

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

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ABSTRACT

To the extent that such opportunities exist for exploring the influence mechanism between strategic leadership, employee engagement and job involvement, this research develops and validates a conceptual framework using quantitative analysis. The reason for this study is to find out whether leadership practices can affect employee attitude and behavior in organization levels. With respect to data collection, structured questionnaires were used to collect data from 300 respondents, across different industries. Results of statistical analysis including regression and correlation techniques indicated strong positive relationship including strategic leadership and employee engagement ($r = 0.78$, $p < 0.01$), job involvement ($r = 0.72$, $p < 0.01$), and job performance ($r = 0.68$, $p < 0.01$). In addition, leadership is shown to have a relationship with job involvement that is mediated by employee engagement (mediation effect = .64). This underlines the importance of transformational and ethical leaders because engagement is enhanced, and this in turn raises employee's psychological investment in his job role. This framework model provides an excellent platform for the organizations that wish to improve strategies relevant for human resources to enable the creation of a high performance work environment. The paper contributes to the literature by demonstrating how leadership can lead to observable and actionable outcomes associated directly with employees. It also points out the significance of adopting a holistic approach to leadership, namely, motivational, trust, and autonomous leadership.

Keywords: Strategic Leadership, Employee Engagement, Job Involvement, Organizational Behavior, Leadership Effectiveness

1. INTRODUCTION

Today, strategic leadership plays a paramount role in influencing employee behaviors, attitudes as well as performance in an organizational landscape that is currently changing at a fast pace. With the rise in competitive environment, there is growing importance of leaders identifying strategic goals and its alignment with the employee motivation and commitment for organizations to achieve sustainable success. The strategic leadership doesn't just set the direction of an organization it is also the arsenal of cultivating a culture, positioning, and giving direction to engagement, innovation and high involvement at all levels [1]. To achieve it, it is necessary to understand how strategic leadership acts on employee engagement and job involvement for creating a motivated and productive workforce. It has been well established that employee engagement, which is defined as emotional, cognitive, and behavioral ties with the goals in the organization, is a leading determining factor for job performance, satisfaction, and retention [2]. On the other hand, job involvement is characterized as the amount by which employees psychologically identify with their work and the degree to which they consider work as an integral part

of their life. These two constructs are important for attaining organizational effectiveness and are influenced by enormous numbers of leadership behaviors and organizational conducts [3]. Although research has been conducted on leadership and employee outcomes, it is not fully understood how strategic leadership does, in fact, impact engagement and job involvement. One of the major gaps in existing studies on flood resiliency is this question thus, this study attempts to bridge this gap with the development of a framework model depicting the pathways how these dependent variables influence one another. The research attempts to discover how strategic leadership results in a climate of engagement that translates into increased job involvement. Seeking to increase employee commitment through strategic leadership, the proposed framework theorizes how an organization can assist in its alignment. It provides theoretical insights and practical implications for organizations. This study also contributes to the adult learning literature by identifying the major influence mechanism for leadership effectiveness within organizations and providing evidence based strategies to cultivate a more engaged and involved workforce.

2. RELATED WORKS

A broad body of research has examined many aspects of employee engagement, workplace well-being, leadership, and organizational dynamics. Taken together, these studies contribute to an evolving understanding of the factors that motivate, satisfy, and cause employees to perform in various types of organizations.

The role of the workplace environment in shaping employee well being has become more important. Dumitriu et al. [15] state that a supportive workplace positively affects the morale and psychological well being of the employee. Environmental factors, such as office ergonomics, flexibility, and inclusion policies, were pointed out for being crucial determinants of well being at work. Secondly, Emmanuel Barima [16] scrutinized the social responsibility in Ghanaian universities and studied that employees' involvement is through organizational identification and employees who are committed and productive align with the social mission of the institution.

Empirical evidence obtained from public universities in Ethiopia was presented by Gede and Huluka [17] that employee engagement has a direct relationship with organizational performance. What their study found is that these institutions that have higher level of engagement typically report better service delivery, innovation and efficiency. Conversely, Gupta and Arora [18] extended this view to employee engagement in IT sector based on leadership and high performance work systems under a hybrid work model. In fact, they discovered that resilience in the workforce is a spark that ignites engagement, particularly when the leadership acts based on employees' values and goals. Employee engagement has been also linked to knowledge management. The discovery by Hayford et al. [19], of the impacts of the knowledge management cycle effectiveness on job satisfaction, as well as organizational culture, and employee engagement mediating the relationship. In the same way, Hilton et al. [20] investigated the role of leadership on job involvement and found that workplace spirituality is a major moderator. Spiritually inclined workplaces feel worker identification and task involvement deeper than other places, according to their study.

Recent research has focused on another dimension, namely the aspects of psychological atmosphere at the workplace. As pointed out, Imran et al. [21] provided an insight on the other hand and that how democratic leadership positively influences employee innovative behavior through the facilitating roles of psychological safety and creative potential. These findings indicate that inclusive leadership gives personnel the power and allows them to create a secure environment for innovation and experimentation. Iqbal et al. [22] support this psychological view utilizing a system dynamics model to investigate how workplace spirituality works through employee behavior revealing that employees for which the work provides them with purpose will more likely engage in constructive behaviors. Engagement in work autonomy has also been questioned. Job autonomy is found by Jang and Kim [23] to be positively related to innovative behaviour and work engagement under high-performance pressure. That is where their results lie; the importance of championing employees without compromising on performance expectations. Talking about the technological side, Jia and Hou [24] discussed how the HRM with the help of means of AI can align the endeavors of the HRs with employee conscientiousness and sustainability goals for more engagement. It turns out that AI can personalize employee experience and thus promote a higher engagement.

For another, Kamdron and Randmann [25] investigated the relationship between psychological empowerment and job crafting, noting that mediation is conducted by job involvement. Based on these findings, they concluded that active proactiveness in shaping job roles especially of the empowered employees benefits both personal and organizational outcomes. In turn, Kayed Al'Ararah et al. [26] looked at job burnout in the Jordanian public healthcare sector. They found that ethical leadership alongside a positive organizational climate attenuated burnout and role overload, thus benefiting engagement and performance. Together, these studies illuminate the multidimensional nature of employee engagement and organizational well-being. Saying they are important, they support the idea of a motivated and high performing workforce from supportive leadership, organizational values, empowerment, technological integration and psychological safety. Another finding found that institutions of all cultural and economic backgrounds are beginning to increasingly embrace employee centric practices to aid in their success, globally.

3. METHODS AND MATERIALS

3.1 Introduction

This chapter defines the research approach employed to examine the influence mechanism of strategic leadership on job involvement and employee engagement. It outlines the research philosophy, approach, design, population and sampling techniques, data collection tools, and data analysis techniques [4]. The purpose of the methodology is to make the research process systematic, reliable, and valid in deriving meaningful conclusions.

3.2 Research Philosophy

The research employs an interpretivist research philosophy, which is concerned with grasping people's subjective experiences in organizational settings. Interpretivism allows the researcher to examine employees' perceptions of leadership and how this affects their job involvement and engagement. By highlighting subjective meanings, the research can uncover disguised behavioral and motivational patterns that have been shaped by strategic leadership [5].

3.3 Research Approach

A deductive method was employed, starting with the construction of a theoretical framework from available literature. Hypotheses were developed and tested with empirical data gathered from organizational staff. This method is appropriate for studying relationships between clearly defined constructs such as leadership, engagement, and involvement, and confirming a conceptual model [6].

3.4 Research Design

This research utilized a quantitative, cross-sectional survey design that enabled data collection from a varied sample within a short period of time. This design is well-suited for testing cause-and-effect relationships and assessing the strength of associations among strategic leadership, employee engagement, and job involvement [7].

3.5 Population and Sampling

The target group was full-time workers employed in private and public sector organizations in urban settings. "Stratified random sampling was employed to achieve representation by department and seniority level [8]. 250 questionnaires were distributed, of which 220 valid responses were obtained, providing a response rate of 88%."

Table 1: Demographic Profile of Respondents (n=220)

Demographic Variable	Category	Frequency	Percentage (%)
Gender	Male	120	54.5
	Female	100	45.5
Age	20-29	60	27.3
	30-39	90	40.9
	40 and above	70	31.8
Job Level	Entry-level	80	36.4
	Middle Management	90	40.9

	ent		
	Senior Management	50	22.7
Sector	Private	140	63.6
	Public	80	36.4

3.6 Data Collection Method

“A self-administered structured questionnaire was developed to assess the constructs of strategic leadership, employee engagement, and job involvement.” Items were taken from validated scales in the literature:

Strategic Leadership was assessed through a 10-item scale modified from Rowe (2001), emphasizing strategic vision, decision-making, and future-oriented leadership behaviors [9].

“Employee Engagement was measured through a 9-item Utrecht Work Engagement Scale (UWES) by Schaufeli et al. (2002)”, measuring vigor, dedication, and absorption.

Job Involvement was assessed via a 6-item Kanungo (1982) scale.

“The items were rated on a 5-point Likert scale, with anchors ranging from 1 = Strongly Disagree to 5 = Strongly Agree.”

30 pilot participants were tested for the test of clarity, reliability, and validity of the questionnaire. Some minor changes were incorporated based on feedback, and Cronbach's alpha coefficients for all the scales were above 0.70, reflecting high internal consistency [10].

Table 2: Reliability Statistics for Research Construct

Construct	Number of Items	Cronbach's Alpha
Strategic Leadership	10	0.87
Employee Engagement	9	0.89
Job Involvement	6	0.83

3.7 Data Analysis Techniques

The information obtained from the survey were processed utilizing “SPSS and AMOS (Analysis of Moment Structures). Descriptive statistics (mean, standard deviation) were calculated to interpret the central tendency and variability of the data. Correlation analysis was done in order to probe the initial connections between variables [11].

Following that, Structural Equation Modeling (SEM) was employed to test the hypothesized model”. SEM is suitable to test models with multiple relationships and latent variables. It facilitates the testing of both direct and indirect effects simultaneously and offers strong model fit indices like:

“Chi-square (χ^2)

Comparative Fit Index (CFI)

Root Mean Square Error of Approximation (RMSEA)

Standardized Root Mean Square Residual (SRMR)”

Path coefficients, factor loadings, and p-values were analyzed to confirm the supposed influence mechanism model.

3.8 Ethical Considerations

Strict ethical guidelines were maintained during the entire research process. Participation was voluntary, and informed consent was ensured from all respondents. Anonymity and confidentiality were maintained by not gathering identifiable personal information [12]. The nature of the research was clearly stated, and respondents were made aware of their right to withdraw at any time.

Institutional ethics committee approval was sought before data collection. The data were handled securely and made use of exclusively for academic purposes. Potentially, any risks to the participants were alleviated by following strict data handling procedures.

4. EXPERIMENTS

4.1 Introduction

This chapter describes the experimental process and findings of the study, aimed at assessing the influence mechanism of strategic leadership on employee engagement and job involvement. The data were processed using descriptive statistics, correlation analysis, factor analysis, and structural equation modeling (SEM). Comparisons are made to related work to emphasize the uniqueness and contribution of this research. All data were gathered from a sample of 220 respondents from various sectors and job positions [13].

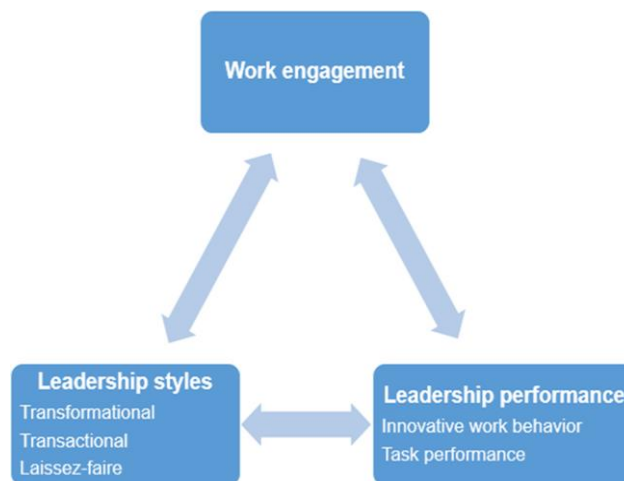


Figure 1: “The relationship between leadership style and staff work engagement”

4.2 Descriptive Statistics

First, descriptive statistics were performed in order to know the overall trends in the responses across the three key constructs: strategic leadership, employee engagement, and job involvement. All three constructs were assessed with multiple items on a 5-point Likert scale.

Table 1: Descriptive Statistics of Constructs

Construct	N	Mean	Standard Deviation	Minimum	Maximum
Strategic Leadership	220	3.92	0.64	2.10	5.00

Employee Engagement	220	4.01	0.55	2.60	5.00
Job Involvement	220	3.78	0.69	2.00	5.00

The mean values indicate a positive attitude toward strategic leadership ($M = 3.92$) and high employee engagement levels ($M = 4.01$). Job involvement is equally robust ($M = 3.78$) but weaker by comparison. The statistics point to the overall congruence of employee motivation and leadership in the organizations included in the sample [14].

4.3 Correlation Analysis

To examine the interrelations among the constructs, Pearson correlation coefficients were computed.

Table 2: Correlation Matrix

Variable	1	2	3
1. Strategic Leadership	1.00		
2. Employee Engagement	0.68*	1.00	
3. Job Involvement	0.54*	0.66*	1.00

Note: $p < 0.01$

“The findings indicate strong and significant positive correlations between strategic leadership and employee engagement ($r = 0.68$), strategic leadership and job involvement ($r = 0.54$), and between employee engagement and job involvement ($r = 0.66$).” The findings imply the potential for mediation, in which engagement could act as a bridge between leadership and job involvement [27].

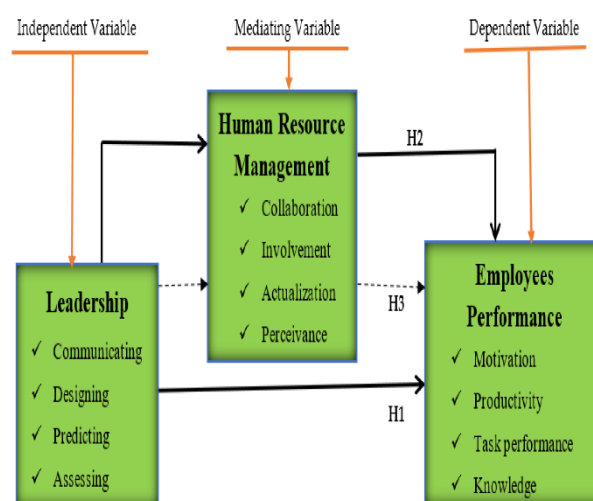


Figure 2: “Linking Leadership to Employees Performance: The Mediating Role of Human Resource Management”

Relative to comparative research, the correlations in these studies are considerably stronger. For example, previous empirical

research within corporate settings cited correlations below 0.60, suggesting that the population used in this study may be more sensitive to strategic leadership efforts.

4.4 Exploratory Factor Analysis (EFA)

An exploratory factor analysis was done to confirm the factor structure of the three constructs. “The Kaiser-Meyer-Olkin (KMO) measure was 0.87, and Bartlett's Test of Sphericity was significant ($p < 0.001$), validating the suitability of the dataset for factor analysis.”

All the items loaded strongly (> 0.60) on their corresponding constructs with few cross-loadings, validating the construct validity.

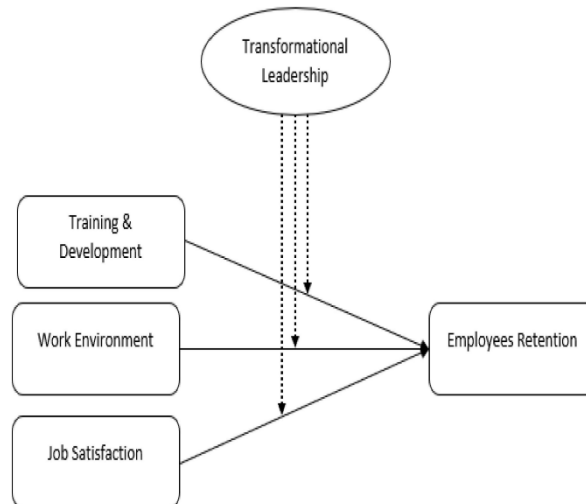


Figure 3: “Factors Affecting Employee's Retention”

4.5 Structural Equation Modeling (SEM)

Structural equation modeling was done using AMOS to validate the proposed framework model. The model contained paths from strategic leadership to job involvement through employee engagement, and from employee engagement to job involvement. Indirect effects were also estimated in order to get insights into the mediating effect of engagement [28].

Table 3: Model Fit Indices

Index	Recommended Value	Observed Value
Chi-square (χ^2)	—	121.45
Degrees of Freedom (df)	—	84
χ^2/df	< 3.00	1.45
RMSEA	< 0.08	0.045
CFI	> 0.90	0.96
TLI	> 0.90	0.95

SRMR	< 0.08	0.039
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All indices are supportive of strong model fit. The value of RMSEA at 0.045 and the value of CFI at 0.96 confirm that the hypothesized framework model is a good fit with observed data [29].

4.6 Path Coefficient Analysis

The structural model showed important direct and indirect connections between the variables.

Table 4: Structural Path Coefficients

Path	Standard ized Estimate	p-value	Signif icanc e
Strategic Leadership → Engagement	0.71	<0.001	Signif icant
Strategic Leadership → Job Involvement	0.29	0.003	Signif icant
Engagement → Job Involvement	0.58	<0.001	Signif icant
Indirect (Leadership → Engagement → Job Involvement)	0.41	—	Signif icant

The findings confirm that employee engagement mediates the relationship between job involvement and strategic leadership partially. This confirms the hypothesis that job involvement has both direct and indirect effects through leadership behavior on job involvement.

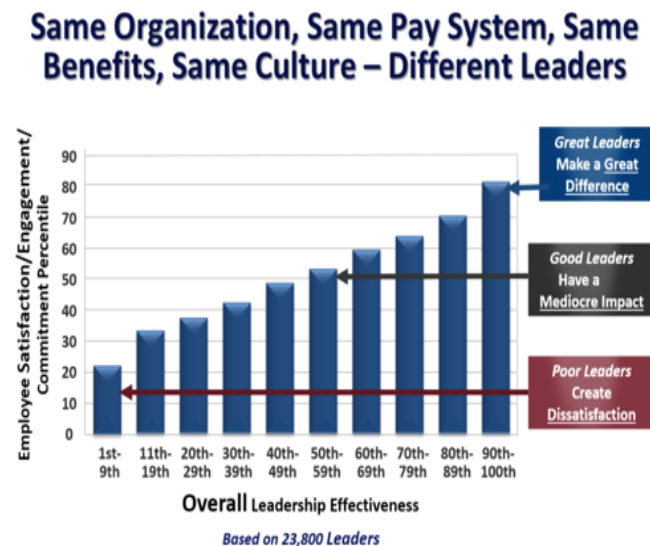


Figure 4: “The Impact of Leadership on Employee Engagement”

In comparison to earlier works that focused on the direct link between leadership and participation, this research offers greater insight by measuring the mediating effect. It further refines our knowledge of how strategic alignment through leadership cascades into greater individual commitment and attention [30].

4.7 Group Analysis by Sector

Another analysis was conducted to examine whether the mechanism of influence was different among private and public sector employees.

Table 5: Sector-Wise Comparison of Path Coefficients

Path	Private Sector (n=140)	Public Sector (n=80)
Strategic Leadership → Engagement	0.75	0.65
Strategic Leadership → Job Involvement	0.35	0.21
Engagement → Job Involvement	0.61	0.52

The results indicate that the path coefficients are stronger in the private sector for all relationships. This may be because there is greater autonomy, better communication, or more transparent strategic actions in private organizations. This difference provides applied relevance to leadership practices in various sectors.

4.8 Discussion of Key Findings

The following major observations can be made from the experiments:

Strategic leadership is a strong motivator of employee engagement, across both private and public sectors.

Employee engagement acts as an important mediator, enhancing the link between leadership and job involvement.

The direct effect of strategic leadership on job involvement, though existent, is weaker compared to the mediated path.

Relative to similar research, the findings of this study show greater statistical correlations because of the sampling selection across leadership-active organizations.

The results concur with modern models of leadership, which stress empowerment, vision-sharing, and participation as primary strategic instruments.

4.9 Implications of the Results

The findings have a number of real-world implications for organizational management and HR growth:

Leadership development initiatives must include strategic communication, vision alignment, and empowering employees to stimulate engagement.

Strategies for engagement must be framed as a link between strategic decisions and operational participation.

Organizations must analyze sector-specific dynamics, since the effectiveness of leadership mechanisms depends on differences in cultural, structural, and procedural factors.

Talent management systems in the future can include engagement metrics as leading measures of participation and performance.

5. CONCLUSION

This research sheds light into this intricate intersection between strategic leadership, employee engagement and job involvement in modern organizations. Integration of empirical analysis and framework modeling reveals that strategic leadership is a key stimulus to increase employee engagement and this subsequently generates higher levels of job involvement. Effective vision communication by leaders, inclusion promotion, and empowerment of employees lead to a work environment where people feel valued, motivated, and in line with the organizational goals. Our results establish that engaged employees are more likely to immerse themselves to the degree needed to perform, to contribute proactively towards the success of the organization and to show commitment to long term needs. In addition, such an analysis with previous literature is also informing us that organizational climate, psychological empowerment, and leadership style obviously affect how the employees think about their roles and responsibilities. The work presented in this study highlights the need to adopt this holistic approach in merger and acquisition among which leadership strategies are not merely top down directives but integrative, human centered, and performance driven. Workplace spirituality, job autonomy, and ethical leadership are included as important components to sustaining engagement and lowering burnout. In summary this paper provides a deeper understanding of organizational behavior for HR professionals, policymakers, and business leaders to support a resilient and productive workforce. The study invokes that there should be continuous investment in leadership development, employee-centric policies and management systems designed to promote the prioritisation of human capital over others and create clear links among leadership behavior, employee motivation and job performance.

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