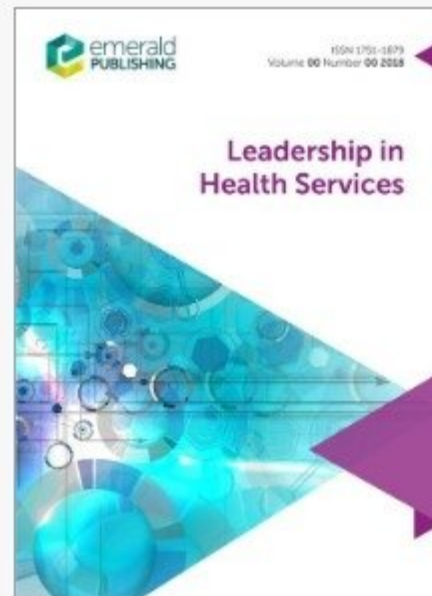


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Engaging leadership in health care during the COVID-19 pandemic and followers' engagement and quality of care

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Purpose

Investigating the role of leadership during the COVID-19 pandemic in maintaining the well-being and performance of the medical personnel, as frontline workers, is of major importance. The aim of this study was to investigate the relationships between engaging leadership in health care during COVID-19 pandemic and followers' work engagement and performance and to test the mediating role of followers' basic psychological need satisfaction in these relationships.

Design/methodology/approach

A cross-sectional study was conducted on a sample consisting of 200 health-care employees. Data were collected starting with May 2020 and ending with November 2020, during the COVID-19 pandemic. Participants reported on the engaging leadership of their direct supervisor and on their own psychological need satisfaction, work meaningfulness, work engagement and quality of care.

Findings

The positive association between engaging leadership and followers' work engagement was fully mediated by followers' basic needs satisfaction. The relationship between engaging leadership and followers' quality of patient care was not supported. Work meaningfulness did not mediate the link between engaging leadership and followers' engagement.

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