

STRATEGIC LEADERSHIP AND EMPLOYEE ENGAGEMENT LITERATURE REVIEW

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ABSTRACT

Employee engagement is crucial to the development of an enterprise, and employee management is extremely critical to the development of the enterprise. Strategic leadership can influence employees by clarifying the corporate vision, organizational culture orientation, formulating long-term plans, and setting clear goals. Engagement stimulates employees' intrinsic work motivation to achieve organizational goals. This article sorts out the literature on the concepts and measurement of strategic leadership, employee engagement, and the relationship between strategic leadership and employee engagement, explores the deficiencies in research on strategic leadership and employee engagement, and summarizes them to provide a reference for future research.

Keywords: strategic leadership; employee engagement

Strategic leadership can influence employee engagement by clarifying corporate vision, organizational culture orientation, formulating long-term plans, and setting clear goals. Good strategic leadership can inspire employees to identify with the company's mission and values, thereby improving employee engagement and achieving organizational goals. Employee engagement is crucial to the development of an enterprise. Employee engagement reflects the degree of dedication of employees to their work and the organization where they work. It is a construct closely related to individual performance and organizational performance. Companies with higher employee engagement usually have stronger profitability than companies with lower employee engagement (Lin Cuicui, 2020) Employee engagement not only directly affects employee performance and organizational performance, but also affects employee turnover, customer satisfaction and other indicators (Chen Siyue, 2018).

1.0 DEFINITION OF CONCEPT CONNOTATION

1.1 Conceptual connotation of strategic leadership

The concept of strategic leadership is a high-level theory that emerged in the 1980s. Higher-order theory (Cambric & Mason, 1984) regards top managers as leaders who lead corporate innovation and organizational change. Different from ordinary managers, they are the ones with the power to make organizational strategic decisions, turning the higher-order theory

group into a concrete one. The theory of strategic leadership has pioneered the research on strategic leadership. Different researchers have conceptually described strategic leadership from different perspectives. Simsim ET AL. (2018) believes that strategic leadership is a collective effort process that requires the establishment of a complex network of relationships between top managers and other parties. Barbarize ET AL. (2015) believes that strategic leadership is a combination of transformational leadership and transactional leadership of top managers. The more representative research conducted by Chinese scholars in recent years mainly includes the following aspects. Zhang Gang and Li Huihui (2020) believe that at the individual level, strategic leadership is the future-oriented learning ability, change ability and motivation ability. At the organizational level, strategic leadership is the ability of the organization to have a profound impact on the external environment. The process of combining impersonal elements and their results. Strategic leaders are leaders who can accurately predict the future, plan visions, maintain adaptability, and combine strategic thinking with inspiring subordinates to accept change to create feasible prospects for the organization. Strategic leadership generally requires certain abilities. Wang Feng (2018) believes that strategic leadership is a leadership behavior that integrates elements such as work purpose and meaning, pioneering and innovation, organizational care and support, coordination and communication, and monitoring operations. It mainly triggers employees' inner feelings by satisfying employees' psychological needs. Motivation brings positive psychological emotions and cognitive states to employees with a sense of achievement and satisfaction and has a positive impact on employees' innovative behaviors. Leadership behavior is the main source of employees' positive or negative emotional experiences and psychological states. Employees' positive or negative Their emotional experience and psychological state will further affect their work attitude, behavior and performance. Wei Fenglun (2020) believes that strategic leaders have the ability to formulate correct strategies for the enterprise and transform them into achievable enterprise development plans, have strong organizational capabilities, take the lead in implementing plans, continuously bring out the enthusiasm of employees, and organize employees The ability to effectively move towards corporate goals, unite employees and the company, find common values between individuals and collectives, integrate individuals into the collective, and seize strategic opportunities. Constantly looking for strategic opportunities, you can decide effective intervention points, know how to do the work and when to do it; strategic expansion ability, which is a kind of innovation ability, can put forward some reform suggestions in the process of enterprise development, and then Promote the continuous development of enterprises.

Zhang Zheng, Wang Yubo et al. (2018) defined strategic leadership as a process in which senior managers are able to analyze the environment, describe visions, and formulate strategic goals, and at the same time have the ability to integrate resources and motivate members to ultimately achieve the organizational vision and strategic goals. Tian Mengming (2021) defines strategic leadership as the behavioral ability of senior leaders to set visions, care for subordinates, monitor operations, coordinate communication, etc. for the survival and development of the organization. Li Zhaomin and Zhao Shuming (2015) believe that strategic leadership is the behavioral ability of senior leaders (or teams) to set visions, pioneer and innovate, monitor operations, coordinate communication, care for subordinates, and demonstrate authority for the survival and development of the organization. . Yang Xiaolei (2021) defines strategic leadership as a group of leaders who take into account the collection and screening of external information, the reuse of internal resources, and participate in the formulation of corporate

strategy, vision, and goals. Wang Feng's (2018) process perspective defines strategic leadership as: top leaders of organizations who have the entrepreneurial spirit of continuous innovation and courage to take risks, Create purpose and meaning for organizational activities by setting a vision, fully perceive changes in the internal and external environment of the organization through monitoring operations to make business decisions that are consistent with the environment, build and expand social relationship networks inside and outside the organization through coordination and communication to maintain operational flexibility, A leadership process that improves organizational support by caring for subordinates to cultivate employees' organizational commitment, and ultimately promotes the long-term survival and development of the organization.

1.2 Concept and connotation of employee engagement

Employee engagement can be considered as the degree of employee dedication. Work engagement, employee satisfaction, organizational commitment, and organizational identification are concepts that are relatively close to its meaning. Hahn (1990) first proposed the concept of employee engagement and pointed out that engagement is the degree to which organizational members invest their physical, cognitive and emotional energy into their work roles. Arcus Buckingham (2019) proposed that corporate leaders are eager to improve employee engagement, maintain employee stability, and attract competitive employees to join the corporate team. Wang Zhen, Chen Leni et al. (2015) believe that transformational leadership has a positive impact on employee engagement. Guo Wenchen and Cao Qihan (2022) believe that the factors that affect employee engagement include demographic characteristics, individual psychological and behavioral characteristics, and organizational characteristics. , leadership characteristics and other variables, corporate social responsibility, high-performance work system, transformational leadership, inclusive leadership, organizational support, job satisfaction, etc.All have significant correlations with engagement and both show strong correlations with engagement.

Research by Luo Zhengqing et al. (2018) shows that employee engagement is significantly positively affected by the sense of organizational support. Yang Xiaolei (2021) believes that engagement is a long-lasting state of emotional recognition and self-discipline, which can achieve employees' control and regulation of their own emotions to a certain extent, especially when they demonstrate responsibility, energy, and fearlessness at work. Difficulties and other characteristics, and can spontaneously experience a sense of meaning, pride and challenge from work. Employees have both personal work roles and team member roles in the work process, and engagement is generated by the interaction between these two roles. Engagement is when members invest in their own role positioning and develop physiologically and cognitively. The degree to which you can complete work tasks and express yourself from a cognitive and emotional perspective. Ye Yindan and Liu Wen (2021) believe that engagement is a degree of physical, emotional and cognitive resource investment that can affect the work efficiency and service quality of corporate employees, thereby affecting corporate operating efficiency. Zhang Ming (2020) stated that engagement is an important concept based on vitality, focus and dedication, showing the health and prosperity of individuals and organizations at work. Zhang Zhao (2021) believes that the measurement of engagement is not determined by the length of working hours, which means that employees go to work every day or even work overtime does not mean that they have high engagement.The benchmark of engagement is primarily

engagement. That is, whether employees are truly integrated into the company, whether they can devote themselves wholeheartedly to work and think actively about problems. Niu Xiaoqing (2019) believes that organizational factors such as leadership style, organizational fairness, and organizational support for employees will affect employees' engagement in work. Transformational leaders' personal engagement in work also has a positive impact on employee engagement. The level of management and support given to employees by their direct superiors has a significant impact on employees being more engaged. In addition, work factors such as the richness of the work, whether the work is interesting or challenging, whether the employee's abilities meet the needs of the job, and a good working environment will also have an impact on employee engagement. The variety of work content, the autonomy employees have over their jobs, and whether their jobs are challenging can have an impact on employee engagement. Individual factors such as an employee's personality and demographic characteristics will have a large impact on their engagement level. Demographic characteristics such as gender, age, and years of experience will also have a large impact on employees' work engagement. Guo Wenchen (2022) believes that engagement is the degree of employee identification, commitment and investment in the work, team and organization itself. When employees have higher engagement, their emotional investment in work will be more positive and their satisfaction will be higher. They will be more loyal to the organization and have less intention to leave, and at the same time, their commitment to the organization will be enhanced. In order to help the organization develop better, employees will continue to come up with new ideas and take actions. After completing their own work, they will take the initiative to do some work beyond the scope of their responsibilities, and at the same time, they will reduce negative work behavior and hostility. When employees' creativity and work performance are relatively high, they will receive more attention and more resources from their leaders, resulting in higher levels of engagement, forming a virtuous cycle.

Employee engagement is a sense of personal worth and an individual's degree of involvement in the organization and in their work and career, including behavioral, psychological and emotional involvement. Qian Chu (2018) believes that employee engagement is the psychology of employees integrating themselves with their work roles during the work process, committing to, identifying with, and investing a lot of energy in their work and organization, and integrating themselves into their work roles with full enthusiasm. State. Ma Yue (2020) believes that engagement tends to be an expression of positive energy, which refers to the degree to which organizational members integrate themselves with their work roles and invest their personal emotions, cognitions, and behaviors in the context of creating work performance. Yang Xiaolei (2021) believes that engagement is not only a continuously positive working state, but also a kind of independent control of employees' own behavior and actions. Employees with high engagement are able to devote themselves to work with full energy and perseverance, and are willing to dedicate themselves to their work, regardless of whether the work content can positively motivate them or whether the tasks are in line with their own preferences. Maling et al. (2020) pointed out through research that employees' engagement is a state in which they integrate their personal self with their work, and invest their emotions, practical actions and cognitive abilities in this process.

2.0 STRUCTURE AND MEASUREMENT OF RELATED CONCEPTS

2.1 Strategic leadership structure and measurement

Among the factor decomposition and measurement methods of strategic leadership behavior, the factor decomposition method of Bass and Avolio (1992) and the factor decomposition method of Makri and Scandura (2010) are internationally common decomposition methods. Wang Hui et al. (2006) conducted a study on strategic leadership behavior in Chinese organizational situations, adjusted the scale into 6 dimensions and 24 elements, and used qualitative and quantitative methods to explore the impact of Chinese enterprises in the transitional economic environment. CEO leadership behaviors and the impact of these behaviors on corporate performance and employee attitudes. First, it inductively summarizes the types of CEO leadership behaviors in the current economic environment. Then, through exploratory and confirmatory factor analysis, a six-dimensional CEO leadership behavior measurement tool is constructed, three of which are closely related to the CEO's task management behavior. Related, the other 3 dimensions are related to interpersonal relationship management, and hypothesis testing was conducted using matching data including corporate senior managers and employees. This scale is based on a relatively common decomposition method for strategic leadership in the Chinese context. Its reliability and validity have been verified in empirical research, and it is also the decomposition method used in this study.

Table 1 Strategic leadership (SL)

Strategic leadership (SL)		
Item Code	Item	Adapted from
SL1	Willing to take risks.	Zhang Wenhui and Wang Hui (2013)
SL2	Innovation.	Zhang Wenhui and Wang Hui (2013)
SL3	Looking to try out new plans and ideas.	Zhang Wenhui and Wang Hui (2013)
SL4	Strong entrepreneurial spirit.	Zhang Wenhui and Wang Hui (2013)
SL5	Creative.	Zhang Wenhui and Wang Hui (2013)
SL6	Have the skills to handle interpersonal relationships properly.	Zhang Wenhui and Wang Hui (2013)
SL7	Can communicate well with staff.	Zhang Wenhui and Wang Hui (2013)
SL8	Good at balancing interpersonal relationships.	Zhang Wenhui and Wang Hui (2013)
SL9	Get along well with employees.	Zhang Wenhui and Wang Hui (2013)
SL10	Can promote interpersonal relationships.	Zhang Wenhui and Wang Hui (2013)

SL11	Caring for family members of employees.	Zhang Wenhui and Wang Hui (2013)
SL12	Care about the personal life of employees.	Zhang Wenhui and Wang Hui (2013)
SL13	Treat employees like family.	Zhang Wenhui and Wang Hui (2013)
SL14	Love and care for subordinates.	Zhang Wenhui and Wang Hui (2013)
SL15	Can clearly communicate his or her vision for the future of the company.	Zhang Wenhui and Wang Hui (2013)
SL16	Articulate a bright future for employees.	Zhang Wenhui and Wang Hui (2013)
SL17	Clearly understand the development of the company in the next 5 years.	Zhang Wenhui and Wang Hui (2013)
SL18	Emphasize the company's long-term plans.	Zhang Wenhui and Wang Hui (2013)
SL19	Individuals can control most events.	Zhang Wenhui and Wang Hui (2013)
SL20	Self-decision-making.	Zhang Wenhui and Wang Hui (2013)
SL21	Make decisions unilaterally and take individual actions.	Zhang Wenhui and Wang Hui (2013)
SL22	Good control over different projects and programs.	Zhang Wenhui and Wang Hui (2013)
SL23	Monitor the organization's operations.	Zhang Wenhui and Wang Hui (2013)
SL24	Can effectively control the operating environment of the organization.	Zhang Wenhui and Wang Hui (2013)

Scale source: Wang Hui, Xin Rong, Xu Shuying. The leadership behavior of Chinese corporate CEOs and their impact on business performance [J]. Chinese Social Psychology Review, 2006 (02): 191-211.

2.2 Structure and measurement of employee engagement

In terms of the elements and measurement of employee engagement, Kahn (1990) pointed out that corporate employees present their engagement through three basic dimensions: cognition, emotion, and physical and mental dimensions. Schaufeli et al. conducted an in-depth discussion of its structure and compiled a The Utrecht Work Engagement Scale (UWES-17) includes three dimensions: vitality, dedication and concentration. Among them, vitality means that

individuals have abundant energy and good psychological toughness, voluntarily put in efforts for their work without getting tired easily, and can persevere in the face of difficulties; dedication means that individuals have a strong sense of meaning, pride and full enthusiasm for work. , be able to devote yourself wholeheartedly to work and have the courage to accept challenges at work; concentration means that an individual is fully focused on his or her work and can take pleasure in it, feeling that time flies by and is unwilling to detach from work. UWES-17 remains stable in different occupational groups and has good reliability and validity. Therefore, this scale has become the most widely used measurement tool. In view of the differences in culture and social environment at home and abroad, Gan Yiqun (2005) constructed a Chinese version of the Work Engagement Scale (Chinese version of UWES, α coefficient is 0.9) with good reliability, including vitality, Three dimensions of dedication and concentration, 17 elements, are used to measure employee engagement in Chinese organizational context.Schaufeli streamlined the test items, forming a streamlined version of UWES containing only 9 items. Gan Yuanyuan, Yang Huagang, Tian Jinting and others conducted a systematic analysis of the data using the multivariate generalization theory on the basis of testing 310 primary school teachers using the Work Engagement Scale (Chinese version of UWES). The results show that the Chinese version of UWES work engagement scale has high overall measurement reliability. It can be used for both norm-referenced tests and criterion-referenced tests. Its three dimensions also have high measurement reliability. Each of the work engagement scale The factor score ratio is more appropriate. In test scenarios with slightly lower reliability requirements, the simplified version of the UWES work engagement scale can be used as an alternative measurement of work engagement. This study used this scale for data analysis and modeling.

Table 2 Employee Engagement (EE)

Employee Engagement (EE)		
Item Code	Item	Adapted from
EE1	At work, I feel myself radiating energy	Gan Yuanyuan, Yang Huagang, Tian Jinting, etc (2011)
EE2	I am passionate about work	Gan Yuanyuan, Yang Huagang, Tian Jinting, etc (2011)
EE3	I feel strong and full of energy when I work	Gan Yuanyuan, Yang Huagang, Tian Jinting, etc (2011)
EE4	Work inspires me	Gan Yuanyuan, Yang Huagang, Tian Jinting, etc (2011)
EE5	When I wake up in the morning, I want to go to work	Gan Yuanyuan, Yang Huagang, Tian Jinting, etc (2011)

EE6	I feel happy when work is stressful	Gan Yuanyuan, Yang Huagang, Tian Jinting, etc (2011)
EE7	I am proud of the work I do	Gan Yuanyuan, Yang Huagang, Tian Jinting, etc (2011)
EE8	I'm immersed in my work	Gan Yuanyuan, Yang Huagang, Tian Jinting, etc (2011)
EE9	I get lost in my work	Gan Yuanyuan, Yang Huagang, Tian Jinting, etc (2011)

Gan Yuanyuan, Yang Huagang, Tian Jinting, etc. The Chinese version of the "work input volume list" analysis of the measurement trust -based on the diversified theory and the survey data of 310 teachers [J]. 12 (03): 62-65.doi: 10.13331/J.CNKIJHAU (SS) .2011.03.017.

3.0 RESEARCH ON THE RELATIONSHIP BETWEEN STRATEGIC LEADERSHIP AND EMPLOYEE ENGAGEMENT

Strategic leadership is a type of leader who is able to take into account both the collection and screening of external information and the reuse of internal resources. Modern enterprises face fierce external environmental uncertainty and limited competitive pressure on internal resources. They need leaders to integrate and tap available internal and external resources to make strategic decisions and plans. From the formulation to the implementation of the strategy, its foothold lies in the implementation of the strategy and the tendency of the grassroots employees to work in the organization. Employee engagement is a sense of personal value and an individual's investment in the organization, work and career. The degree, including action, psychological and emotional investment, the state of integrating personal self and work, and the work tendency that has a positive impact on the completion of work goals are the endogenous driving forces that promote the advancement and development of entrepreneurial enterprises.

According to social exchange theory, the relationship between strategic leaders and employees is essentially a social exchange process based on the principle of reciprocity. In this process, both parties need to make certain contributions, and therefore both parties receive certain benefits. That is, employees exchange their hard work, dedication and loyalty for corresponding remuneration, rewards and recognition. Social cognitive theory believes that in the process of obtaining information, employees will transform it into different work attitudes and work emotions. This differentiating feature also drives engagement. Strategic leadership is a type of leadership that balances and combines reason and emotion. Intrinsic motivation theory believes that the goal of strategic leadership is to match the value and meaning of the work itself with individual employees. In the process of strategic decision-making and strategy implementation Good at leading, guiding and influencing team members. Think strategically about their own capabilities and advantages. They should focus on stimulating employees' sense of responsibility and achievement at work, so as to promote employees to achieve a state

of psychological satisfaction and achieve intrinsic motivation, thus promoting employee engagement. .

Strategic leaders need to develop and innovate according to the market environment background and the company's own characteristics, formulate and adjust strategies, and help companies survive and develop in changes. The leadership's role model can improve employee engagement. Strategic leaders satisfy employees' psychological needs for self-existence through coordination and communication, and stimulate employees' work passion and engagement. The behavior of strategic leaders caring and caring for their subordinates can create a strong sense of organizational support for employees' work. This perception will promote a strong and good social exchange relationship between employees, senior managers and the organization, allowing employees to feel that they A strong sense of belonging and responsibility for the organization due to its importance to the organization. In return for the organization's support, employees will make more commitments beyond their responsibilities for the realization of the organization's vision. When there are challenges and obstacles to the organization's survival and development, employees will have a stronger willingness to creatively solve problems, improve efficiency, and improve employee engagement. Spend. Strategic leaders guide employees to achieve a positive transformation from focusing on individual interests and short-term interests to focusing on the long-term development goals of the organization by setting up vision meetings, effectively enhancing their recognition of the organization's strategic goals and means, stimulating employee engagement, and making employees continue to devote themselves wholeheartedly. into their own work and inspire employees to be more motivated to come up with creative solutions when facing new difficulties or challenges that arise in organizational activities. Strategic leaders understand the status of the organization by demonstrating authority, making decisions to control the organization's operations to achieve dynamic fit with the external environment. They make personal decisions to cultivate harmonious relationships within the organization, understand the environment and conditions required by employees, and provide resource support for employees. , improve employee engagement and corporate efficiency.

4.0 LITERATURE REVIEW

At present, relevant scholars have explored the concept, structural dimensions and empirical research of strategic leadership (Boal & Hooibery, 2000; Crossan et al., 2008; Tsui et al., 2006; Wang Hui, Zhang Wenhui, Xin Rong, Xu Shuying , 2011; Zhang Wenhui, Wang Hui, 2013), and achieved certain results, which contributed to the accumulation of knowledge in the field of strategic leadership. Some scholars regard strategic leadership as a trait or ability, while others believe that strategic leadership is a leadership behavior or leadership process. Many studies have not examined the cultural applicability of the strategic leadership concept. In addition, regarding the measurement elements of strategic leadership, there are problems such as inconsistencies between theory and measurement objects/measurement levels, constructs, and measurement methods.

There are relatively few research results related to engagement. Early research on engagement focused on concept definition, dimension division and scale development in different eras. In recent years, more and more studies have focused on exploring the influencing factors and results of engagement, mainly including gender, age, education, working years and other

demographic characteristics, corporate social responsibility, high-performance work systems, human resource practices, leadership style, sense of organizational support, job satisfaction, etc. Scholars pay less attention to the role of leadership behavior on engagement. At the same time, the main research The scope is around large enterprises and very few small and medium-sized enterprises.

Relevant empirical research on strategic leadership needs to be strengthened. Overview Scholars' research on strategic leadership has found that strategic leadership can influence employee engagement by clarifying corporate vision, organizational culture orientation, formulating long-term plans, and setting clear goals. Good strategic leadership can inspire employees to identify with the company's mission and values, thereby improving employee engagement. There are few detailed explorations from specific dimensions that consider actual situations, and very few are targeted at small and medium-sized enterprises. There is room for improvement in terms of influencing factors, implementation effects, mechanisms of action, and research levels and methods.

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