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Identifying the Required Components to Learn Engaging Leadership for Knowledge-Based Companies: Qualitative Metasynthesis Approach

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ABSTRACT

Purpose: The purpose of the present study was to provide a model of Engaging leadership using a qualitative meta-synthesis approach.

Method: The present research was conducted using the meta-synthesis method; Therefore, in the first step, 50 sources were obtained through a comprehensive search of sources, from which 27 articles related to the qualitative research method were selected in a 3-step refinement; And the concepts were extracted from the articles and by rereading the concepts, the categories were extracted from them and finally 10 dimensions and 70 categories were extracted and the final model was compiled.

Findings: Based on the findings, inspiring leadership is based on ten dimensions: employee attitude, well-being at work, employee performance, strengthening commitment, continuous development of educational skills, engaging job and participation, spiritual support, engaging work environment, satisfying psychological needs.

Conclusion: The results show that Engaging leaders meet the needs of their followers in this way for communication; finally, by inspiring employees, engaging leaders acknowledge their personal contribution to the overall goal of the team or organization. Engaging leadership, due to its unique capabilities in creating conflict and people's enthusiasm at work, as an emerging concept, can increase the ability to face the challenges of companies. Knowledge-based to be effective. ©**authors**

Introduction

Today, one of the challenges faced by start-up companies is related to the challenges of appropriate leadership with these human capitals. Therefore, to achieve the critical goals of sustainability and sustainable competitive advantage, organizations are currently facing global challenges that require them to continuously perform, adapt, learn and innovate in a rapidly changing environment. To do this, employee participation in organizational goals is increasingly important, especially in teams, because these are structural units for organizations to handle complex tasks by providing joint efforts (Carasco-Saul, 2014).

Engaging leaders create learning opportunities for their followers and discard outdated practices. Thought stimulation is when a leader encourages his followers to think for themselves. These leaders are creative, innovative and very open to new ideas. They tend to tolerate the mistakes of their followers and even encourage them because they believe they increase growth and improvement in the organization. (Bakker et al., 2022). To achieve the critical goals of sustainability and sustainable competitive advantage, organizations today face global challenges that require them to continuously perform, adapt, learn and innovate in a rapidly changing environment. It predicts team learning and team innovation through job commitment. Rahmadani et al. (2020), the focus of knowledge-based organizations is on the development and commercial exploitation of a creative and innovative idea, and they create value by taking risks, creating innovation and analyzing environmental changes, continuous learning and continuous adaptability, mainly in an effort to achieving economic and social results (Sobol, 2019). Bennett (2010) in a research titled A Framework for Inspirational Leadership in Higher Education Quality Systems shows that the Inspirational Leadership Framework is presented as a powerful visual model that integrates complex but related leadership concepts into a simple and easy-to-use leadership tool. And it combines the improvement of the learning cycle and the quality of teaching. It describes the concept of inspirational leadership development that provides a strategic and practical framework to help leaders oversee change and improvement.

And on the other hand, knowledge-based companies play a key role in the development of knowledge-based economy, because in knowledge-based companies, economic growth and job creation are realized in proportion to innovation capacity. The competitive advantage of knowledge-based companies is innovation in technology. These companies have a special capability for rapid growth. On the other hand, various sectors of the economy are facing a shortage of talented and experienced personnel, the managers of these organizations are most likely forced to make aggressive decisions to attract and retain talent. Therefore, leaders should be able to motivate and inspire others, generally a primary motivation for people. The challenges that these companies face in their growth path compels the decision-making bodies to consider the issues of these companies more deeply. Looking at knowledge as the main capital of these companies, one of the most important challenges is the leadership of knowledge workers, who are interpreted as "scholars". Researches have proven that the behavior of scholars is different from other employees and this causes a difference in the way of motivation and influence mechanism, and as a result, their leadership.

Therefore, the main goal of this research is the need to learn engaging leadership for knowledge-based companies using a qualitative meta-synthesis approach

Literature Review

Practical leadership skill

Practical leadership skill includes the ability of an individual, group or organization to influence or direct other individuals, teams or entire organizations (Grint & Jones, 2022). Leadership is a process through which an executive can direct and influence the behavior and work of others in order to achieve specific goals in a specific situation (Iqbal et al., 2015). In fact, leadership is the ability of a manager to encourage subordinates to work with self-confidence and enthusiasm (Mondal & Behera, 2022). According to Davis, leadership is the ability to persuade others to seek defined goals with passion; therefore, leadership is a human factor that connects a group and leads it towards goals (Kumar et al., 2022).

Leadership can be defined as an influential power relationship in which the power of one party ("leader") promotes movement and change in others ("followers") (Schedlitzki & Edwards, 2021). Leadership has nothing to do with a person's seniority or position in the hierarchy of a company and is a function of a person's position in intra-group relations and an indicator of people's popularity and influence among others (Yates & Hartley, 2021). Accordingly, some more traditional management

perspectives have challenged leadership (which sees leadership as something that an individual possesses because of their role or authority) and instead have considered the complex nature of leadership as occurring at all levels of institutions, within formal and informal organizations. found, they support (Northouse, 2021).

Leadership is a real phenomenon and plays a prominent role in the effectiveness of organizations (O'Brien, 2022). The effective leader works in building interpersonal relationship with his followers to create a kind of mutual trust. (Amoah, 2022). Empathic leadership is emotionally attuned, responsive, and consensual. (Masvotore & Tsara, 2022). Significant relationships between the emergence of leadership and the individual characteristics of intelligence (Rosing et al., 2022), balance (Tsai, 2022), conscientiousness (Badura et al., 2021), openness to experience (Ghimire et al., 2021), general self-efficacy (Gillespie & Marquet, 2018) has been developed in leadership studies.

Followers trust their leaders, will be willing and able to go the extra mile to help their colleagues and their organization, and feel safe to express their opinions and share their ideas (Legood et al., 2021). Leadership is defined as a process of social influence in which a person can use the help and support of others to perform a common and ethical task (Chin, 2015).

On the other hand, an engaging leadership style refers to a positive leadership style that enhances employee work engagement through a specific psychological mechanism that can be described using Self-Determination Theory (SDT) (Schaufeli, 2015). The basic principle of motivational leadership is that engaged leaders behave in a way that satisfies the basic work-related needs of employees, which in turn creates job commitment among their employees (Rahmdani et al., 2020). Engaging leaders satisfy their followers' need for communication in this way; And finally, by inspiring employees, engaging leaders acknowledge their personal contribution to the overall goal of the team or organization, they will feel that what they do is meaningful and important (Rahmadani, 2020).

Engaging leadership

Therefore, inspirational leadership can increase the perception of three specific job resources (autonomy, support of colleagues, and opportunities for learning and development) that are theoretically related to the three facets of inspirational leadership (inspirational, communicative, and empowering), since logic The traditional one-way cause and effect is unable to explain how these concepts relate to each other and employees' experiences of job resources; It can be considered the mutual relations between the leader and the followers as its main factor (Nikolova et al., 2019).

The theoretical issues raised all indicate the importance and position of engaging leadership in guiding knowledge-based companies. Two decades of research have clearly shown that passion is good for employees as well as the organizations they work in (Schaufeli, 2021). engaging employees not only ensure higher turnover and productivity, but also provide better service (Truss et al., 2013). Different leadership styles have a positive relationship with work enthusiasm (DeCuypere & Schaufeli, 2018), such as transformational leadership, servant leadership, authentic leadership, and ethical leadership. However, none of those leadership styles are specifically thought to increase employee engagement.

Enthusiasm is one of the emerging concepts of positive psychology, which is characterized by motivation, enthusiasm and commitment in work (Simões, 2019). Passion for work is defined as a positive, complete and work-related state of mind that is characterized by strength, dedication and attraction (Ofei-Dodoo, 2021).

The concept of *passion* is rooted in vitality; Vitality is associated with high levels of energy and mental flexibility during work, willingness to invest in work, and persistence in difficult situations (Duarte, 2021). In fact, passion refers to intense involvement in work and experiencing a sense of importance, inspiration, pride, and challenge (Marques, 2020).

The characteristic of enthusiasm is that the person is completely focused and involved in work, and with the passage of time, the person will face problems in abandoning work (Chan, 2021). Changes in passion over time can be attributed to, for example, changes at work in the form of a new job, change in responsibilities, or organizational restructuring (Hooi, 2021).

Work enthusiasm is a kind of positive, satisfying and work-related state of mind characterized by three important components of power, dedication and attraction, according to this definition of power to high levels of energy and mental flexibility during work, willingness to invest effort in work and power It refers to facing problems (Rasool et al., 2021); Dedication refers to being intensely involved in work and experiencing a sense of significance, passion, inspiration, pride, and challenge (Peeters et al., 2022) and absorption refers to being fully focused and happily immersed in work, whereby time flies. It passes and the person has difficulty separating from work.

Organizational training

Organizational training is a subject that is neglected in many organizations. Of course, some organizations also hold various training courses for employees, but holding these courses is not much different from not holding them; Because it does not create any new achievements for employees. So, first of all, business managers should know why training is important in the organization, and then they should learn how to provide these trainings so that they are practical. Enthusiasm at work is defined as a transitory and work-related experience in which people experience emotional interactions between themselves and their work in a certain period of time (Sonnentag et al, 2010). Therefore, examining passion at work and its predictors can explain why even normally engaging people sometimes have at least one day off. In general, work participation is beneficial for organizations at all levels, not only at the individual level of employees, but also at the team and business unit level (Salanova et al, 2014).

All organizations try to make their new year better than the previous year; The forward movement of the organization is possible only when all its members have progressed. The achievement of organizational training is the growth and development of the organization's employees, and as a result, the organization will also progress. Human resources are one of the most vital resources in your organization. Organizational training means strengthening and investing in this important resource that will bring great results. The importance of organizational training is so great that some companies such as McDonald's, Ford, Motorola and Xerox have developed their own educational institutions and universities. Employees with high levels of work engagement show innovative behaviors at work and are more creative (Demerouti et al, 2015). Highly skilled leaders are usually multitasking, implementing organizational strategies, driving change, creating operational environments, and motivating subordinates; Therefore, trust in the leader can facilitate the relationship (Gul et al, 2022). Employees will engage in constructive activities if they receive such positive encouragement and support (Hakanen et al, 2017). Employees who are positively engaged in their work lead to less waste of available resources. When their personal needs are addressed, followers will show more dedication (Yan et al, 2020).

Trust in leaders can be mutually developed; In other words, employees respond to the behavior they receive from within the organization or leaders (Zhou et al, 2022). Although the social or economic principles of trust form the basis of every relationship; As such, it predicts high economic benefits and future social exchanges, but its nature is still unclear as employees explore how they value others, especially leaders, during a collaborative relationship. In the table below, some definitions provided by management experts are given:

Table 1. Definitions provided by experts of inspirational leadership

Source	Definition
Ronksley-Pavia et al (2022)	The importance of an Engaging and committed team leader who understands talent and acts as a facilitator in the continuous development of training team skills and facilitating online engagement practices.
Pohan (2022)	Positive affect has been found as a mediator in the relationship between Engaging leadership and work enthusiasm for employees
Ting (2022)	They offer potential training and organizational strategies to support new employees in Engaging leadership roles, especially during periods of crisis
Firouznia et al (2021)	Inspirational and supportive supervisor-employee communication, honesty, respect, recognition, delegation, and transparency are some of the motivational leadership practices by which leaders connect followers to the organization.
Salas-Vallina et al (2021)	The leadership of middle managers has a moderating role and has a direct impact on employee performance (increasing employee well-being and performance through inspirational leadership).
Van Tuin et al (2020)	The salience of autonomy satisfaction informs Engaging leaders to focus on the positive aspects of leadership rather than reducing frustration.
Nikolova et al (2019).	Employees' perceptions of inspirational leadership are shaped by their participation experiences.
Rao (2018)	Active involvement of leaders to ensure effective employee participation is effective in fostering inspirational leadership
Smith et al. (2017).	Engaging leadership with genuine concern, empowerment, honesty and adaptability, networking and achievement, and assertiveness, which are strongly interrelated; In addition, employees work using self-motivation patterns set by the leader.
Carasco-Saul et al. (2015).	In order for HR professionals to be able to provide leaders with the necessary advice and information on the quality of achieving positive outcomes for

	employees, they must gain a comprehensive understanding of the mechanism and relationship between leadership and job commitment.
Alban-Metcalfe, J, & Alimo-Metcalfe (2013)	Evaluating Competent and Engaging Leadership Behavior A way in which a leader can have a significant impact on employee attitudes and well-being in the workplace.

Method

Meta-synthesis is a qualitative method and means a qualitative analysis of the content of primary studies. Meta-synthesis analyzes and summarizes Haventij's findings of other studies that have a similar and related topic; Therefore, it is formed based on selected qualitative studies and their relationship with the research question. By providing a systematic approach for researchers, meta-synthesis discovers fundamental and new themes and metaphors by combining different qualitative researches; In this way, it improves the existing knowledge and provides a comprehensive and broad view of the research topic. Meta-synthesis requires a detailed and deep review of past studies and combining their results (Zimmer, 2006). The goal of meta-synthesis is to create an innovative and coherent interpretation of qualitative findings; Because numerous case studies are not able to provide such insight due to moving in structural and disciplinary frameworks. Arab et al. (2014), have presented a 7-step process as follows for the implementation of meta-synthesis, and the method of conducting the present research is also explained under them (Arab et al, 2014).

A) Determination of the research question: To determine the question, several elements are used such as the studied society, what it is, when and how.

B) Systematic review of studies: meta-synthesis data is the text of past researches; therefore, the researcher should search for the most accurate keywords that are relevant to the research topic by selecting the most comprehensive representative of related sources. At this stage, the researcher searches for the maximum number of international keywords and internal sources reached 50.

C) Searching and selecting appropriate texts. From the comprehensive collection of sources, they are refined in three stages to obtain the main sources of the research:
1. Reviewing the abstract;
2. Reviewing the title and keywords;
3. Detailed review of the text of the article.

D) Text information extraction: In this step, research findings and information are categorized. The researcher obtained 50 identifiers from the mentioned sources (Lincoln & Guba, 1985).

E) Analyzing and synthesizing qualitative findings: In this step, the researcher looks for topics that appear in existing studies during meta-synthesis. When these themes appear and show themselves, the researcher classifies the data and places similar categories and concepts in the classes that best describe them. These topics provide the basis for explanations, explanations, models, theories or hypotheses. In this research, at first, all the factors extracted from the studies were adopted as primary identifiers. Then, according to their meaning and theme, they were classified into similar concepts, and then by rereading the classes of concepts, categories were extracted from them and finally they were converted into 10 dimensions and 70 categories.

F) Quality monitoring: Quality monitoring - as follows - was achieved through comprehensiveness of the number of sources, use of outstanding sources, identification at two different times, use of identifying researchers, detailed presentation of findings and confirmation of experts and experts (Annunzio - Green, 2008).

G) Presenting the findings: In this step, the combined findings were presented in the form of tables, graphs, etc. (Si Seyedi di et al, 2019). Verification was used (Bradley, 2016). At first, an effort was made to master the work, to search for comprehensiveness so that all relevant sources would be validated. Then, in order to comply with the capability, sources that have a direct relationship were tried to be studied and checked related to engaging leadership.

On the other hand, it was tried to realize the transferability of the findings to other environments by fully presenting the findings. Also, to achieve reliability, relevant professors and experts reviewed the research stages. And the researchers agreed with them about the results. The ability to verify has also been achieved through the identification of the collaborating researcher and the identification of the researcher at two different times (Lee et al, 2020).

Findings

In the present research, during the mentioned steps, 26 sources related to the research topic were obtained.

***Table 2.** Dimensions and categories of the research (source: made by the researcher)*

Component	Category
Creating employee attitudes	Peace and spiritual growth Experience positive emotion Feeling satisfied
Well-being at work	Economic success Power and position Job efficiency
Employee performance	Team performance Individual performance (helping individual growth) Job Performance Competence and meaningfulness in work Internal understanding of organizational values Quick acceptance of roles and responsibilities Employees' understanding of organizational values internally and externally
Strengthen commitment	commitment to work A comprehensive understanding of the mechanism and relationship between the goals of the organization and the individual Maintaining, developing and organizational commitment
Continuous development of teaching skills	Team learning Learning according to the individual's potential Sharing learning experiences Using the unique skills of the expert training team Educational and organizational strategies Improving the learning cycle Understanding talent Team innovation
Exciting and engaging job	Facilitate interaction methods Strengthening employee communication Achieving positive engagement Contribute to building a better world Grower and linker of working employees Groups' shared understanding of motivational leadership work interaction delegation of authority Use of participation experiences Counseling each other Collaborate with managers and leaders to implement adopted strategies Ensure effective participation Caring for others Work and mental conflict Support colleagues
Spiritual support	Self-directed development Increase the level of emotional involvement Engaging and committed team Inspirational and supportive leader-employee communication Empowering employees Recognition and transparency Supporting digital innovation and creativity Accepting leadership roles and responsibilities
Exciting work environment	Creating a supportive work environment Inspiring work environment Job security Managing diverse and difficult responsibilities Networking and access to information Work environments that support independence
Satisfying psychological needs	Satisfaction with autonomy Having hope at work Intrinsic motivation Honesty and consistency His attachment and motivation Reduction of adverse motivational consequences Satisfying psychological needs Esteghlal passion for work

Component	Category
	Honesty
	respect
	Meeting the needs and concerns of the team
Accreditation of Engaging leadership competencies	Evaluating competent and engaging leadership behavior
	Assessing competencies or "capabilities" of inspirational leadership
	Determining the motivational leadership scale
	Monitor change and improvement

1.Employee attitude

Employee attitude is the behavior pattern, manners, body language of an employee towards his/her co-workers, colleagues, sub-ordinates, boss etc. (Bireswari, 2013). The study of employee attitude is important because employees with sense of employee attitude are less likely to engage in withdrawal behaviour and more willing to accept change (Yadav, G. P., & Uprtou, 2022).

2.Well-being at work

well-being at work is linked to self-esteem and psychosocial resources such as leader-member exchange (LMX) (Dose et al., 2019). The studies of well-being at work are now incorporated into the domain of positive organisational studies, and since the advent of the positive psychology paradigm, it has become a challenge. (Aubouin-Bonnaventure et al., 2023)

3.Employee performance

The study of employee performance is vital in the field of human resource management (Tannimalay et al., 2021). Improving employee performance is one of the main factors for companies to achieve goals. In addition to being a factor in achieving goals, employee performance is also a way to measure the quality of human resources in a company. Some factors that can influence the success of employee performance include the work environment and job satisfaction (Badrianto, Y., & Ekhsan, 2020).

4.Strengthening commitment

strengthening commitment is a necessity in order to increase accountability for performance. This is because commitment is the first step and the main key to leading. Strengthening commitment can be carried out starting from the leadership, in this case, the leader and all leaders, starting to be actively involved in performance planning, performance reporting, and internal evaluation (Afifah et al., 2022).

5.Continuous development of educational skills

the development of educational skills is the focus of investing in programs and policies. New programs are being initiated at diverse levels (Nasab, 2021).

6.Engaging job and participation

Through engaging job-embedded learning activities, processes, and cases, everyone will immediately be able to implement what they want (Zepeda, 2014).

7.Spiritual support

spiritual support is an integral dimension that underlies other social support and more broadly spiritual leaders (Smith et al., 2021). Spiritual leadership by the manager will provide support to the staff and help spiritual need to be (Caldeira, S., & Hall, 2012).

8-Engaging work environment

Creating an engaging work environment is foundationally a business culture issue. (Dykshoorn, 2013). one of the key components of creating an engaging work environment is building

relationships and building effective relationships with others begins with self. Heightened self-awareness opens up possibilities for more active and effective self-management (Joyner, F. F., & Mann, 2011). an engaging work environment is a fundamental expectation for the modern workforce (Monsegue, T., & Williams-Paul, 2022).

9.Satisfying psychological needs

Several studies have also implied that satisfying psychological needs is associated with physical and mental health whereas not satisfying these needs or their low satisfaction can lead to physical and psychological problems, such as addictive behaviors, namely drug addiction, internet addiction, and addiction (Nikdel, F., & Nasab, 2022). Satisfying psychological needs is vital for a healthy and productive workplace environment (Fotiadis et al., 2019).

10. Accreditation of engaging leadership competencies

leadership competencies are required in the 21st century. It further aims to set up a competency model for leaders based on the competency models (Stärk, 2022)

Discussion

In this research, exciting leadership is based on ten dimensions as mentioned. These dimension were obtained using meta-synthesis qualitative method. Nowadays, it is believed that human resources; The most important competitive advantage is organizational capital, and for this reason, the valuable role of Engaging leadership, especially knowledge resources in organizations is emphasized. Inspirational leadership plays a significant role in the relationship between the leader and knowledgeable people. Employees flourish and work more motivated when their basic psychological needs such as autonomy, relatedness, competence, and meaningfulness are met. Inspirational leadership, due to relying on interpersonal relationships and influencing the interpersonal capabilities of people, creates high trust among employees, gives them inspiring motivation, stimulates their thinking, and pays attention to their individual growth, and this is a requirement for knowledge workers who have expertise and Their skills increase in a positive mental state.

It is one of the main needs of knowledge-based companies; Due to the fact that the intellectual capital and human relations within these companies, due to the small number of employees, relative knowledge, high social capital, and internal group trust bring these people together due to specific and common knowledge goals; Regulation of their intra-group and interpersonal behaviors by engaging leaders will play an important role in achieving the goals of knowledge-based companies.

Inspirational leadership, due to relying on interpersonal relationships and influencing the interpersonal capabilities of people, creates high trust among employees, gives them inspiring motivation, stimulates their thinking, and pays attention to their individual growth, and this is a requirement for knowledge workers who have expertise and Their skills should increase in a positive psychological state. Because knowledge workers are committed to their expertise before they are committed to the organization, so the organization must be a place for them to grow and learn so that they know that they are growing and increasing their expertise. They want to learn from Whether it's colleagues or the company has a training program for them, in any case, they should know that they grow. It acts as a facilitator in the continuous development of training team skills and facilitates online interaction methods, it can guide people in the organization in a good way. but not team performance) increases teamwork through participation is aligned and Smith et al. (2017) who acknowledged that engaging leadership with genuine concern, empowerment, honesty and adaptability, networking and achievement and assertiveness are strongly related; In addition, employees work using self-motivation patterns set by the leader. Vohartog and Belshak (2012) argue that autonomy increases the self-efficacy of people, and through this way, leaders can have a positive influence on people with high self-efficacy.

Conclusion

In every organization, there is a huge source of different data that is created over time and different people are involved in its production. The organization's knowledge resources are usually pristine information that cannot be found anywhere else, and therefore their value cannot be measured and requires management. Sometimes this information is created in a corner of the organization due to a new experience, but no one sees them and does not save them anywhere. As a result, it will be forgotten and maybe the next people will come to such a doctrine with experience and will have to reinvent the

wheel. In order to maintain their competitive advantage, advanced technology companies should pay special attention to human resource development and improve employee work management. It seems that developing emotional spaces and creating platforms that strengthen interpersonal relationships is an important factor in strengthening the effect of engaging leadership; Therefore, it is suggested that knowledge-based companies strengthen emotional intelligence and emotional strength among employees; Also, in order to develop emotional capital, incentives that increase emotional energy and based on group and family activities should be emphasized more than individual incentives. In addition to determining the type of communication with employees, leaders can form inspirational leadership and employ employees in such a way that they voluntarily and motivated participate in their work. Paying attention to the advantage of the network of knowledge-based companies to reduce dependencies, in addition to self-confidence, also helps self-sufficiency in the country, and in an innovative and risk-taking environment, engaging leadership can become effective and important.

With engaging leadership, satisfaction of psychological needs, satisfaction with autonomy, having hope in work, increases the internal motivation of people and reduces adverse motivational consequences. It will increase trust and interaction. Based on this and in order to increase the level of engaging leadership performance, pay attention to the challenges in the development of human relations, such as paying attention to the community of goals, the realities in the company and the surrounding environment, paying attention to the added social dignity that results from the presence of leadership. It is exciting in knowledge organizations, and the collective self-efficacy and communication conflicts that focus on empowering people and paying attention to the challenges of interpersonal communication should be noted.

Suggestions and actions to engaging leaders of knowledge-based companies are provided as folloing:
- Strengthening professional qualifications for further education,
- bolstering competitive creativity and
- reinforcing creative thinking for teaching and teach ability,
- boosting individual self-confidence so that a person considers himself capable of learning in any training, intelligence development emotional and emotional power so that while acquiring education, he can also share it with others,
- strengthening individual and internal attractiveness in the group can increase absorption and receptivity to learning,
- reinforcing opportunities for interpersonal growth and development for each teacher and student, giving energy to intragroup emotional so that the individual feels positive, giving group rewards,
- bolstering the sense of interactive justice, monitoring the psychological needs of employees, giving internal rewards according to individual needs, delegating authority in work groups, providing peace in the work environment, creating a sense of attention and respect for knowledge and the skill of the employees
- Using middle and decision-making circles, to create interesting teamwork experiences,
- supporting the culture of continuous learning,
- creating and strengthening group self-efficacy, creating emotional consensus on the group perspective, emotional influence in informal groups, and developing lifestyle skills.

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