
Navickas, V., Kovacova, P., Grecikova, A., Spankova, J., (2023),
“Work Engagement and Human Capital: The Role of the Manager in
Employee Work Engagement”, *Transformations in Business &
Economics*, Vol. 22, No 1 (58), pp.51-64.

-----TRANSFORMATIONS IN -----
BUSINESS & ECONOMICS

© Vilnius University, 2002-2023
© Brno University of Technology, 2002-2023
© University of Latvia, 2002-2023

WORK ENGAGEMENT AND HUMAN CAPITAL: THE ROLE OF THE MANAGER IN EMPLOYEE WORK ENGAGEMENT

¹Valentinas Navickas

*Faculty of Social and Economic
Relations
Alexander Dubcek University in
Trencin
Studentska 3
911 50 Trencin
Slovakia
Tel.: +421 32 7400 443
E-mail: valentinas.navickas@tuni.sk*

²Petra Kovacova

*Faculty of Social and Economic
Relations
Alexander Dubcek University in
Trencin
Studentska 3
911 50 Trencin
Slovakia
Tel.: +421 32 7400 448
E-mail: petra.kovacova@tuni.sk*

³Adriana Grecikova

*Faculty of Social and Economic
Relations
Alexander Dubcek University in
Trencin
Studentska 3
911 50 Trencin
Slovakia
Tel.: +421 32 7400 443
E-mail: adriana.grecikova@tuni.sk*

⁴Jana Spankova

*Faculty of Social and Economic
Relations
Alexander Dubcek University in
Trencin
Studentska 3
911 50 Trencin
Slovakia
Tel.: +421 32 7400 428
E-mail: jana.spankova@tuni.sk*

¹Valentinas Navickas, PhD (Economics), is a Professor at the Faculty of Social and Economic Relations, Alexander Dubcek University in Trencin, Slovakia. The author of more than 400 scientific publications (including monographs published in the Czech Republic in 2013 and the Slovak Republic in 2016 and 2018) and scientific articles, published in Lithuania and abroad. Author of five experimental development projects. Prepared 7 Doctors of social (economics) science; now he is a research adviser of 3 persons maintaining a doctor's thesis in social (economics) science. Fields of scientific interest: international economics, clusterisation, competitiveness, labour market issues.

³Adriana Grecikova, PhD (economics), is an Associate Professor at the Department of Personnel Management and Human Resources Management, Faculty of Social and Economic Relations at the Alexander Dubcek University of Trencin, Slovakia. She is the author of 155 scientific publications. Fields of scientific interests: human resource management, personnel management, labour market issues.

³Jana Spankova, PhD (economics), is an Assistant Professor at the Department of Social Sciences and Humanities, Faculty of Social and Economic Relations at the Alexander Dubcek University of Trencin, Slovakia.

Focuses on her scientific and pedagogical activities on the topics of employee remuneration, and minimum wages in the context of the labour market. She was a co-investigator of 3 scientific projects VEGA and projects financed by the EU Structural Funds, she is the author of several scientific studies published in journals indexed by Web of Science and Scopus.

²**Petra Kovacova**, PhD, is a PhD student at the Faculty of Social-Economics Relationship, at the Alexander Dubcek University of Trencin, Slovakia. Her primary research interests are in the field of Employee Development and Work Engagement.

Received: January, 2023

1st Revision: January, 2023

2nd Revision: February, 2023

Accepted: March, 2023

ABSTRACT. *Any organization's management highly depends on its human capital. The efficient use of an organization's resources – material, financial, informational, or human – is essential to its smooth operation. Therefore, it is also important to focus on employee and employee engagement. Employee or work engagement is a widely accepted topic. Companies are interested in this subject and work with agencies or attempt to independently assess the level of employee work engagement in order to determine the causes of high or low engagement rates and develop ways to raise it.*

Employees who work in retail were questioned for this study. The goal of the study is to determine the impact of managers on retail employees' level of work engagement based on their age, gender, and work status (manager or non-manager). A few questions were chosen from a variety of employee engagement measuring tools to assess the manager's influence. On a five-point Likert scale, respondents responded to 11 items in the survey (1 strongly disagree – 5 strongly agree). In order to compare the results after a year, the survey was done twice in Austria, once in May 2021 (during the active Covid-19 epidemic) and once in May 2022. Employees in the retail industry (N = 3047 in 2022 and N = 2535 in 2021) responded to an online survey sent to their company e-mail addresses. The findings indicate a little increase in employee work engagement between 2021 and 2022 of 1.2 per cent. The comparison reveals no significant variations between years and just marginally better or worse answers to a few questionnaire questions. Work engagement grew as a result of the manager's influence by 4.9 per cent in 2021 to an even 79 and by 5.6 per cent in 2022 to 80.9.

KEYWORDS: manager, work engagement, employee age, gender, human capital.

JEL classification: M12, J24, O15.

Introduction

An organization's performance is significantly impacted by its human capital. There is a high likelihood that the organization will succeed if the human component is effectively

utilized and handled. The development and growth of human capital depend on the HR manager's understanding of the resources and applications of this capital (Muzanenhamo, Rankhumise, 2022; Piotrowski *et al.*, 2021; Ivanova *et al.*, 2021), It is vital to draw organizations' attention to the efficient management of human resources, especially the potential of employee traits like talent, initiative, and creativity, and try to increase employee work engagement. Nowadays, almost all managers are aware of the value of human capital in organizations and its significance has grown over time. It concentrates emphasis on the employee's working potential, on his or her unique knowledge, abilities, and traits, as well as on the opportunities to apply them. The importance of human capital in the organization is essential, therefore every manager needs to be aware of the importance of work engagement as a tool for increasing the positive company environment and achieving company goals.

The notion of employee or work engagement is spread out worldwide. The theory of work engagement, its causes, and its impacts have all been thoroughly investigated and recorded in numerous research conducted all around the world. Companies are interested in this topic and either cooperate with agencies or try to examine the level of work engagement of their employees on their own, to find the reasons for high or low engagement rates and create some strategies to increase it. Leaders directly engaging their teams create measurable improvements and are more in line with the new models and procedures of the modern workplace.

Employees in organizations are often asked to go beyond their job description and devote more energy and time to their tasks. Leaders require people in the organization who devote all their focus and effort to fulfilling formal job requests in order to manage an environment that is becoming more challenging and dynamic. People should also be prepared to go above and beyond what is required of them. Individuals should go above and beyond since job descriptions cannot and do not cover all forms of behaviour required to fulfil job requests when activities are interdependent. It is crucial for leaders to comprehend the prior and fundamental processes that encourage employees to fulfil their in-role job requirements well and to be ready to participate in positive action that is not expressly stated in written contracts (Lai *et al.*, 2020),

Researchers have been inspired to examine the effects of leadership on work engagement in organizations as the importance of leadership styles on employee engagement has been recognized (Li *et al.*, 2021), To engage employees, managers use a wide range of leadership styles. Managers need to determine which outcomes will boost employee engagement the most. Enhancing employee commitment and work engagement requires strong support from management. Talukder *et al.* (2018) explained the supervisor's responsibility for managing the connection between the workforce and the organization to ensure everyone's success. Employee performance and engagement at work are increased by positive leaders. Active listening, open questions, providing feedback, and fostering psychological safety through increased levels of self-awareness and authenticity are all examples of effective leadership styles. However, this does not assure or justify the results of leadership approaches. In today's business climate, which is frequently described as inherently unpredictable, uncertain, dynamic, and ambiguous, businesses face significant challenges. Understanding why a certain leadership style may prove effective is still an important subject (Tuin *et al.*, 2020),

The aim of this paper is to fill the gap and examine the employees' perception of manager influence on work engagement in connection to demographic factors such as age,

gender and work status (manager/non-manager), specifically among retail employees in Austria.

1. Literature Review

Managers or leaders can influence the work engagement of employees through changing work conditions, inspiring, strengthening and connecting. Recently has been speculated the connection between work engagement and positive leadership styles (Schaufeli, 2015), Decuyper, Schaufeli's (2020) intention with the term "positive leadership style" is to integrate all the leadership styles that have been formed with the premise that they favourably affect employee outcomes, e.g. transformational, empowering, authentic, ethical, servant leadership. Moreover, they argue that "good" leaders demonstrate behaviours on the work floor that are comparable regardless of which "positive leadership style" they express. The "good leader" qualities that for instance authentic leaders demonstrate eventually encourage individuals to engage in their work (Wirawan *et al.*, 2020; Walumbwa *et al.*, 2010), Regarding the impact of a few positive leadership styles on work engagement, a framework by Carasco-Saul *et al.* (2015) was established. Leaders tend to inspire their followers the most when they encourage employees' optimism, responsibility, meaningfulness, and inventive behaviour (Decuyper, Schaufeli, 2020), Leaders' actions may have an impact on how engaged their employees are to work and how well they perform as a result. An employee's mental health, work attitude, and behaviours can all be affected by a leader's leadership style, either positively or negatively (Harms *et al.*, 2017), Decuyper, Schaufeli (2020) suggest that positive leader behaviour exhibited by individuals with various leadership styles may improve employee work engagement. To date, there is no comprehensive theoretical model of how positive leadership styles or associated behaviours affect work engagement. According to research, simple actions, like just listening, have a positive impact on psychological safety and thus on work engagement (Castro *et al.*, 2018), Particularly, given that research suggests that leaders spend the majority of their time speaking (in)directly with their employees, communication behaviours are probably common to all leaders who conform to one or the other leadership style (Decuyper, Schaufeli, 2020; Wajcman, Rose, 2011), All leaders that score highly on one or both leadership styles likely share specific leader behaviours intended to enhance the relationship quality with employees through communication. Additionally, research demonstrates that for a number of employees' outcomes, simply "liking" the leader matters. Positive leader behaviour may satisfy team members to handle their tough daily tasks (Amunkete, Rothmann, 2015), Furthermore, Decuyper, Schaufeli (2020) suggest that simple leadership behaviours, such as those connected to communication, are presumably shared through all positive leadership styles. According to O'Neill *et al.* (2015), good communication would engage and involve workers by enabling them to comprehend organizational changes and how they should react. As a result, the impact these leaders have on work engagement may follow a similar general path. It is claimed that there is a connection between positive leader behaviour, the leader's own engagement, and follower engagement based on theoretical and empirical evidence (Decuyper, Schaufeli, 2020), The further crucial component of leadership is a trust which plays a crucial role in determining engagement (Fleig-Palmer *et al.*, 2018), Nguyen *et al.* (2015) demonstrate that a positive work environment with a high level of trust between the leader and the workers creates work engagement. This supports Alzyoud (2018), employees are more engaged if they work in a high-trust environment and vice versa. However, different types of positive leadership could have varied effects on employee work

engagement. Each leadership approach still has a specific focus, but there may be different ways in which it affects engagement. Thus, the research suggests that leaders may have a variety of effects on the level of work engagement (Decuyper, Schaufeli, 2020),

Demographic characteristics are an additional essential element that is very important in affecting engagement and also managers should take it into consideration. The possibility of engagement should rise with an employee's age (Douglas, Roberts, 2020), Commonly, managers make little effort to keep older workers in the organization, and frequently, working conditions are not adjusted to meet the demands of older workers (Rožman *et al.*, 2020; Zaniboni *et al.*, 2014), The essential responsibility of managers is to help all employees, regardless of age, succeed and stay in their jobs. The highest performance assurance is a thorough and organized approach to overseeing the productivity of all employees, regardless of their age, in a workplace. This management approach is founded on the understanding that good performance is achievable if the manager fosters a work environment where all age-diverse employees can maximize their potential and are connected to one another. As a result, it increases employees' job satisfaction, motivation, and engagement. Managers need to actively keep older staff employed rather than making the assumption or bias that they are less engaged. (Rožman *et al.*, 2020; Kim, Kang, 2016), On the other hand, younger employees or potential employees also face age discrimination even before they start at the company, not to mention their work engagement. While the leaders do not look for new ways to keep older employees in the organization, older employees are faced with the decision of whether to stay or quit the company (Rožman *et al.*, 2020),

Managers need to understand that the importance of work engagement does not apply also to all genders equally (Banihani, Syed, 2017), Organizations and managers ought to be aware of gender disparities and take them into account when making managerial decisions (Tian *et al.*, 2021), The contradictory findings of the studies suggested that additional investigation is required to fully understand how gender affects work engagement. The differences between men's and women's characteristics can have an impact on their levels of engagement. (Hanggarawati, Kismono, 2022),

How organizational role or status affects motivational elements and work engagement changes is unclear (Hartmann, Barber, 2019), An interesting finding was found in the study conducted by Ramos *et al.* (2016) that shows a positive correlation between position type and age, but no other correlation was found. Another study by Sharma and Rajput (2021) suggests that work engagement changes based on the designation. Thus, people working in higher positions in the company show a higher engagement level.

2. Problem Formulation. Methodology

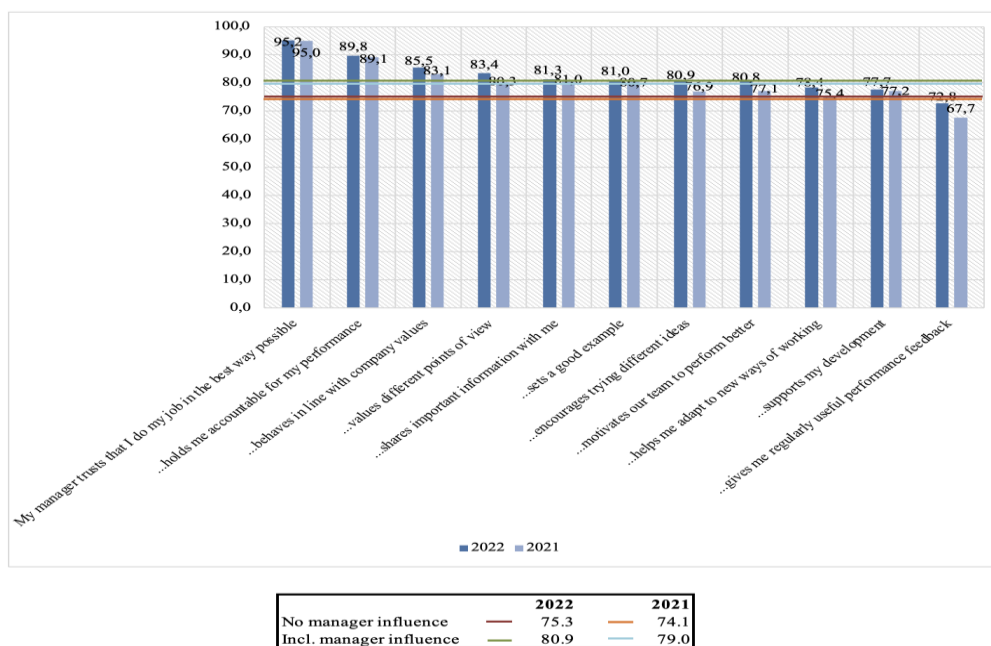
This paper was conducted among employees working in retail. The subject of the survey is to find out the influence of managers on the level of work engagement of retail employees based on age, gender and work status (manager or non-manager), Managers have a crucial role in employee work engagement, they motivate their teams, evaluate their performance, help to deal with everyday challenges and try to engage them or keep their engagement on a high level. Many companies struggle with the engagement level of their employees and look for new ways how to reduce staff turnover, increase performance or even maybe support company culture. Work engagement may be measured by different tools, questionnaires known worldwide or created by companies on their own to fit their current needs.

In this research, for measuring work engagement level an adjusted UWES-3 (created by Schaufeli *et al.*, 2017) was used, this 3-item version of the Utrecht Work Engagement Scale (UWES) can be used in place of the lengthier 9-item version and it keeps its validity and reliability. Questions from different work engagement measurement tools were selected for the influence of the manager. The questionnaire consisted of 11 questions that respondents answered on a five-point Likert scale (1 strongly disagree – 5 strongly agree),

The survey was conducted in Austria in May 2021 (during the ongoing Covid-19 pandemic) and in May 2022 to compare the results after one year. Retail employees (N = 3047 in 2022 and N = 2535 in 2021) filled out an online questionnaire distributed to their work e-mail addresses. For better understanding and easier readability, the results are processed in the form of percentages.

3. Results and Discussion

The results of adjusted UWES-3 show little difference in employee work engagement - an increase of 1.2 per cent between 2021 and 2022 (*Figure 1*), from 74.1 in 2021 to 75.3 in 2022. The results of this research focusing on manager influence provide consistency after a repeated survey from years 2021 and 2022. The comparison brings no significant differences among years and only slightly higher or lower results in some questions from the questionnaire. *Table 1* provides a summary of the results obtained from the research. Green highlighted are the highest values among age groups and orange highlighted are the lowest rated questions. In the second column is visible the ranking of all eleven questions from the highest values to the lowest in 2022 and the same sequence was used for the year 2021, where only the first three questions copy the results from 2022, after the sequence is not the same as in the following year. As illustrated in *Figure 1*, the manager's influence increased employee engagement by 4.9 per cent to an even 79 in 2021 and by 5.6 per cent to 80.9 in 2022.



Source: created by the authors.

Figure 1. Comparison of Employee Work Engagement in Years 2021 and 2022

Table 1. Results in %

Year	Ranking	Survey Question	Overall result	Age									Gender		Manager / Non-manager	
				< 20 years	21-25 years	26-30 years	31-35 years	36-40 years	41-45 years	46-50 years	51-55 years	> 55 years	Female	Male	Non-manager	Manager
2022	1.	My manager trusts that I do my job in the best way possible	95,2	98,8	95,2	94,0	95,7	93,6	94,3	97,7	97,9	94,6	95,1	95,4	95,6	92,7
	2.	My manager holds me accountable for my performance	89,8	86,6	90,8	86,9	89,5	90,7	87,1	91,2	92,7	93,0	90,0	89,4	89,2	94,1
	3.	My manager behaves in line with company values	85,5	89,4	87,4	83,7	83,6	87,4	81,6	85,8	87,1	87,0	84,7	86,6	85,6	85,1
	4.	My manager values different points of view	83,4	85,7	84,5	80,6	82,1	85,8	82,6	84,9	84,1	82,0	82,7	84,3	83,6	82,4
	5.	My manager shares important information with me	81,3	88,5	82,6	80,9	76,9	82,3	76,9	80,9	83,8	87,6	80,1	82,8	80,9	84,1
	6.	My manager sets a good example	81,0	87,1	82,4	76,0	78,7	81,2	79,4	83,1	84,1	86,6	80,0	82,2	81,6	76,0
	7.	My manager encourages trying different ideas	80,9	79,1	78,2	76,8	82,4	82,9	80,7	82,6	85,0	85,5	80,2	81,8	80,0	88,0
	8.	My manager motivates our team to perform better	80,8	83,5	82,2	77,7	78,2	83,1	77,1	82,6	85,2	81,6	80,3	81,3	80,8	80,7
	9.	My manager helps me adapt to new ways of working	78,4	83,1	79,3	77,7	75,8	79,0	75,0	78,9	81,3	81,1	77,1	80,1	78,6	76,8
	10.	My manager supports my development	77,7	80,2	78,6	75,7	78,1	76,3	73,0	80,1	85,0	76,9	76,7	79,0	77,2	80,7
	11.	My manager gives me regularly useful performance feedback	72,8	72,1	69,1	72,0	73,4	72,1	70,6	75,9	79,0	79,7	71,5	74,7	73,0	72,1

Table 2 (Continuation), Results in %

2021	1.	My manager trusts that I do my job in the best way possible	95,0	97,6	96,4	93,7	93,9	95,3	96,1	94,9	96,6	91,0	96,0	93,8	95,4	92,5
	2.	My manager holds me accountable for my performance	89,1	90,1	88,2	87,0	86,1	88,9	93,2	89,1	92,7	92,3	88,9	89,3	88,7	91,6
	3.	My manager behaves in line with company values	83,1	93,8	83,4	80,5	79,2	79,5	86,9	86,3	84,8	86,8	83,2	82,9	83,7	78,7
	6.	My manager values different points of view	80,3	86,3	79,3	77,9	76,2	80,6	83,6	80,3	85,6	81,9	80,5	80,0	79,6	84,3
	4.	My manager shares important information with me	81,0	87,8	82,0	79,1	79,9	77,7	83,7	79,6	84,3	83,3	80,7	81,3	81,2	79,6
	5.	My manager sets a good example	80,7	93,8	83,2	76,5	74,6	78,5	83,6	83,8	86,0	79,7	79,8	81,8	81,5	75,2
	9.	My manager encourages trying different ideas	76,9	76,3	71,1	74,2	74,0	77,7	82,1	79,0	84,7	84,0	77,0	76,7	76,0	82,9
	8.	My manager motivates our team to perform better	77,1	92,6	78,2	73,6	72,4	76,0	80,4	77,7	76,7	81,7	76,6	77,7	78,3	68,8
	10.	My manager helps me adapt to new ways of working	75,4	84,0	76,3	70,5	70,9	72,2	80,1	76,8	80,3	82,5	74,6	76,3	76,4	68,4
	7.	My manager supports my development	77,2	83,8	75,8	78,1	77,4	73,6	79,6	75,8	81,3	76,4	76,3	78,3	77,3	76,0
	11.	My manager gives me regularly useful performance feedback	67,7	79,0	59,7	66,3	64,6	68,6	71,7	70,3	74,7	75,0	66,9	68,8	67,9	66,8

Source: created by the authors.

The overall results vary from 72.8% to 95.2% in 2022 and from 67.7% to 95% in 2021. The highest-rated question is “My manager trusts that I do my job in the best way possible”. A significant positive impact of trust in leaders and work satisfaction on work engagement was found. The engagement process has as its primary antecedents trust in leaders and job satisfaction. An increase of 1 on the Likert scale on the trust in leaders increases work engagement by 0.38. It is crucial that both employees and leaders have the same level of trust in one another (Håvold *et al.*, 2021), The findings of the study by Melhem, Al Qudah (2019) demonstrate that felt trust has a beneficial effect on work engagement. The

study's findings showed that employees' degree of work engagement is significantly influenced by their perception of being trusted by their direct manager. By acting in accordance with their followers' needs and interests, effective leaders are able to build bonds of trust with their followers (Fred Garcia, 2012), Managers can keep the work atmosphere productive and upbeat, which will enable their employees to build trust and stay with them (Ansari, 2021), This is followed by the statement "My manager holds me accountable for my performance". Many studies confirm the relationship between work engagement and job performance. A recent study conducted by Lai *et al.* (2020) also found a significant positive relationship between these two variables. The first three are completed by the statement "My manager behaves in line with company values". The study conducted in an Academic Medical Center shows a high correlation between organizational values and work engagement (Kang *et al.*, 2019),

In both years the lowest rated statement is "My manager gives me regularly useful performance feedback" with a 5.1% increase. The study conducted by Håvold *et al.* (2021) extends previous research and shows that engaged employees are characterized by opportunities for personal development and growth, coworkers' empathy, and basic needs for job fulfilment, affiliation and belonging. Leaders should provide their team members with the freedom to make decisions and give them chances to develop (Bhuvanaiah, Raya, 2015), The performance feedback may be connected to employee development. One of the findings from the study by Wallo *et al.* (2021), which involved interviewing 19 managers from the top or middle management, was that the managers use one-on-one talks (performance talks) with the staff to encourage learning (development) activity. Giving feedback helps to support employee engagement (Jankelová *et al.*, 2021),

The findings from this research in connection to employee age are not comparable with other studies due to the focus only on manager influence on work engagement and not work engagement in general. These results show that the most engaged age group is employees younger than 20 years which is the exact opposite of other studies examining work engagement in general. As the least engaged age group is 31–35 years old employees in 2021 and 41–45 years old employees in 2022. Contrary, to the results in this research, work engagement, in general, is seen as higher among older employees (usually above 50 years) and lower among young employees (below 25 years), These findings support many researchers (e.g. Douglas, Roberts, 2020; Chaudhary, Rangnekar, 2017; Sharma, Rajput, 2021; Rožman *et al.*, 2020; Pitt-Catsouphes, Matz-Costa, 2009; James *et al.*, 2010; Ramos *et al.*, 2016; Kim, Kang, 2016), Li *et al.* (2021) examined the relationships between leadership behaviour and employee work engagement in a sample of 117 working professionals and discovered a noticeably strong correlation, moreover, they also explored the relation moderated by employee age and revealed that younger employees experienced a higher impact on employee engagement than older ones.

In the case of gender, the results are very close and there is no significant difference between women and men which means that the participants showed similar responses regardless of their gender. But it is interesting, that in 2022 men were more engaged in all statements except one "My manager holds me accountable for my performance" with a small difference of 0.6%. In the choice of gender the option "diverse" was also included but no one described himself/herself as diverse, therefore it is not included in the table with the results summary. A number of studies confirm that there is no significant difference between women and men in work engagement level (Sharma, Rajput, 2021; Tshilongamulenzhe, Takawira, 2015; Chaudhary, Rangnekar, 2017; Hartman, Barber, 2019), There are only a few studies

that found differences in work engagement based on gender. Rodriguez-Modroño (2022) and Avery *et al.* (2007) found a higher engagement level of women than men. On the other hand, some studies revealed a higher engagement level of men than women (Hanggarawati, Kismono, 2022; Tartari, Salter, 2015; Ling, Nasurdin, 2016; Topchyan, Woehler, 2021)

No correlation was found between the work status of the manager or non-manager and the level of work engagement. The study's findings from Li *et al.* (2021) indicate that, even though younger employees who have not yet been promoted to positions requiring leadership responsibility are affected by leadership behaviour more positively than older employees and employees with leadership responsibilities, suggesting that leadership behaviour is crucial for fostering employee engagement in new workers. The association between leadership behaviour and employee work engagement was significantly moderated by an individual's management status. The influence of leadership behaviour on employee engagement may rise when one holds a leadership position.

Table 2. The minimum wage in euros, 2015–2021

Country	2015	2016	2017	2018	2019	2020	2021
Slovakia	380	405	435	480	520	580	623
Poland	409	434	453	503	523	611	614
Bulgaria	184	215	235	261	286	312	332
Romania	218	232	276	408	446	466	458
Lithuania	300	350	380	400	555	607	642
Estonia	390	430	470	500	540	584	584
Germany	1444	1444	1506	1506	1561	1544	1569
Ireland	1462	1546	1563	1614	1656	1656	1724

Source: own processing by Eurostat, 2022.

We can observe a significant differentiation in the minimum wage level in *Table 2*. Of course, the main reasons for this are labour productivity, the technical sophistication of the production processes of the different economies, the standard of living or the price level. From the figure, we can clearly see a significant difference in minimum wages, whereby countries can be divided into 2 groups. Ireland and Germany are clearly in the first group by a wide margin, the other countries show a value with much lower minimum wages.

We will notice interesting differences if we look at the development of the minimum wage and its change between 2015 and 2021. For example, we can see an increase in Romania, where the minimum wage increased by almost 48% year-on-year in 2018, but we see a slight decrease in 2021. Romania is a rapidly developing country and the increase in the minimum wage brings it slightly closer to most of the countries surveyed. In 2016, Romania had a growing economy (the economy grew by 4.8% in 2016), which caused the minimum wage to increase.

The same development is observed in Lithuania, where the minimum wage increased by almost 38.75% year-on-year in 2019. Lithuania started using the common European currency at the beginning of 2015, which also had an impact on the economy, which grew by an average of over 3 per cent per year. Again, this explains the increase in the minimum wage.

Conclusions

This paper provides preliminary evidence and theoretical support for the influence of managers on work engagement. The general picture emerging from the analysis is that

managers may significantly increase employee work engagement. It can be concluded that managers have an important role in increasing work engagement or at least keeping the engagement level on high level. On the other hand, it can be assumed that managers may also decrease work engagement among their teams by their behaviour, inability to create an environment of trust, not providing any feedback or not giving the possibility to grow. There can be many other reasons that could be part of future research to explore them more in-depth.

Leaders have an impact on individuals' behaviour at work because they are seen as an example of the organization and have the responsibility to assess individuals' performance or decide whether to promote them. As a result, individuals' behaviour may be influenced by leaders (Lai *et al.*, 2020). This paper suggests that a leader's influence on people's work engagement may arise. Managers need to be able to increase employee work engagement and thus the value of human capital in the organization.

This research brings some implications for theory and practice. It briefly overviews the literature and studies concerning work engagement and its relationship to employee age, gender, work status (manager or non-manager) and the role of a manager in work engagement. The findings of this research should inspire HR professionals and managers to pay more attention to manager influence on work engagement, gender differences, the role of age and age discrimination in the workplace and overcome the biases in connection to these demographic factors. This research enhances our knowledge of how leaders can affect employees' engagement. The emphasis on the impact of leader behaviour may also contribute to knowledge extension and support programs for leadership development. Leaders who engage their employees may support the creation of a positive working environment, contribute to positive outcomes and achieve company goals. This paper offers insights into how managers may motivate their teams. Additionally, it makes sense to invest in leaders who will take the time to comprehend employees' issues, respect their viewpoints, and recognize and reward their attempts to overcome obstacles. Empathy should extend outside of the workplace to events occurring in employees' personal lives. Further, managers should support their teams in comprehending the organization's goals and mission and assist them in understanding "what we represent," "where we are," and "where are we going." The values and objectives of each employee should be taken into consideration by leaders. Leaders may support organizations based on this information, which will probably increase employee engagement with the organization. Several effects on employee engagement may result from such behaviour.

There are also some limitations. This research focuses only on retail employees, it should explore other industries beyond the scope of this research. Furthermore, the ultra-short UWES-3, which was confirmed using sizable samples from five different nations (Belgium/Flanders, The Netherlands, Spain, Finland, and Japan), does not exactly cover one of the three elements in addition. The absorption-related item slightly deviates from the original item and offers the opposite formulation. It is assumed that it should have no significant effect on the research's findings. Future research should include other demographic variables such as length of service or education. It could be also beneficial to compare more countries. Therefore, organizational and leadership studies may benefit from a repetition of this empirical study in different environments.

References

Alzyoud, A.A.Y. (2018), "Job satisfaction and work engagement moderated by trust", *International Journal of Economics, Commerce and Management*, Vol. 6, No 11, pp.1-15. <http://ijecm.co.uk/wp->

- content/uploads/2018/11/6117.pdf.
- Amunkete, S., Rothmann, S. (2015), "Authentic leadership, psychological capital, job satisfaction and intention to leave in state-owned enterprises", *Journal of Psychology in Africa*, Vol. 25, No 4, pp.271-281. <https://doi.org/10.1080/14330237.2015.1078082>.
- Ansari, A. (2021), "The Role of Interpersonal Communication Skills in Human Resource and Management", *International Journal of Science and Research (IJSR)*, Vol. 10, No 11, pp.2319-7064. <https://doi.org/10.21275/SR211118020911>.
- Avery, D.R., McKay, P.F., Wilson, D.C. (2007), "Engaging the aging workforce: The relationship between perceived age similarity, satisfaction with coworkers, and employee engagement", *Journal of Applied Psychology*, Vol. 92, No 6, pp.1542-1556. <https://doi.org/10.1037/0021-9010.92.6.1542>.
- Banihani, M., Syed, J. (2017), "Gendered work engagement: qualitative insights from Jordan", *The International Journal of Human Resource Management*, Vol. 28, <https://doi.org/10.1080/09585192.2017.1355838>.
- Bhuvanaiah, T., Raya, R.P. (2015), "Mechanism of improved performance: Intrinsic motivation and employee engagement", *SCMS Journal of Indian Management*, Vol. 12, No 4, pp.92-97. https://www.academia.edu/41582988/Mechanism_of_Improved_Performance_Intrinsic_Motivation_and_Employee_Engagement.
- Carasco-Saul M., Kim W., Kim T. (2015), "Leadership and employee engagement: proposing research agendas through a review of literature", *Human Resource Development Review*, Vol. 14, No 1, pp.38-63. <https://doi.org/10.1177/1534484314560406>.
- Castro, D.R., Anseel, F., Kluger, A.N., Lloyd, K.J., Turjeman-Levi, Y. (2018), "Mere listening effect on creativity and the mediating role of psychological safety", *Psychology of Aesthetics, Creativity, and the Arts*, Vol. 12, No 4, pp.489-502. <https://doi.org/10.1037/aca0000177>.
- Chaudhary, R., Rangnekar, S. (2017), "Socio-demographic factors, contextual factors and work engagement: Evidence from India", *Emerging Economy Studies*, Vol. 3, pp.1-18. <https://doi.org/10.1177/2394901517696646>
- Decuyper, A., Schaufeli, W. (2020), Leadership and work engagement: Exploring explanatory mechanisms. *German Journal of Human Resource Management*, Vol. 34, No 1, pp.69-95. <https://doi.org/10.1177/2397002219892197>.
- Douglas, S., Roberts, R. (2020), "Employee age and the impact on work engagement", *Strategic HR Review*, Vol. 19, No 5, pp.209-213. 1475-4398. <https://commons.erau.edu/publication/1429>.
- Fleig-Palmer, M.M., Rathert, C., Porter, T.H. (2018), "Building trust: the influence of mentoring behaviours on perceptions of health care managers trustworthiness", *Health Care Management Review*, Vol. 43, No 1, pp.69-78. <https://doi.org/10.1016/j.chilyouth.2018.11.056>.
- Fred Garcia, H. (2012), "Leadership communications: planning for the desired reaction", *Strategy & Leadership*, Vol. 40, No 6, pp.42-45. <https://doi.org/10.1108/10878571211278886>.
- Hanggarawati, U.B., Kismono, G. (2021), "Gender and generation gaps in government organization: does it affect work engagement?". *Jurnal Siasat Bisnis*, Vol. 26, No 1, pp.1-22. <https://doi.org/10.20885/jsb.vol26.iss1.art1>.
- Harms, P.D., Credé, M., Tynan, M., Leon, M., Jeung, W. (2017), "Leadership and stress: a meta-analytic review", *The Leadership Quarterly*, Vol. 28, No 1, pp.178-194. <https://doi.org/10.1016/j.leaqua.2016.10.006>.
- Hartman, R.L., Barber, E.G. (2020), "Women in the workforce: The effect of gender on occupational self-efficacy, work engagement and career aspirations", *Gender in Management*, Vol. 35, No 1, pp.92-118. <https://doi.org/10.1108/GM-04-2019-0062>.
- Håvold, O.K.S., Håvold, J.I., Glavee-Geo, R. (2021), "Trust in leaders, work satisfaction and work engagement in public hospitals", *International Journal of Public Leadership*, Vol. 17, No 2, pp.145-159. <https://doi.org/10.1108/IJPL-07-2020-0061>.
- Ivanová, E., Žárská, V., Masárová, J. (2021), "Digitalization and human capital development", *Entrepreneurship and Sustainability Issues*, Vol. 9, No 2, pp.402-415. [http://doi.org/10.9770/jesi.2021.9.2\(26\)](http://doi.org/10.9770/jesi.2021.9.2(26))
- Jankelová, N., Joniaková, Z., Skorková, Z. (2021), "Perceived Organizational Support and Work Engagement of First-Line Managers in Healthcare – The Mediation Role of Feedback Seeking Behavior", *Journal of Multidisciplinary Healthcare*, Vol. 2021, No 14, pp.3109-3123. <https://doi.org/10.2147/JMDH.S326563>.
- James, J.B., Mckechnie, S., Swanberg, J. (2010), "Predicting employee engagement in an age-diverse retail workforce", *Journal of Organizational Behavior*, Vol. 32, No 2, pp.173-196. <https://doi.org/10.1002/job.681>.
- Kim, N., Kang, S.-W. (2016), "Older and More Engaged: The Mediating Role of Age-Linked Resources on Work Engagement", *Human Resources Management*, Vol. 56, No 5, pp.731-746.

- <https://doi.org/10.1002/hrm.21802>.
- Kang, J.Y., Lee, M.K., Fairchild, E.M., Caubet, S.L., Peters, D.E., Beliles, G.R., Matti, L.K. (2019), "Relationships Among Organizational Values, Employee Engagement, and Patient Satisfaction in an Academic Medical Center", *Mayo Clinic Proceedings. Innovations, Quality & Outcomes*, Vol. 4, No 1, pp.8-20. <https://doi.org/10.1016/j.mayocpiqo.2019.08.001>.
- Lai, F.-Y., Tang, H.-C., Lu, S.-C., Lee, Y.-C., Lin, C.-C. (2020), „Transformational Leadership and Job Performance: The Mediating Role of Work Engagement”, *SAGE Open*, Vol. 10, No 1. <https://doi.org/10.1177/2158244019899085>.
- Li, Y., Castelli, P.A., Cole, M. (2021), "The Positive Effects of Task, Relation and Change Oriented Leadership Behavior on Employee Engagement", *Journal of Organizational Psychology*, Vol. 21, No 6, <https://doi.org/10.33423/jop.v21i6.4835>.
- Ling Suan, C., Mohd Nasurdin, A. (2016), "Supervisor support and work engagement of hotel employees in Malaysia: Is it different for men and women?", *Gender in Management*, Vol. 31, No 1, pp.2-18. <https://doi.org/10.1108/GM-11-2014-0105>.
- Melhem, Y.S., Al Qudah, M.F. (2019), "Work Engagement: Trust and Respect to Engage your People", *Indian Journal of Science and Technology*, Vol. 12, No 17, pp.1-13. <https://doi.org/10.17485/ijst/2019/v12i17/144033>.
- Muzanenhamo, A., Rankhumise, E. (2022), "Digital entrepreneurship in South Africa: a human capital perspective", *Entrepreneurship and Sustainability Issues*, Vol. 10, No 2, pp.464-472. [http://doi.org/10.9770/jesi.2022.10.2\(29\)](http://doi.org/10.9770/jesi.2022.10.2(29)).
- Nguyen, T.H.T., Wilson, A., McDonald, F. (2015), "Motivation or demotivation of health workers providing maternal health services in rural areas in Vietnam: findings from a mixed-methods study", *Human Resources for Health*, Vol. 13, No 91, pp.1-11, <https://doi.org/10.1186/s12960-015-0092-5>.
- Pitt-Catsouphes, M., Matz-Costa, C. (2009), "Engaging the 21st century multi-generational workforce: Findings from the age & generation study", *Issue Brief No. 20. Chestnut Hill, MA: Sloan Center on Aging & Work at Boston College*. <http://hdl.handle.net/2345/3544>.
- Piotrowski, M., Huras, P., Modrzejewska, K. (2021), „Determinants of the human capital redistribution. What pushes out and what pulls to the regions of Masovian voivodship“, *Entrepreneurship and Sustainability Issues*, Vol. 9, No 2, pp.50-64. [http://doi.org/10.9770/jesi.2021.9.2\(3\)](http://doi.org/10.9770/jesi.2021.9.2(3)).
- Ramos, R., Jenny, G., Bauer, G. (2016), „Age-related effects of job characteristics on burnout and work engagement”, *Occupational Medicine*, Vol. 66, No 3, pp.230-237. <https://doi.org/10.1093/occmed/kqv172>.
- Rožman, M., Treven, S., Čančer, V. (2020), "The impact of promoting intergenerational synergy on the work engagement of older employees in Slovenia", *JEEMS Journal of East European Management Studies*, Vol. 25, No 1, pp.9-34. <https://doi.org/10.5771/0949-6181-2020-1-9>.
- Schaufeli W.B. (2015), "Engaging leadership in the job demands-resources model", *Career Development International*, Vol. 20, No 5, pp.446-463. <https://doi.org/10.1108/CDI-02-2015-0025>.
- Schaufeli, W.B., Bakker, A.B., Salanova, M. (2006), "The measurement of work engagement with a short questionnaire: a cross-national study", *Educational and Psychological Measurement*, Vol. 66, No 4, pp.701-716. <https://doi.org/10.1177/0013164405282471>.
- Schaufeli, W.B., Shimazu, A., Hakanen, J., Salanova, M., De Witte, H. (2017), "An Ultra-Short Measure for Work Engagement. The UWES-3 Validation Across Five Countries", *European Journal of Psychological Assessment*, Vol. 35, No 4, pp.577-591. <https://doi.org/10.1027/1015-5759/a000430>.
- Sharma, U., Rajput, B. (2021), "Work engagement and demographic factors: A study among university teachers", *Journal of Commerce & Accounting Research*, Vol. 10, No 1, pp.25-32. <http://publishingindia.com/jcar/47/work-engagement-and-demographic-factors-a-study-among-university-teachers/10915/16284/>.
- Talukder, A.K.M., Vickers, M., Khan, A. (2018), "Supervisor support and work-life balance: Impacts on job performance in the Australian financial sector", *Personnel Review*, Vol. 47, No 3, pp.727-744. <https://doi.org/10.1108/PR-12-2016-0314>.
- Tartari, V., Salter, A. (2015), "The engagement gap: Exploring gender differences in University - Industry collaboration activities", *Research Policy*, Vol. 44, pp.1176-1191. <https://doi.org/10.1016/j.respol.2015.01.014>.
- Tian, G., Pu L. and Ren, H. (2021), "Gender Differences in the Effect of Workplace Loneliness on Organizational Citizenship Behaviors Mediated by Work Engagement", *Psychology Research Behavior Management*, Vol. 14, pp.1389-1398 <https://doi.org/10.2147/PRBM.S329959>.
- Topchyan, R., Woehler, C. (2021), "Do Teacher Status, Gender, and Years of Teaching Experience Impact Job

- Satisfaction and Work Engagement?”, *Education and Urban Society*, Vol. 53, No 2, pp.119-45. <https://doi.org/10.1177/0013124520926161>.
- Tshilongamulenzhe, M.C., Takawira, N. (2015), “Examining the gender influence on employees’ work engagement within South African University”, *Risk governance & control: financial markets & institutions*, Vol. 5, No 1, <https://doi.org/10.22495/rgcv5i2c1art5>.
- Wajcman J., Rose E. (2011), “Constant connectivity: rethinking interruptions at work”, *Organization Studies*, Vol. 32, No 7, pp.941-961. <https://doi.org/10.1177/0170840611410829>.
- Wallo, A., Kock, H., Reineholm, C., Ellström, P.-E. (2022), „How do managers promote workplace learning? Learning-oriented leadership in daily work”, *Journal of Workplace Learning*, Vol. 34, No 1, pp.58-73. <https://doi.org/10.1108/JWL-11-2020-0176>.
- Walumbwa, F.O., Wang, P., Wang, H., Schaubroeck, J., Avolio, B.J. (2010), „Psychological processes linking authentic leadership to follower behaviors”, *The Leadership Quarterly, Elsevier*, Vol. 21, No 5, pp.901-914. <https://doi.org/10.1016/j.leaqua.2010.07.015>.
- Wirawan, H., Jufri, M., Saman, A. (2020), „The effect of authentic leadership and psychological capital on work engagement: the mediating role of job satisfaction”, *Leadership & Organization Development Journal*, Vol. 41, No 8, pp.1139-1154. <https://doi.org/10.1108/LODJ-10-2019-0433>.
- Zaniboni, S., Truxillo, D.M., Fraccaroli, F., McCune, E.A., Bertolino, M. (2013), “Who benefits from more tasks? Older versus younger workers”, *Journal of Managerial Psychology*, Vol. 29, No 5, pp.508-523. <https://doi.org/10.1108/JMP-12-2012-0381>.

ĮSITRAUKIMAS Į DARBĄ IR ŽMOGIŠKASIS KAPITALAS: VADOVO ĮTAKA DARBUOTOJŲ ĮSITRAUKIMUI Į DARBĄ

Valentinas Navickas, Petra Kováčová, Adriana Grecikova, Jana Spankova

SANTRAUKA

Darbuotojų įsitraukimas į darbą yra plačiai paplitusi tema. Bendrovės tuo domisi ir, dirbdamos kartu su agentūromis arba savarankiškai, bando įvertinti darbuotojų įsitraukimo į darbą lygį, kad nustatytų priežastis, lemiančias aukštą arba žemą įsitraukimo lygį, ir sukurtų būdą, kaip šį lygį pakelti. Šiame tyrime buvo apklausti mažmeninės prekybos darbuotojai. Tyrimo tikslas – nustatyti vadovų įtaką mažmeninės prekybos darbuotojų įsitraukimui į darbą, atsižvelgiant į jų amžių, lytį ir darbo statusą (vadovas ar ne). Rezultatai rodo, kad nuo 2021 iki 2022 metų darbuotojų įsitraukimas į darbą šiek tiek padidėjo – 1,2 proc. Atlikus palyginimą tarp metų nenustatyta jokių reikšmingų skirtumų, tik nežymiai geresni ar blogesni atsakymai į keletą apklausos klausimų.

REIKŠMINIAI ŽODŽIAI: vadovas, įsitraukimas į darbą, darbuotojų amžius, lytis, žmogiškasis kapitalas.