



---

# Effects of Global Leadership Style on Employee Work Engagement: Followership Styles as Mediator and Perceived Organizational Support as Moderator of M.I.C.E.

---

Kiven G. Olivar<sup>1\*</sup>, Michelle E. Tangonan<sup>2</sup>

<sup>1\*</sup>MBA, CGSP, CHIA, CHP Assistant Research Coordinator, College of Hospitality Education, University of Mindanao, Davao City, Davao Del Sur, Philippines.

<sup>2</sup>MBA, CHP, Ph.D. in International Hospitality Management Lyceum of the Philippines University, Manila, Philippines.

Email: <sup>2</sup>michelle.tanganan@lpunetwork.edu.ph

Corresponding Email: <sup>1\*</sup>kiven\_olivar@umindanao.edu.ph

**Received:** 10 December 2021    **Accepted:** 26 February 2022    **Published:** 30 March 2022

**Abstract:** *The main objective of this study was to determine the effect of global leadership style on employee work engagement, followership styles as a mediator, and perceived organizational support as a moderator of the meeting, incentive, conference, and exhibition (MICE) in Davao City, Philippines. Adopted survey questionnaires were given to 300 employees from various MICE companies in Davao City. The demographic profile of the respondents was MICE employees; the majority were male and single aged 21 to 30 years old for 6 -10 years of service. This study employed a non-experimental design utilizing a descriptive correlation technique. The statistical tools used were mean, Pearson r, Sobel test, and hierarchical logistic regression modgraph. Results revealed that the level of global leadership styles of MICE employees was found to be much observed concerning ensuring customer satisfaction, thinking globally, Empowering people, Developing Technological Savvy, Achieving personal mastery, Appreciating diversity, Leading change, Encouraging constructive dialogue, Developing people, Maintaining competitive advantage, Anticipating opportunities, Building Partnership, Sharing Leadership, Creating a shared vision, and Demonstrating Integrity. Thus, the most prevalent global leadership characteristic among the superior respondents was ensuring customer satisfaction. The global leadership style depicts a significant correlation or influences employee work engagement. The level of followership styles by MICE employees in Davao City was always much observed. The most dominant followership style among the respondents was exemplary. There is no significant difference in employee work engagement on followership styles. There is no significant difference in employee work engagement across gender and civil status. It can be stated, therefore, that perceived organizational support significantly moderated the relationship*



*between global leadership style and employee work engagement of MICE employees. The MICE companies with higher perceived organizational support to their employees also have a higher level of global leadership style and employee work engagement.*

**Keywords:** *Global Leadership Style, Employee Work Engagement, Followership Style, Perceived Organizational Support, Mice.*

## **1. INTRODUCTION**

Given the nature of the firm and the employees, poor leadership and inability to use the appropriate leadership style are major causes of business failure. Organizational and societal issues such as insufficient sustainable production, poor income, poverty, and environmental pollution continue despite leadership failures (Bonsu & Twum-Danso, 2018). Due to the idea's behavioral and attitudinal underpinnings, employee engagement can manifest in both physical and mental ways (Abdullah & Anwar, 2021). In today's cutthroat corporate environment, a vast body of research demonstrates the benefits of highly engaged employees (Ahmed, Othman, Gardi, Sabir, Hamza, Sorguli, Aziz, Ali & Anwar, 2021). Motivated employees are more likely to attend meetings regularly and are less likely to leave the organization, according to various academics and researchers (Ali & Anwar, 2021). (Akoi, Ali, Saleh, Najmaldin, Mustafa, Abdulmajid, and Hama, 2021). In the modern world, no company can function without personnel (Ali & Anwar, 2021). Understanding participation and its potential effects is the key outcome (Ali et al., 2021). According to a notion (Ali et al., 2021) a person's level of engagement reveals how attached they are to a company.

The ability of modern firms to succeed or fail in the intensely competitive global marketplaces may be based on the global leadership style of employee engagement (Ehlers & Lazenby, 2019). Global trade necessitates great leaders harnessing their individual and collective talents and competencies in order to construct a company that can compete and exceed its rivals in its quest to produce shareholder value (Gamble, Peteraf & Thompson, 2021).

Global leadership styles often acknowledge the expectations of the followers and establish a strong link between effort and reward (Irin, Zge, & Fatma, 2018). Its foundation is the relationship between the leader and their followers that is built on a conditional reward-based exchange. According to Gamble et al. (2021), the leader is given the authority to evaluate, train, and discipline followers when performance needs to be improved and to reward followers when desired objectives are achieved. Transactional leaders use rewards for good behavior and punishment for undesirable behavior (Mara & Mushayi, 2022). Leaders and followers agree on the benefits when followers perform to the agreed-upon level (Brahim, Ridic, & Jukic, 2015). Whatever their preferred management style, leaders can influence their team members positively and inspire them to use their individual and collective talents to further the company's objectives (Wilson-Prangleya & Olivier, 2016).

This study will examine how the global leadership style affects employee work engagement, followership style as a mediator, and perceived organizational support as a moderator of meetings, incentives, conventions, and exhibitions in Davao City, Philippines, based on the problem description and research background.



The primary concern of this study is to probe the effects of global leadership style on employee work engagement, followership style as a mediator and perceived organizational support as moderators of Meetings, Incentives, Convention, and Exhibition in Davao City. Moreover, this study was guided by the following objectives:

1. What are the demographic profile of the respondents in terms of age, gender, and length of service in the company?
2. What are the most prevalent global leadership characteristics among the superiors of the respondents?
3. What is the effect of global leadership on employee work engagement?
4. Which followership style is the most dominant among the respondents?
5. What are the differences in employee work engagements across followership styles?
6. How does employee work engagement differ across gender and civil status?
7. How does perceived organizational support differ based on the length of stay in the company?
8. What is the mediating effect of the followership styles on the relationship between global leadership and employee work engagement?
9. How would the perceived organizational support interact with the relationship between global leadership and work engagement?

## **Literature Review**

### **Global Leadership Style**

According to Bonsu and Twum-Danso (2018), leadership styles play a significant role in influencing an organization's performance, competitive advantage, sustainability, innovative culture, and profitability. The method or manner of leadership used determines its effectiveness. The type of the company, the people working there, and the degree of multiculturalism in the wider world all influence leadership style. The current body of literature concentrates on the variety of leadership philosophies that foster organizational performance. A few of these are authoritarian leadership, laissez-faire leadership, democratic leadership, transactional leadership, transformational leadership, and cross-cultural leadership.

### **Employee Work Engagement**

Employee engagement is crucial for any company (Anwar & Shukur, 2015), according to (Anwar & Surarchith, 2015), because it is associated with higher levels of work satisfaction (Anwar, 2016). Employee engagement is defined as "the degree to which individuals feel a strong attachment to their organization" (Anwar & Ghafoor, 2017). Most engaged workers, according to Lu et al. (2016), have no plans to quit their occupations (Anwar, 2017). Anwar, K., & Louis (2017) found a negative correlation between employee commitment and the chance of turnover. However, (Aziz et al., 2021) found a positive and substantial correlation between work engagement and job satisfaction.

### **Followership Styles**

According to researchers (Essa & Alattari, 2019), followers play a crucial role, and understanding followership behavior is important. The points made by Barnhart (2008), Johnson (2009), and cited by Olivar, Ocio, and Sitier (2022) suggest the roles of followers and



leaders are complementary and neither is less significant than the other. (Essa and Alattari, 2019) compared the two parties' relationship to that of "water and fish." According to Hackman & Wageman (2007), Antelo (2010), and (Essa & Alattari, 2019), leaders occasionally assume the position of followers, and followers occasionally exhibit leadership behavior.

### **Perceived Organization Support**

According to researchers (Essa & Alattari, 2019), followers play a crucial role, and understanding followership behavior is important. The points made by Barnhart (2008), Johnson (2009), and cited by Olivar, Ocio, and Sitier (2022) suggest the roles of followers and leaders are complementary and neither is less significant than the other. (Essa and Alattari, 2019) compared the two parties' relationship to that of "water and fish." According to Hackman & Wageman (2007), Antelo (2010), and (Essa & Alattari, 2019), leaders occasionally assume the position of followers, and followers occasionally exhibit leadership behavior.

## **2. METHOD**

A quantitative, non-experimental correlational research approach was adopted in this study (Olivar, 2021). This study employs a mediation model, which entails the inclusion of a third explanatory variable, referred to as a mediator variable (Followership Styles), as well as the moderator variable (Perceived Organizational Support), in order to identify and explain the mechanism or process that underlies an observed relationship between an independent variable (Global Leadership Style) and a dependent variable (Employee Work Engagement).

The 300 employees of Davao City's Meetings, Incentives, Conventions, and Exhibitions were the respondents. Olivar, Ocio, and Sitier (2022) assert that at least 300 respondents are necessary for a useful insight.

In addition, the respondents employed a stratified random sampling approach in order to acquire a sampling frame since, as Olivar (2021) points out, we may estimate the population parameters from the weighted sample data, which are obtained using simple random sampling from each stratum.

The study's dependent variable was employee work engagement, and its independent variable was global leadership style. Followership patterns served as mediators, whereas views of organizational support served as moderators. Employer work engagement was evaluated using a 17-item survey developed by Schaufeli, Bakker, and Salanova in 2006, followership styles were evaluated using a 20-item survey developed by Kelley in 1992, and perceived organizational support was evaluated using a 17-item survey developed by Eisenberger, Huntington, Hutchinson, and Sowa in 1986. A 7-point Likert scale was used to evaluate each notion in the respondents' responses.

## **3. RESULTS AND DISCUSSION**

### **Demographic Profile of Employees**

The distribution of the demographic profile of employees of MICE in Davao City is displayed in table 1. A total of 300 employees responded; the majority were male and single aged 21 to 30 years old for 6 -10 years of service. The number of respondents was calculated based on the



number of employees who investigated the effects of global leadership style on employee work engagement, followership styles as a mediator, and perceived organizational support as a moderator.

Table 1. Profile of Respondents

Profile		f	%
Gender	Male	187	62.33
	Female	113	37.66
	<b>Total</b>	<b>300</b>	<b>100.0</b>
Age	21-30 years old	211	70.33
	31-40 years old	66	22
	41-50 years old	15	5
	51-60 years old	8	2.66
	<b>Total</b>	<b>300</b>	<b>100.0</b>
Civil Status	Single	211	
	Female	89	
	<b>Total</b>	<b>300</b>	
How long have you been working in the company?	1 year and below	84	28
	2-5 years	92	30.66
	6-10 years	106	35.33
	11 years and above	18	6
	<b>Total</b>	<b>300</b>	<b>100.0</b>

### Global Leadership Styles

Results show that the level of global leadership styles of MICE employees in Davao City is reflected in table 2. It can be seen that the overall mean score of 6.42 with a standard deviation of 0.20. The overall mean score is described as agree, which means that the level of global leadership styles towards employees of MICE was much observed.

Examining the data closely revealed slight differences in the mean and standard deviation scores. The most prevalent global leadership characteristic among the superior of the respondents was ensuring customer satisfaction obtained the highest mean score of 6.93 with a standard deviation of 0.13, followed by thinking globally is 6.78, empowering people is 6.66, developing technological savvy is 6.54, and achieving personal master were found to be strongly agreed while appreciating diversity and leading are 6.49, encouraging constructive dialogue is 6.39, developing people is 6.34, maintaining competitive advantage and anticipating



opportunities are 6.19, building partnership and sharing leadership are 6.19, creating a shared vision is 6.18 and demonstrating integrity 6.13 were agree.

Table 2. Level of Global Leadership Styles

Indicator	SD	Mean	Descriptive Level
Ensuring customer satisfaction	0.13	6.93	Strongly Agree
Thinking globally	0.39	6.78	Strongly Agree
Empowering people	0.44	6.66	Strongly Agree
Developing Technological Savvy	0.46	6.54	Strongly Agree
Achieving personal mastery	0.46	6.51	Strongly Agree
Appreciating diversity	0.46	6.49	Agree
Leading change	0.46	6.49	Agree
Encouraging constructive dialogue	0.43	6.39	Agree
Developing people	0.42	6.34	Agree
Maintaining competitive advantage	0.39	6.30	Agree
Anticipating opportunities	0.39	6.30	Agree
Building Partnership	0.3	6.19	Agree
Sharing Leadership	0.29	6.19	Agree
Creating a shared vision	0.29	6.18	Agree
Demonstrating Integrity	0.38	6.13	Agree
<b>Overall</b>	<b>0.20</b>	<b>6.42</b>	Agree

The greatest mean score was attained for ensuring customer satisfaction, according to the results. This suggests that the immediate superior encourages staff to reach high levels of customer satisfaction and sees business operations from the perspective of the final customer. They regularly seek feedback from clients and are aware of the rival possibilities that are open to them. This reveals how well a company's goods and services, as well as the entire customer experience, live up to expectations. Fornell (1992) further clarified that customer satisfaction refers to the whole evaluation based on customers' total buy and consuming experience of the businesses supplying goods/services through time, as Mohammed et al. (2018) and Anderson et al. (2004) have done. Customers who are happy with the goods and services are said to be highly satisfied.

This discovery is connected to the findings of the investigation (Kumara & Samtanib, 2021). Customers who are satisfied with the services received will return to the hotels in the future whenever MICE is taking place, according to their research, which also shows that "all the variables in HOLSERV have a significant influence on Customer Satisfaction, which leads to Customer loyalty."

### **Global Leadership Style on Employee Work Engagement**

Data outputs of the significant differences in Global Leadership Styles on Employee Work Engagement are shown in Table 3. The data in the table revealed ( $r=.125^*$ ,  $p>0.05$ ) that global leadership style depicts a significant correlation or effect on employee work engagement.



Table 3. Significant differences of the Global Leadership Styles on Employee Work Engagement

Correlations		Global Leadership Style	Employee Work Engagement
Global Leadership Style	Pearson Correlation	1	.125*
	Sig. (2-tailed)		.030
	N	300	300
Employee Work Engagement	Pearson Correlation	.125*	1
	Sig. (2-tailed)	.030	
	N	300	300

\*. Correlation is significant at the 0.05 level (2-tailed).

The findings suggest a significant link between global leadership style and employee work engagement. This discovery is associated with the findings of the Italian study (Sarti, 2014), as cited by (Aboramadam & Dahleez, 2020). The authors concluded that "participative and instrumental leadership styles were positively related to the vigor component of work engagement in human services organizations. Empirical evidence was established in the business literature regarding the relationship between transformational leadership and work engagement." For instance, Li et al. (2018) showed a positive relationship between transformational leaders' behaviors and work engagement among Chinese knowledge workers.

### Followership Styles

Table 4 shows the data on the level of followership styles by MICE employees in Davao City. The results revealed an overall average mean score of 6.51 and a standard deviation of 0.21, described as always or much observed. Scrutinizing the individual results of the indicator revealed the most dominant among the respondents is exemplary, got the highest mean score of 6.57 with a standard deviation of 0.44, followed by passive and alienated, which got the same mean score of 6.54 and 0.46 standard deviation. In contrast, alienated has a mean score of 6.45, and pragmatists got the lowest mean score of 6.51, described almost always.

Table 4. Level of Followership Styles

Indicator	SD	Mean	Descriptive Level
Exemplary	0.44	6.57	Always
Passive	0.46	6.54	Always
Alienated	0.46	6.54	Always
Conformist	0.4	6.45	Almost Always
Pragmatist	0.44	6.44	Almost Always
<b>Overall</b>	0.21	6.51	Always

The followership indicators with the highest mean scores were Exemplary. This suggests that exceptional leaders can succeed by maximizing their special skills, emotional quotient, and



leadership philosophies (Goleman, 2015; Ehlers & Lazenby, 2019). The best followers have a high degree of autonomous thought and active participation. Exemplary or star followers participate in active participation in their work, think critically and independently, are capable of handling challenging situations, and accept the objectives of the organization as their own. The majority of people begin their professional lives in this followership manner. However, depending on the timing of certain events, this is frequently subject to change. The pragmatic follower, on the other hand, projects the traits of the aforementioned follower types and uses the appropriate one depending on the circumstance.

This outcome is consistent with the conclusion (Rook, 2018) that exemplary followership entails followers who are devoted to and invested in the accomplishment of the group's common goal or leader. These followers actively participate in their tasks, regularly go above and above the responsibilities allotted to them, and frequently provide new ideas to the team.

### Employee Work Engagements on Followership Styles

The result shows that the significant difference in employee work engagement on followership styles is reflected in table 5. It can be seen that the results revealed that there were no significant differences in employee work engagement across followership styles with a p-value of .000, and the null hypothesis was rejected based on the explicated data concerning passive (.000), alienated (.361), conformist (.003), exemplary (.954) and pragmatist (.277).

Table 5. Significant Difference in the Employee Work Engagements across Followership Styles

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Employee Work Engagement	5.114	.272		18.814	.000
Passive	.120	.021	.334	5.70	.000
Alienated	.018	.020	.052	.914	.361
Conformist	.071	.023	.175	3.02	.003
Exemplary	-.001	.020	-.003	-.057	.954
Pragmatist	.022	.020	.059	1.09	.277

This outcome is consistent with the conclusion (Bunjak & Cerne, 2018) that the extent to which followers likewise perceive comparable levels of strategic optimism in their leader will determine how much of a positive impact followers' strategic optimism has. The study found that they both contribute to a follower's awareness of the leader-follower relationship and consequently raise their degree of work engagement when they are both in balance, at low and high levels.





**Employee Work Engagement differs across Gender and Civil Status.**

Table 6 shows the significant difference in employee work engagement based on gender. The results of the p-value of 0.775 revealed there is no significant difference in employee work engagement across gender.

Table 6. Significant Difference in Employee Work Engagement based on Gender.

Employee Work Engagement	Gender	N	Mean	Std. Deviation	Std. Error Mean	F	Sig.
	male	187	6.6106	.16649	.01218	.082	.775
	female	113	6.6033	.16447	.01547		

The data output of Table 7 shows a significant difference in employee work engagement when analyzed according to civil status. The results of the p-value of 0.029 revealed there is no significant difference in employee work engagement across the civil status.

Table 7. Significant Difference in Employee Work Engagement based on Civil Status.

Employee Work Engagement	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.245	3	.082	3.046	.029
Within Groups	7.944	296	.027		
Total	8.189	299			

**Perceived Organizational Support based on Length of Stay in the Company**

Table 8 displays the significant difference in the perceived organizational support based on the length of stay in the company. The significance difference result of .000 revealed that there is no significant difference in the perceived organizational support based on the length of service in the company.

Table 8. Significant Difference in the perceived organizational support based on length of stay in the company

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.424	3	.141	14.308	.000
Within Groups	2.926	296	.010		
Total	3.350	299			

**Mediation Analysis of the Three Variables**

The result of the mediation is displayed in Figure 1. The Sobel test yielded a z-value of 4.36557 with a p-value of 0.000013, which is significant at a 0.05 level. This means that the full mediation results generated by MedGraph tell us that followership style acted as a significant mediator between global leadership style and employee work engagement. In addition, the causal relationship between global leadership style and employee work engagement has been



reduced from a significant beta coefficient value of 0.125 to -0.05, which is significant with the inclusion of followership style, the mediator variable.

<b>Independent Variable</b>		0.125* [c]	<b>Dependent Variable</b>	
Global Leadership		→	Employee Work Engagement	
		(-0.05) [c']		
			0.284***	
0.572*** [a]			(0.316***) [b]	
		<b>Mediating Variable</b>		
		Followership Styles		
<b>Type of mediation</b>		<b>Significant</b>		
Sobel z-value		4.36557	<i>p</i> =	0.000013
95% Symmetrical Confidence interval				
		Lower		0.07789
		Higher		0.20483
Unstandardized indirect effect				
		a*b		0.14136
		se		0.03238
Effective Size measures				
<u>Standardized Coefficients</u>				
Total:		0.125		0.015
Direct:		-0.05		0.002
Indirect:		0.18		0.013
Indirect to Total ratio		1.446		0.871

Figure 1. Results of the Mediation Computation



Table 9. Hierarchical Regression to Assess the Perceived Organizational Support interacts with the relationship between Global Leadership and Work Engagement

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	R Square Change
	B	Std. Error	Beta			
(Constant)	-24.935	23.650		-1.054	.293	
Global Leadership Style	4.910	3.689	6.229	1.331	.184	.077
Perceived Organizational Support	4.551	3.482	2.911	1.307	.192	.075
Interaction	-.708	.543	-6.867	-1.305	.193	-.075

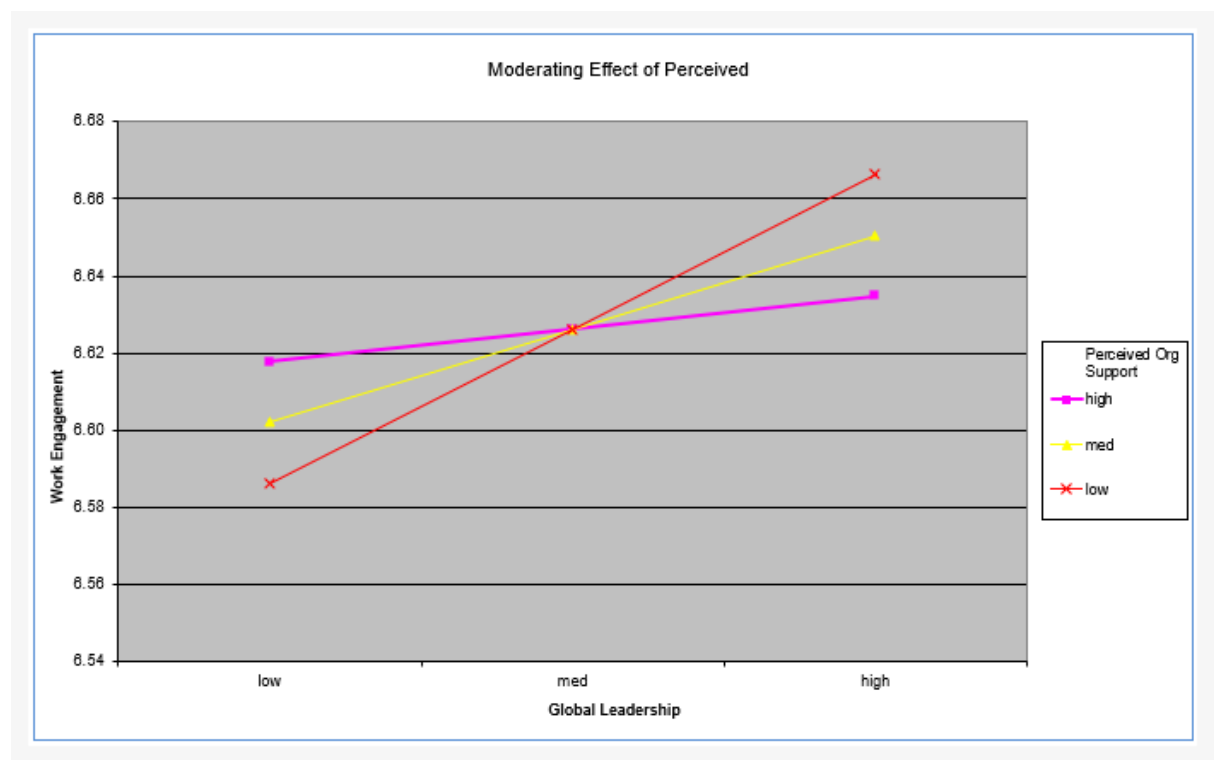


Figure 3. Graphical depiction of the moderating effect of perceived organizational support on the global leadership style to employee work engagement relationship

The moderating effect is premised on the idea that the higher the level of perceived organizational support of MICE employees, the higher the effect of global leadership style and employee work engagement as compared to those with perceived organizational support. Perceived organizational support is the moderating variable, global leadership style is the independent variable, and employee work engagement is the dependent variable. The global



leadership style variable is multiplied by the perceived organizational support variable to produce an interaction term. The two main effects and the interaction term (Global Leadership Style x perceived Organizational Support) are used in hierarchical regression to predict Employee Work Engagement.

Looking at Table 9, a significant main effect for perceived organizational support is obtained ( $\beta=1.307$ ,  $p<0.05$ ), which signifies that those with higher perceived organizational support have a higher level of employee work engagement. But this main effect is qualified by the interaction ( $\beta=.193$ ,  $p<0.05$ ), which is graphed in figure 3. The figure shows that those with high perceived organizational support manifested a steeper slope between global leadership style and employee work engagement than those with low perceived organizational support, rejecting the null hypothesis. It can be stated, therefore, that perceived organizational support significantly moderated the relationship between global leadership style and employee work engagement of MICE employees.

#### **4. CONCLUSIONS**

With consideration of the findings of the study, conclusions are drawn in this section. The preceding results can be concluded thus:

1. The demographic profile of the respondents was MICE employees; the majority were male and single aged 21 to 30 years old for 6 -10 years of service.
2. The level of global leadership styles of MICE employees was found to be much observed concerning ensuring customer satisfaction, thinking globally, Empowering people, Developing Technological Savvy, Achieving personal mastery, Appreciating diversity, Leading change, Encouraging constructive dialogue, Developing people, Maintaining competitive advantage, Anticipating opportunities, Building Partnership, Sharing Leadership, Creating a shared vision, and Demonstrating Integrity. Thus, the most prevalent global leadership characteristic among the superior respondents was ensuring customer satisfaction
3. The global leadership style depicts a significant correlation or influences employee work engagement.
4. The level of followership styles by MICE employees in Davao City was always much observed. The most dominant followership style among the respondents was exemplary.
5. There is no significant difference in employee work engagement on followership styles.
6. There is no significant difference in employee work engagement across gender and civil status.
7. There is no significant difference in the perceived organizational support based on the length of service in the company.
8. It is found that there were full mediation results generated by Med Graph tell us that followership style acted as a significant mediator between global leadership style and employee work engagement.
9. In assessing the Perceived Organizational Support interaction with the relationship between Global Leadership and Work Engagement in Hierarchical Regression, that perceived organizational support significantly moderated the relationship between global leadership style and employee work engagement of MICE employees.



### **Recommendation**

Based on the result of the study, the researcher recommended maintaining and continuing the global leadership style to their employees since leadership is a vital management function that helps to direct an organization's resources for improved efficiency and the achievement of goals. Effective leaders provide clarity of purpose and motivate and guide the organization to realize its mission.

Also, continuing to understand the characteristics of different followers can make you a better follower and leader. Followership is important in the discussion of leadership for several reasons. Without followers, there are no leaders. For any project or organization to succeed, there must be people who willingly and effectively follow, just as there must be those who willingly and effectively lead.

Similarly, it aggravates employee engagement since this is so important to all organizations because having effective strategies in place helps create a better work culture, reduce staff turnover, increase productivity, build better work and customer relationships, and impact company profits.

In addition, to continue to value the contributions and cares about their well-being and fulfill the socioemotional needs of the employees to maintain and aggravate the perceived organizational support and achieve the common business goal of the organization.

Lastly, the researcher recommends that the study found that other variables not identified in the study significantly served as mediators and moderators between followership styles, perceived organizational support, global leadership style, and employee work engagement.

### **5. REFERENCES**

1. Abdullah, N. N., & Anwar, G. (2021). An Empirical Analysis of Natural Gas as an Alternative Fuel for Internal Transportation. *International Journal of English Literature and Social Sciences*, 6(1).
2. Ahmed, S. A., Othman, B. J., Gardi, B., Sabir, B. Y., Ismael, N. B., Hamza, P. A., Sorguli, S., Aziz, H. M., Ali, B. J., Anwar, G. (2021). Students' Attitudes towards Learning English in the Kurdistan region of Iraq. *International Journal of English Literature and Social Sciences*, 6(3), 072–087. <https://doi.org/10.22161/ijels.63.11>
3. Akoi, S., Jamal Ali, B., Fadel Saleh, P., Najmalddin, B., Sabah Mustafa, R., Rzgar Abdulmajid, M., & Rebwar Hama, A. (2021). Elaborating the Characteristics that Affect Buyers in Online Shopping: The Case of Generation Z Girls in Kurdistan Region of Iraq. *Black Sea Journal of Management and Marketing*, 2(2), 42 - 64. <https://doi.org/10.47299/bsjmm.v2i2.74>
4. Ali, B. J., & Anwar, G. (2021). Work Engagement: How Does Employee Work Engagement influence Employee Satisfaction?. Ali, BJ, & Anwar, G.(2021). Work Engagement: How Does Employee Work Engagement influence Employee Satisfaction, 10-21.
5. Antelo, A., Prilipko, E. V., & Sheridan-Pereira, M. (2010). Assessing effective attributes of followers in a leadership process. *Contemporary Issues in Education Research*, 3(9), 33.



6. Arnold B. Bakker, Simon Albrecht (2018) “Work Engagement: Current Trends”, Career Development International Emerald Insight
7. Barnhart, G., (2008). Leading Heroic Journeys: Drawing On the Wisdom of Cultures Throughout Time, Center of Heroic Leadership. USA
8. Bonsu, S., & Twum-Danso, E. (2018). Leadership style in the global economy: A focus on cross-cultural and transformational leadership. *Journal of Marketing and Management*, 9(2), 37-52.
9. Essa, E. B., & Alattari, A. (2019). The relationship between followership styles and leadership styles. *Research in Educational Administration and Leadership*, 4(2), 407-449.
10. Ehlers, T & Lazenby, K. (2019). Strategic Management - Southern African Concepts and Cases. 4th Ed. Van Schaik. South Africa, Pretoria.
11. Eisenberger, R., Huntington, R., Hutchinson, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71,500-507.
12. Gamble, J, Peteraf, M & Thompson, A. (2021). Essentials of Strategic Management. 7th Ed. McGrawHill Penn Plaza, New York, USA.
13. Gawke, J.C.L., Gorgievski, M.J. and Bakker, A.B. (2017), “Employee intrapreneurship and work engagement: a latent change score approach”, *Journal of Vocational Behavior*, Vol. 100, June, pp. 88-100.
14. Goldsmith, M., Greenberg, C., Robertson A. & Hu-Chan (2002). *Global Leadership: The Next Generation*, 1E. Pearson FT Press.
15. Hackman, J. R., & Wageman, R. (2007). Asking the right questions about leadership. *American Psychologist*, 62, 43– 47.
16. Hasna Latifah, Hafasnuddin, Sofyan (2021) “The Mediating Role of Work Engagement in Relationship between Workplace Fun and Meaning of Work toward Job Satisfaction of Millennial Worker in Banda Aceh City” , *International Journal of Scientific and Management Research*
17. Holt, D. T., Rutherford, M. W., & Kuratko, D. F. (2010). Advancing the field of family business research: Further testing the measurement properties of the F-PEC. *Family Business Review*, 23(1), 76-88.
18. Johnson, C. E. (2009). Introducing followership into the leadership classroom: An integrative approach. *Journal of Leadership Education*, 8(2), 20-31.
19. Kelley, R. E. (1992). *The power of followership: How to create leaders people want to follow, and followers who lead themselves*. New York, NY: Doubleday.
20. Mara, C., & Mushayi, T. (2022). Successful leadership styles for global competitiveness. *Southern African Transport Conference*.
21. Mohammadi, M. A. D., Khan, M. N. A. A., Karami, M., & Sadatifar, S. R. (2016). Perceived Organizational Support and Perceived Organizational Performance Mediated by Corporate Entrepreneurship. *Sains Humanika*, 8(1).
22. Olivar, K. G. (2021). The mediating effect of quality delivery on the relationship between customer satisfaction and loyalty of three star hotels. *Theijbmt.Com*. <https://www.theijbmt.com/archive/0942/1979512751.pdf>
23. Olivar, K. G., Ocio, R. L., & Sitier, N. J. S. (2022). Influence of Managerial Styles on Career Satisfaction and Occupational Stress: The Mediating Role of Followership Styles and the Interaction Effects of Organizational Citizenship Behavior of Three Star



- Hotels. Archives of Business Research, 10(10), 26–38.  
<https://doi.org/10.14738/abr.1010.12996>
24. Schaufeli, W., Bakker, A., & Salanova, M. (2006). The Measurement of Work Engagement with a Short Questionnaire: A Cross-National Study. *Educational and Psychological Measurement*, 66(4), 701-716.
  25. Şirin, E, Özge, A & Fatma P. (2018). Transformational-Transactional Leadership and Organizational Cynicism Perception: Physical Education and Sport Teachers Sample. *Universal Journal of Educational Research*. 6(9):2008-2018.
  26. Tsaur, S. H., Hsu, F. S., & Lin, H. (2019). Workplace fun and work engagement in tourism and hospitality: The role of psychological capital. *International Journal of Hospitality Management*, 81, 131-140.