A systematic review of leadership styles, work engagement and organizational support

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ABSTRACT

Work engagement is one of the critical factors at an organization, so considering some factors such as leadership styles and organizational support is important. Lack of attention to these factors can lead to undesirable environments for workers. The purpose of this study is to conduct a systematic review based on these variables. Data for this research were gathered from databases of Web of Knowledge, psycarticles, Scopus, psycinfo, Web of Science, and Google Scholar. A total of 165 records were identified in databases. 15 records were discovered in other sources. 149 records remained after deleting duplicates. 117 of these records were examined, 52 registers excluded. 65 complete articles were chosen to be evaluated, and after 10 completed articles had been excluded, 55 studies ultimately remained for inclusion in the synthesis. Overall, leadership styles (transformational leadership and transactional leadership) and organizational support were found as two imperative organizational factors to access better outcomes at the workplace.

Introduction

Organizations are constantly striving to improve their structure. To achieve these ends, these organizations should be fully informed as to the human factors and other conditions which might represent efficient ways to make these improvements. A range of variables including employees' job satisfaction, the kind of work they do, their coworkers, supervisors or subordinates, their payment and incentives, and the organization's communication practices all play an important role in an organization's growth (Eslami & Gharakhani, 2012). Thus, organizations seeking to improve outcomes must identify, classify, and assess several important variables associated with the working environment. One of the main roles of any organization is to make employees' fees secure in their jobs and provide them with suitable working conditions (Jaime, Gallo, & Caraveo, 2012). Organizations likewise have significant obligations when it comes to ensuring employees' welfare and to protect the working environment. Moreover, the reality of each type of united system is dissimilar from one organization to another, and numerous internal and external factors are invariably involved (Moumen & El Aoufir, 2017). Truly, human resources take on key responsibilities in every organization, tasks that are affected by different internal and external factors. Human resource departments are supported by the organization and work environment, and play a critical role in developing, realizing, and facilitating the workplace (Noordin & Jusoff, 2009). Based on the important role of organizations and their managers at work, it is necessary to consider employees' situations, because of its leads to increased productivity, well-being, satisfaction, and engagement at work. In this regard, recognizing employees' requirements can be an effective way to manage organizations. Otherwise, a threatening work environment for employees can be created.

According to previous quantitative and qualitative studies that only focused more on outcomes of organization or workplace based on employees' performance and their presentation at work, in the current systematic review or qualitative research as a process for

discovery accurate styles of leadership and support from the organization after making a deep researching and conducting quantitative and qualitative studies of relevant factors; focused intensely on the role of leadership styles specifically transformational leadership and transactional leadership, and organizational support on work engagement, and determined their interrelation as the main objective of this study. To catch up on this purpose, the researchers of the study applied a systematic review method as a research methodology to filling the gap of earlier studies and making a brilliant role of leadership from managers and leaders among employees, also showing the important role of organization support on employees' work engagement.

The remembrance of the present study is structured as follows. The next segment provides a literature review that focused on work engagement, leadership styles, and organizational support. The third section presents the methodology and systematic research. The fourth section focuses on results and a summary of research reports. And the fifth section explains the discussion; finally, conclusions and acknowledgment of the study are presented.

Literature Review

Theoretical and Empirical Studies

There are various theoretical and empirical studies that have been focused on Work Engagement, Organizational Support, and Leadership Styles. Based on the model of work engagement that has been proposed by Bakker and Demerouti (2008), work engagement assumed as a positive, sufficient, and motivational job-related state of mind categorized through vigor, dedication, and absorption. Vigor is situated characterized by high levels of energy, mental resilience while working, determination when faced with problems, and a willingness to invest effort in one's work. The dedication also refers to a sense of stimulation, pride, significance, enthusiasm, and challenge at the workplace. Finally, absorption is the feeling of being pleased, fully concentrated, and deeply engrossed in one's work, and it goes along with trouble detaching oneself from work.

Additionally, in the empirical studies about work engagement has been explained that this factor plays a considerable role in employees' performance and behavior; engaged employees tend to display greater knowledge sharing, creativity, proactivity, and adaptability (Eldor, 2017). Also, work engagement has increasingly taken on the status of a legitimate construct among academic scholars (Strom, Sears, & Kelly, 2014). This factor has been defined as one of the organizational factors that are in turn affected by various other variables. In other words, the presence of one factor or another can improve or worsen employee engagement. Among the many factors, the role of the organization and the manager are of special importance and should be considered as some of the foremost aspects that influence engagement. Engaged employees, in turn, influence an organization's outcomes, customer satisfaction, retention rates, productivity, and profitability (Markos & Sridevi, 2010; Wang, 2015). Therefore, it is important to seek out factors that may be effective in furthering a range of organizational behaviors such as work engagement among employees within their working environment (Ahmad, Ahmad & Ali Shah, 2010). Certain organizational features exert a remarkable influence on employees' work engagement. Organizations must focus on creating a work environment that is supportive of employees and on keeping them motivated and positive, not just about their occupations but also about the organization as a whole (Strom et al., 2014). According to a study by Lee, Idris, Delfabbro, and Paul (2017), employees' work engagement is influenced by different organizational factors, such as leadership style, organizational culture, and empowering a leader to have a critical effect on work engagement via work meaningfulness. In broad terms, the purpose of this study emphasized the important role of organization and leaders and their strategies for supporting and managing employees.

Based on the theoretical study of leadership styles, the social learning theory explained about employees acquire values, emotions, attitudes, and behaviors from leaders. Moreover, leadership styles play an indispensable role in the workplace (Xinxin, Baoguo, & Yongxing, 2018). In addition, in the behavioral approach has been reported all styles of leadership have a direct relationship with employees' responses and organizational behavior at the workplace (Bandura & Schunk, 2000). A study by Blomme, Kodden, and Beasley-Suffolk (2015) specified that transactional leadership involves the stimulation of needs, competencies, and ambitions of the followers, challenging followers intelligently, and exerting charismatic and inspiring leadership, through which followers can be stimulated energetically. Transformational leadership also provides followers with challenges, whereby employees are stimulated to attain goals, perfect their skills, and achieve mastery. In this regard, leaders who treat employees with respect, display concern, communicate in a friendly manner, and who set uniform standards for action are likely to stimulate high levels of employee work engagement.

In the empirical studies likewise leadership styles introduced as external factors and affect employees' feelings and change their attitudes toward their jobs and their performance. Leadership is mostly directed towards people and social communications. Specifically, leadership is one of the main factors that affect people's understandings of organizational policies (Saleem, 2015). Leadership can be an interpersonal strategy wherein a leader makes an effort to find out followers' potential requirements and satisfy them. In this way, the purposes of an organization can be achieved by influencing followers. Leadership styles likewise regulate purpose, direction, and employee programs at an organization. Leadership styles have been defined as a series of managerial tendencies, behaviors, and abilities based on personal and organizational standards. Hsieh and Wang (2015) have observed that leadership represents a critical factor in ensuring organizational sustainability in today's work environment. Furthermore, it is increasingly evident that in the twenty-first-century leadership must come from a new and more contemporary type of leader. Meanwhile, managers can promote positive employee association via effective leadership. Moreover, leadership is one of the single

biggest elements that contribute to employee work engagement. Additionally, the results of positive psychology and positive organizational behavior studies indicate that leadership is extremely important for generating encouraging well-being at the workplace. It also has a considerable effect on employees' reactions and increases their intrinsic motivation. Styles of leadership include authoritarian, paternalistic, democratic, laissez-faire, transactional, and transformational. The authoritarian style is exercised by the assertive leader that tries to attract employees' attention to his or her orders, while the paternalistic style also is associated with the kind of powerful leader who demands that everyone should respect him or her. Meanwhile, the democratic style is embraced by leaders that endeavor to accomplish their goals with the direct participation of others. The laissez-faire style refers to leaders who help all individuals work together for the common good (Abu Mansor, Waib, Mohamed, & Ishak Md Shah, 2012). Transformational leadership and transactional leadership are the two main and most effective organizational leadership styles in the workplace (Dimitrov, 2015; Mitonga-Monga & Veronica, 2017). Transactional leadership is characterized by a relationship of exchange between the leader and employee, in which each party pursues his or her respective self-interests. Each party's interests are met by clarifying the employee responsibilities, the leader's expectations, and the benefits of compliance. However, transformational leadership revolves around a leader's ability to interact with, understand and support employees beyond the standard employment exchange. Transformational leaders may take on roles such as that of facilitator, mentor, and innovator, depending on situational conditions and the individual characteristics of a given leader. Transformational leadership attempts to align employee values, beliefs, and attitudes with the collective interest of the organization, creating a workforce committed to and working toward a singular vision (Strom et al., 2014). According to Henker, Sonnentag, and Unger (2015), transformational leadership includes behaviors that encourage employees to take on a more comprehensive view of how they do their work and challenge them to adopt new approaches. Transformational leadership has been found to involve six key behaviors, namely, providing intellectual stimulation, articulating a vision, providing appropriate model, fostering the acceptance of group goals, expecting a high performance, and providing individualized support that improves employees' ways of working (Hayati, Charkhabi, & Naami, 2014). A low degree of transformational leadership leads to a higher degree of transactional leadership at the workplace; also, it can be threatening for the work environment (Strom et al., 2014). Furthermore, leaders should know different styles of leadership for the conditions at a given organization (Mitonga-Monga & Veronica, 2017).

Organizational support was determined as one of the main factors at the organization that should be well-thought-out about it. Certainly, presence and perceived organizational support meaningfully predicted the task performance, optional performance, and convinced future career aspirations of employees in the work environment (Duyar & Aydin, 2012). The organizational factor is one of the critical factors at the workplace that should be a subject of growing consideration. Indeed, perceiving organizational support meaningfully predicted the task performance, optional performance, and certain future career aspirations of employees in the work environment. Based on Harris, Li, Boswell, Zhang, XA, and Xie (2014), organizational support is one of the critical factors that can predict the performance of a leader; it also affects empowering leadership at the place of work. The support offered by leaders and organizations and organization exerts a great influence on the level of performance and outcomes of a workplace (Korzynski, 2015). In other words, one of the main managerial tasks is organizational support, which should be considered carefully (Corin & Bjork, 2016). A study by Manning (2016) found that organizational support derived from transformational and transactional leadership styles can have a positive impact on work engagement. In truth, this organizational factor acts as a positive motivating force and increases constructive attitudes and the engagement of employees (Al Mehrzi & Singh, 2016).

Methodology

In the present systematic review, databases were systematically searched for eligible studies and the data were derived from the databases [ISI] Web of Knowledge, PsycARTICLES, Scopus, PsycINFO, Web of Science, and Google Scholar. Based on this review, the researcher selected 55 articles from amongst 165 papers that were uncovered in the databases and were somehow related to the object of study: "leadership styles, work engagement, and organizational support".

The results of the search were obtained from English-language journal articles published from 2009-2018 in peer-reviewed journals. For the initial search, the search terms were as follows: a) "leadership", b) "leadership styles", c) "work engagement", d) "transformational leadership", e) "transactional leadership", and f) "organizational support". Each of the searches consisted of two of these keywords along with "OR" and "AND": ((Leadership) OR (Leadership Styles) OR (Transformational Leadership) OR (Transactional Leadership) AND (Engagement) AND (Work Engagement) AND (Organizational Support)). Besides, the study used a series of inclusion criteria to screen papers for the review.

These factors included: English language, years of papers publication >2009, papers that had been published in peer-reviewed journals and dealt with leadership styles (transformational and transactional), work engagement, organizational support as the main aim of the study.

"Figure 1" displays the PRISMA based on qualitative and quantitative papers that were obtained based on the research objective. As displayed below, a total of only 55 of the original 165 articles were ultimately included in the investigation.
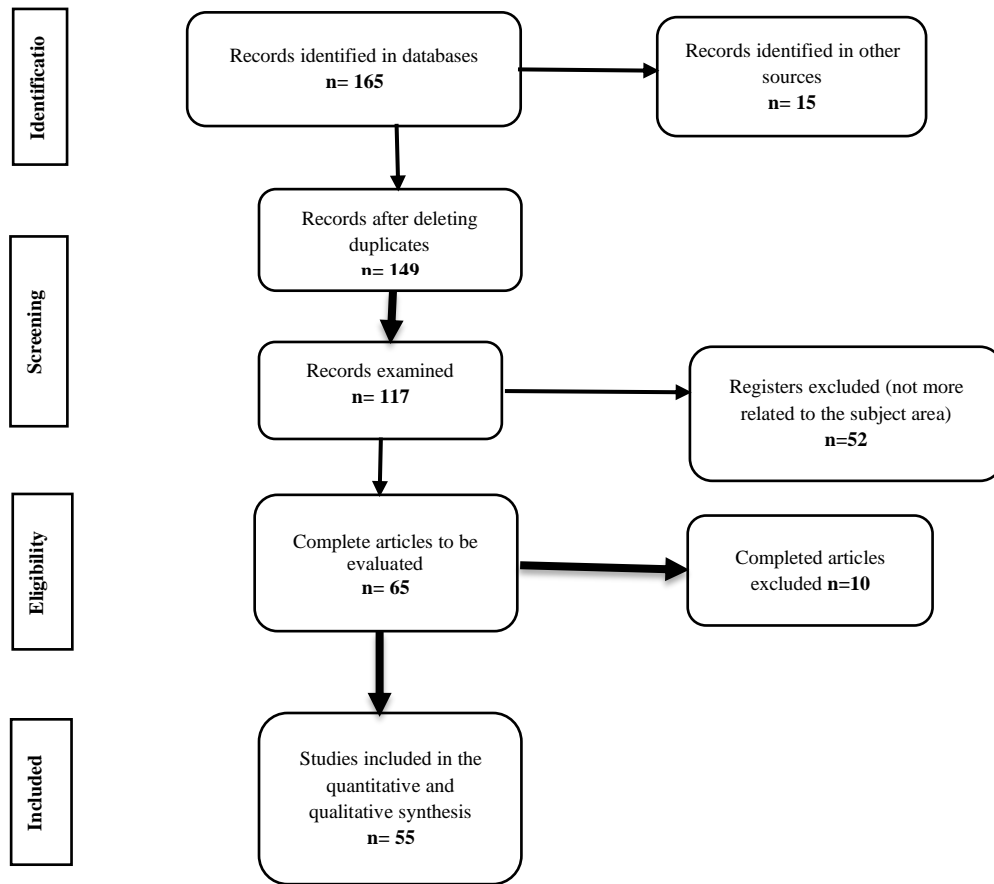
Results

As illustrated in PRISMA, the present study ultimately included a total of 55 articles. Table 1 shows a summary of the researchers' findings with regard to leadership styles, work engagement, and organizational support. The articles that have been reviewed by the researchers were analyzed in quantitative and qualitative terms based on leadership styles, work engagement, and organizational support.

Table 1: Summary of Researchers' Report

Author/Year	Study Purpose	Subjects
Bakker & Demerouti (2008)	Focused on the importance of work engagement and its aspects, it also explained that engaged workers are more creative, fruitful, and more willing to go the extra mile.	Workers, quantitative and qualitative study
Noordin & Jusoff (2009)	Focused on the attitude of employees and organizational factors that impact employees' beliefs about their job.	360 Employees, quantitative study
Ahmad et al. (2010)	Reported there are different organizational factors that make considerable contributions to employees' performance at the workplace.	310 Pakistanis workers, quantitative study
Hanson & Ward (2010)	Examined the relationship between leadership styles and work engagement.	Singaporean Teachers
Cobzaru (2010)	Considered the important role of work engagement amongst employees at a private university.	University employees
Markos & Sridevi (2010)	Explored the relationship between corporate social responsibility, employee engagement, and organizational performance in mobile telecommunication companies.	350 Jordanian Employees, quantitative study
Zacher & Winter (2011)	Examining the extent to which perceived organizational, supervisor, and co-worker support for eldercare workers reduces caregivers' strain and weakens the relationship between eldercare demands and strain.	100 Employees, Quantitative study

Ghafoor et al. (2011)	Examining the relationship between transformational leadership, employee engagement, and employee performance.	270 Employees and Managers, quantitative study
Zhang & Bartol (2011)	It considers effective factors for innovating a high level of performance that drives from team psychological empowerment.	Qualitative study
Abu Mansor et al. (2012)	Examining the relationship between management styles practiced by managers and employees' well-being at an international bank in Malaysia.	47 Respondents from the bank, Quantitative study
Duyar & Normore (2012)	Focused on the imperative role of leadership and management at the workplace.	Qualitative study
Eslami & Gharakhani (2012)	Examining the effects of job satisfaction on organizational commitments.	280 Iranian employees, quantitative study
Jaime et al. (2012)	Examining the role of the mental health integrity of clinical staff at a psychiatric hospital, associated with burn-out and toxic management.	Staff at a psychiatric hospital
Ghadi et al. (2013)	Examining the relationship between transformational leadership and work engagement through the mediating role of meaning in work.	530 Employees, quantitative study
Strom et al. (2014)	Examining both transactional and transformational leadership styles and their role as moderators in the relationship between organizational justice and work engagement.	348 Respondents, quantitative study
Caesens & Stinglhamber (2014)	Investigating the relationship between perceived organizational support and work engagement.	265 Employees and 112 Supportive of the effectiveness, quantitative study
Hayati et al. (2014)	To determine the effects of transformational leadership and its components on work engagement among hospital nurses.	240 Nurses, quantitative study
Giray & Şahin (2014)	To investigate the mediating role of perceived organizational support on the relationship between leadership styles (paternalistic, participative and authoritarian leadership) and organizational variables (effective commitment and intention to leave).	341 Participants, quantitative study
Harris et al. (2014)	To focus on empowering leadership, creativity, and adjustment in the socialization context.	Qualitative study

Table: Cont'd

Zone (2014)	To explore the relationship between perceived organizational support, job satisfaction, and years of online teaching experience with work engagement.	Undergraduate assistant faculty members (thesis), quantitative study
Blomme et al. (2015)	To focus on leadership theories and the concept of work engagement.	Qualitative study
Hsieh & Wang (2015)	To examine the influence of authentic leadership on employee trust and employee work engagement from the dyadic supervisor-employee viewpoint.	345 Taiwanese employees in 36 companies, quantitative study
Popli & Rizvi (2015)	To explore the relationship between leadership, employee engagement, and service orientation.	106 Indian Managers in the private organizations, quantitative study
Saleem (2015)	Focused on transformational leadership, job satisfaction, organizational commitment and turnover intentions: the direct effects among bank representatives.	181 Bank staff, quantitative study
Carasco-Saul et al. (2015)	Considers leadership and employee engagement.	Qualitative study
Gözükaraa & Simsek (2015)	Examines the effect of transformational leadership on the work engagement of academicians through job autonomy.	101 Academic staff, quantitative study
Dimitrov (2015)	To explore the way leadership influences an organization to become humane through its features and behaviors.	17 Participants, quantitative study
Korzynski (2015)	To examine the role of online networks in employee engagement and to analyze the factors influencing leaders' involvement in online social networking.	Team leaders, managers and directors in US companies quantitative study
Henker et al. (2015)	To investigate the processes underlying the relationship between transformational leadership and employee creativity.	279 Employees, quantitative study
Wang (2015)	To investigate the benefits of a proactive employee personality, role of engagement, team proactivity composition, and perceived organizational support.	340 Employee-supervisor, quantitative study
Meng & Xiao (2015)	Focused on the influence of spiritual leadership on hospitality industry employee engagement.	Employees
Al Mehrzi, & Singh (2016)	Focused on framework through which to understand, predict and control factors affecting employee engagement in the public sector in the United Arab Emirates (UAE).	Qualitative study
Manning (2016)	To evaluate the influence of nurse manager leadership style factors on staff nurse work engagement.	441 Nurses, quantitative study
Jeong et al. (2016)	To examine the relationships between teachers' work engagement and their professionalism and openness to change and the moderating role of the transformational leadership of principals in explaining these relationships.	1,886 Teachers from 59 schools in South Korea, quantitative study
Schmitt et al. (2016)	Explores the role of work engagement as an affective–motivational mechanism through which transformational leadership may relate to proactive behaviour.	148 Employees in the Netherlands, quantitative study
Engelbrecht et al. (2016)	To investigate how leader integrity and ethical leadership can influence trust in the leader and employee work engagement.	204 Employees, quantitative study

Shantz et al. (2016)	To explore the relationship between work engagement, affective commitment, and turnover intentions.	Qualitative study
Bass et al. (2016)	Focused on work engagement and transformational leadership.	728 Employees, quantitative study
Zhu et al. (2016)	Examines whether follower characteristics moderate the relationship between transformational leadership and follower work engagement.	140 Followers and 48 supervisors, quantitative study
Breevaart et al. (2016)	To examine relation between transformational leadership behaviours, employee self-leadership strategies, employee work engagement, and job performance.	57 Leader employees, quantitative study
Eldor (2017)	Focused on the positive role of organisational politics in the relationship between employee engagement and performance at work.	253 High-tech employees and their supervisors in Israel, quantitative study
Goswami et al. (2016)	To examine work engagement, job performance, and organizational citizenship behaviours (OCBs) with the moderating effect of transformational leadership style on the relationship between leaders' use of positive humour and subordinate's positive affect at work.	235 Full-time employees, quantitative study
Corin & Björk (2016)	Focused on job demands and job resources in human service managerial work an external assessment through work content analysis.	Different groups of managers
Ni (2016)	Considers the relationship between leadership style and management performance by taking employee engagement and psychological empowerment as intermediary variables.	342 Participants in 35 municipal power supply companies
Lewis & Cunningham (2016)	To explore self-motivators amongst children	120 Nurses Experiment study
Bandura & Schunk (2000)	Focused on leadership styles and work engagement.	36 Children, Experimental study
Mitonga-Monga & Veronica (2017)	Focused on a conditional process model linking perceived transformational nurse leadership to nurse staff burnout and engagement via important work environment characteristics.	200 Employees (DRS)
Lee et al. (2017)	To explore the linkages between hierarchical culture, empowering leadership, employees' work engagement, and work meaningfulness as a mediator.	134 Employees & 28 teams
Hempfling (2017)	To explore happiness, work engagement, and perception of organizational support of student affairs professionals.	299 Professionals in the American College Personnel Association
Gillet et al. (2017)	To examine organizational support, job resources, soldiers' motivational profiles, work engagement, and affect.	Soldiers

Moumen & El Aoufir (2017)	To discuss some empirical studies that have documented the experiences of organizations.	Moroccan companies, empirical study
Xiang et al. (2017)	To focus on leadership as one the main organizational factor at the workplace and its relationship with work engagement.	Qualitative Study
Yongxing et al. (2017)	To examine whether the relationship between work engagement and objective task performance is moderated by perceived organizational support (POS).	1049 Employees
Xinxin et al. (2018)	To explore how and when leader work engagement trickles down to followers.	707 Employees in 72 teams
Enwereuzor et al. (2018)	To expand the existing literature on transformational leadership and work engagement by considering the moderating role of P-J fit.	224 Participants

According to the results of this systematic review, previous studies in different workplaces and countries, and the researchers who have conducted them specifically recommend transformational and transactional leadership. They also say that organizational support makes an effective contribution to performance, attitude, the organizational behavior of employees, and their engagement. These realities should be explained or introduced more comprehensively to managers, leaders, and the heads of various workplaces. The current study represents an attempt to recognize the meaningful role of transformational and transactional styles, and their different and various segments of the work environment. The study also focuses on organizational support, which derives from the manager and workplace and improves and motivates employees' engagement at work.

Discussion

Based on the important role of leadership and purpose of the present study, some investigations focused on the relationship between leadership and engagement, so in continue discussed them comprehensively. Leaders exert an influence on employee optimism, organizational commitment, collective identification, and cooperation. Efficiency and innovation adaptation mediate the relation between leadership and human capital. Leadership has an impact on organizational and other human behavior (Dimitrov, 2015). In this regard, Meng and Xiao (2015) explained that employees hope to do interesting work and obtain good rewards. In effect, the presence of engagement among employees can grow this desire, but there needs to be some effective organizational factors in place to lead to engagement. Leadership can lead to engagement and improved outcomes at the workplace if it offered correctly. In the research based on engagement and leadership, Hanson and Ward (2010) focused on teachers' engagement and leadership in Singapore schools. They explained that leaders need more knowledge about the leadership strategy if they are to satisfy teachers and increase their engagement.

Elsewhere, Ghafoor, Qureshi, Khan, and Hijazi (2011) explained that there is a significant relationship between transformational leadership and work engagement. Furthermore, applying the precise style of leadership is a critical factor in encouraging work engagement (Zhang & Bartol, 2011; Hsieh & Wang, 2015). According to Ghadi, Fernando, and Caputi (2013), transformational leadership makes a considerable contribution to employees' attitudes and their motivation. This factor is the main organizational factor that increases the level of engagement and satisfaction amongst employees. Hayati et al. (2014) explained that transformational leadership has a positive influence on employees' behaviors. Transformational leaders transfer their interest and high level of power to their assistants. A lower degree of transactional leadership causes indecision about one's social self in the context of work, and this state of indecision incites an employee's deepened desire to seek justice-related information. In general, leadership influences

employees' satisfaction and their work engagement at the workplace (Dimitrov, 2015). The relationship between leaders and employees is worthy of special consideration (Carasco-Saul, Kim, & Kim, 2015). Employees' attitudes and behaviors are directly influenced by leadership styles at the organization. Transformational leadership creates and fosters an environment that builds trust and confidence, and it encourages employees' development along with a shared vision for the organization, while transactional leadership lays the foundations of a more transformational leadership style (Popli & Rizvi, 2015). The leader should recognize the conditions and produce an appropriate reaction (Blomme et al., 2015). In parallel with previous studies, Gözükaraa and Simsek (2015) described that transformational leadership makes a considerable contribution to improving work engagement.

In 2016, Jeong, Hsiao, Song, Kim, Junhee, and Bae in Korea studied transformational leadership and work engagement amongst teachers. The researchers explained that transformational leadership does not have a direct association with engagement, but it moderated positively the relationship between work engagement and openness. Additionally, transformational leadership plays a negative moderation role in the relationship between work engagement and professionalism. In a study by Schmitt, Den Hartog, and Belschak (2016), the researchers reported that transformational leadership has a positive relationship with work engagement. This, in turn, leads to improved performance and more positive attitudes amongst employees. Similarly, Ni (2016) has emphasized improving leadership style to increase the presence and engagement of staff. A study of Goswami, Nair, Beehr, and Grossenbacher (2016) examined the role of emotions as a mediator and transformational leadership as a moderating force on the leader's sense of humor and employees' engagement. The researchers explained that transformational leadership creates a positive relationship between a leader's sense of humor and employees' engagement.

In parallel with previous studies, Bass, Cigularov, Chen, Henry, Tomazic, and Li (2016) clarified that transformational leadership has a positive association with employees' work engagement, and it can control employees' behavior when they are confronted with contexts of violence. A study by Zhu, Avolio, and Walumbwa (2016) focused on the role of followers' characteristics as a moderator of the association between transformational leadership and follower work engagement. These investigators explained that transformational leadership has a positive impact on work engagement when followers display positive characteristics. They believed that transformational leadership was positively associated with higher levels of followers' psychological meaningfulness, psychological safety, and psychological availability, which caused higher levels of engagement among employees. A seminal study in this area is the work of Breevaart, Bakker, Demerouti, and Darks (2016), which found that employees were more engaged in their work when their leaders used more transformational leadership behaviors. This study found that transformational leadership behaviors were an effective factor for employees when they need leadership. Also, a study conducted by Lewis and Cunningham (2016) showed that there is a positive relationship between transformational leadership and work engagement. In 2018, Enwereuzor, Ugwu, and Eze explained that transformational leadership was one of the main factors of leadership style has a positive relationship with work engagement; Additionally, this positive relation is more pronounced among nurses who have high person-job fit than with those who have low person-job fit. In truth, the person-job fit was found to be an important factor within the organization and worthy of consideration. All these studies have shown that type of leadership has a considerable role in the amount of engagement and creates a convenient atmosphere for working and feeling well. With consideration to the aim of this study which focused on the important role of organizational support and its relationship with work engagement, some studies explored these relations, in continued discussion in detail. Organizational support includes the type of support that is present in all the employees' interactions with organizational agents such as leaders.

The measurement of organizational support reflects employees' beliefs concerning the extent to which this organization they work for values their contributions and cares about their well-being. This factor also can produce a feeling of responsibility to care about the organization's welfare and to help the organization reach goals based on the reciprocity norm (Yongxing, Hongfei, Baoguo, & Lei, 2017). In parallel with this study, Shantz, Alfes, and Latham (2016) reported that organizational support moderates the relationship between work engagement and turnover intentions and deviant behaviors. According to Gillet, Becker, Lafrenière, Huart, and Fouquereau (2017), organizational support and work engagement are two main factors that should be improved and considered by leaders and considered in the workplace. Similarly, Hempfling (2017) explained that organizational support has a direct relation with work engagement and individuals who received support show a high level of engagement. The study by Caesens and Stinglhamber (2014) clarified that there is a significant relationship between work engagement and organizational support. Perceiving a high degree of organizational support automatically increased the amount of work engagement (Zone, 2014). Overall, perceived organizational support is beneficial for employees' work engagement (Zacher & Winter, 2011). Also, the key significance of leadership styles and organizational support has been considered in the current study that has been reported to continue. Giray and Şahin (2014) stated that there were significant relationships between organizational support and leadership styles in the workplace.

Earlier studies in the field of work engagement concentrated on different factors that influence work engagement and that might decrease the level of this organizational factor amongst employees. Recent studies have found that organizational support is one of the main managerial tasks that should be considered carefully (Corin & Bjork, 2016). Support usually comes from the leader and the work environment and plays a meaningful role in employees' attitudes about their work. Indeed, there are many factors associated with a low level of work engagement among employees that influence their performance. Thus, determining what factors are effective amongst employees can be valuable for the organization. Undoubtedly, the presence of these factors makes a considerable contribution to engagement. Leadership has been identified as one of the key factors affecting work engagement. The various kinds of leadership can have differing effects on employees' engagement, and this can lead to different kinds of organizational outcomes.

In general, employees who are not engaged will experience major changes in their performance and behavior (Markos & Sridevi, 2010). The type of leadership and organizational support are two main organizational factors related to work engagement and to increase its level at the workplace (Xiang, Chen, & Zhao, 2017). A study by Cobzaru (2010) established that amongst employees, work engagement and the various domains that make it up (vigor, dedication, and absorption) play a vital role in employees' position at the workplace. In line with these studies, Engelbrecht, Heine, and Mahembe (2016) explained that engaged employees are more creative, enjoy their work more, and are better well-organized and more committed to their work. In this regard, the current systematic review attributes a very valuable role in engagement amongst employees.

Conclusions

This systematic review has synthesized literature that derived from different interventions and approaches to support work engagement at the workplace based on leadership styles and organizational support, all to achieve better outcomes at the workplace. Employees often base their view of their position, rights, responsibilities, organizational behavior, and feelings toward their jobs on the type of leadership styles and organizational support that they may find in various kinds of workplace situations. Meanwhile, the framework used in this systematic review for work engagement, organizational support, and leadership styles may be valuable not only for documenting the lessons of prior studies but also for developing and evaluating these practices and their impact on different types of workplaces and communities. Overall, these guidelines could help address the low level of engagement amongst employees and help achieve a high level of performance and improved outcomes.

Recognizing the different factors that improve and support the presence and engagement of employees at the workplace can be of great academic and practical value. However, more specific investigations are needed to focus on these issues. Some have been done in the past, while others might wait in the future. The overall point of this systematic review is focused on the important role of work engagement amongst employees, a factor that is influenced and, in some cases, improved by transformational leadership, transactional leadership, and organizational support.

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