

An engaging leadership style may boost employee engagement

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Teamwork and cooperation. Credit: mohamed_hassan, Pixabay, CC0
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A new analysis suggests that a particular leadership style dubbed "engaging leadership" can boost employees' engagement and enhance team effectiveness within the workplace. Greta Mazzetti of the

University of Bologna, Italy, and Wilmar Schaufeli of Utrecht University in the Netherlands present these findings in the open-access journal *PLOS ONE* on June 29, 2022.

An [employee](#) who is engaged typically has a positive state of mind relating to their work and shows vigor, dedication, and absorption in their work. Previous research suggests that more engaged [employees](#) tend to have greater well-being and better job performance.

Previous research also suggests that a certain style of [leadership](#) known as engaging leadership—involving leaders who fulfill employees' need for autonomy, feeling competent, and feeling cared for—may boost [employee engagement](#). However, most studies of workplace leadership styles have focused on a [single point](#) in time, without analyzing potential effects over time.

To provide new insights, Mazzetti and Schaufeli explored the impact of an engaged leadership style on work engagement and team effectiveness of 1,048 employees across 90 teams within a Dutch workplace. Participants each took two surveys, one year apart, which included questions about their supervisors' level of engaging leadership, their own work engagement, and other personal and team characteristics.

Statistical analysis of the responses suggests that supervisors perceived as engaged leaders in the initial survey did indeed enhance employee engagement as captured in the second survey. This impact appeared to occur via a boost in employees' personal psychological resources of optimism, resiliency, self-efficacy, and flexibility—these results are in line with evidence from previous studies.

Similarly, engaged leaders appeared to enhance team effectiveness by boosting team resources, which consisted of performance feedback, trust in management, communication, and participation in decision-making.

Team resources also appeared to affect individual employee engagement.

These findings support the use of engaging leadership to boost employee engagement and team effectiveness in the workplace. Future research could compare the effects of engaging leadership versus other leadership styles on employees and teams over time.

The authors add: "A leader who inspires, strengthens and connects [team members](#) fosters a shared perception of available resources (in terms of performance feedback, trust in management, communication, and participation in decision-making), and a greater psychological capital (i.e., self-efficacy, optimism, resilience, and flexibility)."

More information: The impact of engaging leadership on employee engagement and team effectiveness: A longitudinal, multi-level study on the mediating role of personal- and team resources, *PLoS ONE* (2022). [DOI: 10.1371/journal.pone.0269433](https://doi.org/10.1371/journal.pone.0269433)

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