

## Studying Transformational Leadership and Work Engagement: Does Self-Efficacy and Leadership Resilience Matter?

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### Abstract

This research study's major goal is to find how resilience and self-efficacy, which act as mediators, relate to transformational leadership and workplace engagement. The study was conducted from the top five banks of Pakistan located in Faisalabad. The study was cross-sectional and data was obtained from 350 employees of the top five banks located in Faisalabad. The research data were collected through online and self-conducted surveys. Sample and population SPSS v20 was used to analyze these interactions between the staff members of Pakistan's five largest banks using structural equation modeling. This study confirmed that during the challenging times of COVID-19, a strong predictor of employee and job engagement was discovered to be leadership style. By increasing their energy and dedication at work in specific circumstances, it has become a well-liked organizational concept. According to the study's findings, employing employee engagement tactics and paying sufficient attention to one's work will boost an organization's success in terms of higher output, profits, quality, customer satisfaction, staff retention, and increased adaptability. The results of this detailed study have practical repercussions for the selection of workers and leadership development for practitioners. Leaders with transformational leadership are more concerned with the development and growing their subordinates. Therefore, HR officials would work to generate a variability of training and develop a program to train employees into leaders with transformational leadership.

**Keywords:** Knowledge-Sharing Behavior, Transformational Leadership, Employee Engagement, Work Engagement

### 1. Introduction

In the area of global competition, organizations are becoming more innovative to build their local environment efficiently and profitably (Perez, 2017). It has become very essential to stimulate and motivate employees to manage this complex and challenging work effectively in any organization or firm. The main motivation behind this research is to prove that employee engagement or employees' passion for work is mandatory and essential to the development of businesses and sectors. For this purpose, after a long struggle, we have concluded a very strong

self-efficacy and leadership resilience as a mediator in the association between transformative leadership and job engagement. An organization's aims and values are the results of the positive contributions of employees because transformational leadership forces positively them to align and compare their success with the organization's success (Mujkic et al., 2014). The engagement of members of the industry towards work and their passion and intensity greatly affect the progress and revenue of the organizations. In past studies, transformational leadership, work engagement, and employee engagement have been studied in the western context only. This cross-sectional study aim is to investigate the powerful relationship between workplace engagement, employee engagement, and transformational leadership in Pakistan's banking industry.

The development of an organization is supported by its leadership. Leadership is only one quality that resolves problems in a very short time & quickly in structured organizations, industries, and businesses (Qabool & Jalees, 2017). Organizations need to improve their performance to meet global challenges e.g. economical, technological, and political challenges. To improve organizational performance, a leader must be able to implement changes within the organization he or she oversees. According to the needs of the company, a leader must be able to forge visions, devise plans, and use his position of authority to sway followers. Inspirational motivation provides a view of the future in a strict and positive for the employees, which helps to achieve the organization's mission and goals. The performance is improved by the good and effective leadership of managers and the work performance of the firm's employees. Transformational leadership has a strong and long-lasting impact on effective work engagement (Yi et al., 2019). The performance and working of employees are the asset and backbone of each organization's success (Perez, 2017). This leadership behavior acts as a coach and considers the basic needs of employees and develops their commitment to create a vision and provide a platform to get knowledge from their subordinates to improve their performance. Various studies support this concept that without leadership organizations can't achieve ultimate success whether it is profitable or non-profitable in nature. (Reaiche M. S., 2015). Objective of this study was to examine the contribution of the transformation leadership to employee engagement and further with work engagement.

Transformative leadership is a kind of management that encourages members to go beyond what's ordinarily expected of them by enhancing their self-worth and enthusiasm (Jena et al., 2018; Khan et al., 2021). This survey-based research will help to study the strong influence of transformational leadership style on employee engagement and work engagement during the tough times of COVID-19. Transformational leadership is one of the most technical approaches which positively changes, directs people, and engages them with their work. Previous studies on transformational leadership have been conducted to check its benefits. Most studies have discussed transformational leadership leading toward job satisfaction and work motivation. Also, research shows that amazing aspects of transformational leaders like idealized sensible inspiration and personalized analysis are strongly linked to workers' creative, emotional, and interpersonal participation (Priksht et al., 2020). Transformational leadership is a character that creates a sense to work in the best way. The change which is come through transformational leadership is the shared vision of a leader with the organization & employees which enables them to work in an appropriate way for the well-being of the organization (Qabool & Jalees, 2017). This research makes a comprehensive framework that tries to fill the gaps of previous studies through the contribution of previous research. Due to the COVID-19, business enterprises have experienced and faced many unpredictable circumstances and challenges globally. When the employees are working independently, they don't know how to deal with the upcoming challenges even though they are fully engaged with their job but still they need a supervisor or leader to deal with the job challenges (Lai, 2022).

The performance beyond expectations is due to work engagement. Work engagement is the mental state which alters with different situations in employees (Arnold B. Bakker, 2017). It is noticeable consideration for leaders to understand the employee's behavior and need to motivate them effectively in critical and challenging situations. These are the most critical predictions for enterprises' performance and subsistence in critical times (Van der Voet, 2017). Employee engagement is mental states which are linked and associated with the work and workplace of employees. It links employees with the job's different characteristics of engagement that is vigor, dedication absorption. (kaul, 2017 ). It has been proved from previous studies that a powerful association exists between work engagement and self-efficacy (Johnson et al., 2018; Srivastava & Singh, 2020). From the perspective of Kahn, task engagement is excellently described as a multidimensional motivational idea reflecting the simultaneous funding of a person's bodily, cognitive, and emotional power in energetic, full work overall performance. (Kahn, 1990). Due to change in the organization, a critical point takes place work engagement of employees becomes negative when new transformation regarding structure and technology is transformed by transformational leadership. Paintings engagement is a high-quality state of thought associated with vigor, dedication, and absorption, it isn't always short-term or a specific kingdom but a persistent and pervasive affective-cognitive state (Saks, 2006). Employee engagement is the most necessary factor than work engagement because until and unless the employee is not (Vula, 2020) engaged with the organization work engagement will remain negative. This study attempts to examine the link between transformative leadership and employee engagement at work in Pakistan. The engagement of an employee with work and organization increases and enhances their implication within the innovation manner is imperative for corporations. For corporations and international locations to stay competitive, one of the imperatives is to innovate (Hendriks *et al.*, 2012).

## 2. Theoretical Framework and Hypothesis

### 2.1 Affective Event Theory

Affective event theory defines how certain events change an individual's behavior (Weiss & Crompanzo, 1996) described it as it is a rule of emotions which in evaluative decisions in the relationship between an individual's experiences and his/her behavior events largely determined own attitude. Affective event theory comprises this concept that the events happening cause affect positively or negatively the emotions of employees. Employees' emotional responses to workplace events have an impact on their attitudes and conduct at work. It links different behaviors of transformational leadership stabilize work conditions and features, which influence the extra or less repeated incidence of separate events that increase specific emotions, feelings, and effort on the job and then influence the attitudes and behaviors of employees.

The leaders are the only characters who direct the people in transformational leadership, which is the style that engages employees with their work through different behaviors. (Mills, 2005). AET direct effect on the mental and psychological states of employees, more scientific studies have supported this concept that affective reactions are the essential tends of affective event theory as established those emotional experiences give an explanation when the different amount of workplace events influence employees during a job on the mental and these elements are direct causes of sentimental reactions & act as mediators causing influence driven behavior and attitudes. (Rosen et al., 2009). On the other side, experiences also contribute to evaluating, affective-driven actions such as a judgment of how to perform in a specific situation. Similarly, AET theory engages the different behaviors of employee engagement (organization and job

engagement). and linked employee engagement with task engagement, e.g., vigor, absorption, and dedication, with transformational leadership.

## 2.2 Work Engagement

To achieve efficiency and effectiveness, managers should ensure that the employees are working with full inspiration and energy (Kahn, 2017). To maintain a high level of achievement and effectiveness employees have needed high concerns to complete their tasks. Engagement is a state of work that creates the ideal conditions for every employee of a company to provide their happiness each day, be dedicated to their company's dreams and values, and be encouraged to contribute to organizational fulfillment with a more appropriate sense of their very own well-being. Work or task engagement act as a complete negotiator of the major effects and perceptions of company's politics on affective company's responsibility, according to a 2013 report by Karatepe (Runhaar et al., 2013).

In order to complete the emotionally motivating state of work-related tasks for the well-being of a job and employee, work engagement is a good physiological condition of a mindset. It is an insidious stimulation that accompanies the accommodating supposition and behavior of a person's energy (Schaufeli et al., 2006). Work engagement comprises three different characteristics of behaviors: vigor, absorption, and dedication. Vigor is considered by high points and level of vitality or inspiration about the psychological conditions of a person during work. It helps an employee as a source of energy when he/she is suffering from difficulties. This type of behavior helps inspire an employee to face that problem. Absorption is a high level of involvement and concentration on the part of an employee in which the employee has no worries about the surroundings, time passes quickly, and the employee is highly involved with the job. Dedication is encouragement against the challenge incoming by the job and creating a sense of inspiration to complete that challenge (Song, 2018) is defined as the belief that one's "job" is significant and meaningful, and that one finds inspiration and a challenge in their work. Dedicated personnel is passionate about the work and delight in it.

## 2.3 Transformational leadership and work engagement

Given that job engagement is unmistakably a progressive emotional state of intelligence (Schaufeli, 2002), the direct association between transformative leadership and work engagement can support the declaration of new calls (Avolio *et al.*, 2009). Many recent studies provided evidence that work engagement is an attribute that extends the characteristic of job performance and helps workers that they are satisfied with their careers (Bakker, 2012; Jawahar, 2016; Ngo, 2018). This study explains these behaviors affect emotions of engagement. Additionally, it is also confirmed that transformational leaders stimulate, inspire, and cognitively prepare employees, which builds significant employees' perceptions of transformational leadership and positive engagement with their work (Katou A. A, 2020). Work engagement was impacted by several transformational leadership characteristics. (Bass et al., 2003). This study provides appropriate literature related to transformational leadership and works engagement in addition has been demonstrated that transformative leadership and work engagement have a significant and positive link. (Katou A. A, 2020). Therefore, this study proposes the hypothesis:

***H<sub>1</sub>: Transformational leadership is positively and significantly correlated with Engagement at work.***

## 2.4 Transformation leadership and employee engagement

Considering the nature of this study, transformational leadership has been measured in these four dimensions by different authors (Bass, 2003). In the category of transformational leadership, idealized influence, motivating inspiration, individualized concern, and intellectual stimulation were classified. Creating strong, respect-based impressions of confidence in front of the employee is an idealized influence. Inspirational motivation provides a view of the future strictly and positively for the employees, which helps to achieve the organization's mission and goals. And it builds a positive engagement of an employee with his/her job (Bass, 2003) engages with the organization. Individualized consideration provides a platform to understand the employee in the best way. Similarly, Intellectual stimulation emphasizes creativity and innovation in the workplace. All of these transformational leadership behaviors create positive work and employee engagement. One of the most recent models of employee engagement has been presented by (Bedarkar, 2014). The study supports the concept that only the intelligent behavior of leaders can lead toward work and life balance for employees. (Jalal, 2016) founded that or commitment of the organization is related to the involvement of members with corporate goals. Cognitively and physically engaged employees can achieve the ultimate success of business organizations. The engagements have an encouraging connection with transformational leadership (Salanova et al., 2011) because, transformational leadership directly impacts the psychological state of employees (Avolio et al., 2009). Similarly, the different behaviors of employee engagement Vigor (high level of inspiration to work), Absorption engagement with the work with full attention) (Gonzalez-Roma et al., 2006; Langelaan et al., 2006; Liorens et al., 2007). The third behavior is dedication which is a sense of implications, inspiration, self-confidence, and challenge (Schaufeli and Bakker, 2004, 2010). So, it can be stated that a person who is fully engaged with his/her work also fully involves with the transformational leader (Brown, 1996).

***H<sub>2</sub>: Transformational leadership is positively and significantly correlated with employee engagement.***

## 2.5 Work engagement and employee engagement

During the session of covid-19 lockdown, coronavirus SOP has been adopted internationally a compulsion of facemasks, social distancing, and working from home is a major challenge for leaders in how to provide an environment like organization at home. On another side, it's also difficult for employees to work with full attention and retention by working at home. Employees have to face many challenges when they are working from domestic premises and have no surety about 100% salary during the WFH session. All of these discussed issues demoralize the engagement of employees in their work. In this situation, employee engagement is fully required to meet up with all of the challenges here the transformation leadership takes place they should speak voluntarily and stimulate the members by upgrading their morale through positive and strong communication skills. They have to provide a smooth environment so employees can speak about their problems. (Chanana, 2020) work engagement and employee engagement are the capacity to which personnel sense fascinated with their jobs, are dedicated to the company, and put discretionary effort into their paintings, and Engaged people feel positively approximately their situation, but past mere pride they're inspired to deplete strength on an assignment. Mission engagement has been called a growing effective phenomenon inside the realm of positive psychology (Seligman & Csikszentmihalyi, 2000).

***H<sub>3</sub>: Work engagement is positively and significantly correlated with employee engagement.***



## 2.6 Mediation role of Employee Engagement

For the maintenance of organizational values member, engagement is a serious issue for any organization. It is a basic need for the nay corporate to maintain human resources in their organization. Without strength and positive involvement of employee's organization cannot endure for a long period (Chanana, 2020). Employee engagement preserves, while there is still no consensus on the term (Schaufeli, 2012) notes that the idea of work and employee engagement, which first appeared in the 1990s, is a novel idea for both the business and educational sectors (Köse, 2016). People's engagement is conceptualized in many different ways, and there is no globally accepted description of engagement at work. The fact that there are several definitions and reviews for this novel notion demonstrates that debate about its definition endures. Employee engagement, which has a favorable correlation with both engaging the job and engaging the employee with the transformational leader, mediates the relationship between transformational leadership and work engagement. (Cifre, 2011). (Sarkar, 2020) defined an updated new aspect of engagement employees is considered as family engagement for organizations by providing them new compensation in the tough times of COVID-19 work from home by giving them time relation to spending time with their family. The above-discussed works supports the concept that workers engagement mediation is compulsory for leaders to engage them with their work.

***H<sub>4</sub>: Employee engagement mediates the association between transformational leadership and work engagement.***

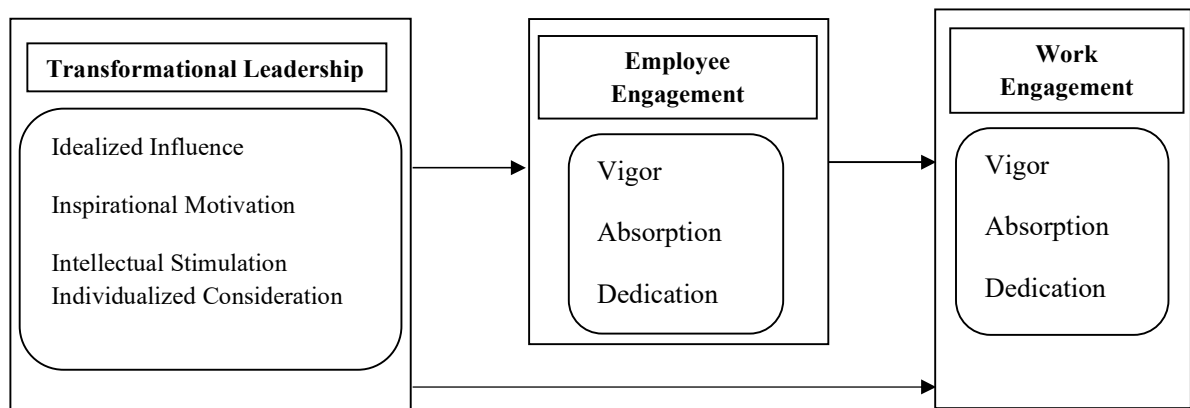


Figure 1. Model of the Study

## 3. Methodology

### 3.1 Sample

The study is survey-based, and data is collected from white colors personnel of top five banks Habib Bank, MCB Bank Limited, the National Bank of Pakistan, United Bank, and Allied Bank Limited in Pakistan. Overall, 570 questionnaires were dispersed between the white color employees and finally 310 responses were included in this study. The sampling procedure used for this quantitative study is probability sampling. Both male and female working employees participated as respondents for the questionnaires. The gender category is founded in favor of females (145) and males (165), as demonstrated in online responses and self-administrative surveys. Both methods were used to collect, keeping in mind the limitations and social distance due to the COVID-19 pandemic.

The schedule for getting responses to the questionnaire was delivered to participants according to their availability. The participants returned the filled questionnaire via email and their visits

to banks. When the managers of the banks returned the filled questionnaires then almost 325 questionnaires were returned questionnaires were incomplete or missing.

### 3.2 Measures

All the items were measured using the 5-point likert scale 1-strongly disagree to 5-strongly agree.

#### 3.2.1 Transformational Leadership

In this study transformational leadership was measured 30-items scale developed by (Dönmez, 2017). Sample item to measure the transformational leadership is “My Manager makes me feel that what I do is valuable and useful”. The alpha value for this variable was .886.

#### 3.2.2 Work Engagement

Work engagement was measured using 14-items scale developed by (Schaufeli & Bakker 2003). Sample item was “I am immersed in my work”. The alpha value for this variable was .894.

#### 3.2.3 Employee Engagement

Employee engagement was measured using the 8-items scale developed by (Shuck et al., 2017). Sample item was “I feel a strong sense of belonging to my job”. The alpha value for this variable was .864.

## 4. Results

### 4.1 Demographic Analysis

In this research KMO values are acceptable for future analysis’ value is considered significant if the value is less than 0.05 in this Bartler test all values are founded to be significant with a p-value less than .001.

**Table 1. Demographic Analysis**

Gender	Frequency	Percent
Male	165	53.2
Female	145	46.8
Total	310	100.0
Years	Frequency	Percentage
25-30	118	38.1
31-35	150	48.4
36-40	31	10.0
41-45	6	1.9
46-50 or above	5	1.6
Total	310	100.0
Education	Frequency	Percent
Bachelor’s degree	98	31.6
Master’s degree	155	50.0
Professional degree	29	9.4
PhD degree	28	9.0
Total	310	100.0

### 4.2 Reliability Analysis

The reliability of the selected scale was identified for the full questionnaire and the individual variables. Reliability is the measure of a five-point Likert scale based on the research

questionnaire found, the result is shown in table (52). Cronbach's Alpha is used to measure the reliability of data.

There is no missing value found in cases as an incomplete form where excluded. The deletion method list-wise basis contained all variables in the analysis. The Cronbach alpha resulted in a value of .824 for 52 items. So, the current instruments for results were found reliable for research. To ascertain the reliability of individual variables, independent reliability was also calculated.

**Table 2. Reliability Analysis**

Construct	Valid N	Numbers of Item	Cronbach's Alpha
Transformational Leadership	310	30	.886
Work Engagement	310	14	.894
Employee Engagement	310	8	.864

In the above-shown results, the reliability of individual variables Transformational leadership and work engagement was found more than .7 which shows that all variables are also founded reliable for the study. The reliability of an instrument increase with the number of items and sample size so, it is also reliable for the study.

#### 4.2 Correlation Analysis

The result of the analysis represents the nature and intensity of the relationship of variables with each other. The bivariate correlation analysis is selected to perform in the collected data survey. The following table shows the correlation:

**Table 3. Correlation Analysis**

Constructs		TL	WE	EE
Transformational Leadership	TL	1		
Work Engagement	WE	.665**	1	
Employee Engagement	EE	.544**	.613**	1

**Notes:** \*\*. Correlation is significant at the 0.01 level (2-tailed).

The above results are showing correlations for transformational leadership as an independent variable as other dependent and mediator. The highest correlation is founded between work engagement (.655) and employee engagement (.613). the correlation was found significant at a 0.01 significance level for the two-tailed test.

#### 4.3 Regression Analysis

The simple linear regression model is used to test the started hypothesis derived from the designated conceptual model in chapter two. The regression analysis showed a positive coefficient value of .656 at a significance level less than .001. so, we can say that there is a positive impact of transformational leadership on work engagement. Therefore, the  $H_1$  was accepted.

The regression analysis showed that the beta value was .530 at a significant level less than .001. So, we can say that there is a positive relationship between transformational leadership and employee engagement. Hence, the results are significant with a P-value of .000 significant levels. Therefore, given significant values of F, and R-square, and t-statistics in simple regression analysis provide enough evidence that Transformational leadership has a strong & positive impact on employee engagement so, hypothesis  $H_2$  was accepted.

The regression analysis showed that the beta value was .426 at a significant level less than .001. So, we can say that there is a positive relationship between transformational leadership and



employee engagement. Hence, the results are significant with a P-value of .000 significant levels. Therefore, given significant values of F, and R-square, and t-statistics in simple regression analysis provide enough evidence that Transformational leadership has a strong & positive impact on employee engagement so, the H<sub>3</sub> was accepted.

#### 4.4 Mediation Analysis

Employee engagement is a mediator. Therefore, it is important to check the power of employee engagement as a mediator in changing environment of the banking sector of Pakistan. The major dependent variable of this study is work engagement and another variable is transformational leadership which is taken as the independent variable. In this case, the process model suggests the use of mediator multiple regression (MMR) models to determine the relationship of actual variables and contrast, compare with the response of regression value in the presence of the mediator.

For testing the hypothesis which involved the action of mediating variables, the literature review suggested the satisfaction of necessary assumptions. These assumptions are explained below:

##### 4.4.1 Assumption of Linear Relationship

In this assumption, the previously tested hypothesis provide evidence that transformational leadership and work engagement have a significant linear relationship. Therefore, the assumption is valid to test the hypothesis of mediating variables in this research.

##### 4.4.2 Multivariate Normality of residuals

The residual normal distribution is another important assumption that was already satisfied by ANOVA tables in previous sections for the hypothesis has involved transformation leadership and employee engagement. So, MMR can be used to test the presence of the mediator's variable Employee engagement in this research.

**H<sub>4</sub>: Employee engagement mediates the relationship between transformational leadership and work engagement.**

For mediation analysis, the fourth model of Process Macro (Hayes, 2017) was chosen. This model permits us to use block one for the independent variable Transformational leadership, with Work engagement. Block two of linear regression is used to add the effect of Employee engagement as a mediator, and the significance of the R-square is compared in both models. The following model, a summary shows the value of the regression coefficient in the process model. Enter method is used in both processes, as presented below in the case summary.

**Table 4. Model Summary**

R	R-sq	MSE	F	df1	df2	p
.8555	.7319	.2883	54.5910	2.0000	40.0000	.0000
Constructs	$\beta$	SE	t	p	LLCI	ULCI
Constant	-.0211	.0819	-.2577	.7980	-.1867	.1445
TL	.3120	.0962	3.2425	.0024	.1175	.5064
EE	.6489	.0987	6.5728	.0000	.4493	.8484
The direct effect of X on Y	Effects	SE	t	p	LLCI	ULCI
	.3120	.0962	3.2425	.0024	.1175	.5064
Indirect effect(s) of X on Y	Effects	Boot SE	Boot LLCI	Boot ULCI		
	.3439	.1019	.1039	.5044		

The above value of regression coefficients is shown the link between Transformational leadership and Worker engagement. The results are significant at 0.002 for transformational

leadership R is .5438 and the value of F is 17. 2162. After analyzing the original relationship of employee engagement and Transformational leadership in presence of the mediator variable Employee engagement it becomes .8555 as shown in the table below. This table summary illustrates a rise in the value of R in the presence of mediator Employee Engagement. So, the influence of Transformational leadership supports employee engagement. Employee engagement impacts transformational leadership and with a significant value of .0000 since the significant value of transformational leadership and work engagement is .0024 member engagement mediates the partial mediation between these two variables.

The above model shows the significant relationship between transformational leadership and work engagement with R.6659 with significant .0000 values. This shows that there is a positive and significant relationship. The direct impact of transformational leadership on work engagement is found as significant in hypothesis H2, and the result is verified above as well. The total effect is .6559 with a significant value of .0000; the t-statistic is also 5.7021, and the direct impact value is .3120 with a significant value of .0024, which demonstrates how transformative leadership and employee engagement are positively correlated.

There is a significant positive mediation for employee engagement with a coefficient value of for all of the bootstraps that have found the indirect effect to be significant. 3439. The coefficient value indicated above is utilized to draw the conclusion that, for both transformational leadership and employee engagement as the mediating effect and independent variables, the value of the t-statistic has changed.

Regression was seen in the aforementioned table as a result of a positive beta coefficient, and worker engagement increases the influence of transformational leadership. As a result, the H4 is acceptable because the study presented above supported the change that employee engagement brought about.

## **5. Discussion**

This qualitative study's objective is to conclude the association between transformative leadership and workplace engagement by using employee engagement as an effective mediator. The conclusion and findings of this qualitative research are supported by qualitative data and the analysis of the data using statistical tools. The four generated hypotheses of this research are proved correct successfully through the survey. The research finding discovered that TL has a positive and significant force on work engagement and employee engagement. Using a survey of 350 participants from Pakistan's top five banks in Faisalabad, the intended conceptual framework is validated. The research question stated: "What is the relationship between transformational leadership and work engagement?" and "How does transformational leadership impact work engagement in the banking sector of Pakistan?" Thus, the theoretical framework of Affective Event Theory is used to answer the research questions. According to the affective event theory, the interpersonal relationships of transformational leadership with employees and events that happen in the daily routine at the workplace enhance the creation of positive and negative impacts on work engagement and employee engagement. Affective events theory supports the concept that transformational leadership influences the moods and emotions of employees, which creates positive or negative work and employee engagement. The second question also focused on the degree to which transformative leadership and workplace engagement are related in the banking industry. Employee engagement has a favorable and considerable impact on both transformational leadership and employee engagement, according to the findings of the data analysis, which were clearly stated in the testing of hypothesis H4. Employee tenacity significantly and favorably influences transformative leadership and workplace engagement. It is evident from testing the H4

hypothesis that work engagement strengthens the link between transformative leadership and it. Similarly, the first research question was: What is the association between transformational leadership, work engagement, and employee engagement? After testing H<sub>2</sub>, H<sub>1</sub>, and H<sub>3</sub>, the positive value of the beta coefficient and its significant value proved that there is a positive relationship among these three variables. The functioning of H<sub>4</sub> demonstrates how the interaction effect between transformative leadership and employee engagement altered the values of the regression coefficient. Since there is ample evidence that employee engagement significantly mediates the relationship between transformative leadership and staff engagement in Pakistan's banking industry, hypothesis H<sub>4</sub> is accepted. Through the verification of all the hypotheses H<sub>1</sub>, H<sub>2</sub>, H<sub>3</sub>, and H<sub>4</sub>, it is successfully proved that self-efficacy and resilience are significantly affecting transformational leadership and work engagement.

### **5.2 Theoretical and Practical Implications**

This study supported the affective event theory by and found strong relationship between Transformational leadership with work engagement and employee engagement. It can be future study to improve the performance of organizations. Transformational leadership is the style that can create such an environment in which employees need motivation and encouragement to achieve effective success for the whole organization. Pakistani organization needs to improve their leader who always motivates their employees, and transformational leadership can be used in the future to create effective leadership in the working environment of Pakistan.

### **5.3 Future Directions**

This research study has some limitations. It only uses the banking sector of Faisalabad to study the influence of transformational leadership and work engagement. Moreover, the selection of quantitative data did give the advantage of accurate numerical data collection, but detailed aspects of the research implications are yet to be discovered. As a result, the study lacks qualitative information from interviews and in-depth discussions. In future research, the use of mixed methods of research of data collection advised accessing the perpetual understandings and detailed points of view of collection about transformational leadership and work commitment in the Finance area should be collected. If all questionnaires had been filled out, the accuracy of the response would have increased. To decrease the no-response error, more meticulous methods of collecting completed questionnaires should be employed in future e-research. Due to the narrow scope of the study and the use of only one sort of data, the triangulation of research is also not successful.

Transformational leadership plays a crucial role in bringing about change in organizations through his/her positive behaviors. The research confirms that employee engagement absolutely increases the attachment of employees and engages the employee to achieve his personal goals and objectives related to work. Positive attitudes, emotions, and events create work commitment in the banking zone of Pakistan. The response of the present research was drawn out from a single second-hand sample beginning immediately with one organization, which could bounce the generalizability of this conclusion to another organizational context. Additionally, upcoming studies may also reflect observing the influence of diverse leadership projections, and styles of leadership.

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