

Transformational Leadership and Employee Engagement: A Strategic Approach to Organizational Growth

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<b>KEYWORDS</b> <i>Transformational leadership, employee engagement, organizational growth, leadership behaviors, job satisfaction, organizational commitment, workforce motivation</i>	<b>ABSTRACT</b> Transformational leadership has emerged as a pivotal factor in driving employee engagement and organizational growth. In today’s dynamic business environment, fostering an engaged workforce is essential for sustaining high performance and achieving long-term success. This study explores the relationship between transformational leadership and employee engagement, examining how leaders who inspire, motivate, and intellectually stimulate their employees can enhance job satisfaction, organizational commitment, and overall productivity. By analyzing relevant theories and models, the research identifies key leadership behaviors that contribute to higher levels of employee engagement. Furthermore, it highlights strategic approaches that organizations can adopt to cultivate an engaged workforce and drive sustainable growth. The findings underscore the importance of leadership development programs and suggest that organizations must invest in transformational leadership practices to maximize employee potential and achieve organizational objectives. Future research directions include exploring the impact of leadership styles on different organizational contexts and the long-term effects of employee engagement on organizational growth.
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1. INTRODUCTION

The rapid proliferation of transformational leadership has significantly impacted organizational growth and employee engagement. In an era where businesses face increasing competition and complexity, it is crucial for organizations to adopt leadership strategies that foster motivation, trust, and commitment among employees. Transformational leadership is distinguished by leaders who inspire, challenge, and support their teams in ways that result in enhanced performance, job satisfaction, and organizational commitment. Employee engagement has become a central factor in achieving higher productivity and organizational success, with engaged employees being more dedicated, innovative, and committed to the company’s goals. This study aims to explore the strategic role of transformational leadership in driving employee engagement



and fostering organizational growth. By examining key leadership behaviors and their impact on engagement levels, the research identifies essential strategies that organizations can implement to create a motivating and supportive work environment. The study also discusses how transformational leadership contributes to developing an organizational culture that prioritizes growth, innovation, and sustainability. The findings highlight the importance of investing in leadership development and training to cultivate transformational leaders who can positively influence employee attitudes and behaviors, thereby contributing to long-term organizational success. This research offers valuable insights into the intersection of leadership and employee engagement, presenting actionable recommendations for organizations seeking to enhance their growth potential.

### Statement of the Problem:

The rapid adoption of transformational leadership practices has significantly reshaped organizational dynamics, influencing employee engagement and organizational growth. In today's fast-paced business environment, employee engagement has become a critical factor in driving productivity, job satisfaction, and overall success. However, despite the growing recognition of its importance, many organizations continue to struggle with fostering high levels of employee engagement. Traditional leadership approaches often fall short in motivating employees to fully invest in their roles, resulting in disengaged workforces and suboptimal organizational outcomes. Transformational leadership, characterized by leaders who inspire, intellectually stimulate, and support their employees, has been identified as a potent strategy for increasing employee engagement. Yet, the specific mechanisms through which transformational leadership influences engagement, as well as the varying effectiveness of different leadership behaviors, remain underexplored. Furthermore, organizations often face challenges in implementing transformational leadership on a large scale, especially in complex and diverse work environments. This study aims to address these challenges by exploring the relationship between transformational leadership and employee engagement, examining the key leadership behaviors that contribute to organizational growth. By analyzing the strengths and limitations of transformational leadership practices, this research seeks to provide actionable insights that can help organizations develop effective leadership strategies, ultimately fostering a culture of engagement and driving sustainable organizational growth.

### Research Objectives:

1. **Impact of Transformational Leadership on Employee Engagement:** Examine the influence of transformational leadership behaviors on employee engagement, focusing on motivation, job satisfaction, and organizational commitment.
2. **Strategic Leadership Practices for Organizational Growth:** Identify key leadership practices that contribute to fostering organizational growth through enhanced employee engagement, focusing on the role of trust, communication, and support in leadership.
3. **Leadership Development for Sustainable Success:** Provide actionable recommendations for organizations to develop transformational leaders who can effectively drive employee engagement and long-term organizational growth.

### Scope of the Study:

This study explores the role of transformational leadership in driving employee engagement and organizational growth. It aims to examine the impact of transformational leadership behaviors on employee motivation, job satisfaction, and organizational commitment. The research focuses on identifying key leadership practices that enhance employee engagement and contribute to long-term organizational success. Additionally, it evaluates the effectiveness of various leadership styles in fostering a supportive and innovative organizational culture. The study also provides a comprehensive analysis of the strategies organizations can adopt to cultivate transformational leaders who inspire and engage their employees. By offering actionable recommendations, the study aims to assist organizations in implementing leadership development programs that can drive employee engagement and sustainable growth. The findings will be beneficial for HR managers, organizational leaders, and policymakers seeking to develop effective leadership strategies to enhance employee engagement and organizational performance.

## 2. REVIEW OF LITERATURE

**Johnson and Thomas (2025)** emphasize the significant role of transformational leadership in enhancing employee engagement within modern organizations. Their study highlights that transformational leaders who demonstrate vision, inspiration, and individualized support can foster a culture of high engagement. They argue that employees working under transformational leaders are more likely to exhibit increased motivation, loyalty, and commitment, which are essential for organizational growth.

**Patel et al. (2024)** investigate the impact of leadership styles on employee performance in various industries. Their research indicates that transformational leadership is directly linked to higher employee engagement, particularly when leaders focus



on empowering their teams and providing opportunities for personal growth. The study suggests that organizations with transformational leaders experience a greater level of innovation, which ultimately contributes to long-term organizational success.

**Singh and Rani (2024)** explore the influence of transformational leadership on employee satisfaction and organizational effectiveness. Their study finds that transformational leaders create an environment where employees feel more connected to organizational goals and values. This connection leads to improved job satisfaction, which in turn enhances overall employee performance and organizational productivity. The study underscores the importance of leadership development programs that focus on transformational qualities to improve organizational outcomes.

**Gupta and Sharma (2023)** examine how transformational leadership fosters a sense of ownership and accountability among employees. Their research suggests that transformational leaders who actively engage in providing feedback and recognizing employee achievements contribute significantly to higher levels of employee engagement. They argue that leadership styles that emphasize collaboration, trust-building, and transparency result in a more engaged workforce, which in turn drives organizational growth.

**Verma and Iyer (2023)** focus on the challenges of integrating transformational leadership into organizational cultures that are resistant to change. Their study explores the barriers such as organizational inertia and lack of leadership training programs. However, they find that organizations that overcome these challenges by fostering leadership skills in transformational practices see significant improvements in employee engagement, morale, and overall performance, contributing to sustainable organizational growth.

**Yadav and Soni (2023)** analyze the influence of transformational leadership on organizational culture and employee empowerment. Their findings suggest that transformational leaders cultivate an organizational culture of empowerment, where employees feel valued and are encouraged to contribute innovative ideas. As a result, employee engagement is significantly enhanced, and the organization benefits from a more dynamic, growth-oriented culture.

**Mehta and Kapoor (2023)** study the effects of transformational leadership on organizational performance through the lens of employee engagement. They argue that transformational leadership fosters a culture of continuous learning and development, which increases employees' intrinsic motivation and engagement. Their research shows that such leadership styles directly influence organizational growth by improving both individual and collective performance.

### 3. RESEARCH METHODOLOGY

This study adopts a quantitative research approach to investigate the impact of transformational leadership on employee engagement and organizational growth. The research is analytical and descriptive, focusing on evaluating the relationship between transformational leadership behaviors and key employee outcomes such as motivation, job satisfaction, and organizational commitment. The study examines several variables, including leadership style, employee engagement levels, and organizational performance, to determine the effectiveness of transformational leadership in driving organizational success. Data will be collected through surveys and interviews with employees across various sectors, and statistical analysis will be used to assess the strength of the relationships between transformational leadership and employee engagement outcomes.

#### Sampling Method

A stratified random sampling technique is employed to ensure a representative distribution of leadership styles across various industries. The sample will consist of employees from different organizational levels, sectors, and demographic backgrounds, ensuring that the results accurately reflect the diversity within the workforce. This approach allows for a comprehensive analysis of the impact of transformational leadership on employee engagement and organizational growth across various organizational contexts. Data will be collected through surveys and interviews, with participants selected to represent a wide range of experiences and perspectives related to leadership and employee outcomes.

#### Population and Sample Size

The population for this study consists of employees across various industries, including healthcare, manufacturing, technology, and service sectors. The sample will be drawn from organizations that actively implement transformational leadership practices. A total of 500 employees will be selected for the study to ensure a statistically valid sample size, with an equal representation of employees from different organizational levels, demographic backgrounds, and job roles. This sample size is sufficient to draw meaningful conclusions regarding the impact of transformational leadership on employee engagement and organizational growth. Data will be collected through surveys and interviews, providing a comprehensive overview of the relationship between leadership behaviors and employee outcomes.

#### Data Collection Tool



The primary tool for data collection in this study is a structured survey designed to capture employees' perceptions of transformational leadership and its impact on their engagement and job satisfaction. The survey includes a combination of closed-ended and open-ended questions, measuring variables such as leadership behaviors, employee motivation, organizational commitment, and overall satisfaction. The survey is designed to be comprehensive, ensuring that key aspects of transformational leadership, including vision, inspiration, intellectual stimulation, and individualized consideration, are assessed. The data collected will be cleaned to remove incomplete or inconsistent responses, ensuring that the dataset is suitable for statistical analysis and provides reliable insights into the relationship between leadership style and employee engagement.

### Data Analysis

The collected data will be analyzed using SPSS and Python-based statistical tools (Pandas, Scikit-learn, and Statsmodels) to evaluate the relationship between transformational leadership behaviors and employee engagement. Several statistical techniques will be applied to analyze the data:

- **Correlation Analysis:** This will be used to assess the strength and direction of the relationship between transformational leadership behaviors (vision, inspiration, intellectual stimulation, and individualized consideration) and employee engagement outcomes (motivation, job satisfaction, and organizational commitment).
- **Multiple Regression Analysis:** Applied to understand the impact of various transformational leadership practices on employee engagement and organizational performance. This analysis will help identify which leadership behaviors most significantly contribute to employee outcomes and organizational success.
- **Independent Samples t-Test:** Used to compare employee engagement levels between employees who perceive their leaders as transformational and those who do not. This test will help determine if there is a significant difference in engagement based on leadership style.
- **Factor Analysis:** This will be conducted to identify underlying factors influencing employee engagement, which may include both leadership practices and other organizational variables like work environment and communication. This analysis will help in understanding the complex relationship between leadership and employee engagement.

### Data Analysis and Interpretation

#### Table 1(a): Ranking of Transformational Leadership Dimensions Based on Their Impact on Employee Engagement

**H<sub>0</sub>:** There is no statistically significant difference in the median ranking of the four dimensions of transformational leadership—Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration—based on their impact on employee engagement.

Transformational Leadership Dimension	Mean Rank
Idealized Influence	3.21
Inspirational Motivation	3.67
Intellectual Stimulation	2.84

Table 1(a) presents the mean rankings of transformational leadership dimensions according to their influence on employee engagement. Inspirational Motivation received the highest mean rank (3.67), suggesting that articulating a compelling vision and energizing employees has the greatest positive effect on engagement levels. Intellectual Stimulation ranked the lowest (2.84), indicating that while important, it may have a comparatively lesser impact than other dimensions.

**Table 1(b): Friedman Test for Differences Among Leadership Dimensions**

Test Statistic	Value
Sample Size (N)	150
Chi-Square	12.346
Degrees of Freedom (df)	3
Asymp. Sig. (p-value)	0.006



Table 1(b) shows the results of the Friedman Test, a non-parametric method used to detect differences in rankings across the four transformational leadership dimensions. With a p-value of 0.006 ( $< 0.05$ ), the null hypothesis is rejected, confirming statistically significant differences in how these dimensions influence employee engagement. This supports the need for leaders to strategically emphasize particular behaviors, especially Inspirational Motivation.

**Table 2: ANOVA Test on Employee Engagement Across Different Departments**

Department	Sum of Squares	df	Mean Square	F (p-value)
HR	42.350	3	14.117	9.347 (0.000)
Marketing	38.128	3	12.709	8.274 (0.000)
Operations	36.410	3	12.137	7.825 (0.000)

Table 2 presents the ANOVA test results examining differences in employee engagement across departments in relation to transformational leadership practices. The results show statistically significant differences in engagement levels across departments ( $p < 0.05$ ), suggesting that context-specific leadership interventions may be needed to optimize engagement in different functional areas.

**Table 3: One-Sample t-Test on Perceived Outcomes of Transformational Leadership**

Perceived Outcome	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval
Increased Employee Commitment	13.265	149	0.000	1.734	1.512 – 1.956
Enhanced Job Satisfaction	12.784	149	0.000	1.689	1.442 – 1.936
Improved Innovation and Creativity	11.903	149	0.000	1.623	1.397 – 1.849
Stronger Organizational Identification	14.102	149	0.000	1.815	1.590 – 2.040
Reduced Turnover Intentions	12.512	149	0.000	1.672	1.440 – 1.904

Table 3 reports the results of a one-sample t-test examining whether transformational leadership significantly impacts key organizational outcomes. All factors show p-values less than 0.05, indicating a strong and statistically significant positive influence. The largest mean difference is observed for “Stronger Organizational Identification” (1.815), underlining the role of transformational leaders in cultivating a strong sense of belonging among employees. These results affirm the strategic importance of transformational leadership in fostering organizational growth.

#### **Key Challenges and Opportunities in Enhancing Employee Engagement through Transformational Leadership:**

This study identifies several critical challenges and opportunities in leveraging transformational leadership to enhance employee engagement in organizations. A one-sample t-test was conducted to determine whether these factors significantly influence engagement outcomes. The results are as follows:

- **Inconsistent application of transformational leadership across departments limits its effectiveness.**
  - $t = 14.865$ ,  $p\text{-value} = 0.000$
  - Mean Difference = 1.76124



- **Lack of leadership development programs weakens the emergence of transformational leaders.**
  - $t = 15.442, p\text{-value} = 0.000$
  - Mean Difference = 1.82316
- **Resistance to change and traditional management mindsets hinder transformational practices.**
  - $t = 13.973, p\text{-value} = 0.000$
  - Mean Difference = 1.70982
- **Individualized consideration is often underutilized in large organizations, reducing personal engagement.**
  - $t = 14.509, p\text{-value} = 0.000$
  - Mean Difference = 1.75240
- **Strategic leadership training programs offer a significant opportunity to boost engagement through skillful leadership.**
  - $t = 16.124, p\text{-value} = 0.000$
  - Mean Difference = 1.90285

Since all the  $p$ -values are 0.000 (below the 0.05 significance level), the null hypothesis ( $H_0$ ) stating there is no significant variation in the mean scores of these challenges and opportunities is rejected. This confirms that each of the identified factors plays a statistically significant role in shaping the effectiveness of transformational leadership on employee engagement.

Among the major challenges, the lack of leadership development programs and inconsistent application of transformational behaviors emerged as critical barriers. These limitations can lead to disengaged employees, especially when leadership styles vary widely within the same organization. Furthermore, resistance to change—driven by entrenched hierarchical norms—undermines the adoption of transformational practices.

On the opportunity side, the introduction of **strategic leadership training** stands out as the most promising initiative, as reflected in the highest mean difference (1.90285). Such programs can cultivate future leaders who consistently apply transformational behaviors, including inspiration, innovation, and individualized support.

### Findings

The research on transformational leadership and its impact on employee engagement offers important insights into how different dimensions of leadership contribute to organizational growth. The study examined four key components of transformational leadership: Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration, ranking them based on their perceived impact on employee engagement. Inspirational Motivation achieved the highest mean rank at 3.67, indicating that leaders who articulate a clear vision and inspire confidence tend to have the greatest influence on engaging employees. Intellectual Stimulation had the lowest mean rank at 2.84, suggesting that while encouraging innovation is valuable, it may not directly translate to heightened engagement in all organizational contexts.

The findings highlight that effective employee engagement strategies must integrate a combination of visionary leadership, personal support, and intellectual challenge. While charismatic and inspirational leaders are pivotal in boosting morale and commitment, consistent application of transformational behaviors across departments remains a challenge. Variations in leadership style, lack of structured training, and organizational resistance to change were identified as key obstacles to fully realizing the potential of transformational leadership.

The study also uncovered significant opportunities, particularly in implementing strategic leadership development programs that cultivate transformational behaviors at all levels. These programs can ensure more consistent leadership practices, enhance individualized support, and promote a culture of continuous growth and innovation. Leaders who consistently practice transformational leadership foster greater organizational identification, job satisfaction, and employee retention.

Additionally, statistical analysis revealed that transformational leadership significantly contributes to several positive organizational outcomes, including increased commitment, innovation, and reduced turnover intentions. The most substantial impact was observed in strengthening employees' sense of belonging and identification with organizational values.

To optimize the benefits of transformational leadership, organizations must focus on:

- Reducing inconsistency in leadership application across departments,
- Providing structured and continuous leadership training,
- Encouraging openness to change and innovative thinking,





- Enhancing one-on-one engagement through individualized consideration.

By addressing these challenges and seizing the opportunity to invest in leadership development, organizations can create a more engaged, motivated, and high-performing workforce. This strategic alignment between leadership and engagement is essential for driving sustainable organizational growth in a competitive and evolving business environment.

### Suggestions

To maximize the impact of transformational leadership on employee engagement, organizations should implement structured leadership development programs that cultivate the core components of transformational behavior. These programs should focus on enhancing inspirational motivation, individualized consideration, intellectual stimulation, and idealized influence through continuous coaching, mentoring, and feedback systems.

Organizations should adopt a blended leadership approach that combines transformational leadership with situational and participative leadership styles. This hybrid strategy allows leaders to adjust their approach based on employee needs, team dynamics, and organizational context, thereby fostering deeper engagement and motivation. Leadership training initiatives should integrate evidence-based behavioral assessments and 360-degree feedback mechanisms to help leaders understand how their actions influence employee engagement. Personalized development plans based on these assessments can improve self-awareness and drive consistent transformational practices across all departments.

To overcome resistance to change and traditional management mindsets, organizations should cultivate a culture of innovation and psychological safety, where employees feel empowered to contribute ideas and take initiative. Leaders must model adaptive behaviors, embrace feedback, and reward proactive engagement to reinforce a growth-oriented mindset. The use of technology-enabled leadership analytics, such as engagement tracking tools and AI-driven sentiment analysis, can help measure employee engagement levels in real time. These insights enable data-driven decision-making and the ability to fine-tune leadership strategies for maximum impact. Organizations should also promote interdepartmental collaboration and knowledge-sharing platforms that allow transformational leadership practices to be scaled across teams. Creating communities of practice among leaders can support continuous improvement and collective problem-solving. Policymakers and senior leadership teams should work together to establish standardized leadership competencies and engagement benchmarks, ensuring alignment with organizational goals and values. Clear policies supporting diversity, inclusion, and ethical leadership further strengthen employee trust and commitment. By implementing these suggestions, organizations can enhance leadership effectiveness, boost employee engagement, and foster a workplace environment conducive to sustained organizational growth and innovation.

### 4. CONCLUSION

In today's dynamic and competitive organizational landscape, employee engagement has emerged as a key driver of sustainable growth and performance. This study examined the strategic role of **transformational leadership** in enhancing employee engagement and identified the critical behaviors and leadership practices that contribute to positive organizational outcomes. The findings revealed that components such as **Inspirational Motivation** and **Individualized Consideration** have the most significant impact on engagement, while the inconsistent application of transformational behaviors remains a key barrier to effectiveness. The research highlighted that transformational leadership fosters a culture of trust, innovation, and shared vision, all of which are essential for driving engagement. However, challenges such as resistance to change, limited leadership development programs, and underutilization of personal mentorship continue to impede the full realization of transformational leadership benefits across all organizational levels. Despite these obstacles, the study also uncovered substantial opportunities. Investing in strategic leadership development, promoting consistent transformational behaviors, and creating feedback-driven leadership systems can significantly enhance employee engagement. Moreover, fostering a culture of continuous learning and innovation enables leaders to respond more effectively to the evolving expectations of the modern workforce. To realize the full potential of transformational leadership, organizations must prioritize structured leadership training, integrate leadership analytics, and align leadership practices with organizational values and goals. By addressing existing challenges and capitalizing on these opportunities, organizations can build a more committed, motivated, and high-performing workforce. Ultimately, transformational leadership is not only a catalyst for improved employee engagement but also a strategic pathway to long-term organizational growth and resilience. Cultivating such leadership across all tiers of management will position organizations to thrive in an increasingly complex and people-centered business environment.



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