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Relationship between Multiplier, Employee Job Attitude, and Employee Engagement

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ABSTRACT

Nowadays, with the rapid development of the business sector and increasing competition, the significance of effective leadership in managing business organizations has escalated significantly. In this fiercely competitive environment, it is imperative for leaders to recognize and respond to the emotions of their employees. Consequently, they need to place great emphasis on employee attitudes, satisfaction, loyalty, and engagement. This study aims to examine the correlation between the multipliers which is a new style of modern leadership, employee job attitudes, and employee engagement. The research encompassed a survey administered to employees of a well-established trade and services company with over two decades of operational experience. Quantitative data were processed using software tools such as SPSS 23.0 and Smart PLS 4.0, which are extensively employed in social science research. A total of 85 employees participated in the study, and for verification and testing the proposed hypothesis in the study, we conducted various statistical analyses inclusive of factor analysis, reliability analysis, correlation analysis, and structural equation models (SEMs). According to the results of the analysis, it was shown that a significant and positive influence of multiplier on both employee job attitude and employee engagement. Furthermore, employee job positive attitude leads to an increase in employee engagement. Additionally, the study's results indicate a noteworthy finding: it was observed that employee job attitude plays a mediating role in the relationship between the multiplier and employee engagement.

Keywords: Multiplier, employee job attitude, employee engagement.

INTRODUCTION

In the midst of rapid advancements in science and technology, the phenomenon of globalization has emerged as a tangible reality. This has paved the way for substantial transformations in the economic sector, driven by collaborations among firms and companies. As a result, effective leadership has become an essential prerequisite for navigating these changes and ensuring successful implementation. In the contemporary era, the traditional approach of managing and controlling has given way to a pressing need for leadership that revolves around adaptability,

attentive listening, respect for diverse opinions, and their integration into our actions. Collaboration and inclusivity are paramount, as leaders must actively engage with others, foster cooperation, and involve them in decision-making and collective activities [1].

The internal organization and coordination of a company, along with the level of work output and performance, are profoundly influenced by the capabilities of its management staff. Their expertise, skills, and leadership play a crucial role in establishing effective structures, promoting seamless collaboration, and driving high levels of productivity and performance within the organization. The success of a company hinges upon its highly productive employees, a leader who is able to direct them with the right and has high leadership skills. In today's ever-changing world, leaders must possess the qualities of agility and adaptability.

In the past few years, leadership researchers and consultants have been extensively exploring and deliberating upon the concept of the multiplier effect in leadership. The concept, which gained significant popularity, can be attributed to the renowned leadership researcher and consultant Liz Wiseman, who expounded on it in her book titled "Multipliers: How the Best Leaders Make Everyone Smarter". According to Liz Wiseman, she posits that multiplier leaders are individuals who amplify the intelligence and potential of their teams. They foster an environment that empowers individuals to excel, develop, and make meaningful contributions [2].

Moreover, with intensifying competition in the business realm, the imperative to generate greater output while minimizing costs has become increasingly crucial. Consequently, organizations must not only engage employees on a physical level but also capture their minds and hearts, ensuring their full dedication and commitment. Hence, organizations are embracing the "Engaged Employee" policy, aiming to make employees engage, attract, and retain with their organization. Employee engagement pertains to the profound commitment of an employee's heart and mind toward the organization, which is reflected through the level of effort they invest in their work. ([3, 4, 5]. In other words, the presence of confidence and pride in an employee's approach to work manifests in their work attitude. Similarly, the fact that they fully dedicate themselves to their work by taking active initiative is reflected in their behavior, is reflected in their behavior. The outcome of their engagement is ultimately showcased in their work performance. Hence, the engagement of employees is instrumental in driving the success of the organization. As an organization with a policy of encouraging active participation, it is able to sustainably employ the best employees and attract qualified and excellent employees. Employee engagement is determined by the way that the employee actively works for the organization's goals and reputation [6].

The necessity for organizational management to thoroughly examine employees' job attitudes, which affect the ability to perform the job with enthusiasm and efficiency, is progressively rising on a daily basis. Job attitude is an assessment of a person's mood, beliefs, and overall satisfaction with their work, which directly influences their engagement and dedication to their job [7]. Recognizing and responding to employees' perspectives is crucial for effective leadership, as it enables leaders to shape and influence employees' views and attitudes in a positive manner [8]. In a rapidly changing business environment, it is imperative for leaders to prioritize employee attitudes, satisfaction, loyalty, and engagement. Recognizing and

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responding to employees' emotions becomes crucial in maintaining a positive work environment and fostering productivity. Recognizing the profound impact of leadership, it becomes crucial for leaders to make wise decisions, foster a positive workplace culture, and prioritize the development and well-being of their employees. Therefore, the objective of this study is to explore the relationship between the modern leadership style known as multipliers and employee attitudes, as well as employee engagement.

LITERATURE REVIEW

Leadership

Leadership theory has developed intensively since the late 19th and early 20th centuries. Early leadership theories primarily emphasized the distinct personality traits that differentiate leaders, whereas later theories shifted their focus towards considering additional variables such as situational factors and leadership skills [9]. Leadership is not solely confined to science, but it also incorporates art. Leadership can be defined as the capacity to influence others and the art of cultivating a sense of desire and passion in individuals to collectively achieve the goals and objectives established by the organization or group. On the other hand, leadership is the active process in which an individual exerts influence on others to collectively accomplish specific goals. According to researcher Yukl [10], leadership can be defined as the process of influencing others to comprehend what needs to be done and how to accomplish it effectively. It involves providing support to individuals and fostering collaboration toward the attainment of shared objectives. Northouse [11] defined leadership as the process through which an individual influence other within a group to collectively achieve shared goals. Scholars Piccolo and Colquitt [12] viewed leadership as the act of one individual influencing other members within a group or organization with the aim of facilitating the achievement of group or organizational goals.

The concept, which gained significant popularity, can be attributed to the renowned leadership researcher and consultant Liz Wiseman [2], who expounded on it in her book titled "Multipliers: How the Best Leaders Make Everyone Smarter". Multiplier leaders are individuals who have the ability to amplify the intelligence and potential of their team members. They cultivate an environment that fosters growth, empowers individuals to excel, and enables them to make valuable contributions. These leaders possess not only exceptional skills and expertise themselves, but they also possess the ability to bring out the best in others. They understand how to leverage the intelligence, skills, and talents of their team members, thereby enhancing collective performance. By recognizing and harnessing the strengths of each individual, multiplier leaders create a synergistic environment that elevates the overall capabilities of the team [2]. Rather than being the sole source of knowledge and decision-making, multiplier leaders empower their team members to think critically, solve problems autonomously, and take ownership of their work. Human talent developers, who are exceptional leaders themselves, possess the ability to not only expand the minds of their employees but also multiply their productivity. Liz Wiseman's classification distinguishes between two types of leaders: diminishers and multipliers. Diminishers are leaders who deplete the intelligence, energy, and abilities of those around them, while multipliers are leaders who leverage their own intelligence to enhance the intelligence and abilities of those in their team or organization. This categorization highlights the contrasting impact that different leadership approaches can have on individuals and overall team performance [2]. Competent and intelligent managers not

only contribute to the growth and success of the organization but also invest in enhancing the skills and attitudes of their employees [2]. Multiplier-type leaders hold the belief that their employees are capable and competent, and they actively listen to their employees' suggestions. They are skilled at recognizing and nurturing the talent within their team, providing coaching and training opportunities to further develop their employees' capabilities. These leaders also grant autonomy and space for individuals to thrive, challenge their employees with meaningful work, delegate authority, prepare for succession, and actively focus on the development of human talent. Multipliers are the creators of geniuses [13].

Effective leaders have the power to generate exponential organizational value through their influence on various aspects, including organizational strategy, people, and processes. The decisions and actions of a leader can have a far-reaching impact, affecting not just a few individuals but dozens or even hundreds of employees. This ripple effect can result in improved business performance for an entire department or business unit. Conversely, poor leadership decisions and operations can have detrimental consequences. They can diminish the organization's ability to attract, develop, and retain top talent [14]. Researchers have identified the significance of managerial leadership in promoting employee participation, with a specific focus on leadership behaviors that positively influence employee engagement (Carnegie, 2012). Leadership behaviors that foster open communication, empower employees, provide support, and promote a sense of purpose and meaning in work have been found to have a direct impact on enhancing employee engagement. Research studies examining the relationship between leadership and employee participation suggest that improving the skills of leaders can positively impact the work attitude of employees, leading to increased participation [15, 16]. Leaders who prioritize the development and support of their employees' talents and skills foster cohesive relationships and have a positive impact on employee engagement, loyalty, and attitude [17]. Leadership is recognized as one of the main factors influencing employee attitude, loyalty, and engagement. The behavior and actions of leaders have a significant impact on how employees perceive their work, their commitment to the organization, and their level of engagement [18, 19]. Leadership has a positive and direct effect on employee engagement [20].

A multiplier leader utilizes exceptional leadership skills to develop employees, cultivate positive work attitudes, and drive high levels of engagement, resulting in dramatic increases in organizational productivity, innovation, and performance [13]. Multiplier leaders create a productive workforce in organizations by empowering and motivating employees, increasing engagement, and instilling a positive attitude among employees [14]. It is important to note that the relationship between multiplier effects and employee engagement is not a one-time achievement. It requires continuous effort, investment, and genuine commitment from the organization to create an environment that values and nurtures employee engagement. By doing so, organizations can leverage the multiplier effect to create positive and fulfilling workplaces for their employees while driving innovation, productivity, and overall success. By making sustained efforts to foster employee engagement, organizations can harness the multiplier effect, leading to positive outcomes such as increased productivity, innovation, and overall success.

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Employee Engagement

Employee engagement goes beyond mere job satisfaction. It represents a deeper emotional connection and a strong belief in the organization's purpose, values, and vision. Engaged employees feel valued, supported, and recognized for their contributions, which further fuels their enthusiasm and commitment [21]. Employee engagement has wide-ranging impacts on the development and success of the organization, as well as on various aspects of employee performance, satisfaction, and loyalty. Employee engagement refers to an employee's inclination and willingness to invest their energy, efforts, and dedication toward the goals and values of the organization [22]. Employee engagement mostly refers to the employee's heart, emotional and intellectual commitment to the organization, (Baumruk 2004; Richman 2006; Shaw 2005), and it is reflected in how much effort the employee puts into their work (Frank & et al, 2004). Employee engagement is not only reflected in attitudes but also in behaviors and results. Employee engagement is demonstrated when they wholeheartedly dedicate themselves to their work and demonstrate a genuine commitment to the long-term goals and success of the organization [23]. Employee engagement is not solely an individual concern but a critical factor for organizational productivity and success. Therefore, each scientist has explained from his own perspective depending on the scope of his research and each research factor.

Employee Job Attitude

Having a positive attitude toward the organization can have significant positive effects on employee productivity, and performance, and creates a sense of belonging to the organization. Furthermore, positive thinking and the right attitude have a profound impact on the psychological well-being of individuals, especially when it comes to dealing with stressful situations in the organization [24]. Job attitude refers to the psychological disposition through which employees express their levels of satisfaction or dissatisfaction with their organization. Positive job attitudes generally indicate high levels of job satisfaction, engagement, and commitment to the organization [25]. Job attitudes among employees can be characterized as either positive or negative in nature. Employees with a positive attitude towards their work demonstrate a strong commitment to performing their job duties effectively. On the other hand, employees with a negative attitude may engage in behaviors such as pretending to have completed their work or resorting to dishonest practices. The most paramount employee attitude is job satisfaction. Job satisfaction can be defined as the emotional state experienced by an individual that reflects the degree of harmony between their feelings of satisfaction and dissatisfaction regarding their work. In other words, job satisfaction refers to the attitude of employees toward their work.

A positive and robust correlation exists between employees' job attitudes and their level of engagement [26, 27]. Leadership styles and employee attitudes are pivotal factors that exert a significant influence on the overall performance and effectiveness of an organization [28]. When a leader fosters a work environment that captures the interest of employees, cultivates motivation, and encourages growth, it paves the way for the emergence of engaged and competent employees who exhibit a positive work attitude [29]. To date, numerous researchers, including Arifin [30], Chery & et al, [31], Ho, & et al [8], Mitterer [29], and Parris & Peachey [32], have substantiated through their research that employing suitable leadership styles leads to enhanced engagement and job satisfaction, effective organizational performance,

the establishment of a conducive learning environment, and the encouragement of employees to exhibit energy, motivation, and positive attitude.

Research Model:
Based on a review of theoretical concepts the following model for the research and hypothesis of the study is elaborated.

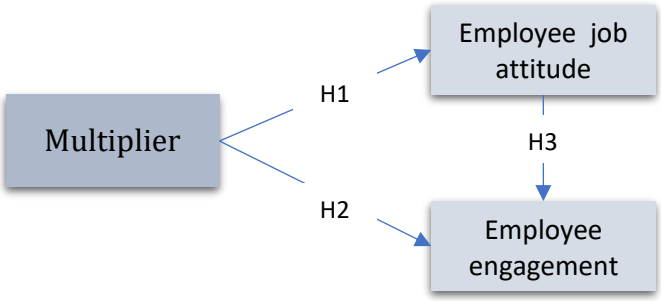


Figure 1. Research model

Research Hypotheses:
The following hypotheses were formulated within the framework of the research model.

- H1: Multiplier leadership has an impact on employee attitude.
- H2: Multiplier leadership influences employee engagement.
- H3: Employee attitude has an impact on employee engagement.
- H4: The relationship between multiplier leadership and employee engagement will be mediated by employee attitude.

MATERIALS AND METHODS

Data Collection and Sample Size
The present study aims to investigate the relationship between multiplier, employee attitude, and employee engagement among employees of trade and service one company in Mongolia, and to compare the findings with previous research conducted by other scholars. The survey was conducted online from May 29 to June 16, 2023, and a total of 85 questionnaires were used in the survey.

A total of 85 employees participated in the survey, of which 43.5% were male and 56.5% were female. Regarding age, the majority 42.4% were under 30 years old, 32.9% were aged 31-40, 12.9% were aged 41-50, and 11.8% were over 50 years old. Concerning years of work, until one year 14.1%, 24.7% had worked for 1-5 years, 17.6% for 6-10 years, 21.2% for 11-15 years, 11.8% for 16-20 years, and 10.6% had worked for more than 21 years. 29.4% of the respondents were managerial-level employees and 70.6% were executive-level employees.

Instruments and Data Analysis
Multiplier: The survey utilized The Multiplier Effect Quiz developed by Wiseman & et al [13] to assess the multiplier. *Employee attitude:* The work and Job attitude scale was developed by Knapp and Mujtaba [33] to evaluate employee attitude. We used a 5-point Likert scale rating from 1 strongly disagree to 5 strongly agree and evaluated the responses of employees. *Employee engagement:* The survey used was designed by Gallup Organizations 12- a question

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instrument to assess employee engagement [34]. We used a 5-point Likert scale rating from 1 strongly disagree to 5 strongly agree and evaluated the responses of employees.

All three scales showed high reliability and good internal consistency structure, with reliability coefficients greater than 0.7 and a KMO value exceeding 0.5. Additionally, Bartlett's test of sphericity showed a significance level of less than 0.05, further supporting the reliability of the three scales.

For data analysis, we utilized the IBM SPSS 24 and Smart PLS 4.0 statistical software packages within the Statistical Package for Social Sciences [35]. In the present study, descriptive statistics were used to indicate demographic characteristics and dependent, independent, and mediating variables. Smart PLS 4.0 offers several advantages over standard structural equation modeling (SEM) techniques, making it a suitable choice for our study [36]. To ensure the quality of the measurements, the reliability and correlation of the variables were analyzed in the study. Structural equation modeling (SEM) was employed to examine the relationships and obtain the results.

RESEARCH RESULTS AND DISCUSSION

Reliability and Validity Correlation Analysis

In any study, before conducting analysis there is a need to ensure the reliability and validity of variables. To test the reliability, Cronbach's alpha value is tested for validating the reliability of variables and the minimum cut-off points showed 0.7 [37] and which proved that the data is acceptable for further measurements. Subsequently, composite reliability (CR) is employed to assess internal consistency. According to Hair et al. [38], a CR value above 0.7 indicates satisfactory internal consistency. Consequently, all constructs in this study meet the criteria for the internal consistency test. Moreover, the validity of the questions demonstrated above of 0.3. AVE (Average Variance Extracted) coefficient is also shown as 0.5 for composites [39] which means it is acceptable for measurement. Table 1 provides a summary of the reliability and validity analysis results.

Table 1. Measurement model

Variables	Loadings	CR	AVE	α
Multiplier Leaders (ML)	.705-.899	0.917	0.727	0.909
Employee Job Attitude (EA)	.709-.883	0.886	0.667	0.860
Employee Engagement (EE)	.703-.890	0.893	0.656	0.885
Note: α, Cronbach's alpha; CR, the square of the summation of the factor loadings; AVE, the summation of the square of the factor loadings.				

The test results show that all scales in the study have acceptable internal consistency and overall validity.

Correlation Analysis Structural Equation Modeling (SEM)

The descriptive statistics and the pairwise correlation coefficient of all measured variables in the study are presented in Table 2. Based on our observations, it appears that there is minimal evidence of multicollinearity issues, as the intercorrelations among the constructs in the model fall below the recommended threshold of 0.8 [40].

Table 2. Correlations and discriminant validity by Fornell-Larcker criterion

	Mean	**SD**	ML	EA	EE
ML	3.3408	.61808	**(0.776)**		
EA	3.1369	.72156	0.706	**(0.764)**	
EE	3.1881	.82265	0.646	0.703	**(0.675)**
***Significant at the 0.001 level; **significant at the 0.01 level; * significant at the 0.05 level. Diagonal elements (bold) in brackets are the square roots of AVEs. Below the diagonal elements are the correlations between the constructs. Variable definition: ML, Multiplier Leaders; EA, Employee Job attitude; EE, Employee engagement;					

The analysis results indicate that there is a positive and significant correlation between the multiplier and both employee job attitude [r = .706, p < 0.01] and employee engagement [r = .646, p < 0.01] among the study participants. Furthermore, the results of the study revealed a positive correlation between employee job attitude and employee engagement [r = .703, p < 0.01].

Structural Equation Modeling (SEM) Discussion

For testing the significance of the structural model and variables R-Square is estimated for PLS analysis. The correlation between independent and dependent variables was reviewed during the analysis. The analysis results provided strong support for all six assumptions, with all regression weight values demonstrating positive and significant associations (p < 0.01). The survey results, displayed in Table 3, indicate the validity and reliability of the measurement model.

Table 3. Research results in PLS-SEM

Hypothesis	**Path**	**Standardize Beta**	**Standard Error**	**t statistics**	**p-value**	**Remarks**
H1	ML→EA	0.706***	0.102	10.129	.000	Supported
H2	ML→EE	0.583***	0.098	9.236	.000	Supported
H3	EA→EE	0.632***	0.089	11.167	.000	Supported
***:p<0.001; **:p<0.01;*:p<0.05						

With this foundation in place, the subsequent step involved testing the hypothesized relationship by implementing the PLS algorithm and Bootstrapping algorithm using PLS 4.0.

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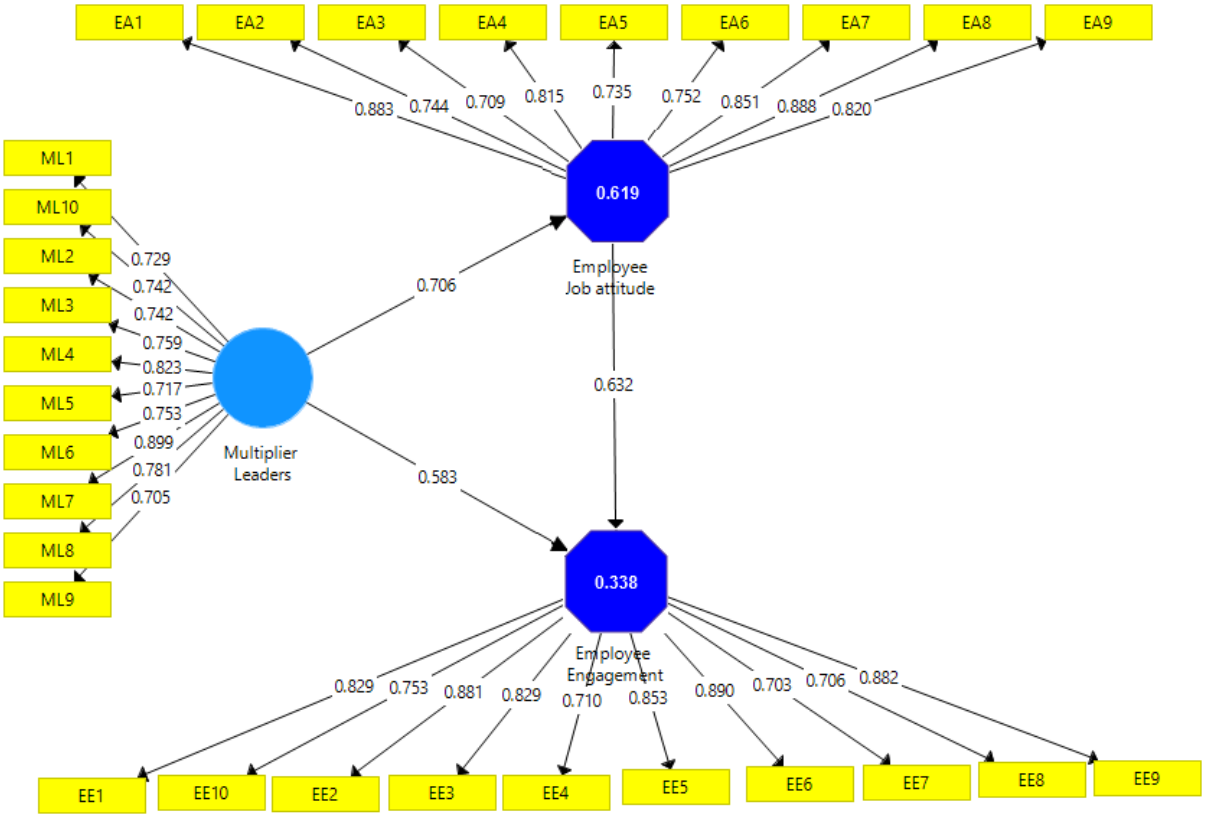


Figure 2. Items loadings and path coefficient

As indicated in Fig. 2 and Table 3, all the hypotheses H1, H2, and H3 were supported by the findings of the study.

The analysis results indicate that, for the study participants, multiplier leaders have a significant positive effect on both employee job attitude [β=0.706; p<0.01] and employee engagement [β=0.583; p<0.01]. This means that when multiplier leaders are present, it has a significant impact on increasing employee job attitude and engagement. Furthermore, the analysis results show that employee job attitude has a significant positive effect on employee engagement [β=0.632; p<0.01]. This suggests that when employees are a more positive job attitude to the organization, it positively influences their level of engagement.

In addition to examining the correlation between multiplier leaders, employee job attitude, and employee engagement, this study aimed to explore the potential mediating effect of employee job attitude on the relationship between these factors. The Smart PLS methodology was utilized to achieve this aim. The findings of the study, presented in Table 4, revealed that employee job attitude fully mediates the relationship between multiplier and employee engagement, accounting for 11.8% of the Variance Accounted for (VAF). This result confirms the mediating effect of employee job attitude on the relationship between multiplier leaders and employee engagement, thereby providing support for hypothesis H4.

Table 4. The Mediating Employee Job Attitude

Hypothesis	Path	Direct effects	Indirect effects	Total effects
H4	Multiplier → Employee job attitude → Employee engagement	0.583^{**}	0.118^{***}	0.701^{***}
***:p<0.001; **:p<0.01;*:p<0.05				

The hypotheses are all confirmed because all effects of associated regulator variables (Beta coefficients) are both positive and statistically significant ($p < 0.01$).

Discussion

This study aims to examine the correlation between the multipliers which is a new style of modern leadership, employee job attitudes, and employee engagement. The researchers conducted an online survey over a period of three weeks, with a sample size of 85 employees from A company. The survey utilized The Multiplier Effect Quiz developed by Wiseman & et al [13] to assess multiplier leadership. The work and Job attitude scale was developed by Knapp and Mujtaba [33] to evaluate employee attitude. The survey used was designed by Gallup Organizations 12- a question instrument to assess employee engagement [34]. To establish the reliability and validity of the survey, the researchers employed several statistical analyses. Factor loading analysis was conducted to determine the correlation coefficients between the constructs, with resulting values ranging from 0.703 to 0.899. The researchers also calculated Cronbach's alpha reliability to assess internal consistency, which ranged from 0.860 to 0.909, indicating satisfactory dependability for all factors. Composite reliability (CR) values were between 0.886 and 0.917, surpassing the recommended threshold of 0.70. The average variance extracted (AVE) construct values ranged from 0.656 to 0.727, exceeding the desirable threshold of 0.50, indicating excellent results. These statistical measures support the validity and reliability of the research. Our study yielded several significant findings. Firstly, it confirmed hypotheses H1 and H2 by revealing that multiplier leaders have a substantial positive impact on both employee job attitude and employee engagement. Secondly, the analysis revealed a significant correlation between employee job attitude and employee engagement, thus providing support for H3. Moreover, the study identified employee job attitude as a mediating factor in the relationship between multiplier leaders and employee engagement, thereby supporting hypothesis H4.

CONCLUSION

The study provided compelling evidence that multiplier leaders have a substantial and positive impact on employee job attitudes and engagement. It demonstrated that leaders who exhibit multiplier behaviors contribute to fostering positive job attitudes and increased levels of engagement among employees. Additionally, the study unveiled a robust positive correlation between employee job attitudes and engagement, indicating that employees with favorable job attitudes are more likely to actively participate in their work. Furthermore, the study identified employee job attitude as a crucial mediating factor in the relationship between multiplier leaders and employee engagement, underscoring the importance of positive job attitudes in facilitating the transmission of the beneficial influence of multiplier leaders. These findings emphasize the pivotal role of positive job attitudes in enhancing employee engagement and highlight the significance of multiplier leadership behaviors in achieving such outcomes.

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Overall, the study provides robust support for its hypotheses and aligns with previous research, reinforcing the validity of the findings. It highlights the positive impact of multiplier leaders on employee job attitudes and engagement and emphasizes the importance of cultivating positive attitudes in the workplace. By recognizing the significance of multiplier leadership and its impact on employee outcomes, organizations can potentially enhance employee attitudes and engagement, leading to improved performance and productivity.

Limitations and Future Research

Limitation:

Despite the valuable insights gained from this study, it is important to acknowledge its limitations. Firstly, the research focused solely on the impact of multiplier leaders on employee job attitudes and engagement, without considering other potential factors that may influence these outcomes. Secondly, the study was conducted solely within one company, which restricts the extent to which the findings can be generalized to other organizations or settings.

Future Study:

Building upon the current findings, future research could delve deeper into the specific mechanisms through which multiplier leaders influence employee and organizational performance. Additionally, longitudinal studies could be conducted to explore the temporal dynamics of the relationship between multiplier leadership, job attitudes, and engagement.

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Interest Conflicts

The authors have no competing interests to declare that are relevant to the content of this article.

Informed Consent

All study participants provided informed consent before involvement in the study, in accordance with the study protocol approved by the institutional research board.

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