

Original Article

Engaging Leadership Scale (12 items version): Translation and A Validation in Greek

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Abstract

Background: Among other forms of leadership, engaging leadership may act positively in working environments.

Aim: To translate and validate the “Engaging Leadership Scale” (12 items version) in Greek.

Methods: Study population included 126 nurses in Greece. We performed our study during August 2024. We employed the forward-backward method to translate and adapt the Engaging Leadership Scale (ELS-12) in Greek language. We examined the construct validity of the ELS-12 by performing confirmatory factor analysis. We examined the concurrent validity of the ELS-12 using the “Quiet Quitting Scale” (QQS), the single item burnout measure, and the single item turnover intention measure. We examined the reliability of the ELS-12 by calculating Cronbach’s alpha.

Results: The ELS-12 showed very good psychometric properties. Our confirmatory factor analysis confirmed the four-factor structure of the ELS-12; strengthening, connecting, empowering, and inspiring. Concurrent validity of the Greek version of the ELS-12 was very good. We found statistically significant correlations between the ELS-12 and QQS ($r = -0.466$, p -value < 0.001), single item burnout measure ($r = -0.192$, p -value = 0.030), and single item turnover intention measure ($r = -0.296$, p -value = 0.001). We found that the ELS-12 had very good reliability since Cronbach's coefficient alpha was 0.962.

Conclusions: The Greek version of the "Engaging Leadership Scale" is a reliable and valid tool to measure engaging leadership among workers.

Keywords: Engaging Leadership Scale; leadership; working environment; nurses; Quiet Quitting Scale; Greece

Introduction

Engaging leadership refers to a style of leadership that aims to boost employee work engagement by facilitating, reinforcing, uniting, and motivating them. This approach may fulfill followers' needs for autonomy, competence, and relatedness through empowerment, strengthening, and connection, respectively. Unlike transformational leadership, which focuses on individual consideration, engaging leadership emphasizes team consideration by promoting unity and cohesion among team members (W. Schaufeli, 2021).

Employees who perceive their workplace as resourceful experience benefits in both health and work motivation. Engaging leaders are expected to balance their followers' job demands and resources through inspiration, reinforcement, connection, and empowerment, leading to improved health, motivation, productivity, and satisfaction (W. Schaufeli, 2021; W. B. Schaufeli, 2015).

Research suggests that leaders, including engaging leaders, indirectly influence their followers' well-being by shaping their perceptions of the work environment, specifically by reducing job demands and

enhancing job resources (Inceoglu, Thomas, Chu, Plans, & Gerbasi, 2018; Kohnen et al., 2024; Skakon, Nielsen, Borg, & Guzman, 2010).

Optimal functioning and well-being are achieved when employees' motivation is autonomous (i.e., intrinsic). A work environment that provides adequate support, high-quality feedback, and opportunities for professional growth fosters the ideal conditions for optimal motivation (Deci, Olafsen, & Ryan, 2017; Kohnen et al., 2023).

In the absence of engaging leadership behaviors and when employees' basic needs are not met, burnout becomes more likely. Studies have shown that job demands hinder the satisfaction of basic needs, which in turn is negatively associated with exhaustion, the primary component of burnout. Engaging leadership indirectly affects burnout and work engagement by decreasing job demands and increasing job resources (Van Den Broeck, Vansteenkiste, De Witte, & Lens, 2008).

To our knowledge, no study until now has translated and validated the Engaging Leadership Scale (ELS-12) (W. B. Schaufeli, 2015) in Greek language. Therefore, the aim

of our study was to translate and validate the ELS-12 in Greek language.

Methods

Study design: Study population included 128 nurses in Greece. We collected our data in August 2024. We employed the forward-backward method to translate and adapt the ELS-12 in Greek language (Petros Galanis, 2019). The ELS-12 includes 12 items and four factors. Example items are the following: “My supervisor encourages team members to develop their talents as much as possible”, “My supervisor encourages collaboration among team members”, “My supervisor gives team members enough freedom and responsibility to complete their tasks”, and “My supervisor is able to enthuse team members with his/her plans”. The four factors are the following: strengthening, connecting, empowering, and inspiring. Answers are on a five-point Likert scale; completely disagree (1), disagree (2), neither disagree nor agree (3), agree (4), and completely agree (5). Total score on ELS-12 and score on each factor range from 1 to 5. Higher scores indicate higher levels of engaging leadership.

We conducted confirmatory factor analysis to examine the construct validity of the ELS-12 (Petros Galanis, 2013). We examined the reliability of the ELS-12 by calculating Cronbach’s alpha.

We examined the concurrent validity of the ELS-12 using the “Quiet Quitting Scale” (QQS) (Petros Galanis, Katsiroumpa, et al., 2023), the single item burnout measure (Hansen & Pit, 2016), and the single item turnover intention measure (Spector, Dwyer, & Jex, 1988). In particular, we used the Greek versions of QQS (Galanis, et al., 2024; Galanis, et al., 2023) and single item burnout measure (Galanis, et al., 2024). We employed

the QQS since several studies have showed that the phenomenon of quiet quitting is a new threaten for workers and especially nurses (Galanis, 2023; Galanis et al., 2024; Galanis, et al., 2023; Moisoglou et al., 2024).

Ethical considerations: We applied the guidelines of the Declaration of Helsinki to perform this study (World Medical Association, 2013). Additionally, the study protocol was approved by the Ethics Committee of Faculty of Nursing, National and Kapodistrian University of Athens (approval number; 494, approval date; April 2024).

Statistical analysis: We performed confirmatory factor analysis (CFA) to examine the construct validity of ELS-12. In particular, we calculated chi-square/degree of freedom (χ^2/df); root mean square error of approximation (RMSEA); goodness of fit index (GFI); adjusted goodness of fit index (AGFI); Tucker–Lewis index (TLI); incremental fit index (IFI); normed fit index (NFI); comparative fit index (CFI) (Baumgartner & Homburg, 1996; Hu & Bentler, 1998). Acceptable value for χ^2/df is <5 , for RMSEA is <0.10 , and for all other measures in the CFA >0.90 . We used the AMOS version 21 (Amos Development Corporation, 2018) to conduct the CFA. We calculated Pearson’s correlation coefficient between ELS-12, QQS, single item burnout measure, and single item turnover intention measure to examine the concurrent validity of the ELS-12. P-values less than 0.05 were considered as statistically significant. We used the IBM SPSS 21.0 (IBM Corp. Released 2012. IBM SPSS Statistics for Windows, Version 21.0. Armonk, NY: IBM Corp.) for the analysis.

Results

Study population included 128 nurses. In our sample, percentage of females was 85.9% (n=110) and percentage of males was 14.1% (n=18). Mean age of participants was 37.7 years with a standard deviation of 9.6 years. We performed confirmatory factor analysis to examine the structure of the “Engaging Leadership Scale” and we found that the Greek version of the scale had a four-factor structure as the original version (Figure 1).

Table 1 presents model fit indices for the confirmatory factor analysis of the ELS-12. All indices indicated an acceptable four-factor model. In particular, χ^2/df was 1.408, RMSEA was 0.057, GFI was 0.988, AGFI was 0.901, TLI was 0.981, IFI was 0.988, NFI was 0.959, and CFI was 0.988. Correlation between the three factors ranged from 0.87 to 0.96 (Figure 1). Moreover, standardized regression weights for the 12 items ranged from 0.62 to 0.92.

Table 1. Confirmatory factor analysis for the Greek version of the “Engaging Leadership Scale”.

Model	χ^2	df	χ^2/df	RMSEA	GFI	AGFI	TLI	IFI	NFI	CFI
12 items	60.523	43	1.408	0.057	0.988	0.901	0.981	0.988	0.959	0.988

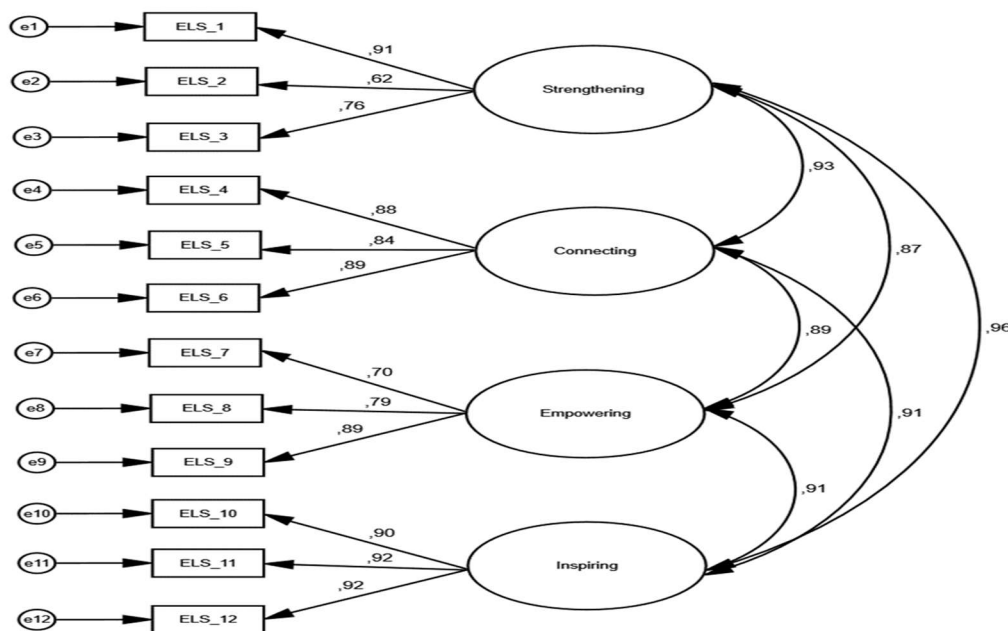


Figure 1. Confirmatory factor analysis for the Greek version of the “Engaging Leadership Scale”.

Cronbach’s coefficient alpha for the ELS-12 was 0.962. Cronbach’s coefficient alpha for strengthening scale, connecting scale, empowering scale, and inspiring scale was 0.825, 0.918, 0.869, and 0.936, respectively (Table 2).

Table 2. Cronbach’s coefficient alphas for the “Engaging Leadership Scale”.

Factor	Cronbach’s coefficient alpha
Strengthening	0.825
Connecting	0.918
Empowering	0.869
Inspiring	0.936

We calculated Pearson’s correlation coefficient between ELS-12, QQS, single item burnout measure, and single item turnover intention measure to examine the concurrent validity of the ELS-12 (Table 3). All correlation coefficients were statistically significant. In particular, we found a negative correlation between ELS-12 and QQS ($r = -0.466$, $p\text{-value} < 0.001$), single item burnout measure ($r = -0.192$, $p\text{-value} = 0.030$), and single item turnover intention measure ($r = -0.296$, $p\text{-value} = 0.001$).

Table 3. Pearson’s correlation coefficient between ELS-12, QQS, single item burnout measure, and single item turnover intention measure.

Scale	ELS-12
QQS	
Correlation coefficient	-0.466
P-value	<0.001
Single item burnout measure	
Correlation coefficient	-0.192
P-value	0.030
Single item turnover intention measure	
Correlation coefficient	-0.296
P-value	0.001

Discussion

To our knowledge, this was the first study that translates and validates the “Engaging Leadership Scale” in a sample of nurses in Greece. We found that the ELS-12 is a reliable and valid tool to measure engaging leadership among workers.

In particular, we found that Cronbach’s coefficient alphas for strengthening scale, connecting scale, empowering scale, and inspiring scale was 0.825, 0.918, 0.869, and 0.936, respectively. Moreover, Cronbach’s coefficient alpha for the ELS-12 was 0.962. Similar studies in other countries confirm our results (Kohnen et al., 2024; Mazzetti & Schaufeli, 2022; Rahmadani, Schaufeli, Stouten, Zhang, & Zulkarnain, 2020). For instance, studies in Netherlands, Belgium and Indonesia found that Cronbach’s coefficient alpha for the ELS-12 range from 0.80 to 0.96. Moreover, we found that concurrent validity of the ELS-12 was high since there was a negative correlation between ELS-12 and QQS, single item burnout measure, and single item turnover intention measure. Therefore, the Greek version of the ELS-12 is proven to be a reliable tool to measure engaging leadership among workers.

Also, we performed confirmatory factor analysis to examine the structure of the “Engaging Leadership Scale” and we found that the Greek version of the scale had a four-factor structure as the original version. Literature supports the four-factor structure of the ELS-12 since several studies in Netherlands, Belgium and Indonesia showed that the tool comprises four factors, i.e., strengthening, connecting, empowering, and inspiring (Kohnen et al., 2024; Mazzetti &

Schaufeli, 2022; Rahmadani et al., 2020; Schaufeli, 2015).

Our study had several limitations. We performed a cross-sectional study with a convenience sample of nurses to validate the ELS-12 in Greek. Additionally, we examined several types of reliability and validity, but future studies should examine further the psychometric properties of the ELS-12. For example, scholars should examine in the future the convergent validity and the criterion validity of the ELS-12.

In conclusion, the Greek version of the “Engaging Leadership Scale” is a reliable and valid tool to measure engaging leadership among workers.

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