
Convergence of leadership styles and organisational ambidexterity in the perspective of employee engagement: a proposed framework

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Abstract: Employees are engaged with their job roles and responsibilities, as they are influenced by their leaders, and they follow the path of ambidexterity in the same wave as presented by their leaders. Organisational leaders worldwide keep on working on finding the new ways and mediums to maintain talented workforce and to engage them too. It requires understanding of the multifaceted employee attitudes, ambitions, and the role of organisational factors such as organisational ambidexterity. We review the existing literature of transformational leadership, authentic leadership, employee engagement, and organisational ambidexterity to simplify the present knowledge in the arena. We start with a fast outline of the definition and growth of these constructs. Thus, this conceptual paper aims to understand and identify the linkage among transformational leadership and authentic leadership with employee engagement through organisational ambidexterity. This study also presents a research framework and discusses seven research propositions.

Keywords: transformational leadership; authentic leadership; employee engagement; leadership; followers; motivation; organisational ambidexterity; emerging markets; leadership style; exploitative; explorative.

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1 Introduction

With the intensifying competition and challenging business environment, it is becoming imperative for the organisations to focus on their employee's talent engagement and performance enhancement. Even in times of recession, when the mantra is 'do more with less', which is very similar to the present global condition, organisations need to have engaged employees. Employee engagement has become an essential tool for enhancing the organisation's overall performance and long-term sustenance. Various researchers have established that employee engagement has a positive impression on the overall working of the organisation. For example, Markos and Sridevi (2010) have stated that more employee engagement leads to better performance, and engagement has a positive impact on overall output like efficiency, cost-effectiveness, employee maintenance,

security, and customer reliability. However, how employee engagement is developed in the organisation? Research has shown that the crucial element that impact employee engagement are job designing, organisational culture, rewards system and incentives, career development, communication, and leadership. According to Dajani (2015) research, it has been found that leadership is the primary influencer of employee engagement, as leadership can affect the communication, transparency, self-awareness and ethicality of the organisation. Leadership develops confidence and motivation in employees that impact employees' overall productivity and leads to engagement. Leadership is an essential factor for overall organisational functioning and effectiveness, but it needs to be understood, how leadership leads to employee engagement. Researches have shown that transformational leadership and authentic leadership are being defined in terms of their influence on subordinates. In transformational leadership style, trust, admiration, loyalty, and respect are felt by the subordinates towards the leader. And, this in turn, motivates subordinates to do more than what is required (Bass, 1985). Thus, this paper seeks to understand the connection among transformational leadership, authentic leadership, and employee engagement.

Further, we propose that transformational leadership and authentic leadership are instrumental in instilling trust in their followers. This helps in developing work engagement in the employees. This leads back to the importance of leadership style to emerge victorious in an emerging economic context, taking care of the exigencies of the market, organisation, and thereby engaging employees.

In hindsight, all these functionalities will develop a market in case of any volatility, in similar lines like the recent 2020 pandemic, of the existing business environment. To elaborate, developing markets are characterised by the rapid structural change in the organisation at a social, economic, cultural, and institutional level. Now, it is an essential aspect because the majority of economies are liberalised and open in the domestic front (Chebbi et al., 2016). The competitive edge and survival of an organisation will depend on the flexibility of the organisation. This is where, ambidexterity, propels an organisation towards being successful. In other words, organisational ambidexterity assumes that any organisation, when exposed to or moves to a different market condition, gets exposed to different environmental dynamic contexts and act according to the strategy it adopts (Stokes et al., 2016). In such condition, an organisation may take an exploitative stance wherein it will play a conservative and risk aversion strategy. Else, it can take an explorative stand. To a more extensive extent, the adoption of the specific stand will depend on the leadership style. It is being seen that transformational leadership can be more valuable in an emerging economy, which is dynamic (Waldman et al., 2001). The tendency to take a more explorative stance with a parallel influence of national culture has been noticed. This is understandable, because national culture and contexts are highly diversified.

Existing research has ascertained that leadership style, and organisational context acts as antecedents to ambidexterity (Nemanich and Vera, 2009). There is ample study on transformational and transactional leadership styles (Chebbi et al., 2016). However, there is not much evidence of the study of transformational leadership and authentic leadership in developing markets and its consequence on organisational ambidexterity to succeed. As rightly said by Nemanich and Vera (2009), that there are less evidence and growing interest in the influence of leadership style upon organisational ambidexterity amidst the cultural diversity present in different economies. Since, the literature has never jointly

treated two critical leadership perspectives as antecedents of ambidexterity, this provides novelty and uniqueness to the study.

With reference to the above discussion, the purpose of this research is to understand two gaps in the research. First, how organisations embrace ambidexterity. As for this time, we have found very few theoretical studies focusing on the interaction between the different leadership perspectives in ambidextrous organisations while discussing future research propositions. Second, to understand the impact of organisational ambidexterity on employee engagement, the significances about its possessions on engagement have been distinct (Ajayi et al., 2017; Cheng et al., 2019). In our view, the discussed research framework of employee engagement through ambidexterity establishes a pertinent topic from the point of view of academia and organisations both. While it presents a comprehensive vision of organisational ambidexterity as a mediator for two leadership styles of leaders and employee engagement, it contributes to the future studies of related areas.

There has been an intense development in scholarly curiosity in the discipline of transformational leadership, authentic leadership, employee engagement, and organisational ambidexterity in the past decade. We appraised the existing scholarship intending to clarify the state of knowledge present in the fields with the given research objectives of the study.

1.1 Research objectives

The research objectives of this conceptual paper are:

- To study the past summary of the definition and progress of the constructs viz., transformational leadership, authentic leadership, employee engagement, and organisational ambidexterity.
- To understand the influence of transformational leadership and its critical dimensions like, inspirational leadership, idealised influence, individualised consideration and intellectual stimulation on adopting and practicing organisational ambidexterity.
- To comprehend the influence of authentic leadership and its four variables like balanced processing, self-awareness, internalised moral perspective and relational transparency on organisational ambidexterity.
- To explore the effect of organisational ambidexterity on employee engagement.
- Finally, to comprehend and find the linkage among transformational leadership and authentic leadership with employee engagement through organisational ambidexterity. Thus, this study presents a research framework, discusses a few research propositions, and presents an agenda for future research.

Furthermore, this work presents considerable value to the subject of leadership by theoretically developing a research framework in the context of emerging economies. This work also contributes to the literature of employee engagement by discussing the role of organisational ambidexterity which is extremely significant to organisational success. Thus, this study also widens the literature of organisational ambidexterity.

2 Literature review

2.1 *Transformational leadership*

Burns (1978) gave the concept of transformational leadership. He distinguished the transactional leadership from the transformational leadership. Transformational leadership goes way beyond the compliance of followers. It helps followers to become leaders by instilling a relationship of mutual stimulation and elevation. Sometimes it also leads to convert the leader into a moral agent (Burns, 1978). That is, transformational leadership occurs when the leader and follower assist each other to reach an upper level in terms of values and inspiration. According to Bass (1985), transformational leaders are defined in terms of how they impact the followers in trust, loyalty, respect towards leaders. It also states how they are inspired to work additionally than what they are anticipated originally. In transformational leadership, the extraordinary achievements in performance and accomplishment of the team, individual, or organisation are achieved due to the distinctive association amid the leader and his subordinates. Transformational leaders attempt to go beyond what a transactional leader does for the followers (e.g., Graen and Scandura, 1987; Hollander, 1985). A transformational leader tries to develop the confidence level, with increased awareness and interest of the group or organisation, to move the followers from the concern of existence to the concern of accomplishment and development. Transformational leaders help their subordinates to grow so that they can take the leadership role and present themselves in such a way so as they set new heights of performances (Bass and Avolio, 1990, 1993, 1994).

Transformational leadership is described as a type of leadership in which leaders inspire subordinates to achieve organisational objectives and benefits so that they can outweigh their expectations (Buil et al., 2019; Groselj et al., 2020; Khorshid and Pashazadeh, 2014). Transformational leaders possess a strong vision for the future of the organisation through which they can metamorphose the whole organisation. This empowers the followers to take initiatives, so as they can reach their vision (Kim, 2014; Groselj et al., 2020).

Transformational leadership comprises four pivotal aspects (Bass, 1985) – inspirational leadership or motivation, charisma or idealised influence, individualised consideration and intellectual stimulation. Charismatic leadership or charisma is the focal aspect of transformational leadership. It involves developing a strong sense of mission in followers, along with securing respect, trust, and confidence in others. Motivation or inspirational leadership involves sharing a vision with confidence, developing positivity, and passion. In transformational leadership, the other two most important things are; intellectual stimulation and individualised consideration. Intellectual stimulation helps leaders to promote creativity and stimulating followers to look for new ways of traditional methods using their intelligence. At the same time, individual consideration considers every individual valuable by recognising their contribution, making them feel valued and vital for the organisation by giving personal attention to all individuals.

2.2 *Authentic leadership*

Avolio and Gardner (2005) proposed the concept of authentic leadership. It is the process in which leaders are clear of their beliefs and behaviours within the environment in which they are operating (Gardner et al., 2005a, 2005b). As per Avolio and Luthans (2006),

authentic leaders are the ones who understand their personal and subordinates' main beliefs, moral viewpoints, strengths, and knowledge. Therefore, Walumbwa et al. (2008) has said that authentic leadership is the behavioural outcome developed from optimistic mental capabilities and organisational positive, honourable environment that helps develop 'self-awareness, internalized perspectives, balanced information processing, and relational transparency' in operating with subordinates. They are the ones who are conscious of both their authenticity and the way in which they give consent to their subordinates to reach their collective goals and objectives (Clapp-Smith et al., 2009). Authentic leadership has grown as a 'widespread emerging social trend' (Carroll, 2015; Groselj et al., 2020) and a 'gold standard for leadership' in organisations (Ibarra, 2015; Cha et al., 2019; Groselj et al., 2020) and the attention in authentic leadership is prospering (Cha et al., 2019; Groselj et al., 2020). In multiple works of literature, it has been reflected by different scholars that authentic leaders should be as they are, to achieve contentment along with growth (Cha et al., 2019; Harter, 2002; Groselj et al., 2020).

Walumbwa et al. (2008) discussed authentic leadership as a higher-order construct consisting of four lower-order constructs. These lower-order constructs are balanced processing, self-awareness, internalised moral perspective and relational transparency.

2.2.1 Self-awareness

It is about the understanding of personal powers and faults, and the way to cooperate with the surrounding atmosphere. It is the most crucial and indispensable element of authentic leadership. As per Gardner et al. (2011) and Men and Stacks (2014), self-awareness is about the leader's capability to have self-understanding and understanding of their potential strengths, growth scope, and principles along with their impression on the subordinates. According to Avolio and Gardner (2005), 'values, cognitive identity, feelings, and objectives, incentives' are four important components of self-awareness. As per Diddams and Chang (2012), irrespective of self-awareness, authenticity will be basically associated with the significance of personal image and performance.

2.2.2 Balanced processing

It is stated as a leader's purposive appraisal and investigation of applicable information while taking into consideration the thoughts of other participants in decision making (Gardner and Steinberg, 2005; Avolio et al., 2005; Walumbwa et al., 2008). It includes the study of all applicable information prior to making any decision. As per Neider and Schriesheim (2011), leaders who look for everyone's' standpoints and observations, and confront the present situation have this skill.

2.2.3 Relational transparency

It refers to the extent a leader strengthens a clear and transparent relationship with everyone so as to offer the chance of appreciating thoughts, remarks, and challenges in the forthcoming time. According to Stander et al. (2015), it refers to the capability of openly sharing the information and presenting the self in an unpretentious manner.

2.2.4 *Internalised moral perspective*

According to Peterson et al. (2012), internalised moral perspectives refer to behaviour which is directed by beliefs and moral principles prevalent within oneself. It is relative to the external forces such as co-workers, business, and society.

2.3 *Organisational ambidexterity*

Organisational ambidexterity implies the amount organisations organise exploitative and exploratory innovation modes (Andriopoulos and Lewis, 2009; Hughes, 2018; Hughes et al., 2020) and redirects the concurrent quest of both (e.g., Kouropalatis et al., 2012). Out of these exploitative modes which are concentrated on refining recent movement of cash and specify circumstances where organisations functions surrounded by fairly identifiable, foreseeable, and protected knowledge limitations (Raisch and Birkinshaw, 2008; Simsek, 2009). Alternatively, when there is less knowledge due to less usage or not adequately developed knowledge, organisations find themselves in a less known, unstable, and risky environment, so exploratory mode becomes necessary. An exploratory model centres on investigation and discovery to produce upcoming cash movement (Hughes, 2018).

In the analysis of organisational ambidexterity, O'Reilly and Tushman (2008) note several unsolved questions necessitating further research (O'Reilly, 2016). First, there is a gap in understanding the level of exploration where ambidexterity happens. Some academics have competed that ambidexterity can result at the personnel level (Gibson and Birkenshaw, 2004; O'Reilly, 2016), business unit level, or organisational level. Second, there is a lack in understanding of the occurrence of ambidexterity at different epochs of exploitation and explorations (e.g., Brown and Eisenhardt, 1997; Duncan, 1976; Nickerson and Zenger, 2002; O'Reilly, 2016) or concurrently (e.g., Adler et al., 1999; Tushman and O'Reilly, 1996; O'Reilly, 2016). Third, there is still insecurity about the importance and productivity of ambidexterity (O'Reilly, 2016).

2.4 *Employee engagement*

Kahn (1990) first gave the concept of personal engagement as “the harnessing of organisation members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performance”. The people who are disengaged are unable to contribute full-heartedly to their work roles. Personal disengagement means “the uncoupling of selves from work roles; in disengagement, people withdraw and defend themselves physically, cognitively, or emotionally during role performance”.

Employee engagement is a tool that can be used by the organisations for increasing the performance of the overall organisation. It is one of the most critical assets of the organisation which cannot be easily copied by the competitors, since people are the only one factor that can never be duplicated or copied by the rivals. Baumruk (2004) has emphasised that engagement is the most influential factor to analyse the company’s vigour. Kahn in 1990 said employees need three crucial mental conditions to be correctly engaged with the organisation. These are ‘meaningfulness (work elements), safety (social elements, including management style, process, and organisational norms) and

availability (individual distractions)'. Buckingham and Coffman in 1999 said, "the right people in the right roles with the right managers drive employee engagement".

According to Harter et al. (2002), the expression engagement means "individual's involvement and satisfaction with as well as enthusiasm for work". Employees are passionately connected with the organisations when they are engaged and are rationally attentive in the course of the firm. Engagement occurs when employees have the clarity of their roles and responsibility. Employees know what they are expected of, have the resources to complete their role, and they have the feeling that they are the part of the organisation and their contribution matters for the organisation. So in the most definition, we can find that employee engagement is the passion, drive that creates assurance and engrossment of employees in achieving dependable and continued performance (Cook, 2008; Anitha, 2014; Carbonara, 2012). The researchers have proved that high level of employee engagement results in better customer satisfaction, better organisational performance, and positive results (London and Mone, 2014; Boikanyo, 2012). The progress of employee engagement studies has been shown in Table 1 that reveals that employee engagement scholarships covered several variables as the concept advanced.

Table 1 Employee engagement studies

<i>Contributors</i>	<i>Focus</i>	<i>Variables</i>	<i>Contextual relations to research propositions</i>
Kahn (1990)	Discussed psychological conditions and its sources for personnel engagement at work	Meaningfulness, safety, availability, available resources, ROI and confidence	Helps to understand factors of motivation to develop employee engagement
Schaufeli and Bakker (2010)	Conceptualisation and measurement of work engagement in academia as well as business	Personal energy	Helps in understanding the components of employee engagement and its relationship with organisational performance
Welch (2011)	Studied the evolution of employee engagement and the role of communication in enhancing employee engagement	Innovative and cooperative, high engagement and high performance	Helps to understand the intermediate factors of communication between leaders and employee to develop employee engagement
Chawla (2020)	Studied the effect of person-organisation fit on the relationship of employer branding strategy with employee engagement	Impact of employer branding strategy on employee engagement	Helps in understanding the components of employee engagement and its relationship with organisational performance
Mehrzi and Singh (2016)	Identified the factors affecting employee engagement	Framework to predict and control factors affecting employee engagement	By understanding factors, it helps in understanding how different organisational factors affect employee engagement

Levels of engagement have been defined by many authors in the context of emotional, intellectual commitment that workers express for the organisations (Bailey et al., 2017; Chawla, 2020). Although engaged workers have regularly displayed to be more efficient, cost-effective, harmless, better, and there is less chance of departing off from their employer (Fleming and Asplund, 2007; Wagner and Harter, 2006), it has been assessed that engagement percentage is only 30% of the overall labour force (Buckingham and Coffman, 1999; Harter et al., 2002; Saks, 2006; Wagner and Harter, 2006). About 60% of the overall labour forces are not emotionally engaged to the work they do and the organisation in which they work (Shuck and Wollard, 2008). It has been found in the research that this disengagement has led to \$300 billion productivity loss in a year in US economy (Rath and Clifton, 2004). Tragically, employee engagement is going through sustained shrinkage (Shuck and Wollard, 2008). As the number of engaged employees is shrinking, it is considered as the top priority for the organisation by the organisational leaders (Ketter, 2008).

2.5 Transformational leadership and organisational ambidexterity

Exploitation and exploration have conventionally been related to leadership (Bass, 1985; Zaleznik, 1977; Baškarada et al., 2016). Nemanich and Vera (2009) explored the impact of transformational leadership and the values assimilated in a learning culture in endorsing ambidexterity and found that transformational leadership impacts both exploration and exploitation in a milieu of change. Baškarada et al. (2016) discussed that varied leadership types (transactional and transformational) could also be related to exploitation and exploration, and thus, transformational leadership can encourage organisational ambidexterity. Chang (2015) investigated that unit-level transformational leadership is positively related to unit-level organisational ambidexterity. The relationship is further moderated by firm-level transformational leadership. Jansen et al. (2008) have found that senior team attributes and transformational leadership persuade the organisational ability to track exploratory and exploitative innovation and further to attain organisational ambidexterity.

Existing research offers limited evidence on the relation among transformational leadership, and organisational ambidexterity in vibrant contexts, particularly at the bottom of the organisational levels (Berson et al., 2006). There is a need to explore the influence of leadership styles, precisely transformational leadership, and practices, and investigating their correlation effects on organisational ambidexterity (Zheng et al., 2015; Chang, 2016; Venugopal et al., 2017). Thus, we suggest the first research proposition (RP) as:

RP1 How leaders with transformational leadership styles may promote organisational ambidexterity in emerging market scenarios?

2.6 Authentic leadership and organisational ambidexterity

Nemanich and Vera (2009) explored the role of transformational leadership on organisational ambidexterity but control for other styles of leadership, like transactional leadership, authentic leadership, LMX, and/or laissez-faire leadership. Thus, Nemanich and Vera (2009) have directed to determine the impact of other leadership behaviours (authentic leadership) on ambidexterity (positively or negatively). Siachou and Gkorezis

(2018) have again suggested for future study to determine the effect of other contemporary leadership styles like authentic, ethical, or pseudo-transformational leadership on organisational ambidexterity. The authors have not found any research which has explored or analysed any connection between authentic leadership and organisational ambidexterity. Thus, we suggest the second RP as,

RP2 How organisational ambidexterity relates to the authentic leadership style of leaders in emerging market scenarios?

2.7 Transformational leadership and employee engagement

The importance of transformational leadership on employee engagement has been well reported in the literature. There has been considerable literature to back the positive impact of transformational leadership on employee positivism and engagement. Azim et al. (2019) have investigated how transformational leadership impacts employee creative process engagement by improving their creative self-efficacy. Employees remain more engaged in organisational work when they sense that their supervisors are involved and provide them with timely feedback on their performance (Azim et al., 2019; Markus et al., 2018; Kark et al., 2018). Transformational leadership relates to the capacity of the leader to provide an atmosphere that engages their employees and increase productivity (Balwant et al., 2020; Mozammel and Haan, 2016). Tims et al. (2011) recognised a positive connection among transformational leadership and employee engagement. Transformational leadership helps employees feel high in their confidence level and develop them to take the leadership position in the organisation. In 2009, Zhu et al. had proved a direct association among transformational leadership and employee engagement. However, they also argued that other constructs had been ignored that might have indirectly affected employee engagement. According to Tims et al. (2011), it has been found that transformational leadership helps in raising the level of employees' optimism and confidence and also increases the employee's attachment to the job and identification with work leading to a positive effect on the productivity of the organisation (Ghadi et al., 2013). Tims et al. (2011) have found that when transformational leaders utilise inspiration and stimulation by enhancing the employees' resources, they have the potential to encourage employee engagement. Employees resources, are the critical antecedents of the work engagement as they act as source of motivation for the employees (Demerouti and Bakker, 2011; Crawford et al., 2010; Halbesleben, 2011; Xanthopoulou et al., 2012) and researches have found that employee engagement can be developed by leaders if leaders provide resources to the employees and become supportive to their followers. Transformational leaders are effective in producing employee's engagement as they are inspiring and visionary in their approach towards the followers (Salanova and Schaufeli, 2008).

Transformational leadership can instil a higher level of psychological importance, psychological security, and psychological availability, which can be positively linked with higher levels of employee engagement (Avolio, 1999; Bass, 1985, 1998). Transformational leadership increases employees' perception of social support leading to enhanced engagement, as said by Lyons and Schneider (2009). This research shows' that transformational leadership is a unified theory better to comprehend employee engagement in a human resource development context.

Much study has been done in the perspective of transformational leadership and its association with employee engagement. However, little focus has been given on the mechanisms through which transformational leaders encourage their followers' motivation and performance (Yukl, 1998). There have been little studies on the process of transformational leadership impacting employee engagement; and the intermediating factors between transformational leadership and employee engagement. Hence, we offer RP3 and RP4 as,

RP3 How transformational leadership develops motivation in employees to get more engaged in organisational responsibilities through organisational ambidexterity?

RP4 What are the major intermediating factors between transformational leadership and employee engagement?

2.8 *Authentic leadership and employee engagement*

Authentic leaders develop an intense influence on followers and the organisation, and they impact people at different stages (Caldwell and Dixon, 2010). As per different studies, the different types of positive outcomes that upshot from authentic leadership is follower's intrinsic motivation, self-esteem, and creativity (Avolio et al., 2004; Ilies et al., 2005) as well as trust, engagement, and well-being (Avolio and Gardner, 2005; Gardner et al., 2005b), Organisational citizenship behaviour and performance (Walumbwa et al., 2008), voice behaviour (Wong and Cummings, 2009) and also raised levels of health (Macik-Frey et al., 2009). According to Bamford et al. (2013), authentic leaders are recognised as the ones who are genuine and are also capable of developing credibility, respect, and further engagement in the followers. Authentic leadership also focuses on how authenticity can be developed in the place of work so as to encourage subordinates' positive behaviour and attitudes (Clapp-Smith et al., 2009). Multiple outcomes of authentic leadership are related with business such as "trust in the organisation and managers, the sales performance of the organisation, work engagement among employees, and organisational citizenship behaviour in the workforce". Authentic leaders are found to develop a good impression on the workforce as well as the organisations (Pues et al., 2012).

As per Chan et al. (2005), authentic leadership is also positively associated to "personal identification, trust in leadership, job satisfaction, employee organisational commitment, employee work engagement, employee happiness, and subordinates' job performance". Authentic leadership has an important and positive impact on employee engagement (Ciftci and Erkanli, 2020; Mason, 2019; Khan et al., 2017; Hsieh and Wang, 2015; Walumbwa et al., 2008). Havermans et al. (2015) have discussed the importance of research for studying the impact of the context, specific leadership practices, and dynamics of leadership in attaining organisational ambidexterity. Similarly, Scheepers and Storm (2019) raised a question that which styles of leadership plays a significant impact on organisational ambidexterity and thus, investigated the position of authentic leadership on organisational ambidexterity. Dearth of scholarly research for discussing authentic leadership with both types of innovation in the context of ambidexterity at the same time (Scheepers and Storm, 2019), we offer RP5 and RP6 as,

- RP5 What are the different aspects of authentic leadership, and how authentic leadership develops motivation in employees to get more engaged in organisational responsibilities through organisational ambidexterity?
- RP6 What are the major intermediating factors between authentic leadership and employee engagement?

2.9 Organisational ambidexterity and employee engagement

Ajayi et al. (2017) taken organic structure and culture-related factors to investigate the linkage between employee engagement and ambidexterity and identified that important relationship exists between ambidexterity and employee engagement in organisational context (Ajayi et al., 2017). Katou et al. (2020) analysed the simultaneous impact of a 'leader's social intelligence', 'employee's work engagement', 'dynamically changing environment of organisational ambidexterity' on 'organisational performance'. They have simultaneously studied the undertaking of organisational exploration and exploitation by business firms, the two manifestations of organisational ambidexterity. Organisational ambidexterity functions as a moderator among creative employee engagement, leader encouragement of creativity and innovation speed (Cheng et al., 2019). Fewer studies have analysed the association between organisational ambidexterity and employee engagement and also very few have discussed that how these may holds relevant to emerging economies. With limited availability of literature on these variables together, we offer RP7 as,

- RP7 How organisational ambidexterity significantly affects employee engagement?

3 Research design

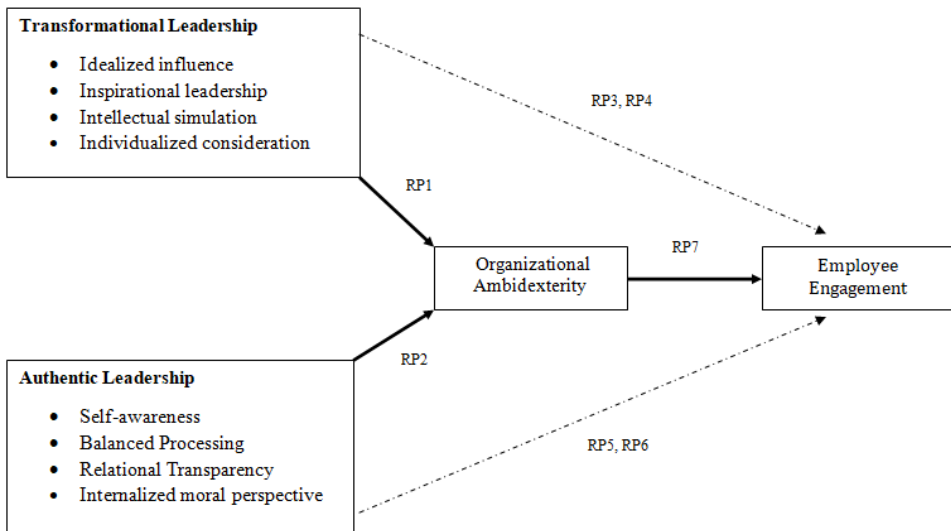
To identify published research to be included in the review, several databases like EBSCO, Emerald, Pro-Quest, etc. were searched using particular keywords related to transformational leadership (TL), authentic leadership (AL), and employee engagement (EE) such as 'authentic leadership' and 'authenticity' paired with 'leader', 'follower', or 'leadership', 'employee engagement', 'employee engagement and TL', 'employee engagement and AL', 'ambidextrous organisations', 'transformational leadership and organisational ambidexterity (OA)', 'authentic leadership and organisational ambidexterity', etc. Using the snowball approach, references of appropriate publications were explored to further identify those added in the review work. The magnitude of the search yielded further publications, like those which discuss only leadership from different perspectives or some other dimensions of TL and AL. Therefore, to form guidelines towards relevancy and accuracy, articles that matched with the searching guidelines were retained, rest were not considered. The focus was only on scholarly publication, and therefore any papers from conference proceedings, doctoral thesis, and working papers, etc. were not considered.

Practitioner publications serve a dissimilar application (distribution of leadership understandings with working managers) from academic publications, and therefore, have been excluded in this work. As per our objective in evaluating the advancement of the area, we focused on academic studies.

4 Research framework

This study presents seven research propositions derived from researches related to organisational ambidexterity, leadership, and employee engagement, on which a research framework is developed. The framework, which is shown in Figure 1, transformational and authentic leadership variables are dependent in nature, organisational ambidexterity is the mediator, and employee engagement is an independent variable. RP1 and RP2 raise discussion on the role of transformational and authentic leadership styles on organisational ambidexterity. RP3 and RP4 offer understanding on how transformational leadership and its intermediating factors develops engagement in employees towards organisational responsibilities. Similarly, RP5 and RP6 raise discussion on how authentic leadership and its intermediating factors develop engagement in employees towards organisational responsibilities through organisational ambidexterity. Lastly, RP7 develops argument on organisational ambidexterity significantly affects employee engagement.

Figure 1 Proposed research framework



5 Discussion

Engagement shows a two-way interchange among employees and employers (Saks, 2006). Business firms possessing employees who are engaged show better ‘employee retention, competence, productivity, and growth (Lockwood, 2007; Malik, 2013; Silverthorne, 2001). Engaged employees also make customers more satisfied in comparison to non-engaged employees (Lockwood, 2007; Malik, 2013; Silverthorne, 2001). We contend that employees are engaged in their job roles and responsibilities due to the impact of leaders, and they trail the similar trend of the ambidexterity as recommended by their leaders. Hence, there is a real-world motivation to examine these constructs to bring out a clear understanding for evaluating employee engagement. Also,

the examination of these constructs helps in validating the significance of the research framework.

A few researchers in the existing scholarships trust that organisational leaders all over the world can deliberate and criticise ways to preserve talented employees along with engaging them also (Catteeuw et al., 2007; Pueschel, 2005; Katou et al., 2020). Macey and Schneider (2008) detected, gauging engagement can be perplexing. It comprises assessing multifaceted employee attitudes, ambitions, and the role of organisational factors such as organisational ambidexterity. Existing literature on organisational ambidexterity emphasises that the thriving exploration of organisational ambidexterity also depends upon the leader's abilities to identify and deal with the intrinsic conflicts that originate with exploitative and exploratory innovation simultaneously and presents major cognitive challenges (Danneels, 2011; O'Reilly and Tushman, 2008; Raisch et al., 2009; Taylor and Helfat, 2009; Kiss et al., 2019). Transformational leaders create and maintain organisational linkages (Kiss et al., 2019) and motivate employees to work collectively for the benefit of the firm (Bass, 1999). Kiss et al. (2019) have studied transformational leadership styles as one of the elements for the firms that successfully attain ambidexterity. In one of the study, senior team social integration only impacts the attainment of organisational ambidexterity in the existence of a transformational leader (Jansen et al., 2008). Exclusively, socially integrated senior teams are more likely to reconcile conflicting demands with a transformational leader and discuss about conflicting views at exploratory and exploitative units (Jansen et al., 2008). Along with transformational leadership style, one more style is related with Organisational ambidexterity, i.e., authentic leadership. Scheepers and Storm (2019) have discussed that authentic leadership has a confirming relationship with organisational ambidexterity. Authentic leadership persuades employees' thinking of ambidexterity and further institutes employee engagement (Scheepers and Elstob, 2016; Scheepers and Storm, 2019). Thus, it has been proposed in this study that transformational leadership and authentic leadership has an impact on organisational ambidexterity which needs to be analysed further through quantitative methods in the context of emerging markets.

6 Implications

There are diverse engagements that managers can use for improving employee engagement, specifically in an emerging market context that functions under a dynamically changing Indian environment also. Thus, the managerial implications are to:

- 1 get engagement in employees for the progress of the organisation through transformational and authentic leadership styles
- 2 provide employees with more leadership support with regular two-way interaction and everyday casual acknowledgement.

Organisational ambidexterity, with its dimensions of exploration and exploitation, has a higher impact on employee organisational engagement. Thus, managers need to recognise and follow the strategies wherein 'organisational ambidexterity' may be more of a need to study than a distinguishing factor resulting in short term engagement. Future research can also divide OA into exploitative and exploratory innovations, its sub-dimensions and

may examine the relationship of leadership styles as predictors of exploitative and exploratory innovations separately.

7 Conclusions

This study reviewed how transformational leadership and authentic leadership instil job engagement in employees. This work also discusses the role of organisational ambidexterity in installing employee engagement. This paper confers for further study on how managers or organisational leaders can stimulate organisational ambidexterity and how such behaviours are associated with transformational and authentic leadership styles. Although ambidextrous activities have appeared as one of the crucial demands in management study, still there are loopholes in relation to the amount of its influence on employee engagement. In this study, we have proposed that in the emerging market context, leadership styles and organisational ambidexterity have a greater positive influence on engagement of employees. This study also discussed that transformational leaders and authentic leaders with their behaviour and actions develop confidence in their followers, which helps them to engage in organisational responsibilities more. Furthermore, empirical research on the suggested framework of leadership, organisational ambidexterity, and employee engagement required to be done to establish its validity. As per the suggestion in the study, the managerial implications will benefit the managers and the leaders to hold more no of engaged employees in the organisation.

8 Future research perspectives and limitations of the study

The study suggests to:

- 1 Carry out future study on organisational ambidexterity, comprising its potential antecedents and consequences. The future work can also be carried out to discover a strong description of the framework in the context of emerging markets.
- 2 Study further comprehensively and authenticate the relationships amongst the study variables that have been used, in the research framework, to be prominent for organisations in their choices to make employees more engaged with their work and towards organisational responsibilities.

This conceptual study presents a framework for current research, talks about emerging issues, and provides future research directions. Although the study has been formulated following a few well developed and published research papers, growing multidisciplinary literature, many left to be studied yet and thus, presents some limitations as well. Firstly, the sub-dimensions of transformational leadership have not been studied in isolation, neither with organisational ambidexterity nor with employee engagement in detail. Similarly, the four manifestations of authentic leadership which paper discusses above have not been studied as an independent variable neither to organisational ambidexterity nor to the construct of employee engagement. With these, this study has two major limitations. Thus, future research work may focus more on the expansion of the literature considering the gaps to give a strong justification for employee engagement.

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