sense of ownership and control over their work, leading to increased motivation and job satisfaction. When leaders delegate responsibilities and trust their team members to make decisions, it not only enhances individual growth but also fosters a culture of accountability and engagement. Leaders who empower their employees create a collaborative and supportive environment that encourages innovation and continuous improvement.

Employee Engagement and Job Involvement; among the respondents

The task structure significantly influences the efficacy of leadership behaviour, serving as a crucial situational aspect that impacts the effectiveness of leadership in all organizations. The leader's behaviour will unavoidably impact the behaviour of the equivalent subordinates. This study focuses on the staff of an enterprise as the research subject. Drawing from leadership contingency theory and social exchange theory, the study aims to identify the similarities between these two leadership styles. Additionally, the study explores the relationship between task structure and the behaviour of subordinates under these leadership styles. By examining the influence of leadership contingency theory and task structure, this study provides valuable insights for leadership selection in organizations. The evaluation of Employee Engagement is performed using ANOVA and Z tests, while considering the attributes of the participants. The results of the hypothesis testing are displayed below.

Table 3: ANOVA

Demographic nature		N	Mean	Std. Deviation	F	Sig
Age	Young	52	20.1231	4.67614	1.523	0.347
	Middle	103	21.8756	6.16915		
	Old	45	20.6541	4.02532		
Educational level	School level	15	20.2342	5.70519	3.142	0.042
	Graduation	93	21.7654	6.26552		
	Post graduation	62	20.7651	5.56410		
	Others	30	21.2654	5.76542		
Income level	Low	54	23.7893	4.16754	0.389	0.564
	Middle	73	20.4345	4.18766		
	High	70	21.7654	3.02987		
Total		200	22.5379	5.17654		

The ANOVA test results indicate that the level of Employee Engagement is higher (21.8756) among respondents in the middle age group compared to both the young (20.1231) and senior age group respondents (20.6541). However, the F value of 1.523 indicates that there is no significant differentiation in the mean ($p=0.347$). The analysis confirms that the formulated hypothesis is valid, and there is no notable disparity in Employee Engagement based on the age of the respondents. The respondents suggests that the level of Employee Engagement is higher among those who have completed their studies (21.7654) compared to the average of the other respondents. The F value is 3.142, indicating statistical significance at a 5% level (p-value of 4.2%). Therefore, the suggested idea has not been substantiated.

Table 4: Z test

Nature		N	Mean	Std. Deviation	Z	Sig
Gender	Male	104	20.2345	6.12350	-1.599	0.105
	Female	96	22.1756	4.53218		
Marital status	Single	95	21.0270	5.45327	-0.654	0.368
	Married	105	20.6250	4.17654		
Total		200	22.4480	5.32357		

The hypothesis is confirmed that there is no statistically significant disparity in the average values. Marital status can have varying impacts on strategic leadership, employee engagement, and job involvement within an organizational context. In terms of strategic leadership, individuals with diverse marital statuses may bring unique perspectives and approaches to decision-making. Married individuals, for instance, might prioritize long-term stability and financial security, potentially influencing strategic decisions that align with these values. Conversely, single individuals may emphasize flexibility and personal growth. When it comes to employee engagement, marital status can affect the work-life balance of individuals. Married employees may seek a supportive workplace that acknowledges and accommodates family responsibilities, contributing to a positive work environment. Single employees, on the other hand, might prioritize professional growth and may engage more actively in initiatives that enhance their career development. In conclusion, understanding the impact of marital status on strategic leadership, employee engagement, and job involvement is essential for organizational leaders seeking to create inclusive and supportive environments that cater to the diverse needs and aspirations of their workforce.

Implications of the study

These talents are crucial for fostering workforce motivation, innovative thinking, and employee welfare. As the possessor of such an organisation, leaders develop abilities in transformative leadership that might potentially increase staff motivation, engagement, and performance. Furthermore, other studies have demonstrated a range of characteristics that can contribute to the development of employee engagement. This particular study focuses specifically on the behaviour and attitude of a leader, which can effectively foster employee engagement in their job. In order to cultivate transformational leadership connections, the organisation may achieve noteworthy outcomes through actively involved personnel. Establishing stronger supervisory relationships is facilitated by fostering worker ties, which in turn bolster dedication to the organisation.

Discussion and Theoretical Contribution

The level of employee involvement significantly influences the rivalry among firms. Mobilizing employee passion and enhancing employee engagement is a subject that has been extensively examined and researched by academics, as well as a real-world challenge for company managers. [1]. Harter, Schmidt, and Hayes discovered a strong positive correlation between employee engagement and organisational success [2]. Hence, the primary study focus lies in identifying the antecedent characteristics that influence employee engagement, hence facilitating its enhancement. Leadership is a crucial situational factor in an employee's work environment, exerting a substantial influence on the employee's psychology, attitudes, and behaviour. Chinese organizations often use two primary leadership styles. An authoritarian leadership style prioritizes the leader's personal authority and control. Another leadership style is charismatic, which impacts the attitudes and behaviors of subordinates by articulating an inspirational vision and actively addressing their

needs [3]. The findings also indicated their contentment with employees' leadership. Job satisfaction is mostly unaffected; however several experts have produced contradictory study findings.

Conclusion

Leadership and employee engagement are integral components of a successful and sustainable organization. Effective leadership inspires and motivates employees, fostering a positive work culture that enhances engagement. Conversely, engaged employees reinforce strong leadership, creating a symbiotic relationship that propels the organization towards its goals. By prioritizing transparent communication, empowerment, and a positive organizational culture, leaders can significantly impact employee engagement, ultimately contributing to enhanced productivity, employee satisfaction, and organizational success. As organizations continue to evolve, the synergy between leadership and employee engagement will remain a key determinant of long-term success.

Effective strategic leadership serves as the cornerstone for fostering employee engagement and job involvement within an organization. A leader's ability to articulate a compelling vision, align organizational goals, and empower teams directly influences the level of engagement among employees. When employees feel a sense of purpose and connection to the overarching strategy, job involvement naturally follows suit. Nurturing a culture of open communication, continuous feedback, and opportunities for skill development further enhances engagement and job satisfaction. In this symbiotic relationship, strategic leaders not only guide the organization towards its objectives but also cultivate an environment where employees are motivated, committed, and deeply involved in their work. As navigated the complex landscape of modern workplaces, the integration of strategic leadership, employee engagement, and job involvement emerges as a vital formula for sustained success and organizational resilience. Therefore, it is necessary for the organisation to provide a favorable environment for work that promotes employee involvement. In addition, organizations may provide various employment resources such as supervisor assistance, job autonomy, and positive feedback, all of which can enhance employee engagement.

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