LEADERSHIP STYLES AND THEIR IMPACT ON EMPLOYEE ENGAGEMENT IN THE UK HOSPITALITY INDUSTRY ORGANIZATIONS

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THEMATIC CERTIFICATE

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This Independent Study has been Approved as a Partial Fulfillment of the Requirement of International Master of Business Administration in International Business Management

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ABSTRACT

In today's sluggish economy and fierce global competition in the market environment, how to retain high-performance talents to create more value for the enterprise has attracted more attention. Engagement issues are at the forefront of attention. Low-engagement employees not only sabotage themselves, but also exaggerate this negative emotion in the organization. It affects the work efficiency of other employees and ultimately affects the performance of the company, while high-engagement employees are just the opposite. The academic research on leadership and engagement has been consistent. This paper proposed a new research point basis on summarizing previous research, on, how to promote employee engagement through the correct choice of managers' leadership style. The research hopes to provide some reference for business managers by confirming the relationship between leadership style and employee engagement.

This article aimed to investigate leadership styles and their impact on employee engagement in the UK hospitality industry. The problem with informing research is the need to engage employees through proper leadership, as line managers and supervisors incur high costs when employees disengage. The article used a narrative analysis of secondary qualitative data to find transformational and transactional leadership used by hotel companies such as Premier Hotels, Hilton, and Travelodge. Although the article finds that transformational leadership is more effective than transactional leadership, the article recommends using two styles of leadership so transformational leadership augments transactional leadership when employees engage through self-actualization needs. They gain from transactional leadership in the following ways maximizing gains or rewarding them with taking risks, being innovative, and being effective.

Keywords: employees engagement, employees disengagement, transformational leadership, transactional leadership

Declaration

I, Sun Caixia, hereby certify that the work embodied in this independent study entitled "LEADERSHIP STYLES AND THEIR IMPACT ON EMPLOYEE ENGAGEMENT IN THE UK HOSPITALITY INDUSTRY ORGANIZATIONS" is result of original research and has not been submitted for a higher degree to any other university or institution.

(Sun Caixia)

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CONTENTS

Chapter 1 Introduction

1.1 Research background

The shop industry is one of the main contributors to the UK economy and employment. A survey by the UK Parliament through HuttonAndFoley (2021p.5) found that the hospitality sector contributes as much as 3.0% to UK economic output (GVA) and overall employment. However, according to Crabtree (2013), employers lose millions of dollars each year in company productivity due to employee engagement issues. For example, in the UK, hotel organisations lose £3,200 per employee leaving each year (StaffConnect, 2019). Hotel staff in the hospitality industry are available 24 hours a day. Longer working hours can lead to a stressful environment and burnout, which can easily lead to disengagement if employees feel that their employer does not care about their well-being (Huertas-Valdivia et al., 2019). Therefore, Sulamuthu and Yusof (2018) found that line managers need to develop interventions to attract employees and promote the success of hotel companies through an efficient and high-performing workforce.

Secondly, the hotel industry is a typical labor-intensive industry, and employees play an important role as direct interactors facing customers. The process of employee-customer interaction directly affects customer satisfaction and perceived service quality. In the service industry, in order to ensure customer satisfaction, an organization first needs to ensure employee job engagement (May and Hoffman, 1992), and leadership style is one of the important factors affecting employee job engagement (Roberts et al., 2002). In the era of marketization, personalization and informationization, leadership style plays an increasingly important role in employee work engagement and hotel development. Leaders inspire followers by creating shared values, beliefs and visions in the organization, meet the human needs of employees and give meaning to their work, thereby increasing employee engagement and thus the quality of their services. Over the past two decades, research on the relationship between leadership styles and employee engagement has continued to increase, focusing on empirically examining the impact of transformational leadership, transactional leadership, family leadership, service leadership and many other leadership styles on hotel employees. The impact of job engagement (Rich et al.,2010), among which transformational leadership and transctional leadership styles have the most prominent impact on hotel employee job engagement (Li, et al.,2018)

At present, academic researchers have shown the following three viewpoints in the research on the relationship between transformational leadership, transactional leadership and hotel employee job engagement: First, transformational leadership and transactional leadership can significantly improve the job engagement of hotel employees(Rich et al.,2010); second, there is a negative correlation between these two leadership styles and hotel employee job engagement (Rabiul and Yean,2021); third, transformational leadership, There is no correlation between transactional leadership and hotel employee job engagement (Dartey et al.,2019). It can be seen that the impact of the two leadership styles on the work engagement of hotel employees is still controversial, and further analysis and exploration are needed. In order to comprehensively evaluate the relationship between transformational leadership, transactional leadership and hotel employee job engagement, this paper will collect relevant domestic and foreign research literature, integrate empirical research samples, and use meta-analysis techniques to more accurately explore transactions on the basis of larger-scale data. Whether the effect of transformational leadership, transformational leadership and their dimensions on employee job engagement is effective, accurately estimate the true effect size of transformational leadership and transactional leadership on hotel employee job engagement, and which leadership style has an impact on employee job engagement influence is more pronounced. Considering that leadership styles have different effects on employees' psychology and behavior in different cultural contexts, this paper will also try to explore whether cultural differences between the East and the West have an impact on the relationship between leadership styles and hotel employees' work engagement.

1.2 Research Problem

In the 21st century, the world economy is developing rapidly, and the British economy is developing rapidly. The development speed in the last ten years is higher than the development speed in the 20th century, the population growth, the development of the economic level, and people's increasing expectations for living standards have prompted the development of some related industries to accelerate in tandem with the economic development, making the It can meet people's increasing demand for material culture (Aboramadan & Dahleez, 2020). In daily life, the service industry has the most contact with people in the new era, and the most extensive coverage is the service industry, and their development is also quite rapid. In the service industry, the hotel industry is the one that has the most close contact with people. It is the place where people entertain guests and carry their own food experience in daily life. The development of various types of the hotel industry is closely related to today's economic development. The faster the economic development, the improvement of people's living standards, the better the hotel benefits, but more

and more contradictions are becoming increasingly prominent. Because the more contact with people, the higher the attention will be (Rabiul, Shamsudin, Yean, & Patwary, 2022).

At present, hotels have also become a way of consumption that people often come into contact with. The hotel is a typical service-intensive enterprise. The best quality hotel can bring the feeling of "home" to the people who enter the hotel to receive services. When it comes to services, it is necessary to mention the staff, whether the staff can give Customers feel good? As people's needs increase, more and more employees are required to engage in services (Sulamuthu & Yusof, 2018). It involves a research issue in our management of human resources - employee engagement. "Employee engagement" is an issue that has attracted the attention of various types of organizations in recent years. Although its research is still in its infancy, its application has been carried out on a global scale due to the strong demand from practice areas, especially service industry management practices. stand up. The article studies employee engagement issues for a hotel on an existing basis, and the findings can be useful for similar industries (Sarwar, Ishaq, Amin & Ahmed, 2020).

Furthermore, according to Zarban (2018), the cost of leaving an employee is relatively higher than the value an organization derives from an engaged employee. Similar to Nieberding (2014), Zarban (2018) found that engaged employees can create customer satisfaction and increase organizational efficiency, reduce costs associated with employee turnover, such as recruiting and training new employees, and contribute to organizational success. However, the type of leadership an organization adopts can promote or weaken employee engagement. Oliver's (2012) research on the retail industry found that leaders such as transformational and transactional leaders can promote employee engagement by exchanging relationships and rewards, and motivate employees to express themselves freely and generate innovative ideas. In contrast, Huertas-Valdivia et al. (2019) and Grant (2019) found that authoritarian leadership helps employees disengage from engagement. It creates a non-supportive work environment where the worker's perspective is ignored, resulting in psychological stress, negative learning, low motivation, and job stress that can lead to disengagement. As a result, line managers and executives in the hospitality industry tend to work longer hours (Zarban, 2018) to build the ideal leadership that can attract employees. Therefore, this article investigates how managers in the London hospitality industry use transformational leadership and transactional leadership interchangeably to promote employee engagement. This article seeks to understand why employee engagement is important to hotel workers and how transformational and transactional leadership can foster this engagement to ensure high productivity, customer service, and organizational performance.

1.3 Research Objective

Nieberding (2014) defines employee engagement as employees' personal relationship with the work environment and their positive attitude toward their employer, while having a high degree of workplace empowerment. In the hospitality industry, engaged employees tend to provide high-quality service with full commitment and dedication to their work. Anand (2017) argues that the main contributor to employee engagement and productivity is the leadership style adopted. Research by Anand (2017) found that leadership styles in the hospitality industry can lead to engagement or disengagement, and disengagement issues can lead to high turnover, absenteeism and attendance, employee turnover, and thus affect organizational effectiveness. Therefore, addressing the issue of employee engagement and disengagement requires line managers and supervisors to work with employees to understand the types of leadership that can promote engaged employees (Zarban, 2018). Therefore, this article aims to study leadership styles and their impact on employee engagement in hospitality organizations. Concretely contributing to the achievement of the research objectives are:

1. Assess the relevance of employee engagement in the hospitality industry.

2. Investigate transformational and transactional leadership styles employed in the hospitality industry and their impact on employee engagement.

3. Recommend appropriate leadership styles that can positively promote employee engagement.

1.4 Scope of the study

The primary scope of this article is the hospitality industry, and this article seeks to understand how leadership styles affect employee engagement. Therefore, as the research is focused on the hospitality industry, it will focus on three key aspects. First, the article will examine the relevance of employee engagement to organizations. Second, the article focuses on the impact of transformational leadership on employee engagement. Finally, the article reviews the role of transactional leadership on employee engagement in the hospitality industry.

1.5 Research Significance

The article has practical and theoretical significance. For practitioners such as line managers, supervisors and policy makers such as executives, this research is important in

helping them understand how employees are engaging through transformational and transactional leadership. Specifically, the article enlightens these practitioners in the hospitality industry why employee engagement is important to organizations and how appropriate leadership styles can promote employee engagement. Second, in terms of theory, this research is important for literature work because it helps to enrich existing knowledge about leadership and employee engagement. The main gap this article aims to address is understanding the importance of employee engagement from different empirical studies, making it easier for researchers to understand employee engagement and the forms of leadership that best promote engagement as found by previous research. While previous research has reviewed different leadership styles, those that engage and disengage employees, this article focuses only on those that promote engagement to provide an in-depth narrative review.

1.5.1 Theoretical Significance

In the current post-epidemic era and the impact of international trade frictions, private enterprises have begun to face more severe and complex external environments and challenges, and they have paid more attention to the management level of employees. In the past, the focus of traditional enterprise management was only limited to business development and production and operation, while modern management concepts began to shift from focusing on things to focusing on people, focusing on comprehensive management of employees' psychological state, behavioral interest, and intrinsic motivation. Pay attention to the improvement of employee satisfaction, strengthen employees' sense of organizational belonging and identity, so as to improve employees' work efficiency and enhance the comprehensive competitiveness of enterprises. Employee satisfaction is the "barometer" and "wind vane" of enterprise management and operation, and the happiness index of enterprise employees. Studies by foreign scholars have shown that the higher the employee's satisfaction, the lower the absenteeism rate, the lower the willingness to leave, the greater the enthusiasm for work, and the improvement of job performance (Sobaih, Hasanein, Aliedan & Abdallah, 2022). Numerous studies have found that leadership style is an important and core factor affecting employee satisfaction. Especially in private enterprises, the influence of this factor is particularly significant. The author also found a large number of literatures, compared with the research on transformational leadership style, there are fewer studies on the impact of transactional leadership style on employee satisfaction. Therefore, this paper hopes to further enrich and supplement the empirical research in this area through the research on the relationship between transactional leadership style and

employee satisfaction in Y companies, and provide some reference for subsequent scholars in this field.

1.5.2 Practical significance

Through the empirical research on the relationship between transactional leadership style and employee satisfaction, the corresponding conclusions are drawn to help the leaders of Y company understand the employees' mentality, pay close attention to the needs of employees, and think about the problems existing in enterprise management from the perspective of managers' leadership style. Improve and optimize in a timely manner to increase employee satisfaction. Pay attention to the construction of enterprise human resource system, so as to enhance the function of enterprise human resource management and promote the development of enterprise (Zarban, 2018). At the same time, it also has a certain reference and reference role for other private enterprises.

First of all, help employees understand the leadership style of their immediate superiors, and also help British hotel industry leaders pay attention to a comprehensive and objective understanding of their own leadership style and personal characteristics, and in-depth reflection and understanding of the current management status of the enterprise. Encourage leaders to continuously learn advanced management theories and refresh management cognition, strengthen emotional connections with employees and establish sufficient trust relationships, build a more effective team support system, enhance employees' work engagement and internal drive, and improve employees. work efficiency. Secondly, through the investigation and research on employee satisfaction, to promote leaders to actively understand and listen to the voices of grass-roots employees, pay attention to the needs of employees at the material and spiritual levels, and truly implement the concept of "people-oriented", for the company's human resources management work improvement and optimization. To promote more stable development and sustainable growth of British hotel industrBritish hotel industrys.

Chapter 2 Literature Review

Relationship between employee engagement and related concepts As the basis for employee engagement research, this section makes a distinction between several concepts that are similar to employee engagement, including employee satisfaction, employee loyalty, and work engagement.

2.1 Employee Engagement

Engagement is a concept emerging from positive psychology. As an important means to improve the competitiveness of enterprises, it has received extensive attention from enterprises in recent years. Scholars generally approach the concept of engagement from three perspectives:

(1) American scholar Khan (1990) first introduced the concept of engagement in academia. Regarding the concept of professionalism, Khan explained in two parts, one is "personal professional behavior" and "personal non-professional behavior". He explained that personal professionalism refers to the physical performance when doing a certain job (or playing a certain role). , emotionally, cognitively invest in the self, and make use of the behavior of the self, the opposite state is personal non-engagement.

(2) Engagement is the opposite concept to job burnout. Maslach and Leiter (1997) argue that job engagement is the exact opposite of job burnout as the poles of a continuum. Maslach, Schaufeli and Leiter (2001) pointed out that the so-called job burnout is a psychological symptom composed of burnout, apathy, and self-inefficiency, which is experienced when working and under pressure. Scholars such as Maslach et al. (2001) believe that, contrary to employees who experience job burnout, people who experience job engagement will understand stress as a challenge and work efficiently. In view of this, a tool for measuring job burnout (Maslach Burnout Inventory, MBI) can also be used as a basis for measuring job engagement. Later, Schaufeli et al. (2002) proposed that engagement cannot simply be regarded as an opposing concept on a continuous line with job burnout. They believe that engagement is a concept that exists independently. Therefore, engagement must be understood from another point of view. Spend. Schaufeli et al. (2002) concluded that engagement is composed of three concepts of vitality, dedication and focus, and is a state of high enthusiasm for one's work, dedication and self-focus. Schaufeli and Bakker (2004) defined engagement as a positive, fulfilling psychological state related to work, and

advocated that the dimensions of engagement are vitality, dedication, and focus. Vitality refers to maintaining abundant energy and mental resilience when working, willing to work hard at work, and showing patience when encountering difficulties. Dedication means giving value to one's work, being passionate, moving, proud and challenging. Concentration refers to the state of being attentive to work, feeling that time passes quickly, and it is difficult to separate oneself from it while working in a fully concentrated state (Zhang, Avery, Bergsteiner & More, 2014).

(3) Many scholars understand the concept of engagement separately from work engagement and organizational engagement. Organizational engagement is showing loyalty and love to the organization, while engagement is the state that occurs when employees are engaged in job roles and perform job tasks (Saks, 2006). Additionally, engagement is often explained in comparison to job engagement. May et al. (2004) compared engagement and work engagement. Kanungo (1982) pointed out that work engagement means the proportion of employees' work in their life. Employees with high work engagement will attach great importance to their work, and even think about work-related things after work. It can be seen that work engagement is a problem of how cognitively focused employees are when they play their job roles. In contrast, Richi, Lepine, and Crawford (2010) believe that engagement is a state of engagement not only in cognition, but also in emotion and action, so engagement can be regarded as an antecedent variable of job engagement.

Based on the above-mentioned concepts related to engagement, these scholars agree that employee engagement is the state in which employees actively, energetically, and attentive, and self-forgettingly immerse themselves into work in the process of work, in order to achieve the goals of the organization. Among them, the concept of employee engagement by Schaufeli et al. (2002) has been widely cited in the academic circles. Therefore, in this article, the author draws on the views of Schaufeli et al. (2002) and defines employee engagement as the employee's positive and energetic attitude towards work, work with dedication and commitment, and feel the mental state of accomplishment.

2.2 Influencing factors of employee engagement

According to surveys on employee engagement by well-known companies such as Hewitt Consulting and Gallup Consulting, it is found that employee engagement in European companies is generally higher than that of Asian companies, but the employee engagement in the UK, as a member of Europe, is lower than Not in the front position. As we all know, the quality of an enterprise's operating conditions is inextricably linked with the employee engagement within the enterprise. Therefore, to ensure that an enterprise can occupy a certain

position in the industry, it is necessary to ensure that the employee engagement of this enterprise cannot be low (Zainol, Hussin & Othman, 2016). Therefore, it is particularly important to find out the factors that affect employee engagement and find a plan to improve employee engagement for the realization of a company's business goals. The level of employee engagement is not the same for all companies, but varies from company to company and from employee to employee. Therefore, the analysis of the influencing factors of employee engagement can actually be divided into two aspects: enterprise and employee.

From the perspective of the enterprise, the factors affecting employee engagement can be divided into the following points:

(1) Planning for the career development path of employees. A few years ago, a consulting company conducted a small-scale engagement survey on our company, and the results showed that many employees of the company believed that their career development plans in the company greatly affected their engagement in the company. A few years ago, someone conducted an online survey on the influencing factors of employee engagement in the UK's Human Resources Network. Among the people who participated in the survey, nearly half of them believed that the future career development space is a more important factor. Some people even regard career development planning as the primary consideration for job engagement (Marchington, & Suter, 2013). Therefore, according to the above two surveys, it is not difficult to find that whether an enterprise has a good plan for its employees and suitable for employees' future career development space largely determines the level of employee engagement in this enterprise. If there is an appropriate career plan for each employee within the company, employee engagement will remain at a high level. On the other hand, if there is no good career plan for employees, employees will naturally have doubts about their future development, and even have other plans for a way out, and naturally their engagement in the current job will not be too high. Therefore, as a big family of all internal employees, the company should formulate future plans suitable for each member of this big family for their future career development space, which can also fundamentally solve the problem of improving employee engagement.

(2) On-the-job training for employees. The limitation of the current enterprise recruiting employees is that employees should have comprehensive skills in all aspects before hiring, and they can contribute their skills to the enterprise on the same day that they are successfully hired, or they can successfully complete the work on the same day. This is what we often see require employees to have several years of relevant work experience and refuse to accept fresh graduates from the school, but ignore the potential development of employees themselves, and always look at employees with a static perspective. . In this way, it is easy to lead to the existence of a single role for employees to the company. One employee has one position, and it is a fixed position. If you change positions, you will not

be able to do it. To break this situation, enterprises are required to change the initial requirements for employees, and enterprises can try to shape employees with relevant skills or better skills, which is to carry out vocational training suitable for different employees according to their characteristics (Veliu, Manxhari , Demiri & Jahaj, 2017). For example, a foreign company requires employees to have a high foreign language proficiency, so most of the employees they hire have a good foreign language proficiency, but because some of these employees have a good foreign language proficiency, they are not talented in sales, resulting in Can only work in administrative positions for many years, and only engage in administrative-related work, which eventually leads to a low level of engagement with the work. Therefore, when recruiting employees, this foreign company can choose some employees who have good sales skills but relatively weak foreign languages. For employees with better foreign language proficiency and lower sales skills, training can be given to sales skills, while the latter employees with weaker foreign language skills can be trained in foreign language skills, according to the characteristics of different employees. , 2017). This kind of vocational training for different employee characteristics can promote the personal growth of employees, thereby promoting the growth of the entire enterprise, and then effectively achieving the effect of improving employee engagement.

(3) Establish a sound compensation system. Salary is the company's repayment for employees' long-term contributions to the company. The company's salary system is an effective evaluation of the company's contributions to employees within a certain period of time. It is relatively fair in a certain sense, but it cannot be absolutely Fairness is the effective feedback of the company to the individual period. Therefore, we can see that from the demand side, the fairness and justice of the compensation system is undoubtedly a very important basis for employees' level of engagement with the company. Nowadays, the compensation system of many Chinese enterprises is not very perfect, and it is impossible to make employees feel very satisfied. It is mainly reflected in the following aspects: incomplete data protection for evaluation or lack of corresponding data basis, relatively simple form of evaluation, etc. It is impossible to measure an employee's contribution to the company from various perspectives in order to achieve a fair and just distribution. In a sense, the assessment is an affirmation of the employee's previous work. If the employee feels unfair in terms of compensation, It will have a very large negative impact on the later work of employees, and if this state continues, it will lead to low employee engagement. From the perspective of salary level, the current salary level in the UK is very low compared with developed countries at home and abroad. The income level of employees will directly affect the enthusiasm of employees. When employees make the same effort, their income has always been lower. level, employees will have ideological changes and the idea of leaving. At the same time, when the employee's own contribution does not match the remuneration,

the employee will doubt the company's evaluation system. Therefore, the company should determine whether the remuneration system meets the current employee's expectations of the company. We should set the zero boundary of remuneration. Move a little higher to ensure that employees are recognized by the company (Baig, Iqbal, Abrar, Baig, Amjad, Zia-ur-Rehman & Awan, 2021).

(4) Establish a corporate culture suitable for employee development. Every company has its own corporate culture. A corporate culture carries a group of employees who adapt to the corporate culture, and those who are unwell will choose to leave. Corporate culture is a relatively abstract thing. It is the spiritual guarantee for the survival of the enterprise. It includes the core values The concept that bottom-level employees, managers and even the leadership of enterprises should run through (Alzyoud, 2019). At the same time, corporate culture can enhance the cohesion of employees at all levels, so that they can form a group to make due value for the enterprise; corporate culture can also shape some thinking and working methods of the employees of the enterprise from the virtual level. Today, many companies adhere to the people-oriented concept, but few actually do this in real life. Only in practice can corporate culture give full play to its value. Its existence is not a slogan. In an enterprise that lacks the concept of people-oriented and exploits employees for a long time, employees are under the line of sight that is not paid attention by the enterprise for a long time, and the goodwill of employees towards the enterprise will gradually decline, and their sense of professionalism will also diminish.

(5) Establish an excellent management team. Many well-known consulting companies have conducted surveys on many management teams and employees of manBritish hotel industrys. The study found that establishing an excellent management team plays a vital role in giving full play to the teamwork and coordination of the entire organization and stimulating the potential of employees. which acts as a catalyst. A real manager is a group of people with special skills. Their quality is a lasting quality that cannot be imitated by others through continuous learning and accumulation. Therefore, major companies are eager to have such a group of talents, which is what real enterprises need (Anand, 2017). At present, there are two main channels for enterprises to acquire talents in this area: one is to introduce such talents from the outside world (other enterprises), and to tap such talents from other enterprises through high salaries, but the real key to introduction is to really identify this group. Invisibly, it brings a lot of extra costs to the enterprise; secondly, the enterprise recognizes a part of potential managers through its own training and maintains and trains them, and cultivates professional talents with corresponding managerial qualities that are scarce in the enterprise. In the face of obtaining real managers, we need relevant assessment basis. First, we have to define what the standards of our company's managers are; the second is to obtain some assessment methods from managers. We should

identify and train the managers needed by the enterprise from the above two aspects, and grasp the real needs of enterprise development. From the perspective of the enterprise, there are many ways to improve the level of employee engagement in the enterprise. However, there are only a few methods that are really suitable for a specific corporate culture, and even these are not very obvious. They need to be identified and identified through repeated investigations. There is no truly universal management model. You have to find a set that belongs to your own. Only in this way can you truly improve the level of employee engagement in the enterprise based on your actual situation.

From the perspective of employees, we can be divided into the following main aspects:

(1) The employee's own experience.

Most of the employees in the 21st century came out of the care of their families. They have not experienced all kinds of natural disasters. It can be said that they are in a peaceful era and have not experienced the baptism of hard struggle. Most of them are able to live and survive. a thought passed. I haven't tried the days of worrying about food, clothing, housing and transportation in the early days. From childhood to adulthood, I lived in my own way. I can dominate everything, and I am very clear about the goals that I need to achieve. Like these people, they lack the sense of worry and crisis. Employee engagement in today's businesses is largely determined by aspects such as the employee's own experience.

(2) Education level. Although most of the young employees have received higher education, they have developed some unacceptable habits while receiving higher education, such as the way of getting along with colleagues, the way of getting along with classmates, the way of getting along with teachers and the boss. The way they get along with each other is completely different, which makes it difficult for them to adapt to work for a while, which is very difficult

To a large extent, it affects the level of engagement of these young employees.

(3) Employees' own values. Since the reform and development, many people's habits have been influenced by Western ideas, so that our country's traditional culture has been severely impacted. Young people's current thinking patterns and the habit of pursuing personalization have made them always put their own ideals first, unaware of the importance of their current work responsibilities and corporate mission, and most of them are personal-centered , regardless of the surrounding environment. However, the employee's engagement with the enterprise can be considered as a part of the employee's values. The employee's cognition of the work and what position they place in their own values greatly affects the level of engagement to the enterprise.

(4) The flow level of talents. For enterprises, there are no permanent human resources, and both the grass-roots employees and the management of the enterprise are accompanied

by constant replacement activities. Employees at every level hope to be recognized and discovered by the company, and hope that they can develop to a higher level. Once their career development path is blocked, development opportunities are few, or even stopped, it is difficult for employees to continue working in If the company stays for a while, the employee's engagement with the company will be greatly reduced. At this time, employees will choose to leave and choose better development opportunities and platforms. In addition, employee engagement is also affected by the macro environment, mainly including national laws and regulations, and formulating development policies for a certain industry. When this kind of policy is favorable, it will stimulate the enthusiasm of employees, and the degree of engagement will also increase; when the policy formulated by the state is negative, employees will feel a sense of crisis and will choose to leave. Finally, some behavioral habits recognized by the society also affect the level of engagement of enterprises and employees to a certain extent (Avolio, & Bass, 2002).

2.3 Employee Engagement and Related Concepts

2.3.1 Employee engagement and employee satisfaction

Employee Satisfaction: In the past, employee engagement has been treated as an equivalent concept. ManBritish hotel industry managers believe that if the enterprise can satisfy the employees, then the employees will be dedicated to the enterprise and willing to devote more time and energy to the enterprise to help the enterprise succeed (Bass, & Riggio, 2006). However, with the deepening of academic research, more and more surveys have shown that there is no significant positive correlation between employee satisfaction and corporate performance. At this time, the concept of employee engagement began to receive attention. Employee satisfaction refers to a feeling state of employees, which is formed by comparing what employees actually get with their expectations. the satisfaction of the company with its employees. There are many detailed factors that may be the reasons why employees have high satisfaction with the company, such as: the company has a shuttle bus to and from get off work to pick up and drop off employees, the company has a free restaurant that can provide food to employees, and employees are in the same company with their good friends. This is a conscious level of satisfaction.

Employee engagement shows that employees have a strong identification with the company and a positive investment in their work. It is not only the acceptance of the company at the level of awareness and perception, but also translates this acceptance into practical actions. At work, closely integrating oneself with the enterprise is a combination of

consciousness and behavior. The biggest difference between the two is the impact on organizational performance. Employees with high satisfaction do not necessarily make greater contributions to the company, and may be more content with the status quo, and even resist the company's reforms when necessary. However, highly engaged employees will have a positive effect on the performance of the company. Therefore, employee satisfaction and employee engagement are two different concepts: employees with high satisfaction are not necessarily employees with high engagement, and similarly, employees with low satisfaction are not necessarily employees with low engagement. There is no necessary positive correlation between them. The task of enterprises is not only to reasonably meet the expectations of employees and improve employee satisfaction, but more importantly, to enhance employee engagement (Crabtree, 2013).

2.3.2 Employee Engagement and Employee Loyalty

Employee loyalty: refers to the degree of dedication of employees to the company, and the company is the direction of employees' actions and psychological belonging. Highly loyal employees closely combine their own destiny with that of the company: they are willing to sacrifice their own interests to go through difficulties with the company when the company encounters difficulties, and persist in the face of higher pay and better treatment from other companies Remain in the company and be proactive in their day-to-day work (Grant, 2019).

Employee loyalty and employee engagement are often used together, and as two inseparable concepts, it is even more necessary to distinguish them. To a large extent, the loyalty of employees is based on the deep emotion for the enterprise or the manager, not the loyalty to the industry or profession. For example, the old employees of the enterprise may have worked hard with their bosses to conquer the world at the beginning of the establishment of the enterprise. After years of hard work, they have achieved the achievements of the enterprise today. Their feelings for their bosses are no longer an ordinary relationship of hiring and being hired, but a kind of brotherhood; for them, a company is not a place to work, but a place where their dreams set sail when they were young. Although employee engagement also has an emotional connection part, it is more about the employee's recognition and investment in the company. Although the two have similarities, they must not be equated with each other. Dedicated employees are not necessarily loyal. Employees are dedicated when they work in the company, and they may change jobs without hesitation when better opportunities arise. This does not prevent employees from contributing to the company during their work in the company. Loyal employees do not. Must be dedicated, employees may have been "never betrayed" to the company, but they do not have high

enthusiasm and enthusiasm for their work, so they cannot devote themselves to the work and make their own efforts to improve the performance of the company. In fact, employee engagement and employee loyalty are just different in focus: engagement pays more attention to employee efficiency, while loyalty pays more attention to employee dedication to the company (Cutler, 2014).

Employee engagement is an employee's personal relationship with the work environment and their positive attitude toward their employer, while having a high level of workplace empowerment (Nieberding, 2014). It involves an employee's intellectual and emotional connections with her/his job, colleagues, organization, and manager, which influence them to put in extra effort at work (Oliver, 2012). Employee engagement has been found in the literature to be important for increasing output and reducing the incidence of underperformance, thereby increasing profitability. Engagement is also critical in increasing employee dedication, energy, and focus, resulting in increased job engagement, achievement, and performance, as there is a drive for excellence, increased efficiency, and well-being (Zarban, 2018; Grant, 2019 year). Participate in ensuring the quality of products and services provided to customers, thereby increasing customer satisfaction and retention.

2.3.3 Employee engagement and work engagement

Job Involvement, also known as job involvement, is the degree to which employees identify and attach importance to their work psychologically, and is the rational control of their own behaviors by organizational members to make their behaviors meet job requirements (Kahn, 1990). Work engagement is determined by two factors: one is the degree to which the employee needs the enterprise, and the other is the degree to which the enterprise can meet these needs. Work engagement is also a subjective judgment, and in this respect it has certain similarities with employee satisfaction. The relationship between employee engagement and job engagement is so strong that Maslach, a researcher of job burnout theory, even considers job engagement a part of employee engagement. There are also significant differences between the two:

Employee engagement pays more attention to how to reflect work engagement through their own behavior, which not only includes the cognition of the work, but also adds emotional and behavioral factors, which is a kind of control and application of employees' own behavior; compare the two , employee engagement can be said to be an antecedent variable of work engagement.

2.4 Transformational leadership

The leadership trait theory, which originated in the late 19th and early 20th centuries, was the pioneer of leadership theory research. It formed the early "traditional leadership theory" along with the leadership behavior theory and leadership contingency theory initiated later. With the development of leadership theory in recent years, scholars have begun to analyze leadership behavior from a new perspective. With the advent of the information economy era, the transformational leadership theory originated from the leadership trait theory, which integrates the factors of leader behavior and organizational situation, and gradually occupies a core position in the research of leadership and organizational management with a new idea (Harri , 2021).

In 1974, Downton constructed the prototype of transformational leadership in his book "RebelLeadership" and grouped it with transactional, charismatic and motivational leadership. On the basis of Downton's research, scholars such as Burns and Bass formally proposed and developed the theory of transformational leadership in 1978. Burns in his "Leadership

” (Leadership Theory), he proposed and systematically expounded the connotation of transformational leadership for the first time. He believed that the purpose of transformational leadership is to realize the development vision of the organization as the goal, and to continuously motivate employees by meeting the high-level needs of employees. potential driving force to promote its comprehensive development. In other words, transformational leadership will help employees achieve their personal development goals and integrate them with organizational development goals, arousing employees to consciously elevate their intrinsic motivation to the level of self-realization, and in the process, realize the mutual relationship between themselves and their employees. Motivate and improve (Huertas-Valdivia, Gallego-Burín, & Lloréns-Montes, 2019).

Bass has made outstanding contributions to the study of transformational leadership. On the basis of Burns' research, Bass formally proposed the concept of transformational leadership in 1985: the leader's moral concept is high, so that employees can understand the importance of work and establish a relationship of mutual trust with employees. Continuously stimulate the higher-level needs of employees, so as to cultivate employees' self-sacrifice spirit, always be ready to sacrifice their own interests for the team, department and organization, and finally achieve results that exceed expectations. Since then, many researchers have defined transformational leadership from different perspectives, but they are all based on Bass et al. The purpose of transformational leadership is to achieve the development vision of the organization as the goal, and continuously stimulate the potential motivation of employees by meeting the high-level needs of employees to promote their

overall development. In this process, the mutual motivation and promotion between the leaders themselves and their employees is realized. Bass (2010). Leaders should have a high moral concept, so that employees understand the importance of work, establish a relationship of mutual trust with employees, stimulate higher-level needs of employees, so as to cultivate employees' spirit of self-sacrifice, always do well for the team, Departments and organizations are prepared to sacrifice their own interests to achieve results that exceed expectations Bass (1995). Emphasize the charisma of the leader. The charisma of a leader's own personality can stimulate employees' intrinsic work motivation and higher-level needs, thereby motivating employees to constantly challenge themselves, realize themselves, and surpass themselves in pursuit of higher-level goals. Chen Wenjing, Shi Kan (2017) .

Through comparative analysis of the viewpoints of the above scholars, the definition of transformational leadership generally includes several major points: (1) to promote the organization's vision to be recognized by employees; (2) to stimulate employees' intrinsic motivation, potential and high-level needs; (3) Guide employees to pursue and achieve higher-level goals.

To sum up, this article argues that transformational leaders have high moral concepts and values, and use the description of organizational goals and visions, role models for their own behavior, and concern for their subordinates to stimulate employees' intrinsic motivation and higher-level motivation. Demand, promote mutual trust with employees, so as to motivate employees to continuously challenge themselves, realize themselves and surpass themselves in order to achieve their goals, promote their deep involvement in work, and finally achieve a common understanding between employees, leaders and organizations. win.

2.4.1 Transformational leadership in the context of employee engagement

Avoili and Bass (2002) see transformational leadership as a form of leadership that explains the unique connection between followers and leaders, resulting in extraordinary achievement and performance for organizations and followers. Because transformational leaders understand the needs of their followers, research by Grant (2019) finds forms of leadership to determine the extent to which they are met and develop strategies to ensure unmet needs are met. Shuck and Herd (2012) found that the effectiveness of increasing engagement through transformational leaders stems from their ability to understand followers' needs and motivations, thereby motivating followers to accomplish great things while meeting their needs. The higher-order need that transformational leadership attracts is self-actualization, which motivates followers to achieve great goals. Transformational leaders do this by motivating, empowering, and motivating followers to commit to higher

needs, thereby reducing absenteeism and intellectual stimulation that are critical to employee engagement (Anand, 2017).

2.5 Transactional leadership

The transactional leadership style focuses on the contractual exchange behavior between the leader and the subordinate members, which clearly stipulates the corresponding performance reward obtained when the employee completes the established work task and achieves the corresponding work goal (Bass, 2010).). This is a kind of leadership behavior with a strong purpose. The leader gives a certain amount of work remuneration to the employees who complete the established work tasks of the organization in return, and punishes the employees who fail to complete or do not meet the relevant requirements. Through the continuous reward and punishment relationship Motivating employees to accomplish the organization's established goals is a task-based leadership behavior with a strong purpose. Based on leader-member exchange theory and social exchange theory, transactional leadership style originated and developed. Leader-member exchange theory forms a two-way interactive relationship between leaders and subordinate members. , treat them differently, interact more actively with "members in the circle", and give more attention and resources, while "members outside the circle" mainly interact with work and allocate less resources (Bass, 2006). The social exchange theory believes that there are two different modes of exchange, one is based on material-based economic exchange relationship, and the exchange is realized through clear and clear requirements; the other is based on the trust between the two parties and voluntary exchange relationship. Transactional leadership style refers to exchanges between leaders and subordinate members according to established work contracts, bartering, and both parties achieve their own interests and goals (Sergiovnni, 1990). On the premise of clear organizational goals, the leader puts forward specific requirements for subordinate employees; and after employees complete the established work tasks, they give employees certain material or spiritual incentives to meet the needs of employees, thus forming a good exchange relationship (Chen Wenjing, Shi Kan, 2017). Compared with the overall leadership style and transformational leadership style, scholars at home and abroad have significantly less research on transactional leadership style. Based on the Western cultural background, foreign scholars often believe that transactional leadership style will affect the behavior of employees and the results. Psychological motivation has a negative impact, for example, it is not conducive to employees' innovative ability and innovative behavior (Lee, 2008), and employees get less psychological empowerment and thus reduce their enthusiasm (Manz, Smis, 2001); Job engagement, job motivation, and job performance are closely related (Judge, Timoth, 2004). After in-depth research on

transactional leadership style, it is found that transactional leadership style is more common in British companies, and the research on leadership style should be carried out in conjunction with British culture (Xu Changjiang, Shi Kan, 2005). In the context of Chinese culture, transactional leadership style has better leadership effectiveness in civil servants (Zhang L, 2011), but its effectiveness in Chinese enterprises has not been effectively supported.

2.5.1 Transactional leadership in the context of employee engagement

Bass and Riggio (2006) view transactional leadership as an exchange between leaders and followers to achieve specific set goals. Unlike transformational leadership, transactional leadership reinforces followers by punishing or rewarding to meet the specific demands of assigned tasks. While leaders can achieve their stated goals, engaging employees requires fulfilling their stated roles to earn specific rewards and avoid punishment. For example, as noted by Zarban (2018), extrinsic rewards are used by transactional leaders to attract employees who set specific rewards that meet the basic, safety, and psychosocial needs of the floor. Although transactional leadership is considered less effective than transformational leadership in Grant (2019) research, transactional leadership attracts followers through specific rewards given after employees achieve specific goals. For example, Cutler (2014) found that recognition, praise, promotion, and even raises can ensure employee engagement because the source of motivation is the achievement of a stated goal of a particular reward. This mostly applies to confident and strong leaders who find it effective and rewarding to manage things by motivating their employees to achieve short-term goals, which increases their motivation.

2.5.2 Research status of transactional leadership at home and abroad

（1） Key points about the concept of transactional leadership

The concept of transactional leadership style was first proposed by Burns, an American political sociologist, in his book Leadership in 1978. It is also called contractual leadership. He believed that leaders pay more attention to the exchange of resources with the led, and meet their needs through exchange. This kind of leadership style is the preference that scholars at home and abroad pay more attention to and study later. Foreign scholars have different views on the concept of transactional leadership style. The author summarizes the concepts studied by various scholars as follows:

Bass (2010) believed that the focus of transactional leadership style was to reach a contractual exchange relationship between leaders and subordinate members, to achieve

mutual benefit by means of material rewards and short-term exchange behavior, focusing on the exchange of resources between the two sides. Bass (1995), in Leadership and Performance Exceeding Expectations, stated that transactional leadership refers to the transaction process in which subordinates clarify their job role positioning, clarify their job requirements, urge their subordinates to complete the set goals on time, in quantity and quality by means of supervision, inspection and follow-up, and give corresponding returns to their employees according to their labor achievements, so that both parties can meet their own needs. Pilla et al.,(2003)

The research on transactional leadership is based on the research results of foreign scholars, combining with China's cultural background and actual national conditions to propose relevant concepts. Xu Changjiang, Shi Kan (2005), transactional leaders are based on the economic, political and psychological aspects under the Chinese cultural background, and they carry out an equal value exchange of mutual benefit with employees. At the same time, this kind of transaction will also focus on meeting the needs of employees. Chen Wenjing, Shi Kan (2007), leaders, on the basis of fully understanding the actual needs and ideas of their subordinate employees, use the corresponding incentive measures and means to promote their subordinate employees to work hard and finally complete the task objectives. Wu S et al., (2007) believed that leaders should formulate corresponding task objectives, define reward mechanisms and punishment measures, and give responses and feedback according to the actual completion of tasks and specific work performance of employees, which is essentially a transaction. Zhang Q and Wang (2019), leaders give rewards and punishments according to the performance of their subordinate members, which is a contractual relationship. Yang H (2019) believed that transactional leadership has three obvious characteristics. First, it is not sustainable, that is, when the exchange of terms agreed by both parties is reached, it means the end of this transaction, and the next transaction will be discussed again; The second is to focus on results. The internal power of leadership management is to fully promote the achievement of tasks and objectives; The third is equal exchange of value. Before determining the trading relationship, leaders and subordinate employees clearly agree on equal exchange conditions in advance before conducting trading activities.

（2） Main Views on the Structural Dimension of Transactional Leadership Style

In terms of structural dimension, Burns first proposed to divide it into two dimensions, namely, contingent reward and punishment and non contingent reward and punishment. Howell and Avolio proposed to divide it into three dimensions, namely contingency management, positive exception management and negative exception management. After more than ten years of empirical research, Bass and Avoliod (2002), According to the actual work performance and task completion degree of the subordinate members and the work

results, they will be given corresponding material or spiritual rewards as incentives. In addition to the material aspects such as income, bonus and performance, they also include the spiritual aspects such as training and growth, recognition and appreciation, psychological authorization, promotion, reputation and honor. Active exception management refers to that during the process of subordinate employees' work according to the tasks and objectives set by the superior leaders, leaders will timely follow up and observe the employees' work dynamics and behaviors, take appropriate measures in advance to correct and stop subordinate employees' behaviors or events that deviate from the rules and work standards, and help employees reduce work errors and errors, so as to ensure the achievement of organizational goals, In turn, it can help employees enhance their self-confidence, sense of achievement and sense of value. The leader is a kind of active management and behavior intervention leadership. In the process of interaction between leaders and subordinate members, leaders can intervene only when the subordinate employees make mistakes and deviations in their work, as well as the behaviors that do not conform to the rules, and directly punish or correct the employees who make mistakes and deviations. Leaders do not pay attention to necessary help, promotion, tracking and attention to employees, Instead, they focus their attention and management on the employees' work errors and mistakes. Laissez faire management means that leaders ignore and ignore the problems of the organization and employees, and adopt irresponsible or evasive ways, which is a kind of leadership performance of inaction.

Comparing the above four dimensions of transactional leadership style, and summarizing the empirical research results of domestic and foreign scholars, it can be seen that laissez faire management is completely a management method of omission, so no research will be conducted. The negative exception management is not conducive to the realization and achievement of the organizational goals of the enterprise, but also to the growth and development of employees in the organization. Its management behavior is worthless and ineffective. Therefore, when studying transactional leadership style, foreign scholars Judge et al., (2004) and domestic scholars think that removing the dimension of negative exception management will not be studied, because negative exception management has no effect in management activities. Domestic scholars basically integrate the local culture and economic development on the basis of Bass's view. Yao Yanhong (2008) proposed four dimensions, namely, governing by doing nothing, relationship support, typical demonstration and the golden mean. Zhang L and other scholars (2011) proposed five dimensions, including contingent compensation, exception management, advocating change, obtaining support and external relations. Domestic scholars have different perspectives and differences in the research on the structural dimension of transactional leadership style.

Compared with foreign scholars, there are fewer quantitative and empirical studies, suggesting that there is more space for exploration and research in this field in the future.

2.6 Theoretical basis involved in employee engagement research

(1) Hierarchy of needs theory

Material needs, safety needs, social needs, esteem needs and self-actualization needs constitute the psychologist Maslow's Hierarchy of Needs, a process from low-level needs to high-level needs.

①The five needs are progressive from low-level to high-level, but the order of these five requirements is not constant, it can be changed according to special people and special periods.

②The need arises because people have this need. When one need is satisfied, another need arises. The former is generally the most urgent and urgent need, while the latter is a manifestation of a higher level. Motivation occurs when a need is met at a specific time.

③Under normal circumstances, only when the previous level is satisfied, people will have the desire to demand the next level, and only when this level is not satisfied will the stimulation of this level stimulate people, otherwise No incentive effect.

④ The five needs can be divided into two types: low-level needs and high-level needs. Physiological needs, safety needs and social needs can be summarized into low-level needs, which can generally be satisfied through external conditions; high-level needs include respect needs in needs theory and self-actualization needs, which generally can only be obtained from self-improvement, and can only be satisfied through internal, and people's self-actualization needs are endless. In a certain thing, people may have several needs at the same time, but only A requirement is dominant, but any kind of requirement will not disappear for no reason because the advanced requirement is satisfied, but the degree of influence changes.

⑤ Maslow and some psychologists believe that the level of demand level can directly determine the economic level of a country and region, and in countries and regions with weak economies, general physiological needs and safety needs are dominant, because weak economies first To solve some of the most basic problems; in regions and countries with better economies, general advanced needs predominate because their most basic needs have been met (Murasiranwa, 2012).

(2) Fairness Theory

Equity theory, also known as social comparison theory, emphasizes the rational distribution of wages, fair distribution and the impact of the distribution results on employees. We can express the theory of fairness with equations, set up employee A and employee B to be compared, then when A feels fair, the expression is as follows:

A1/B1=A2/B2 Note:

A1 - own reward

A2 - Your own feelings about the rewards of others

B1 - own input

B2 - Your own sense of commitment to others

If the above are not equal, the following phenomena will occur:

①A1/B1<A2/B2

In this case, you feel that your reward is not proportional to your efforts, and you feel that you are being treated unfairly. At this time, you want to reduce your investment in your work or ask for an increase in your compensation to achieve the balance of the equation.

② A1/B1>A2/B2

When this happens, the client may ask for a reduction in his compensation or an increase in his workload, or even re-position his skills and job readiness, unless he feels he is capable of the current level of compensation (Nieberding, 2014).

(3) Two-factor theory

The two-factor theory proposed by American scientists is also called the incentive health care theory. It includes two factors, one is the health factor, which can only eliminate the dissatisfaction of employees, but does not play a role in motivating; the other is the motivating factor , it can bring motivational effect to employees and make employees feel satisfied.

Its theoretical basis is: first, not all people can be motivated, only those who are currently needed and the motivational factors are exactly what they want can be motivated; secondly, people are prone to dissatisfaction when they do not have health factors. Motivation cannot be stimulated when the hygienic factors are satisfied; finally, motivating factors are mainly used in work, and when employees lack motivation, corresponding incentive measures can be used to motivate them (Perkbox, 2020).

(4) Expectation Theory

Expectation theory, also known as "valence theory", is widely used in psychology and behavioral sciences. It can be expressed as an image equation: incentive level = client's expected value $\times$ valence. The theory of valence mainly reflects the relationship between the parties' needs and goals from three aspects. If employees are to be motivated, they must

be made clear in the following aspects: firstly, what the company gives them is what they urgently need at that time; secondly, their Earnings are closely linked to their performance at work; finally, only when they work hard can they improve their performance and meet their expectations (Shuck & Herd, 2012).

In the above equation expression, the motivation level refers to the degree to which the company can mobilize the enthusiasm of employees and stimulate the potential of others; the expectation value of the parties refers to the possibility that the company can achieve the goal through efforts based on the experience of predecessors; The price is the degree of value that the company can meet your immediate needs when you achieve the goals that the company has given you (StaffConnect, 2019). The above equation shows that a person's enthusiasm is developed depends on both the size of the client's expectation and the degree of satisfaction of personal value, that is, when the expectation is high and the valence is high, the enthusiasm of the individual will be high. Therefore, the motivation theory It is widely used in the corporate world, mainly for managers to mobilize the enthusiasm of subordinates to meet the needs of current work.

Similarly, we also use a schematic diagram to express a progressive relationship between employees' needs and goals: employee's struggle - → individual performance - → organization pays - → meet individual needs (Oliver, 2012).

（5） Role theory

The role theory is a social psychology theory about how people's attitudes and behaviors are affected by their role status in society and social role expectations. It is a research field that attempts to explain people's behaviors and reveal the laws according to their status or identity. In recent years, the role theory has become more and more popular with industry managers, and has been widely used in a large number of colleges and universities and well-known enterprises, playing an irreplaceable role. The most important models are Kahn's overlapping role model and Belbin's team role theory model.

（1） Kahn's "Overlapping Role Group" Model

When a person wants to complete a task, he or she must play a role in the task. To complete the task well, he or she must have relationships with other people in the organization, such as cooperative relationships, leadership and led relationships. This person is called the "central figure", and the people who have relationships with him or her are called "role groups", and many of them are in different positions, The whole organization can be considered as a combination of N roles. Kahn's role model is mainly studied from the following three aspects:

(1) Conflicts between roles. There are many roles in each organization, and each role has several members. The expectations of different members are also different. In this way, there is inevitably conflict between roles. The larger the organization, the greater the conflict.

(2) The role is unknown. The roles between organizations are differentiated according to the division of labor. However, in most organizations, the roles are ambiguous and have no obvious boundaries. When a new leader takes office, he is very unclear about his role, because his superiors did not tell him how to complete his work. Although he said he had certain rights and responsibilities, he still felt very uneasy in this situation.

(3) The role is overburdened. The central figure plays a leading role in the whole organization, and the surrounding roles often have their own expectations. Some expectations are unreasonable, and some are difficult to achieve for a long time. The central task is often overburdened. From the perspective of psychology, the imbalance of the above three aspects will lead to various roles

In this case, the central task is either to fight against it or to escape from it, which will lead to behaviors unfavorable to the whole organization.

（2） Belbin's Team Role Theory

Dr. Belbin, a senior scientist of the Cambridge Industrial Training Department, put forward the famous Belbin team role theory after years of field research and investigation on various teams. It is a team composed of eight roles. There are eight roles in this team. They are:

(1) Supervisor. Generally, they are experienced, have unique organization and coordination abilities, work hard, and have strong self-discipline ability. However, these people generally lack flexibility, and show little interest in things they are not sure to complete.

(2) Coordinator. Generally speaking, it is fair and impartial, without prejudice, and can well coordinate the opposites of the two things, but lacks training in innovation and initiative.

(3) Promoter. Generally, they are energetic and energetic, and they always challenge untried work and like self-expression. However, these people are impetuous and impulsive, which is easy to cause trouble.

(4) Innovators. The crowd is brilliant, intelligent and imaginative, but because of its characteristics, it shows arrogance in the crowd, ignoring people and being arrogant.

(5) Informationists. Generally, they are eloquent, have good contacts and unique ability to obtain information, and can find new things well. However, these people are usually on the spur of the moment. Once the time passes, they will shift immediately, not exclusively.

(6) Supervisor. Generally, they have good observation and review ability, and can analyze and judge the truth and falsity of things through the actual situation. However, they generally lack the idea of inspiring others and encouraging others, and they are mainly individuals.

(7) Coalescer. Such people can generally gather well dispersed people and match their own views, but they tend to be indecisive and stagnant in times of crisis.

(8) Perfectionists. Such people have high requirements for things, but they can deliver their work perfectly. However, they tend to be too fussy.

（6）All-round leadership methods and theories

Avoil and Bass (2002) provide a comprehensive leadership theory to clarify the problem of divergence among leaders, which is the best form of leadership to have the greatest positive impact on followers through transformational and transactional leadership. As pointed out by Avoili and Bass (2002p.17), the basic idea of leadership is that every successful leader positively influences followers, exhibiting each style interchangeably to some extent, but it depends This determines whether a leader is transformative and transactional, based on the frequency of the specific leadership behaviors most often exhibited. While transactional leadership provides contingent rewards as the basis for leadership effectiveness, when transformational leadership enhances it, its effectiveness, effort, risk-taking, innovation, and follower satisfaction are realized (Bass & Riggio, 2006). Rather than replacing transactional leadership, transformational leadership increases the impact of transactional leadership on performance and satisfaction, which reflects employee engagement. According to Oliver (2012), employees are more engaged when followers follow the leader's vision and find meaning through contingent rewards. Therefore, transformational and transactional leadership are used to demonstrate how hotel managers can use them to ensure employee engagement.

2.7 Theoretical Framework

This article aims to investigate leadership styles and their impact on employee engagement in the UK hospitality industry. The problem with informing research is the need to engage employees through proper leadership, as line managers and supervisors incur high costs when employees disengage. The article uses a narrative analysis of secondary qualitative data to find transformational and transactional leadership used by hotel companies such as PremierHotels, Hilton, and Travelodge. Although the article finds that transformational leadership is more effective than transactional leadership, the article

recommends using two styles of leadership so that transformational leadership augments transactional leadership so that when employees engage through self-actualization needs, they gain from transactional leadership in the following ways maximizing gains or rewarding them with taking risks, being innovative, and being effective.

The rationale for employee engagement is the need to have a high-performing workforce, reducing costs associated with a lack of engagement, such as training, turnover and poor performance, thereby reducing profitability. While transactional leadership increases engagement through rewards, the holistic approach to leadership recommends using leadership interchangeably with transformational leadership to inspire employee engagement to meet higher-level needs.

Combining relevant research theories, this paper divides leadership styles into transformational and transactional leadership styles. Leadership styles all have different effects on employee engagement in the hospitality industry. Employee engagement is directly related to employee satisfaction, employee loyalty, and job engagement.
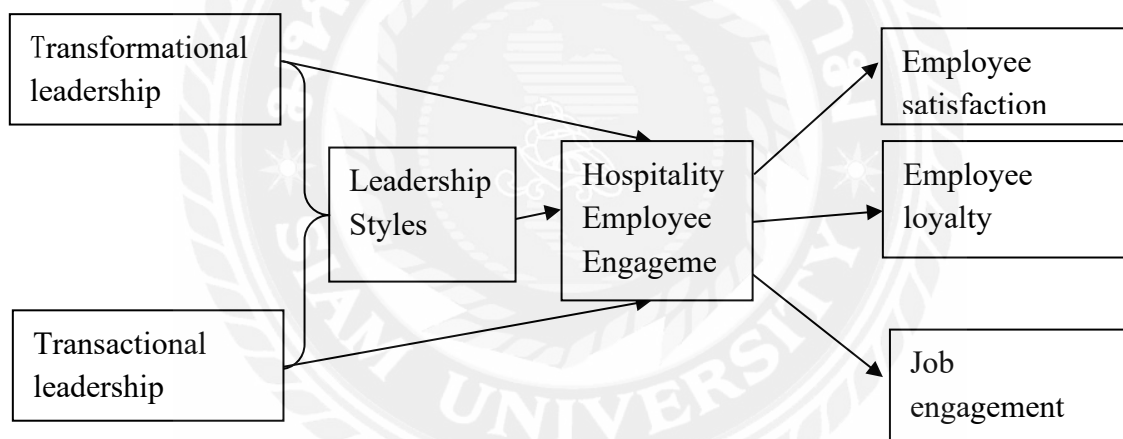
Chapter 3 Research Method

The purpose of the research method is to show how to collect data to achieve the research objectives. This paper adopts qualitative design, because it allows researchers to deeply study complex problems related to research issues (Newby, 2014). The use of qualitative design in this article will help to use the secondary research method to review the existing literature from well-known websites, peer review journals and hotel industry database reports. Specifically, the choice of narrative review when collecting and analyzing secondary qualitative data is to help collect in-depth data, which can illustrate how transformational and transactional leaders are used to ensure employee participation in the hotel industry. Creswell (2012) suggested using narrative review when collecting and analyzing secondary qualitative data, because it reveals accounts in a reflective way and provides the truth about the phenomenon in a way that is easy to remember. Therefore, the use of narrative review data will help to collect secondary data over the past 10 years, and use these data to explore how to improve employee participation in the hotel industry through transformation and transactional leadership.

The research method used in this paper also fully considers the antecedents, expanding the theoretical research content. The antecedents and outcome variables of the psychological mechanism of satisfaction experience have gradually become the focus of attention in the field of active organizational behavior. Compared with the existing literature, the research on the outcome variables of job satisfaction is more in-depth and comprehensive. The antecedent variables of job satisfaction mainly include employee personal characteristics and organizational situations. However, in the existing research, the mechanism of leadership style and behavior on employee job satisfaction has not been faced squarely. Based on relevant theories, this study reasonably included transformational leadership into the antecedent variables of employee job satisfaction with logical deduction, verified the intermediary role of psychological capital, determined the research path of "transformational leadership employee job satisfaction", and verified the theoretical model of transformational leadership influencing employee job satisfaction with the results of empirical method. On the one hand, it not only integrates and innovatively enriches the previous research results, but also makes the mechanism between the three core variables more clear, thus confirming some views of the satisfaction theory and enriching the research content in this field.

Second, reasonable selection of research objects enriches the research field of job satisfaction. Skilled talents in the service industry, such as teachers and nurses, have become the main subjects of previous research on job satisfaction. However, hotel employees, as typical representatives of the service industry, do not require so much skills, but their job satisfaction should also be concerned by the academic community in the face of complex and diverse customer groups in the long run. Based on the hotel service industry, this research focuses on the job satisfaction experience of hotel employees, which is a practical innovation, and provides practical operational basis for hotel managers to make full use of organizational, leadership and employee personal resources, promote the occurrence of employee job satisfaction by effective means, and guide employees to maximize their potential. The following research methods are used:

3.1 Qualitative method

Qualitative research (1) emphasizes the research on the research object in the natural environment rather than the artificial control environment. (2) Pay attention to the relationship between researchers and research objects. Qualitative research believes that there is an "inter subjectivity" relationship between researchers and research objects, and the research process is a process of mutual interaction and mutual understanding. Researchers' understanding of research issues exists in the interaction between researchers and research objects. Secondly, it emphasizes to understand the meaning of their behavior and their views on things from the perspective of the parties (research objects), and establish a theory on this basis. It emphasizes the use of multiple methods, such as observation, interview, object collection, etc., to obtain a comprehensive and in-depth understanding of research issues. And pay attention to the "deep description" of the research phenomenon in language, rarely use complex statistical methods (such as regression analysis, path analysis) to report their findings. Qualitative research is a process of continuous evolution and development. In this process, the sampling of research, the direction of data collection, the focus of data analysis, and the construction of conclusions will change. For the research on leadership style and employee engagement, this paper first conducts a qualitative method on the division of leadership style and the level of employee engagement. On this basis, the quantitative method of data verifies the research hypothesis proposed previously.

In addition, the use of qualitative research method has the following functions: (1) It can provide the hotel industry with a clear understanding of the current situation of employee engagement and the factors that interfere with it, and provide better and more effective management methods for the hotel management.

(2) It can help the hotel industry to know the degree of recognition and integration of the hotel employees into the industry culture, analyze the reasons, and then solve the problem in a targeted way, so as to finally improve the degree of recognition and integration of the employees into the industry culture, strengthen the understanding of the employees to the enterprise, and enhance the team cohesion and centripetal force between the hotel employees.

(3) It can really improve the engagement of hotel employees to the service industry, and can not keep up with the completion of the two-way goal of maximizing the interests of the hotel to operate in a better direction and pursue higher profits.

Through the research and analysis of various factors that affect employee engagement, we explored how to effectively improve the hotel employee engagement, and found the best shortcut for the hotel enterprise to improve the hotel employee engagement, so as to reduce the hotel's cost in management, improve employee efficiency, and maximize the value of employees in their work.

3.2 Case Description

The research object of this paper is the staff of British hotel industry. The method uses a narrative of secondary qualitative data, mainly involving hotel companies such as PremierHotels, Hilton, and Travelodge. Hotel companies adopt transformational leadership and transactional leadership respectively in the management process. Through investigation and method, we can understand the leadership style of British hotel industry and the work performance of employees under different leadership styles.

Since 1991 Premier Hotels & Resorts has been a recognized hospitality brand, known for delivering authentic guest experiences.Premier Hotels & Resorts was established when current Managing Director Sam Nassimov purchased an old hotel in East London in the Eastern Cape, with a view to turning it into a boutique establishment. Offering discerning clients a home away from home, the first branded Premier Hotel was born.From a humble 40 bedrooms, Premier Hotels & Resorts' portfolio has grown to encompass 24 hotels and resorts throughout the country delivering genuine, caring hospitality.As an award-winning hospitality company with over 30 years of experience developing and managing hotels and conference centres. Premier Hotels & Resorts' is set to continue its national expansion into hotel property development and management, providing operational expertise to steer hospitality ventures and developing partnerships that enable consumers to experience value-for-money guest services.

Hilton Honor Club is an award-winning guest loyalty program for Hilton's top 10 global hotel brands, with 34 million members. With more ways to earn and redeem points than any other loyalty program, the program offers guests an exceptional experience worth

sharing with their loved ones at more than 4,000 hotels in 90 countries and territories. From luxury accommodations, to cozy long-term suites and affordable dedicated hotels, our top 10 brands offer great returns to our partners while providing guests with a satisfying accommodation experience。

Travelodge hotels are designed to meet the needs of both business and leisure travelers. Travelodge hotels are usually centrally located, allowing you to feel the pulse of the city and enjoy the main attractions and public transport facilities nearby. Travelodge specialises in providing the highest quality of service, allowing guests to enjoy quality sleep, comfortable beds and rooms, and minimal essential amenities.

3.3 Data collection and analysis

The questionnaire method is widely used in social surveys at home and abroad. Questionnaires refer to tables used for statistics and surveys to express questions in the form of questions. The questionnaire method is a method that researchers use this kind of controlled measurement to measure the research questions, so as to collect reliable data. Most of the questionnaires are sent by mail, individually or collectively. The investigator shall fill in the answers according to the table. Generally speaking, the questionnaire is more detailed, complete and easy to control than the interview form. The main advantages of the questionnaire method are standardization and low cost. Because the questionnaire method is based on a well-designed questionnaire tool, the design of the questionnaire is required to be standardized and measurable. This traditional method of evaluating teaching work is mainly to test the assessed under normal conditions by designing questionnaires, test questions, scales, etc., in order to obtain evaluation data and make judgments. Attention should be paid to the following points when using this method: First, identify the subjects carefully, and the subjects should be very familiar with relevant situations and representative; Second, the design topics should not be too many, but should be meaningful, and the expression should be simple, clear and popular; Third, the required answers must be specific, preferably in the form of judgment, selection, filling in the blank, etc; Fourth, it is better to use anonymous answers to eliminate the doubts of the subjects. The design of questionnaire survey generally includes the introduction, personal characteristics, factual questions and attitude questions. The following points should be paid attention to when designing the questionnaire: ① The statement of questions should be simple and clear, and vague or professional technical terms should be avoided; The number of problems should be moderate; Try to use neutral words in the wording of questions, and avoid the use of directional or suggestive language; The options for providing answers should cover all the contents of the answers to the questions ⑤ Try to avoid using negative questions or double negative questions. The problems should

be arranged in a neat and beautiful way. On the basis of literature research and theoretical model, this paper comprehensively considers the British local cultural background and the characteristics of the hotel industry, selects a mature scale with good reliability and validity, selects a suitable scale of survey samples to conduct field research and issue questionnaires, and the data collected from the questionnaire is used for the verification of this article.

In short, empirical method is a research method to analyze the "what" of economic problems. Focus on how the economic system operates, analyze the process, consequences and direction of economic activities, regardless of whether the results of operation are desirable. The empirical method describes, explains or explains the observed facts under certain assumptions and considering the causal relationship between relevant economic variables, and makes predictions about the occurrence of relevant phenomena. Objective facts are the criteria to test the conclusions drawn by empirical method. Fan Gang pointed out that the basic characteristics of empirical research as an economic research method are: "From the analysis and induction of economic phenomena, we can summarize some basic theoretical assumptions as the starting point of logical method, and then on the basis of these assumptions based on reality, we can carry out logical deduction, derive a series of conclusions, and gradually relax some assumptions, so that the theoretical conclusions are closer to the specific facts." Normative analysis is a research method to study "what should be" of economic operation. This method is mainly based on certain value judgments and social goals to explore the steps to achieve such value judgments and social goals. Modern western economics believes that empirical method and normative analysis are relative rather than absolute. Specific economic analysis can not be separated from human behavior. In the empirical method, the social understanding of human behavior is the basis of its analysis, and complete objectivism does not exist. From the history of the development of economic theory, "except that a few economists advocate the pure empirical analysis of economics as natural science, they basically agree that economics is both an empirical science and a normative science, because what questions are put forward for research, what methods are used for research, and highlight those factors, which actually involve personal value judgment". Based on previous research on leadership style and employee engagement, this paper selects and designs a questionnaire. The data are obtained through the distribution and recovery of questionnaires, and the data are empirically analyzed using statistical analysis software and methods, and corresponding conclusions are drawn to support the verification of research assumptions.

3.4 Validity and Reliability

After the descriptive statistical analysis of the sample data, the reliability test of the sample data of each variable is carried out to verify whether the reliability of the data is good and whether it can be used for further analysis. Generally speaking, the higher the reliability, the more reliable the stability and consistency of data results. Reliability test was conducted on the scale. According to Table 3.1, the Klonbach Alpha coefficient in the whole scale was 0.951, larger than 0.9, indicating that the scale had high stability and consistency.

Table 3.1 Reliability

Cronbach's α	Item
0.951	20

Before exploratory factor analysis, KMO test and Bartlett's spherical test are required to measure whether questionnaire data can be factor analyzed. Scale of KMO value of 0.885, indicating good validity test are shown in table 3.2. The significance was 0.000, less than 0.05, which reached the significant level, indicating that the scale was suitable for factor analysis.

Table 3.2Validity

KMO &Bartlett's test		
KMO		.885
Bartlett's test	Approximate Chi-square	832.452
	Df	45
	Sig	.000

3.5 Ethical Considerations

During the research process, the protection of personal privacy was emphasized and the basic information of the investigators was protected by the method of anonymous survey. During the research process, the personal information of the samples or respondents was not investigated. At the same time, the results of the research are only used for scientific research and paper research, and the relevant research contents and conclusions will not be applied to commercial purposes, and will not cause damage to the interests of the investigators and related enterprises. Therefore, the whole research process is in line with the basic research ethics.

Chapter 4 Research Analysis

4.1 Cases of employee participation in the UK hotel industry

According to a Harri (2021) survey of 1,600 UK hospitality workers and a Perkbox (2020) survey of the financial cost of leaving employees, 69% of employees feel at some point unengaged in their work and have no emotional commitment, enthusiasm and enthusiasm for relatives in the company 39% feel passionate, engaged and willing to work with organizations (Harri, 2021). This disengagement issue is costly for organizations as productivity drops to 35%, 59% fail to act as brand advocates, lack of collaboration and team aspirations, which is an 18% increase for engaged employees. Engaged employees reduce turnover and absenteeism, recruitment and training costs, and a 2015 study by M&S found that this was almost three times as high as engaged employees, as shown in Figure 1.
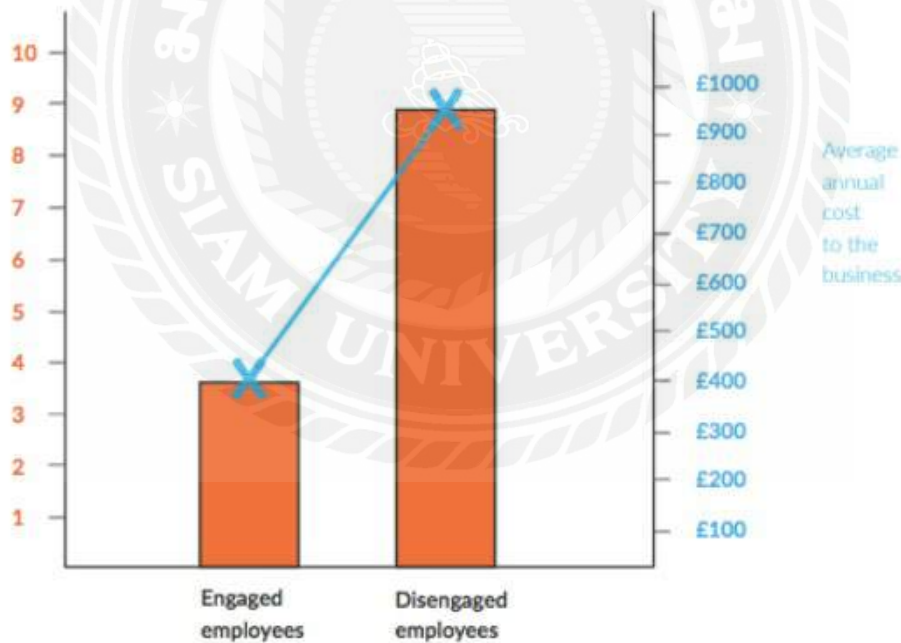

Figure 1: A comparison of the cost of engaged and departing employees in the UK (from Perkbox, 2020).

Similar to these UK surveys, Zarban (2018) and Grant (2019) found the need for proper leadership to improve employee engagement, as this not only reduces the problems

and costs associated with poor performance, but also increases employee well-being, Motivation and job engagement and reduce the cost of training, recruiting and absenteeism.

4.2 Results of sub-dimension effect size test

The overall effect size test results According to the heterogeneity test results, a random effect model is selected to conduct a main effect test on the relationship between transformational leadership, transactional leadership and employee job engagement. From the results, we can see that the relationship between transformational leadership and employee work engagement is examined as a whole, there are 20 effect sizes (N=5527), and the overall correlation coefficient between transformational leadership and employee work engagement is 0.589 (P＜0.001); To test the relationship between transactional leadership and employee job engagement, there are 15 effect sizes (N=3598). The overall correlation coefficient between transactional leadership and employee job engagement is 0.260 (0.05＜ P＜0.1). % confidence intervals are significant. When $|r| \leq 0.1$, the correlation is low; when $0.1 < |r| < 0.4$, the correlation is moderate (Lipseye et al., 2001), and when $|r| \geq 0.4$, the correlation is high (Lipseye et al., 2001). Leadership is highly correlated with employee job engagement, and transactional leadership is moderately correlated with employee job engagement.

The Q-test results of the heterogeneity of the relationship between each dimension of transformational and transactional leadership and employee work engagement are all significant, indicating that each effect size is heterogeneous, and a random effect model can be used. The loss-of-safety factor N was all greater than 500, indicating that there was no publication bias in the effect values of each dimension (Rothstein et al., 2007). H1a～H1d represent the meta-analysis results of leadership charisma, vision motivation, intelligence stimulation and individualized care, respectively; H2a～H2c represent the meta-analysis results of contingency reward, positive routine management and negative routine management, respectively. From the results of the sub-dimension meta-analysis, the relationship between each single dimension of transformational leadership and employee work engagement, leadership charisma (K=11, r=0.730, P<0.001), vision motivation (K=11, r=0.673, P＜0.001), intellectual stimulation (K=9, r=0.659, P＜0.001), individualized care (K=11, r=0.721, P＜0.001) were all significantly positively correlated with employee work engagement. (Kuppen et al., 2013); The relationship between the dimensions of transactional leadership and employee work engagement, contingency rewards (K=10, r=0.526, P<0.01), positive routine management (K=7, r= 0.485, P ＜ 0.01) was significantly positively correlated with high-intensity employee work engagement, while negative routine

management (K=4, r=-0.550, P＜0.01) was significantly correlated with high-intensity (Kuppenseta., 2013).

4.3 The impact of transactional leadership on employee engagement

Grant (2019) found transactional leadership in research on leadership and employee engagement to use reward and behavioral reinforcement strategies to ensure employee engagement. In the hospitality industry, this form of leadership leverages the need to meet basic needs, a sense of security, and a sense of security to engage employees to achieve organizational goals. Among the top performing hotels in the UK, such as PremierInn, Hilton and Travelodge, Murasiranwa (2012) identified the use of incentives as the basis for improved performance. Research by Stuck and Herd (2012) and Anand (2017) agree that the use of rewards to motivate and improve employees' work commitment and performance is because they are committed to achieving set goals in order to be rewarded. For example, Murasiranwa (2012) identified top-performing hotels such as PremierInn and Travelodge, which used a quality of service approach to reward good-performing hotel managers by allowing guests to get feedback on the experience they had and, if the experience was good, reward the service provider .This incentivizes others to provide great service with positive feedback for monetary rewards like bonuses and recognition.

4.4 The impact of transformational leadership on employee engagement

Zarban (2018), while transactional leadership can foster engagement, the disadvantage is that it does not meet the high-level needs of self-actualization, thus requiring the simultaneous application of transformational leadership. In the hospitality industry, where a lot of uptake is required due to long hours, dedication, and energy, transformational leadership encourages employees to leverage innovation and creativity to get things done, thereby optimizing organizational and personal innovation and development expectations needed to meet performance (Cutler, 2014 year). This way, productivity and commitment increase, a prerequisite for employee engagement. Alzyoud's (2019) empirical study of five-star hotels such as Travelodge and PremierInn found that because transformational leadership is able to meet high-level needs, employees' self-actualization improves their ability to innovate and psychological safety, which motivates workers to achieve great goals . This inspiring motivation comes from employees' self-actualization motivating them to achieve higher-level goals such as meeting and exceeding performance expectations, committing wholeheartedly to what they do, and doing their best to ensure quality service to customers and product.

4.5 Finding

Contingent rewards and positive routine management of transformational leaders are important factors to improve employee job satisfaction. Hotel managers should be encouraged to reflect on employees' views on their personal behaviors and how to take appropriate leadership behaviors to positively influence employees. First of all, hotel managers need to pay attention to the positive effect of transformational leadership style on employee job satisfaction. In the hotel industry, employee job satisfaction is particularly important, because customers more directly interact with employees, and satisfied employees are more willing to provide customers with quality services. Managers should pay attention to the impact of their words and deeds on employees, and let each employee understand the organizational mission and goal direction through vision motivation, and further transform them into personal work goals; Stimulate leadership behavior through intelligence, create a challenging organizational atmosphere, make employees more innovative, and encourage employees to express their ideas; Concern about the organizational tasks and the humanistic needs of employees, recognize the uniqueness and diversity of employees' beliefs and values, and give corresponding support; One of the best ways for hotel managers to convey their business philosophy is to set an example and win the respect and trust of employees. Secondly, hotel managers should not ignore the positive impact of contingent reward behavior and positive routine management on employee job satisfaction, while avoiding negative routine management behavior. Transactional leadership emphasizes the transactions between leaders and followers, which means that managers need to provide clear expectations so that employees know what they must do to complete tasks; Managers can use timely rewards such as small salary increases, bonuses or praise to motivate employees' performance. In addition, managers need to pay close attention to the organizational environment to ensure that any errors can be prevented before they occur or resolved quickly when they occur, so that employees feel protected. Finally, hotel managers need to use the leadership style that is most suitable for employees' working environment to avoid limiting the leadership behavior to a certain level. Both leadership styles play a positive role in improving employees' job satisfaction. In order to maximize the job satisfaction of hotel employees, it is necessary to adopt a mixed leadership style adapted to the organizational environment to balance organizational tasks and meet the needs of employees.

The study also found that there was a significant positive correlation between transformational leadership and employee engagement in the process of hotel management,

with a correlation coefficient of 0.589 (p<0.001). It shows that when hotel managers adopt a transformational leadership style, it has a direct role in improving employee engagement. Specifically, each dimension of transformational leadership has a significantly positive correlation with employee work engagement, which means that the higher the degree of collaboration between the dimensions, the more likely it is to produce higher employee work engagement. Therefore, only by comprehensively considering the complementarities and dependencies among dimensions can the expected improvement of employee engagement be achieved.

Second, the correlation coefficient between transactional leadership and employee work engagement is 0.260 (p=0.07), which is not significant within the 95% confidence interval. However, there is a significant correlation between each single dimension of transactional leadership and employee work engagement. In particular, there is a high intensity positive correlation between contingent compensation, active routine management and employee work engagement, which indicates that when hotel employees meet the specific expectations expressed by leaders, leaders give follower feedback and use rewards or compliments to affirm employees' work, and employees will be more satisfied with their work. However, there is a significant negative correlation between negative routine management and employee work engagement. As a service industry with high interpersonal contact, the hotel industry is prone to reduce employee work engagement if hotel managers do not focus on solving customer or employee problems. The overall correlation between transactional leadership and employee work engagement is not significant. The reason is that negative routine management and contingent incentives and positive routine management have opposite effects on employee work engagement, and the overall effect is therefore weakened. Therefore, in the hotel industry, leaders and followers are closely related. Organizations should reduce the possibility of negative routine management, coordinate the complementarities of all dimensions of transactional leaders, and improve employee engagement.

Chapter 5 Conclusion And Recommendation

This article investigates the impact of leadership style on employee engagement in the UK hospitality industry. Narrative analysis facilitates the analysis of secondary qualitative data related to UK hotels such as PremierHotels, Hilton and Travelodge. The rationale for employee engagement is the need to have a high-performing workforce, reducing costs associated with a lack of engagement, such as training, turnover and poor performance, thereby reducing profitability. While transactional leadership increases engagement through rewards, the holistic approach to leadership recommends using leadership interchangeably with transformational leadership to inspire employee engagement to meet higher-level needs. Accordingly, two recommendations were made to the UK hospitality industry.

First, as the cost of employee disengagement continues to increase, it is important to employ supportive leadership that can improve employee job engagement, job commitment, and performance through engagement. The current study found that transformational leadership is better at motivating hotel employees than transactional leadership because it helps meet high-level needs by motivating employees to meet the organization's goals while meeting their needs. Using transformational leadership, managers and supervisors in the hospitality industry can work collaboratively in a democratic manner, allowing followers to participate directly or indirectly in contributing ideas and building vision.

Second, the value of transactional leadership is also related to employee engagement. For higher-level needs, lower-level needs such as safety, security, and basic needs should be met. Therefore, the article recommends alternately using transactional leadership to track performance and satisfaction, rather than replacing it with transformational leadership. This is because followers need to realize what their work is all about, which means getting most of their deals through contingent rewards, so that they can embrace risk-taking, be innovative, and be effective, which means transformational leadership augments transactional leadership.

As a positive psychological experience of employees at work, work immersion plays an important role in promoting employees' positive attitudes and behaviors, and can also help hotel organizations to improve employees' work enthusiasm and work performance from a new perspective. Based on previous research, this paper reveals the key factors affecting the work immersion of hotel employees and their function rules. Provide practical operational basis for hotel managers in practice, help hotel managers to efficiently apply work immersion theory to daily management work, make full use of hotel organization, leadership, and

personal resources of employees, and strengthen the interaction between the three relationship, to promote the occurrence of employees' work immersion by effective means, so as to guide employees to maximize their potential.

5.1 Strengthen the cultivation of transformational leadership ability of hotel managers

The behavior of managers in hotels will have a certain impact on the behavior of employees. The research conclusion shows that transformational leadership composed of four dimensions: moral example, vision motivation, individualized care and leadership charisma is an important antecedent variable for employees' work immersion. Hotels can strengthen transformational leadership for managers in the following ways. Ability development. First, when hiring managers outside the hotel or promoting them internally, they should pay attention to their personal moral cultivation and personality charm. In the process of evaluation and selection, in addition to focusing on examining managers' business ability and innovation consciousness, it is also necessary to appropriately improve morality. The weight of indicators; secondly, well-known experts in the management field or outstanding managers in the industry are regularly invited to teach a series of courses for hotel managers, which can include topics such as moral cultivation, moral cultivation, vision incentives and personalized care, so as to cultivate managers in all aspects. transformational leadership;

Third, a reasonable incentive mechanism should be established, and the leaders' moral cultivation and individualized care should be incorporated into the assessment indicators. At the same time, employees' evaluation of managers should be incorporated into the management performance Hierarchical managers implement hierarchical incentives to motivate managers to effectively improve their transformational leadership capabilities.

5.2 Comprehensively intervene in the development and management of hotel employees' psychological capital

The study found that various dimensions of psychological capital of hotel employees have a positive impact on work immersion. As far as self-efficacy is concerned, hotels can start from employees' expectations of skilled skills and experience success, provide employees with necessary training and guidance, help employees improve work skills, cultivate employees' continuous learning work attitude, and improve employees' problem-

solving ability ; The hotel can provide demonstration guidance through "examples around you", and regularly arrange excellent employees in the hotel to conduct demonstration exchanges, so that employees can improve their self-confidence level in the process of learning and imitating others. As far as hope is concerned, the most effective way to create hope for employees is to help them build reasonable career rules.

On the basis of helping employees set clear and easy-to-reach goals, and then give them corresponding support, and encourage employees to work hard toward the established goals step by step, and gradually experience success, they can make them have expectations for the future. As far as optimism is concerned, hotels can establish a special psychological counseling agency, regularly invite psychological experts to solve problems for employees, and help employees to establish positive beliefs in their thoughts. When encountering uncertain things or encountering setbacks, learn to use a positive attitude. Second, because the hotel's work is relatively process-based, many tasks have rules to follow. In daily training, employees can be taught the methods and skills of dealing with guests, skillfully communicate with guests and learn to relax themselves, all of which are good for It helps a lot that employees develop optimism.

5.3 Strengthen the construction of hotel culture, adhere to people-oriented, and create a harmonious atmosphere

"Flexible management" is a humanized management that adheres to people-oriented. It does not rely on the influence of power, but on democratic management and equality of power, slowly changing the psychological process of employees, and stimulating their initiative from the depths of their hearts. , creativity and inherent potential, ultimately enabling it to continue to contribute to the hotel. The "rigid management" is biased towards the binding force of the rules and regulations. As a labor-intensive hotel industry, the management in the past was more rigid, and now it should pay more attention to the idea of "people-oriented". The quality of employee service should also pay more attention to meeting the needs of employees' personal development and the construction of their mental health. Hotel managers should regard respecting and attaching importance to employees as the basis of all work, encourage and help employees' deficiencies, promptly affirm and praise employees' contributions, strive to create a harmonious and pleasant working atmosphere, and promote employees' work enjoyment experience. It is also helpful for employees to enter a state of work immersion.

5.4 Work content of engineering science

We can make good use of Maslow's demand theory to improve the hotel staff's level of dedication to the hotel by designing scientific and reasonable work content. Before designing scientific and reasonable work content, employees must be able to complete their own work well first, and then they can design challenging work content to stimulate their enthusiasm for work, so that the increasing difficulty of work can make employees interested. It mainly includes reasonable work content, clear work responsibilities and challenging work.

(1) Reasonable work content

The content of reasonable work generally includes the integrity of the work undertaken, the freedom of work and the perception of work. The work of the hotel staff is simple and complicated in everyone's eyes, and does not require too much technical guidance. Therefore, when designing the work orientation for the staff, remember to ensure the integrity of the staff's responsibility for the work, so that the staff can be continuous in undertaking the work and not be short circuited in the middle, so as to ensure the staff's continuous interest and feel the significance of undertaking the work. At the same time, the hotel industry is a service industry, so employees are faced with some requirements that are different from the usual rules proposed by customers. At this time, when designing work for employees, the hotel should give employees a certain degree of autonomy, so that employees can handle their work well under a certain degree of control. By establishing a trust relationship between the hotel and employees, employees will feel that they are valued by the hotel, A sense of belonging arises spontaneously. Finally, the leaders of the hotel gave timely feedback on the work of the employees and affirmed that the strengths and weaknesses of their work were clear, laying a good foundation for the optimization of future work and helping the employees to do their work better and better.

(2) Clear job responsibilities

Hotel is a typical service industry in the traditional industry, which has undertaken many characteristics of the old era, and regards service as quality. Employees face customers directly in their work, and the feedback from customers is the basis for the hotel to survive. Therefore, the hotel should clarify the responsibilities and rights of employees when designing work for employees. Only when the responsibilities and rights are equal can employees feel fair and positive in their work, which can ensure that employees have engagement and create customer satisfied services to serve customers; At the same time, we also need to standardize the working methods of employees. The service industry is flexible and changeable. Employees should be given a flexible working method and result oriented.

Finally, the staff communication platform is unblocked, some typical cases in the work process are learned from each other, and the advantages and disadvantages are constantly optimized, so that the entire hotel staff can form a team cooperation atmosphere, move forward and retreat together, and create a sense of team dedication.

(3) Challenging work

Hotel is a service industry, which is engaged in simple and complex work, and the adjustment to employees is relatively small. Therefore, in the process of job design, employees should be allowed to take on more responsibilities as much as possible, so that employees can feel that their work is challenging, otherwise the work of employees will become a simple process work and lose its due significance. At the same time, continuous training should be given to employees. While employees undertake more and more important tasks, training is essential. On the one hand, employees can understand their job responsibilities through training, and on the other hand, employees can feel that the hotel attaches importance to our development and is a humanistic management. Of course, when designing work for employees, it is not that the higher the difficulty, the better. The higher the responsibility, the greater the responsibility. In fact, this is not the case. Once employees are given a lot of work that exceeds their ability, they try to complete it, but the result is not ideal. This not only does not give employees the pleasure that work brings, but it severely damages their enthusiasm for work and denies their ability to work, Once people deny their ability, they will continue to have uncertainty about their future work. Therefore, when designing work for employees, we should consider their own abilities. We allow the complexity of work to exceed their abilities, but such a degree still needs to be grasped. What we encourage is that employees can grow a little bit every day, rather than succeed at once, so that employees can feel that they are growing continuously, so that employees can affirm their abilities and the hotel's arrangements for them, Generate continuous engagement.

5.5 Recommendations for hotel leaders

5.5.1 Pay attention to exemplary morality and improve leadership charm

In the process of localization of transformational leadership, moral example is a dimension with unique national cultural characteristics discovered by British scholars. In the hotel service industry, personal virtue and personality are more important. Hotel managers should lead by example, pay attention to the improvement of their own moral cultivation and leadership charm, manage and lead employees with virtues, and set an example for

employees. First of all, in management, it is necessary to treat people with sincerity, seek truth from facts, strengthen communication with employees, share weal and woe with employees, and truly consider the interests of employees; secondly, managers need to be positive and just, honest and public, work hard, and not care too much about personal interests Furthermore, managers should be open-minded, tolerant and tolerant, treat subordinates fairly, and not engage in privilege. In this way, through a subtle and gradual way to gradually guide and influence employees, make employees feel the charisma of the leader and set an example, and gradually immerse themselves in the work in a relaxed atmosphere.

5.5.2 Implement vision incentives to help employees establish development goals

Hotel managers should plan the organizational vision reasonably and describe an attractive future to employees; let employees have a deep understanding of the development goals of the hotel or the department, so that employees can appreciate the value and significance of their work; The future development of the organization is closely linked, so that employees can make it clear that the success or failure of the hotel is closely related to their personal interests, and help employees clarify their own development goals, so that employees can see the future and hope of the organization and themselves, which can effectively awaken employees to more High-level needs prompt employees to work hard to achieve organizational goals, which in turn facilitates employees to enter a state of work immersion.

5.5.3 Strengthen communication between superiors and subordinates and provide personalized care

With the progress of society and the rapid development of the hotel industry, hotel employees are not only "economic people" who only value the working environment and remuneration, but gradually become "social people" who pursue higher-level needs such as social respect and self-realization. . Therefore, hotel managers are required to not only focus on the realization of employees' work goals, but also need leaders to strengthen communication with employees, care about employees' work and life, pay attention to employees' personal needs, abilities and desires, and respond to personal circumstances. Different guidance and training are given to employees to help them improve their personal qualities and abilities, create favorable conditions for employees to realize their personal career aspirations, establish relationships with employees as teachers and friends, and win

their respect and love. Only in this way Only then can employees truly follow the manager, maintain a happy state at work, and immerse themselves in the work.

The findings of this paper show that contingency rewards and positive routine management of multi-level transformational and transactional leadership are important factors in improving employee job engagement, and should inspire hotel managers to reflect on how employees perceive their personal behavior, and how Adopt appropriate leadership behaviors to positively influence employees. First, hotel managers need to pay attention to the positive effect of transformational leadership style on employee job satisfaction. In the hospitality industry, employee engagement is particularly important because customers are more likely to interact directly with employees, and satisfied employees are more willing to provide customers with quality service. Managers should pay attention to the impact of their words and deeds on employees, let each employee understand the organization's mission and goal direction through vision incentives, and further transform them into personal work goals; stimulate leadership behavior through intelligence and create a challenging organizational atmosphere , to make employees more innovative, and at the same time to encourage employees to express their ideas; to care about the human needs of employees while caring for organizational tasks, to recognize the uniqueness and diversity of employees' beliefs and values, and to give corresponding support; hotel managers communicate One of the best ways to have a business idea is to lead by example and earn the respect and trust of your employees. Second, hotel managers cannot ignore the positive impact of contingency reward behavior and positive routine management on employee work engagement, while avoiding negative routine management behavior. Transactional leadership emphasizes the transactions that take place between leaders and followers, which means managers need to provide clear expectations so that employees know what they have to do in order to complete the task; managers can use timely rewards such as small raises , bonuses or praise to motivate employees' work performance. In addition, managers need to pay close attention to the organizational environment to ensure that any mistakes are prevented before they occur or resolved quickly when they occur, so that employees feel protected.

Finally, hotel managers need to use the leadership style that best suits the employee's work environment and avoid limiting leader behavior to a certain level. Both leadership styles have a positive effect on improving employee work engagement. To maximize the job engagement of hotel employees, a hybrid leadership style that adapts to the organizational environment is required to balance organizational tasks and meet the needs of employees.

5.6 Research limitations and future directions

This article has some limitations. First, limited by the amount of literature, the number of qualified dissertations collected in this paper is small, and the sample size is lower than that of journal papers, which may lead to a slight overestimation of the actual results and underrepresentation. Again, there may be other sources besides transactional and transformational leadership styles. Future research could further explore the moderating effects of factors such as hotel star rating, employee demographics, and measurement hierarchy. Due to the lack of existing literature data, this paper only discusses the relationship between transformational leadership, transactional leadership and their various dimensions and employee job engagement, and does not examine the relationship between the specific dimensions of job engagement and leadership style
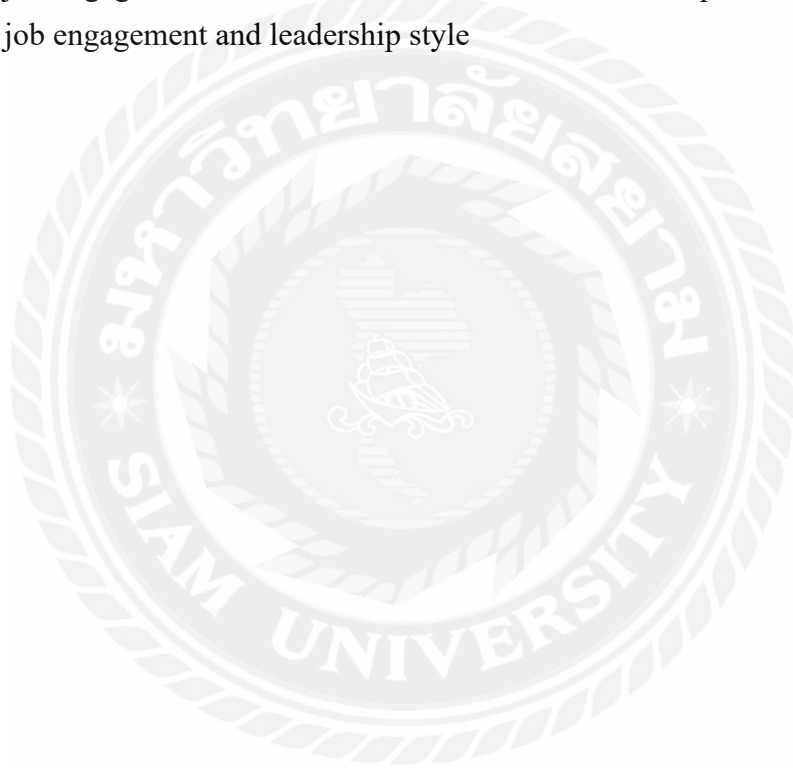
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