



Unveiling the Role of Leadership Styles in Fostering Employee Engagement: An Empirical Investigation in the Banking Sector

Name of Ist Author: Anjum Ajaz

Name of 2nd Author: Prof.Shabir Ahmad Bhat

Designation of 1st Author: Research Scholar

Designation of 2nd Author: Professor

Name of Department: Department of Management studies

Name of organization: University of Kashmir

Address: Hazratbal, Srinagar, Jammu and Kashmir ,India 190006

Abstract

Leadership style is often regarded as a key factor in boosting employee engagement, playing a crucial role in achieving organizational goals. This study aims to examine how different leadership styles transformational, transactional, and laissez-faire affect employee engagement in the banking sector. Data was collected from 475 full-time employees working in banks through a cross-sectional survey. The sampling method used was multi-stage cluster sampling, and a self-administered questionnaire was used to gather the responses. For data analysis, SPSS 25.0 was employed to compute frequencies, summary statistics, correlations, and coefficient alpha. Additionally, partial least squares structural equation modeling (PLS-SEM) was applied for hypothesis testing. The results showed that both transformational and transactional leadership styles have a significant impact on employee engagement, whereas laissez-faire leadership had no significant effect. Specifically, transformational and transactional leadership styles were found to be strong predictors of employee engagement, contrasting with the lack of influence from laissez-faire leadership. These findings contribute to the theoretical understanding of social exchange theory and offer practical insights for banking organizations looking to enhance employee engagement.

Keywords: Transactional leadership, leadership style, Transformational leadership, Employee Engagement, Banking sector.

Introduction

Recent research has highlighted that leaders play a crucial role in determining the strategy and success of an organization (Kotter, 1995). Innovation, or an organization's ability to adjust to the evolving leadership environment, is tied to leadership style, which is why organizations continuously seek influential and reliable leaders (Judge, 2011). Each leader adopts a unique leadership style, which is vital when considering the level of innovation, creativity, and organizational commitment among subordinates (Amabile et al., 2004; Panuwatwanich et al., 2008). Selecting the appropriate leadership style significantly affects employees, guiding them to achieve leadership objectives, motivating them to act, fostering attitudes and behaviours aligned with the organization's direction, and ensuring changes occur in line with leadership practices (Northouse, 2007). The right leadership style plays a pivotal role in shaping employees' actions, driving them to achieve leadership goals, inspiring motivation, aligning attitudes and behaviors, and facilitating change through leadership practices (Judge et al., 2006). Puffer's (1990) research shows that leadership style influences both task performance and employee engagement. Leaders can adopt different styles to make decisions and influence their teams. However, the rigidity in public sector organizations can limit leadership style options, which in turn affects both leadership effectiveness and the leader-employee relationship. Even when the appropriate leadership style is applied, it can still result in negative outcomes (Felix et al., 2016). As the top authority in the organization, the leader holds the ultimate responsibility; if employees leave, it reflects the leader's failure. Support for or resistance to leadership decisions is often tied to the leader's style. Therefore, a trustworthy leader is one who adopts the right leadership style that encourages employee engagement, fostering their commitment and contributions to the organization (Avolio et al., 2009; Shin & Zhou, 2003; Yasir et al., 2016).

Engaged employees offer their companies competitive advantages, and engender employee loyalty, customer satisfaction, and financial performance by increasing sales and revenues while concurrently reducing safety, training, and deviance costs (Attridge, 2009; Cain et al., 2017). Despite the importance of employee engagement, worldwide engagement currently stands at only 15% (Gallup, 2017). Thus, various researchers have sought to explain employee engagement in terms of the psychological conditions of engagement and the job-demands-resources model (Bakker & Demerouti, 2017; Chon & Zoltan, 2019). In the course of such research, leadership styles have also been found to be an important factor with regard to employee engagement at work (Gui et al., 2020; Huertas-Valdivia et al., 2019). In the banking industry, highly engaged employees reduce turnover intention, increase job satisfaction, provide effective customer service and produce better employee outcomes (Gemed and Lee, 2020). Recent research have provided important evidence that transformational leadership, transactional leadership, and laissez-faire leadership styles are widely recognized and have become key topics for scholars studying adaptive organizational development in leadership contexts marked by numerous challenges (Abasilim et al., 2018; Rehman et al., 2012). Alongside leadership styles, employee work engagement has been categorized into affective engagement, normative engagement, and continuity (Othman et al., 2012). Studies have shown a clear link between transformational leadership,

transactional leadership, and laissez-faire leadership styles and employee engagement. Specifically, transformational and transactional leadership styles are positively associated with employee engagement, while laissez-faire leadership is negatively associated with engagement (Abasilim et al., 2018; Dariush et al., 2016; Yasir et al., 2016).

Leadership is a complex and multifaceted concept, universally recognized as a critical factor in achieving organizational objectives. It is fundamentally shaped by cultural influences, incorporating traditional beliefs, norms, and values within an organization. Effective leadership not only addresses the complexities of a rapidly evolving global environment but also prioritizes the active involvement of all team members, motivating them to become highly engaged and driven. In essence, leadership involves inspiring and persuading followers to work towards shared goals (Rabiul & Yean, 2021). Employee engagement is an extensively researched construct (Ababneh et al., 2019). It is regarded as one of the most critical elements in achieving organizational effectiveness and a competitive edge in the marketplace. Extant literature on the concept of employee engagement can be traced to Kahn's (1990) article, based on psychological conditions of personal engagement and disengagement at work. Current research continues to highlight the advantages of developing a highly engaged workforce, and thus, many organizations are turning to enhancing levels of engagement within their influence (Wollard and Shuck, 2011). Employee engagement is a determined and wide affective-cognitive state, and engaged employees are those who have a positive connection toward their work and feel effective while performing their jobs (Burke *et al.*, 2009). Highly engaged employees are so involved and immersed in their jobs that they enjoy the challenge, lose track of time while working, expend more effort on the job (Erickson, 2005), are intrinsically motivated (Deci and Ryan, 1985), and have stronger organization commitment (Hakenen *et al.*, 2006). Thus employee engagement is a strategic method for fostering corporate progress and encouraging change.

Previous research has explored the impact of leadership style on employee engagement across various industries like pharmaceuticals, insurance, hospitality, information technology, and services (Popli & Rizvi, 2016). However, there is a noticeable gap in studies within developing economies, particularly in the banking sector. While empirical research has highlighted key differences between transactional, transformational, and laissez-faire leadership styles, pointing out the distinct outcomes and divergent validity (e.g., Banks et al., 2018; Hoch et al., 2016), very few have examined the specific mechanisms linking these leadership styles to employee engagement. To fill this gap, the current study examines leadership styles as a key factor influencing work engagement among employees, specifically in the banking industry in North India. The research goes beyond simply assessing the leadership practices in banking firms by also considering how employees perceive and align with those practices. In doing so, this study builds on prior work in leadership and highlights the connection between leadership style and employee engagement.

Literature Review

With the increased complexity and change in operations globally, leadership has been a topic of debate, but no common definition has been agreed upon. According to Jong and Hartog,(2007), leadership can be defined as a

process of influencing people to get the desired outcomes. Andersen (2016) stated that leaders are the ones who stimulate, motivate, and recognize their employees to get work done and achieve the desired results. Leaders adopt various leadership styles to motivate and stimulate employees. Lok and Crawford (2004) claimed that leadership can better predict the success or failure of an organization. This study is an effort to explore transformational, transactional, and laissez-faire styles of leadership and understand their impact on the engagement of employees.

Transformational leadership

Transformational leadership is similar to visionary leadership, where leaders inspire employees to exceed expectations (Hater & Bass, 1988; Doucet, Fredette, Simard, & Tremblay, 2015). A transformational leader guides employees by presenting a clear vision and motivating them to achieve specific goals. Burns (1978) introduced the concept of transformational leadership, highlighting that these leaders reshape employees' beliefs and attitudes through inspiration. According to Rouche, Baker, and Rose (1989) and Tajasom, Hung, Nikbin, and Hyun (2015), transformational leaders help followers achieve organizational goals by working with and through them. They influence followers' beliefs, values, attitudes, and behaviors. Transformational leadership theories demonstrate that when a leader adopts this style, it fosters emotional attachment between the leader and followers. The effectiveness of a transformational leader is reflected in the impact they have on their followers, with employees building trust and respect and displaying extraordinary behavior to meet the leader's expectations (Barbuto, 1997).

In 1997, Bass outlined four key dimensions of transformational leadership: individualized consideration, intellectual stimulation, inspirational motivation, and idealized influence (Bass, 1985; Bass & Avolio, 1992). Individualized consideration involves a leader's focus on developing and providing personal attention to the unique needs of followers. Intellectual stimulation refers to actions taken by a leader to encourage followers to approach problems creatively and enhance their problem-solving skills. Inspirational motivation is seen when a leader motivates followers through emotional communication, pushing them to strive for high performance standards. Lastly, idealized influence encompasses leadership behaviors that reflect the leader's values, fostering trust and alignment with those values among followers. A transformational leader is often viewed as a supportive and team-oriented individual with high expectations for performance, using their influence to inspire deep emotional connections with followers, motivating them to identify with the leader's vision (Yukl, 1999). Such leaders inspire employees by offering a motivating vision, empowering decision-making, and promoting creativity, thereby increasing followers' emotional, cognitive, and physical drive to achieve organizational objectives (Bass, 1999; Macey & Schneider, 2008).

Transactional Leadership

Transactional leadership is built on a clear leader-follower dynamic where followers work under the leader's guidance in exchange for compensation. The exchange mainly revolves around rewards or penalties. When followers follow instructions, they are rewarded with positive reinforcement, such as praise or recognition; if they fail to comply, they face negative consequences like punishment (Burns, 1978). This leadership style is often effective when the leader's primary focus is on achieving specific objectives. A transactional leader

typically employs the “carrot and stick” approach to accomplish these goals (Bass, 1997). They stress the importance of task clarity and provide both positive and corrective feedback. As a result, transactional leadership can be applied in various contexts to encourage adherence to established norms (Aarons, 2006). Depending on the situation, transactional leaders may adopt roles such as monitor, coordinator, or director (Quinn, 1988), and this leadership style can sometimes be influenced by the leader’s personal traits (Bono & Judge, 2004). Transactional leadership consists of three components: “contingent reward” “active management by exception” and “passive management by exception” (Bass and Avolio, 2003). Contingent reward refers to a leadership approach where leaders use rewards and promotions as incentives to motivate followers to achieve specific results. In contrast, management by exception involves leaders stepping in with corrective actions when things go wrong or situations spiral out of control. This approach has two variations: active and passive management by exception. Active management by exception is when a leader anticipates problems and takes preventive measures before they occur. A transactional leader using this style aims to address potential issues ahead of time. On the other hand, passive management by exception is seen when leaders only respond to problems once they’ve already arisen. These leaders tend to react to issues as they emerge rather than proactively preventing them (Yahaya & Ebrahim, 2016).

Laissez-faire leadership style

This leadership style is often described as physically present but absent in terms of actual leadership involvement (Lewin, Lippitt, & White, 1939). It’s defined as “the failure to take responsibility for managing and coordinating tasks, showing leaders who avoid decision-making, hesitate to act, and are absent when their presence is most needed in critical situations” (Eagly, Johannesen-Schmidt, & Van Engen, 2003, p. 571). Similarly, Piccolo, Bono, Heinitz, Rowold, Duehr, and Judge (2012) also describe this style as “leaders who avoid decision-making, hesitate in taking action, and are absent when needed” (p. 569). Another characteristic of this leadership style is the leader’s hands-off approach, leaving employees to make decisions and pursue organizational goals on their own without interference (Goodnight, 2011). Bhatti, Maitlo, Shaikh, Hashmi, and Shaikh (2012) further explain that the laissez-faire leadership style involves a “non-interference policy, granting complete freedom to workers, and lacks a specific method for achieving goals” (p. 193). Consequently, this leads to employee dissatisfaction, decreased productivity, and inefficiency in the workplace.

Employee Engagement

Employees are considered valuable assets to organizations, and their engagement plays a crucial role in the overall success of the organization (Liu et al., 2022; Islam et al., 2019a). As a result, employee work engagement has become a significant area of focus for researchers (Liu et al., 2022). Work engagement refers to the level of commitment, attitude, and behavior that an employee exhibits towards their job, and it is seen as a key factor in boosting organizational productivity (Ali et al., 2020). Engaged employees are motivated to invest their physical, cognitive, and emotional energy into their work. Kahn (1990) defines work engagement as the degree to which an employee commits to their role within the organization. According to Kahn (1990), employees are most engaged when they can express themselves fully—physically, cognitively, and emotionally—in their work. Saks (2006), however, argues that engagement is not tied to a specific goal, event, or situation but is rather a psychological state. Employee engagement is a broad concept that encompasses an

individual's complete investment in performing their job (Jnaneswar & Ranjit, 2022). Therefore, to ensure long-term growth and enhance credibility, organizations should prioritize fostering employee engagement (Inam et al., 2021).

Employee engagement refers to a positive and rewarding mindset at work, which includes vigor, dedication, and absorption (Schaufeli, Salanova, Gonzalez-Roma, & Bakker, 2002). Vigor involves high energy levels, mental toughness during challenges, persistence when faced with difficulties, and a willingness to exert effort. Dedication encompasses feelings of inspiration, pride, enthusiasm, significance, and the thrill of facing challenges at work. Absorption occurs when employees are so engrossed in their tasks that they lose track of time and find it hard to detach from work (Schaufeli et al., 2006). Engagement tends to increase when employees feel recognized for their contributions and believe the organization cares about their well-being. This leads to heightened motivation and positive feelings toward the organization (Chen & Kao, 2012). Demirtas (2015) explains that work engagement is characterized by high energy, involvement, and commitment. Engaged employees are more passionate about their jobs, more committed to the organization, and more focused on achieving both personal and organizational objectives (Brandebø et al., 2016).

Theoretical background and hypotheses

Transformational leadership and Employee Engagement

Transformational leaders encourage employees by increasing their level of optimism and decreasing frustrations (Bass and Avolio, 1990; Sivanathan and Cynthia Fekken, 2002). Prior studies provide evidence that employees are engaged at work once they have a clear understanding of their roles, and have a high level of optimism (McColl-Kennedy and Anderson, 2002). Transformational leaders are role models who pay less attention to their self-interest to achieve group goals (Bass and Avolio, 1990). Employees reciprocate transformational leadership by being engaged at work (Shamir et al., 1993). When transformational leaders show that they genuinely care for followers via intellectual stimulation and individualized consideration (Barling et al., 2000), employees feel obliged to engage at work (Bakker et al., 2011).

Moreover, transformational leaders are morally mature; they motivate the behaviour and attitudes of employees to create a higher level of moral reasoning in followers (Sivanathan and Cynthia Fekken, 2002; Yukl, 2012). Several empirical studies (e.g., Bouwmans et al., 2017; Wang et al., 2016) showed that employees' participative decision-making, greater autonomy, and feedback-seeking behaviors are positively related to transformational leadership styles. Sapna Popli and Irfan A. Rizvi (2016) reviewed and found an association between transformational leadership style and employee engagement. The observational revelations of information, amassed through studies from a test of 340 respondents from five firms showed the association between transformational leadership style and employee engagement practices.

Anton Vorina and Tina Ojsteršek (2019) explored how transformational leadership can enhance employee engagement. Thamer M. Maharmeh (2021) studied the impact of transformational leadership on employee engagement in service sector firms in Qatar. The study found that transformational leadership qualities, such as idealized influence, inspirational motivation, individualized consideration, and intellectual stimulation, tend to foster higher levels of work engagement. Grant Robert Muddle (2020) highlighted a strong, positive correlation between transformational leadership behaviors and employee engagement in the healthcare industry. Monah

Maundu and N. Simiyunge (2018) examined how transformational leadership affects employee engagement in Kenyan public secondary schools, finding that this leadership style can significantly boost employee engagement. According to Luthans and Peterson (2002), employees tend to become more engaged when they feel greater job satisfaction, autonomy, and involvement in their roles. Transformational leaders create meaningful work experiences, which, in turn, increases employee engagement (Bakker et al., 2011). Thus, the following hypotheses are proposed:

H1: Transformational leadership has a significant effect on employee engagement.

Transactional Leadership and Employee Engagement

Transactional leadership is a leadership style where the leader uses a cost-benefit exchange to motivate employees and drive them towards achieving specific objectives (Bass and Bass, 2009). This approach is rooted in the idea of a clear exchange, where rewards are given in return for services rendered, based on an agreement between the leader and their subordinates (Chandan & Devi, 2014). Focused on short-term organizational goals, transactional leadership is all about results. Transactional leaders tend to view employees as "economic beings" who have minimal needs beyond their remuneration, work hard to earn their pay, and require clarity in their tasks and roles (Burns, 1978; Zhao, 2003). This style emphasizes a traditional, instrumental approach to exchange, where employees' salaries and positions are determined by their performance and contribution. Transactional leaders, being goal-focused, are dedicated to clearly defining work roles and responsibilities. They emphasize clear expectations for employees when it comes to completing tasks and ensure that the necessary resources are available to them (Bass et al., 2003; MacKenzie et al., 2001). Additionally, they acknowledge and reward employees for successfully achieving work outcomes (Gemedda and Lee, 2020).

Research by Othman et al. (2012) in Nigerian public universities showed that transactional leadership positively influences employee engagement. In a study by Zhu, Avolio, and Walumbwa (2009), they explored the relationship between transactional leadership and employee engagement by collecting data from 140 followers and 48 supervisors across various businesses in South Africa. Using hierarchical linear modeling, they found that the positive connection between transactional leadership and employee engagement is influenced by the characteristics of the followers. Similarly, Rama Devi and P. Narayanamma (2016) conducted a study to explore the impact of transactional leadership on employee engagement in a beverage company in Vijayawada, India, involving 55 subjects and using simple random sampling. The study revealed a strong positive link between employee engagement and transactional leadership. Ghafoor and Hijazi (2011) examined how transactional leadership impacts employee engagement in the telecom sector in Pakistan, surveying 270 participants. Their findings indicated that favorable transactional leadership significantly boosted employee engagement, benefiting both the employees and the organization.

H2: Transactional leadership has a significant effect on employee engagement.

Laissez-faire leadership and Employee Engagement

The Laissez-faire leadership style is where leaders largely step aside and let their followers make decisions. While this approach seems to give employees more freedom, research shows that it often leads to lower productivity across the group (Wong and Giessner, 2018). Some scholars even describe Laissez-faire as "the absence of leadership," meaning the leader is essentially avoiding their role in guiding or directing the team

(Wellman and LePine, 2017). Without active leadership, communication can break down, which causes confusion, role conflicts, and unclear expectations (Wegge et al., 2014). Since leaders in this style aren't heavily involved in the tasks, it's difficult for them to expect their subordinates to be fully engaged. The greater freedom employees have can also lead to a lack of motivation, making it harder for them to put in extra effort.

Previous research (Anbazhagan & Kotur, 2014; Piccolo et al., 2012) has shown a negative link between laissez-faire leadership and employee work engagement, mainly because laissez-faire leaders tend to avoid dealing with problems. Nelson and Shraim (2019) found that when leaders adopt this hands-off approach, their own engagement with the organization suffers. Popli and Rizvi also supported this negative relationship, noting that leaders who refrain from making decisions and avoid interfering leave employees disengaged. The passive, avoidant nature of this leadership style is linked to lower service orientation and employee engagement (Amanchukwu et al., 2015). In the case of nursing staff, this lack of feedback and delayed decisions has been shown to impact engagement negatively. However, Yang et al. (2015) argued that the absence of leadership involvement can actually promote self-control, determination, and greater engagement among employees. When employees are given more autonomy, their focus and persistence improve. In fact, laissez-faire leadership can also encourage innovation and personal engagement, as less direct supervision allows employees to think independently and develop a stronger psychological attachment to their work (Mulugeta & Hailemariam, 2018). By stepping back, laissez-faire leaders give employees the freedom to take on critical responsibilities and make decisions. Thanh and Quang (2022) found that, when applied correctly, laissez-faire leadership has a positive effect on work engagement.

H3: Laissez-faire leadership has a significant effect on employee engagement.

Research Methodology

Participants and procedures

This study took place in Kashmir division of India, specifically across five major districts: Anantnag, Pulwama, Srinagar, Budgam, and Baramulla. Given the constraints of time and funding, the scope was limited to these locations. The respondents included both managerial and non-managerial employees. Additionally, the research was confined to four major banks: AXIS, ICICI, CANARA, and PNB. These banks were selected due to their substantial market share, extensive customer base, and widespread branch network in Kashmir. A multi-stage cluster sampling method was employed to select the respondents. Out of the 590 questionnaires distributed, 491 responses were deemed usable, with 16 discarded due to non-response. This left a final sample of 475 employees, resulting in a response rate of 80%.

Measures

All the measurement items used in this study were taken from well-established scales. A five-point Likert scale was employed to assess the various constructs in the research. Respondents were asked to rate their agreement with statements on a scale ranging from 1 (strongly disagree) to 5 (strongly agree).

To measure transformational leadership, this study used the seven-item scale developed by Carless & Mann (2000). Transactional leadership was assessed with a six-item scale based on the work of Podsakoff and Organ et al. (1986). For laissez-faire leadership, a five-item scale from Kurt and Terzi (2005) was employed. Participants were asked to rate how they perceived the leadership behaviors of their direct manager.

Employee Engagement: This construct was measured by the nine-item scale developed by Christopher. H. Thomas (2007).

Demographic profile of respondents

The present study constitutes a sample where the majority of the participants were males (64.89%) followed by females (35.11%). In terms of age, the maximum number of participants belonged to the age group of 31–40 (31.08%) followed by 41–50 (25.54%), 20–30 (26.40%), and above 51 (16.98%) respectively. With respect to education, the majority of respondents were post-graduates (67.15%) followed by bachelor's degree holders (32.85%) respectively. Moreover, participants having work experience of 10–13years (40.63%) emerged as highest followed by those above 14 years (21.87%), while 02–05years (16.44%) were the least followed by 06–09 years (21.06%) respectively.

A descriptive analysis was conducted on the three study constructs to determine the mean and standard deviation values, reflecting the general perceptions of the respondents. In this context, a mean score closer to five indicates high agreement, while a score closer to one signals low agreement. The results for the mean and standard deviation were in line with the expected outcomes for all three variables. The descriptive statistics for the study variables are presented in Table 1.

Table 1. Descriptive statistics

variables	N	Mean	Std.Deviation
	statistic	statistic	statistic
Transformational leadership	464	4.01	0.804
Transactional leadership	464	3.21	0.762
Laissezfaire leadership	464	1.96	0.780
Employee Engagement	464	4.12	0.982

Results

Measurement model assessment

Assessing a measurement model involves checking for reliability, convergent validity, and discriminant validity (Hair et al., 2017). To ensure internal consistency reliability, both Cronbach Alpha (α) and Composite Reliability (CR) were evaluated. According to Fornell and Larcker (1981) and Nunnally and Bernstein (1994),

values over 0.7 are considered acceptable for both α and CR. In this study, reliability is solid since both α and CR exceed the 0.7 threshold (see Table 1). To check for convergent validity, factor loadings and Average Variance Extracted (AVE) were examined (Hair et al., 2017). The results in Table 2 show that both measures are satisfactory, with factor loadings greater than 0.7 and AVE values exceeding 0.5 (Hair et al., 2014, 2017; Henseler et al., 2009). For discriminant validity, the heterotrait-monotrait ratio of correlations (HTMT), a more reliable method than the Fornell and Larcker approach, was used (Henseler et al., 2015). The model demonstrates good discriminant validity, as all HTMT values (Table 3) are below the recommended threshold of 0.85 (Teo and Noyes, 2010).

Table 2. Measurement Model Output

Variable	Items	Factor Loadings	Cronbach,s Alpha	CR	AVE
Transformational leadership	TRFL1	0.923	0.911	0.928	0.841
	TRFL2	0.948			
	TRFL3	0.811			
	TRFL4	0.893			
	TRFL5	0.836			
	TRFL6	0.870			
	TRFL7	0.862			
Transactional leadership	TRSL1	0.816	0.831	0.864	0.775
	TRSL2	0.825			
	TRSL3	0.947			
	TRSL4	0.858			
	TRSL5	0.875			
	TRSL6	0.914			
Laissezfaire leadership	LSFL1	0.859	0.862	0.900	0.803
	LSFL2	0.769			
	LSFL3	0.903			
	LSFL4	0.877			
	LSFL5	0.835			
Employee Engagement	ENG1	0.819	0.853	0.865	0.762
	ENG2	0.816			
	ENG3	0.850			
	ENG4	0.800			
	ENG5	0.829			
	ENG6	0.893			
	ENG7	0.864			
	ENG8	0.769			
	ENG9	0.877			

Table 3. Heterotrait-Monotrait Ratio HTMT

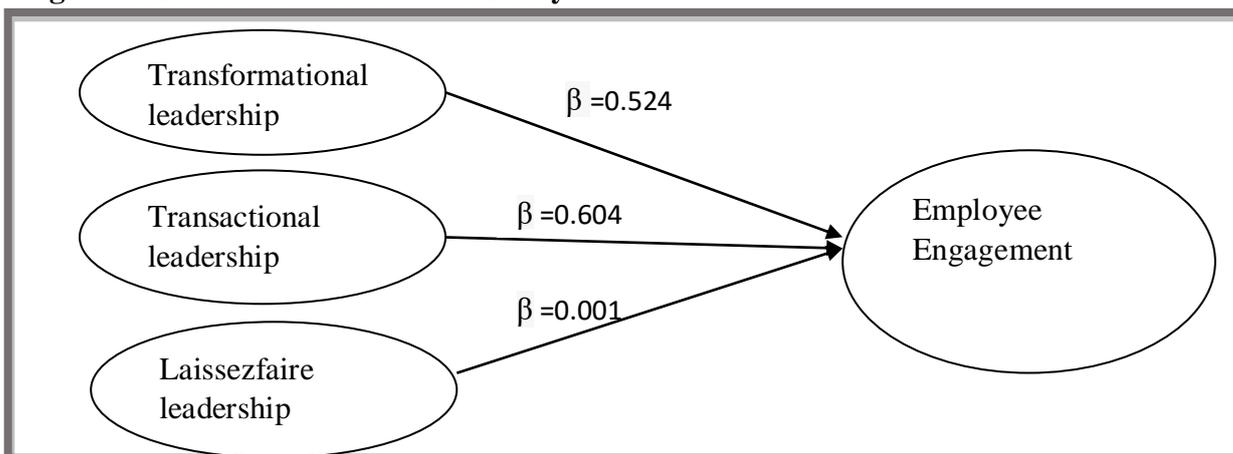
Constructs	ENG	LSFL	TRFL	TRSL
ENG				
LSFL	0.428			
TRFL	0.232	0.240		
TRSL	0.216	0.265	0.104	

Structural model assessment

After confirming the reliability and validity of the constructs, the next step was to assess the structural model to test the direct hypotheses. But before diving into that, it was crucial to check for any collinearity issues. According to the results in Table 4, all the constructs' variance inflation factor (VIF) values were below 5 (Hair et al., 2017), indicating that there were no collinearity problems in the model. The next step was to evaluate the model's predictive accuracy using the R^2 coefficient of determination. This metric shows how much of the variance in the endogenous constructs can be explained by the exogenous constructs. As per the guidelines from Hair et al. (2017), R^2 values of 0.75, 0.50, and 0.25 indicate substantial, moderate, and weak contributions from the exogenous variables, respectively. In this study, the R^2 value for Engagement (Eng) was 0.526, suggesting a moderate contribution from the variables TRFL, TRSL, and LSF, which explain 52.6% of the variance in Engagement. Finally, the study showed the predictive relevance of the structural model, as the Q^2 value for Engagement was greater than zero. The Q^2 value was calculated using the blindfolding procedure in SmartPLS. Figure 1 displays the structural model of the study.

Table 4 Collinearity statistics: variance inflation factor.

Constructs	EE	LSFL	TRSL	TRFL
Employee Engagement				
Laissezfaire leadership	1.624			
Transactional leadership	1.321			
Transformational leadership	2.100			

Figure 1: Structural Model of the Study

The path coefficients were then assessed using the bootstrapping function in SmartPLS 4.0 to evaluate the significance of the three hypothesized direct relationships. As shown in Table 5, the results of the path coefficients were significant at the 95 percent confidence level with p-values less than 0.05 and t-values more than 1.96.

The hypothesis testing results presented in Table 5 show that transformational leadership has a significant impact on employee engagement ($\beta = 0.524$, t-value = 6.804, $p < 0.05$). Thus, H1 is supported. Furthermore, transactional leadership demonstrated a significant impact on employee engagement ($\beta = 0.604$, t-value = 11.528, $p < 0.05$). H2 is supported. However, laissez-faire leadership has an insignificant impact on employee engagement ($\beta = 0.001$, t-value = 0.018, $p > 0.05$). Hence H3 was not supported.

Table 5 Result of Hypothesis Testing

Hypothesis	Relationship	Path coefficient	T Statistic	P-value	Results
H1	TRFL->ENG	0.524	6.804	0.000	Supported
H2	TRSL->ENG	0.604	11.528	0.000	Supported
H3	LSFL->ENG	0.001	0.018	0.498	Not Supported

Discussion

This research aimed to explore how different leadership styles affect employee engagement within the banking sector. Our findings revealed that transformational leadership has a positive impact on employee engagement (H1). This supports earlier research which shows that transformational leaders inspire and motivate their teams to align with organizational goals, often bringing out the best in their employees by showing confidence in their abilities (Ghadi et al., 2013; Gill et al., 2010; Raja, 2012; Song et al., 2012; Tims et al., 2011). Transformational leaders tend to boost employees' optimism, encouraging positive responses that, in turn, enhance work engagement (Popli & Rizvi, 2015; 2016; Pham, 2016). Furthermore, these leaders offer individualized attention by providing support, coaching, and recognition, which creates a sense of belonging and appreciation. This helps foster greater employee engagement (Zhu, Avolio, & Walumbwa, 2009). Additionally, transactional leadership has a significant impact on employee engagement (H2). These findings are consistent with previous research that highlighted the positive effect of transactional leadership on employee engagement (Avey et al., 2008; Dust et al., 2014; Wang et al., 2011; Zhu et al., 2013). The results suggest that when employees perceive their leaders as clear communicators—setting goals, offering feedback and rewards, monitoring performance, providing support, and maintaining accountability—they are more likely to be highly engaged in their work. By using these strategies, transactional leaders help create a positive work environment where employees feel valued, motivated, and committed to their roles. These findings enrich existing literature by reinforcing the idea that both transformational and transactional leadership styles contribute to employee engagement, in line with social exchange theory. On the other hand, laissez-faire leadership has no significant effect on employee work engagement (H3). This aligns with previous studies (Bakker et al., 2011; Zhang et al., 2014), which suggest that

laissez-faire leadership has little to no impact on engagement. In fact, it can even lead to disengagement and confusion among employees, especially if they require more guidance, support, or direction. Without clear leadership, employees may become uncertain about their roles and responsibilities, ultimately reducing their engagement and productivity.

Theoretical implications

Theoretically, our study makes three significant contributions to the existing literature. First, it is one of the first to empirically examine how different leadership styles of bank managers affect work engagement among bank employees in India (Yukl, 2017). Second, this research adds value to the relatively underexplored area of work engagement, particularly within the banking sector (Wilkins, Butt, & Annabi, 2017). Third, our study stands out as one of the few to investigate the mechanisms that connect transformational, transactional, and laissez-faire leadership with employee engagement. In doing so, it fills a key research gap and deepens our understanding of how leadership effectiveness can drive higher levels of work engagement. Drawing on social exchange theory, the study suggests that when employees feel that their leaders genuinely care about their interests and career development, they are more likely to reciprocate with high levels of engagement (Saks, 2006). This dynamic, rooted in positive relationships and reciprocal exchanges, indicates that people-oriented leadership styles like transformational and transactional leadership can enhance both the personal and professional resources employees need to engage more fully in their work. Therefore, the effective application of these leadership styles within banks is crucial for boosting work engagement among employees.

Practical implications

In addition to its theoretical contributions, this study offers several practical insights for managers. The research shows that both transformational and transactional leadership styles can drive employee engagement. Leaders need to be able to identify which style works best in a given situation and aligns with employee expectations to keep them engaged and performing at their best. Employee engagement is a critical factor influencing both organizational outcomes and individual performance. Since this study focused on immediate supervisors as leaders, it would be beneficial for organizations to invest in leadership development programs for those managing employees, especially at the client interface level. Organizations should collaborate with supervisors to ensure they adopt leadership styles that encourage employee engagement. Additionally, managers must be aware of avoidant behaviors in leadership roles. While training programs should emphasize positive behaviors, it's equally important to address 'what not to do,' helping to reduce laissez-faire leadership tendencies.

Moreover, organizations should focus on the mechanisms that can boost employee engagement. It's crucial for leaders in banking organizations to cater to their employees' behavioral, cognitive, and motivational needs, which can trigger higher engagement levels. To further enhance engagement, banking institutions should provide job resources like autonomy, regular feedback, and coaching, as these resources have strong motivational potential (Schaufeli and Bakker, 2010). Providing such resources is likely to increase engagement, as they help employees feel more empowered and supported (Bakker and Demerouti, 2007).

Limitations and future directions

This study acknowledges several limitations. First, its cross-sectional design limits the ability to draw definitive conclusions about causality. To better understand causal relationships, future research should consider a longitudinal approach to observe changes over time. Second, as the data was collected from a single source, there is a risk of common method bias. Although our analysis indicated this bias was not an issue, replicating the study with data from multiple sources, as suggested by Podsakoff et al. (2003), would strengthen the findings. Third, the study was conducted within banking organizations in North India, which may limit the generalizability of the results to other industries or cultural contexts. Expanding future research to more diverse settings could improve external validity. Additionally, this research focused on the direct relationship between leadership styles and employee engagement. Future studies could delve deeper into potential mediators of this relationship, such as job satisfaction, perceived organizational support, or organizational justice. Investigating these intermediary factors could offer a more comprehensive understanding of how leadership styles influence employee engagement.

References

- Aabneh, O. M., LeFevre, M., & Bentley, T. (2019). Employee engagement: Development of a new measure. *International Journal of Human Resources Development and Management*, 19(2), 105-134.
- Ababneh, O. M., LeFevre, M., & Bentley, T. (2019). Employee engagement: Development of a new measure. *International Journal of Human Resources Development and Management*, 19(2), 105-134.
- Abasilim, U. D., Gbervbie, D. E., & Osibanjo, O. A. (2018a, October 18-19). Does leadership styles relate with personnel commitment in private organisations in Nigeria? Paper presented at the 14th European Conference on Management, Leadership and Governance at HU University of Applied Sciences, Utrecht, The Netherlands.
- Akinbode, G. A., & Fagbohunde, O. B. (2012). Leadership and organisational factors as predictors of employees organisational commitment in Nigeria: An empirical analysis. *Business and Management Research*, 1, 69-87.
- Ali, H.Y., Asrar-ul-Haq, M., Amin, S., Noor, S., Haris-ul-Mahasbi, M. & Aslam, M.K. (2020). Corporate social responsibility and employee performance: The mediating role of employee engagement in the manufacturing sector of Pakistan. *Corporate Social Responsibility and Environmental Management*, 27(6), 2908-2919.
- Amabile, T. M., Schatzel, E. A., Moneta, G. B., & Kramer, S. J. (2004). Leader behaviors and the work environment for creativity: Perceived leader support. *The Leadership Quarterly*, 15(1), 5–32.

- Amanchukwu, R. N., Stanley, G. J., & Ololube, N. P. (2015). A review of leadership theories, principles and styles and their relevance to educational management. *Management*, 5(1), 614.
- Andersen, J.A. (2016). An old man and the “sea of leadership”. *Journal of Leadership Studies*, 9(4), 70–81.
- Armstrong, M., & Murlis, H. (2004). *Reward management: A handbook of remuneration strategy and practice* (5th ed.). London, England: Kogan Page.
- Armstrong, M., & Taylor, S. (2014). *Armstrong’s handbook of human resource management practice* (13th ed.). London, England: Kogan Page.
- Avey, J. B., Hughes, L. W., Norman, S. M., & Luthans, K. W. (2008). Using positivity, transformational leadership and empowerment to combat employee negativity. *Leadership & Organization Development Journal*, 29(2), 110–126.
- Attridge, M. (2009). Measuring and managing employee work engagement: A review of the research and business literature. *Journal of Workplace Behavioral Health*, 24(4), 383–398.
- Avolio, B. J., Walumbwa, F. O., & Weber, T. J. (2009). Leadership: Current theories, research, and future directions. *Annual Review of Psychology*, 60(1), 421–449.
- Bakker, A. B., Albrecht, S. L., & Leiter, M. P. (2011). Key questions regarding work engagement. *European Journal of Work and Organizational Psychology*, 20(1), 4–28.
- Bakker, A.B. and Demerouti, E. (2007), “The job demands-resources model: state of the art”, *Journal of Managerial Psychology*, Vol. 22 No. 3, pp. 309-328.
- Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273–285.
- Banks, G.C., Gooty, J., Ross, R.L., Williams, C.E., Harrington, N.T., 2018. Construct redundancy in leader behaviors: a review and agenda for the future. *Leadersh. Q.* 29 (1), 236–251.
- Barbuto, J. E. (1997). Taking the charisma out of transformational leadership. *Journal of Social Behavior and Personality*, 12(3), 689–690.
- Barling, J., Slater, F., & Kelloway, E. K. (2000). Transformational leadership and emotional intelligence: An exploratory study. *Leadership & Organization Development Journal*, 21(3), 157-161.
- Bass, B. M., & Avolio, B. J. (1992). *Multifactor leadership questionnaire—short form 6 s*. Binghamton, NY : Center for Leadership Studies.
- Bass, B. (1985). *Leadership and performance beyond expectations*. New York, NY : Free Press .

- Bass, B. M. (1997). Does the transactional-transformational leadership paradigm transcend organisational and national boundaries?. *American Psychologist*, 52(2), 130–139
- Bass, B. M., & Avolio, B. J. (1990). Developing transformational leadership: 1992 and beyond. *Journal of European industrial training*.
- Bass, B. M., & Bass, R. (2009). *The Bass handbook of leadership: Theory, research, and managerial applications*. Simon and Schuster.
- Bass, B.M., Avolio, B.J., Jung, D.I. and Benson, Y. (2003), “Predicting unit performance by assessing transformational and transactional leadership”, *Journal of Applied Psychology*, Vol. 88 No. 2, pp. 207-218.
- Bhatti, N., Maitlo, G. M., Shaikh, N., Hashmi, M. A., & Shaikh, F. M. (2012). The impact of autocratic and democratic leadership style on job satisfaction. *International business research*, 5(2), 192.
- Bono, J. E., & Judge, T. A. (2004). Personality and transformational and transactional leadership: A meta-analysis. *Journal of Applied Psychology*, 89, 901-910
- Bouwman, M., Runhaar, P., Wesselink, R., Mulder, M., 2017. Fostering teachers’ team learning: An interplay between transformational leadership and participative decision-making? *Teach. Teach. Educ.* 65, 71–80.
- Brandebo, M.F., Nilsson, S. and Larsson, G. (2016). Leadership: is bad stronger than good? *Leadership & Organization Development Journal*, 37(6), 690-710.
- Burke, R.J. Koyuncu, M., Jing, W. and Fiksenbaum, L. (2009), “Work engagement among hotel managers in Beijing, China: potential antecedents and consequences”, *Tourism Review*, Vol. 64 No. 3, pp. 4-18.
- Burns, J. M. (1978). *Leadership*. New York: Harper Torchbooks.
- Bass, B. M., Avolio, B. J., & Atwater, L. (2003). The transformational and transactional leadership of men and women. *Applied Psychology: An International Review*, 52(3), 436–457.
- Cain, L., Tanford, S., & Shulga, L. (2017). Customers’ perceptions of employee engagement: Fortifying the service–profit chain. *International Journal of Hospitality & Tourism Administration*, 19(1), 52–77
- Chandan, C.L., & Devi, R. (2014). A literature review on leadership styles. *Journal of Management*, 2(2), 2347-8217.
- Chen, C. F., & Kao, Y. L. (2012). Moderating effects of work engagement and job tenure on burnout–performance among flight attendants. *Journal of Air Transport Management*, 25, 61-63.
- Chon, K. K., & Zoltan, J. (2019). Role of servant leadership in contemporary hospitality. *International Journal of Contemporary Hospitality Management*, 31(8), 3371–3394.

- Deci, W.L. and Ryan, R.M. (1985), *Intrinsic Motivation and Self-Determination in Human Behavior*, Plenum, New York, NY.
- Demirtas, O. (2015). Ethical leadership influence at organizations: Evidence from the field. *Journal of Business Ethics*, 126(2), 273-284.
- Doucet, O., Fredette, M., Simard, G., & Tremblay, M. (2015). Leader profiles and their effectiveness on employees' outcomes. *Human Performance*, 28(3), 244–264
- Dariush, L., Choobdar, G., Valadkhani, P., & Mehrali, E. (2016). Leader facilitating organizational commitment of employees (Tehran). *International Journal of Economics, Commerce and Management*, 4(5), 640–655.
- Dust, S.B., Resick, C. J., & Mawritz, M. B. (2014). Transformational leadership, psychological empowerment, and the moderating role of mechanistic-organic contexts. *Journal of Organizational Behavior*, 35(3), 413–433.
- Eagly, A.H., Johannesen-Schmidt, M.C., & van Engen, M. (2003). Transformational, transactional, and laissez-faire leadership styles: A meta-analysis comparing women and men. *Psychological Bulletin* 129, 569-591
- Erickson, T.J. (2005), "Testimony submitted before the US Senate committee on health, education, labor and pensions", May, p. 26.
- Felix, C. O., Ahmad, A. H. B., & Arshad, R. B. (2016). Examining ethical reasoning and transformational leadership style in Nigeria public sector. *Sage Open*, 6(2), 1–7.
- Fornell, C. and Larcker, D.F. (1981), "Evaluating structural equation models with unobservable variables and measurement error", *Journal of Marketing Research*, Vol. 18 No. 1, pp. 39-50.
- Gberevbie, D., Joshua, S., Excellence-Oluye, N., & Oyeyemi, A. (2017). Accountability for sustainable development and the challenges of leadership in Nigeria, 1999-2015. *SAGE Open*, 7(4).
- Ghadi, M.Y., Fernando, M., & Caputi, P. (2013). Transformational leadership and work engagement: The mediating effect of meaning in work. *Leadership & Organization Development Journal*, 34(6), 532–550
- Ghafoor, A., Qureshi, T. M., Khan, M. A., & Hijazi, S. T. (2011). Transformational leadership, employee engagement and performance: Mediating effect of psychological ownership. *African journal of business management*, 5(17), 7391-7403.

- Gill, A., Fitzgerald, S., Bhutani, S., Mand, H., & Sharma, S. (2010). The relationship between transformational leadership and employee desire for empowerment. *International Journal of Contemporary Hospitality Management*, 22(2), 263–273
- Goodnight, R., (2011), Laissez-faire leadership. In G.R. Goethals, G.J. Sorenson, and J. MacGregor Burns (Eds.), *Encyclopedia of leadership*. London, England: Sage
- Gemeda, H. K., & Lee, J. (2020). Leadership styles, work engagement and outcomes among information and communications technology professionals: A cross-national study. *Heliyon*, 6(12), e05853.
- Gui, C., Luo, A., Zhang, P., & Deng, A. (2020). A meta-analysis of transformational leadership in hospitality research. *International Journal of Contemporary Hospitality Management*, 32(6), 2137–2154.
- Hair, J.F., Hollingsworth, C.L., Randolph, A.B. and Chong, A.Y.L. (2017), “An updated and expanded assessment of PLS-SEM in information systems research”, *Industrial Management and Data Systems*, Vol. 117 No. 3, pp. 442-458.
- Hair, J.F., Sarstedt, M., Hopkins, L. and G. Kuppelwieser, V. (2014), “Partial least squares structural equation modeling (PLS-SEM)”, *European Business Review*, Vol. 26 No. 2, pp. 106-121, Emerald Group Publishing.
- Hakanen, J., Bakker, A.B. and Schaufeli, W.B. (2006), “Burnout and work engagement among teachers”, *Journal of School Psychology*, Vol. 43, pp. 495-513.
- Hater, J. J., & Bass, B. M. (1988). Superiors' evaluations and subordinates' perceptions of transformational and transactional leadership. *Journal of Applied Psychology*, 73(4), 695–702
- Henseler, J., Ringle, C. and Sinkovics, R. (2009), “The use of partial least squares path modeling in international marketing”, *Advance in International Marketing*, Vol. 20, pp. 277-319.
- Henseler, J., Ringle, C.M. and Sarstedt, M. (2015), “A new criterion for assessing discriminant validity in variance-based structural equation modeling”, *Journal of the Academy of Marketing Science*, Vol. 43 No. 1, pp. 115-135.
- Hoch, J.E., Bommer, W.H., Dulebohn, J.H., Wu, D., 2016. Do ethical, authentic, and servant leadership explain variance above and beyond transformational leadership? A meta-analysis. *J. Manage.* 44 (2), 501–529.
- Huertas-Valdivia, I., Gallego-Burín, A. R., & Lloréns-Montes, F. J. (2019). Effects of different leadership styles on hospitality workers. *Tourism Management*, 71, 402–420.

- Inam, A., Ho, J.A., Sheikh, A.A., Shafqat, M. and Najam, U. (2021), “How self-leadership enhances normative commitment and work performance by engaging people at work?”, *Current Psychology*.
- Islam, T., Ahmad, R., Ahmed, I. and Ahmer, Z. (2019a), “Police work-family nexus, work engagement and turnover intention: moderating role of person-job-fit”, *Policing: An International Journal*, Vol. 42 No. 5, pp. 739-750.
- Jain, P., & Duggal, T. (2015). The role of transformational leadership in organisational commitment. *International Journal of Business Quantitative Economics and Applied Management Research*, 1(5), 1-11.
- Jnaneswar, K. and Ranjit, G. (2022), “Unravelling the role of organizational commitment and work engagement in the relationship between self-leadership and employee creativity”, *Evidencebased HRM*.
- Jong, J., & Hartog, D. (2007). How leaders influence employees' innovative behavior. *European Journal of Innovation Management*, 10(1), 41–64.
- Judge, W. Q. (2011). *Building organizational capacity for change: The leader's new mandate*. Business Expert Press.
- Judge, W. Q., Bowler, M., & Douglas, T. (2006). Preparing for organizational change: Evolution of the organizational capacity for change construct. *Academy of Management Proceedings*, 2006(1), O1–O6.
- Kahn, W.A. (1990), “Psychological conditions of personal engagement and disengagement at work”, *The Academy of Management Journal*, Vol. 33, pp. 692-724.
- Keskes, I. (2014). Relationship between leadership styles and dimensions of employee organizational commitment: A critical review and discussion of future directions. *Intangible Capital*, 10, 26-51.
- Kotter, J. P. (1995). Leading change: Why transformation efforts fail. *Harvard Business Review*, 73(2), 59–67.
- Kurt, T., Terzi, A.R. (2005). İlköğretim okulu müdürlerinin yöneticilik davranışlarının öğretmenlerin örgütsel bağlılığına etkisi (The effect of principal behaviours of primary school principals on teachers' organizational commitment). *Üç Aylık Eğitim Ve Sosyal Bilimler Dergisi*, Sayı 166.
- Lewin, K., Lippitt, R., & White, R. K. (1939). Patterns of aggressive behavior in experimentally created “social climates”. *The Journal of social psychology*, 10(2), 269-299.

- Liu, X., Yu, J.J., Guo, Q. and Li, J. J. (2022), “Employee engagement, its antecedents and effects on business performance in hospitality industry: a multilevel analysis”, *International Journal of Contemporary Hospitality Management*, ahead-of-print.
- Lok, P., & Crawford, J. (2004). The effect of organisational culture and leadership style on job satisfaction and organisational commitment: A cross-national comparison. *Journal of Management Development*, 23, 321-338.
- Luthans, F., & Peterson, S. J. (2002). Employee engagement and manager self-efficacy. *Journal of Management Development*, 21(5), 376–387.
- MacKenzie, S. B., Podsakoff, P. M., & Rich, G. J. (2001). Transformational and transactional leadership and sales performance. *Journal of the Academy of Marketing Science*, 29(2), 115–134.
- Macey , W. H. , & Schneider , B.(2008). The meaning of employee engagement . *Industrial and Organizational Psychology*, 1, 3-30.
- Maharmeh, T. M. (2021). Leadership Styles and Employee Engagement: A Field Study at a Qatari Public Corporation. *Journal of Economic Administrative & Legal Sciences*, 5(22).
- McCull-Kennedy, J. R., & Anderson, R. D. (2002). Impact of leadership style and emotions on subordinate performance. *The leadership quarterly*, 13(5), 545-559.
- Muddle, G. R. (2020). The relationship between leadership style and hospital employee engagement in Papua New Guinea. *Asia Pacific Journal of Health Management*, 15(4), 42-55.
- Mulugeta, A., & Hailemariam, E. (2018). Employees’ perception towards leadership style and organizational commitment in public organizations. *International Journal of Scientific and Research Publications*, 8(6), 354–365.
- Nasurdin, A. M., Ahmad, N. H., & Razalli, A. A. (2014). Politics, justice, stress, and deviant behaviour in organizations: An empirical analysis. *International Journal of Business and Society*, 15, 235-254.
- Nielsen, M. B., Skogstad, A., Gjerstad, J., & Einarsen, S. V. (2019). Are transformational and laissez-faire leadership related to state anxiety among subordinates? A two-wave prospective study of forward and reverse associations. *Work & Stress*, 33 No(2), 137–155.
- Northouse, P. G. (2007). *Leadership: Theories and practices* (4th ed.). SAGE.

Nunnally, J.C. and Bernstein, I.H. (1994), *Psychometric Theory*, 3rd ed., McGraw-Hill, New York.

- Ojokuku, R. M., Odetayo, T. A., & Sajuyigbe, A. S. (2012). Impact of leadership style on organizational performance: A case study of Nigerian banks. *American Journal of Business and Management*, 1, 202-207.
- Othman, J., Mohammed, K. A., & D'Silva, J. L. (2012). Does a transformational and transactional leadership style predict organizational commitment among public university lecturers in Nigeria? *Asian Social Science*, 9(1), 165–170.
- Panuwatwanich, K., Stewart, R. A., & Mohamed, S. (2008). The role of climate for innovation in enhancing business performance. *Engineering Construction & Architectural Management*, 15(5), 407–422.
- Pham, H. H. (2016). An Empirical Research on the Relationship between Leadership Behavior and Employee Engagement within Virtual-working Environment at Technology Enterprises in Vietnam.
- Piccolo, R. F., Bono, J. E., Heinitz, K., Rowold, J., Duehr, E., & Judge, T. A. (2012). The relative impact of complementary leader behaviors: Which matter most?. *The leadership quarterly*, 23(3), 567-581.
- Podsakoff, P.M., MacKenzie, S.B., Lee, J.Y. and Podsakoff, N.P. (2003), "Common method bias in behavioral research: a critical review of the literature and recommended remedies", *Journal of Applied Psychology*, Vol. 88 No. 5, pp. 879-903.
- Podsakoff, Philip M., Michael Ahearne, and W.Organ.(1986). "Organizational Citizenship Behavior and the Quantity and Quality of Work Group Performance." *Journal of Applied Psychology* 82 (April): 262-270.
- Popli, S., & Rizvi, I. A. (2016). Drivers of employee engagement: The role of leadership style. *Global Business Review*, 17(4), 1–15.
- Puffer, S. M. (1990). Attributions of charismatic leadership: The impact of decision style, outcome, and observer characteristics. *The Leadership Quarterly*, 1(3), 177–192.
- Quinn, R. E. (1988). *Beyond rational management*. San Francisco, CA: Jossey-Bass
- Rabiul, M. K., Yean, T. F., Patwary, A. K., & Hilman, H. (2022). Linking leadership styles and two-way communication to engagement: A study among the hospitality employees in Bangladesh. *International Journal of Hospitality & Tourism Administration*, 23(6), 1219-1241.
- Raja, M. W. (2012). Does transformational leadership leads to higher employee work engagement. A study of Pakistani service sector firms. *International Journal of Academic Research in Business and Social Sciences*, 2(1), 160.
- Ramadevi, V., & Narayanamma, P. L. (2016). Impact of Leadership Style on Employee Engagement. *Pacific Business Review International*, 1(1), 91-98.

- Rehman, S., Shareef, A., Mahmood, A., & Ishaque, A. (2012). Perceived leadership styles and organizational commitment. *Interdisciplinary Journal of Contemporary Research in Business*, 4, 616–626.
- Rouche, J. E., Baker, G. A., & Rose, R. R. (1989). *Shared vision: Transformational leadership in american community colleges*. Washington, DC: Community College Press.
- Saks, A.M. (2006), “Antecedents and consequences of employee engagement”, *Journal of Managerial Psychology*, Vol. 21 No. 7, pp. 600-619.
- 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*, 66(4), 701-716.
- Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness studies*, 3, 71-92.
- Schaufeli, W.B. and Bakker, A.B. (2010), “Defining and measuring work engagement: bringing clarity to the concept”, in Bakker, A.B. and Leiter, M.P. (Eds), *Work Engagement: A Handbook of Essential Theory and Research*, Psychology Press, pp. 10-24
- Shamir, B., House, R. J., & Arthur, M. B. (1993). The motivational effects of charismatic leadership: A self-concept based theory. *Organization science*, 4(4), 577-594.
- Shin, S. J., & Zhou, J. (2003). Transformational leadership, conservation, and creativity: Evidence from Korea. *Academy of Management Journal*, 46(6), 703–714.
- Sivanathan, N., & Fekken, C. Y. (2002). Moral maturity and transformational leadership: A study of the relationship. *Journal of Applied Psychology*, 87(2), 255–265.
- Song, J., Kolb, J. A., Hee Lee, U., & Kyoung Kim, H. (2012). Role of transformational leadership in effective organizational knowledge creation practices: Mediating effects of employees' work engagement. *Human Resource Development Quarterly*, 23(1), 65-101
- Tajasom, A., Hung, D. K.M., Nikbin, D., & Hyun, S. S. (2015). The role of transformational leadership in innovation performance of Malaysian SMEs. *Asian Journal of Technology Innovation*, 23(2), 172–188.
- Teo, T. and Noyes, J. (2010), “Exploring attitudes towards computer use among pre-service teachers from Singapore and the UK”, *Multicultural Education and Technology Journal*, Vol. 4 No. 2, pp. 126-135, Emerald Group Publishing

- Thanh, N. H., Quang, N. V., & Anh, N. N. (2022). The relationship between leadership style and staff work engagement: An empirical analysis of the public sector in Vietnam. *Humanities and Social Sciences Communications*, 9(1), 1-12.
- Thomas, C.H. (2007) 'A new measurement scale for employee engagement: scale development, pilot test, and replication', in Academy of Management Proceedings, Academy of Management, Briarcliff Manor, NY 10510, August, Vol. 2007, No. 1, pp.1-6.
- Tims, M., Bakker, A. B., & Xanthopoulou, D. (2011). Do transformational leaders enhance their followers' daily work engagement? *The Leadership Quarterly*, 22(1), 121-131.
- Trottier, T., Van Wart, M., & Wang, X. (2008). Examining the nature and significance of leadership in government organisations. *Public Administration Review*, 68, 319-333.
- Vorina, A., & Ojsteršek, T. (2019). Analysis of Relationship Between Leadership Styles and Employee Engagement. *Balkans Journal of Emerging Trends in Social Sciences*, 2(1), 107-114.
- Wang, B., Qian, J., Ou, R., Huang, C., Xu, B., Xia, Y., 2016. Transformational leadership and employees' feedback seeking: the mediating role of trust in leader. *Soc. Behav. Personal. Int. J.* 44 (7), 1201-1208.
- Wang, G., Oh, I. S., Courtright, S. H., & Colbert, A. E. (2011). Transformational leadership and performance across criteria and levels: A meta-analytic review of 25 years of Research. *Group & Organization Management*, 36(2), 223-270.
- Wegge, J., Shemla, M., & Haslam, S. A. (2014). Leader behavior as a determinant of health at work: Specification and evidence of five key pathways. *German Journal of Human Resource Management*, 28(1-2), 6-23.
- Wellman, E. M., & LePine, J. (2017). Laissez-Faire leadership and informal leadership behavior. In *Academy of Management Proceedings* (Vol. 2017, No. 1, p. 11499). Briarcliff Manor, NY 10510: Academy of Management.
- Wilkins, S., Butt, M.M., & Annabi, C.A. (2017). The effects of employee commitment in transnational higher education: The case of international branch campuses. *Journal of Studies in International Education*, 21(4), 295-314.
- Wollard, K.K. and Shuck, B. (2011), "Antecedents to employee engagement: a structured review of the literature", *Advances in Developing Human Resources*, Vol. 13 No. 4, pp. 429-446.
- Wong, S. I., & Giessner, S. R. (2018). The thin line between empowering and laissez-faire leadership: An expectancy-match perspective. *Journal of Management*, 44(2), 757-783.

- Yahaya, R., & Ebrahim, F. A. (2016). Leadership styles and organizational commitment: Literature review. *Journal of Management Development*, 35(2), 190–2016.
- Yang, I. (2015). Positive effects of laissez-faire leadership: Conceptual exploration. *Journal of Management Development*, 34 No(10), 1246–1261.
- Yasir, M., Imran, R., Irshad, M. K., Mohamad, N. A., & Khan, M. M. (2016). Leadership styles in relation to employees' trust and organizational change capacity: evidence from non-profit organisations. *SAGE Open*, 6(4).
- Yukl, G. (2012). *Leadership in organizations* (8th ed.). Pearson Education.
- yukl , G.(1999). An evaluation of conceptual weaknesses in transformational and charismatic leadership theories . *Leadership Quarterly*, 10, 285 – 305
- Yukl, G.A. (2017). *Leadership in organizations* (8th ed.). Essex, England: Pearson Education.
- Zhang, H., Liu, Z., & Wang, Y. (2020). How transformational leadership positively impacts organizational citizenship behavior in successful Chinese social work service organizations. *Nonprofit Management and Leadership*, 30(3), 467-485.
- Zhu, W., Avolio, B.J., &Walumbwa, F.O. (2009). Moderating role of follower characteristics with transformational leadership and follower work engagement. *Group & Organization Management*, 34(5), 590-619.
- Zhu, W., Newman, A., Miao, Q., & Hooke, A. (2013). Revisiting the mediating role of trust in transformational leadership effects: Do different types of trust make a difference? *The Leadership Quarterly*, 24(1), 94–105