# THE TRANSFORMATIONAL LEADERSHIP'S IMPACT ON EMPLOYEE ENGAGEMENT, AND THE MODERATING ROLE OF ORGANIZATIONAL CULTURE A STUDY IN HEALTHCARE SYSTEM

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## ABSTRACT

*During the COVID-19 pandemic, which lasted from April to September 2020, the number of staff sick days increased by up to 20% in Jakarta's Hospital Pondok Indah (RSPI). Employee morale was harmed as a result of the absenteeism. Despite the fact that the management had approved health protocols, many of them declined to obey them, this phenomenon was believed because of a lack of employee involvement and corporate culture. While academics have called for more research into the factors that influence employee engagement, little is known about the role of organizational culture as a moderator in the health-care industry. This paper fills a void in the literature by examining the role of organizational culture as a moderator in the relationship between transformational leadership and employee engagement. The study used a quantitative survey of 60 hospital RSPI staff, and the data was analyzed using PLS-SEM. The paper provides empirical insights about transformational leadership positively affects employee engagement, and the inspirational motivation was the highest dimension gives the most effective employee engagement factors. Therefore, to develop employee engagement, RSPI needs to emphasize the element inside the dimension such as talk optimistically enthusiastically about about the future and what needs to be accomplished. Organizational culture is categorized as a market type, and does not moderate the relationship between transformational leadership and employee engagement. It was suggested to have more hierarchical culture to be able to strengthen the relationship, since health care industry need to be functioning smoothly, keeping the organization in a formal rules and policies.*

Key words: Employee engagement, Transformational Leadership, Organizational culture, healthcare system

## INTRODUCTION

Medical professionals have faced both physical and psychological stress due to the magnitude of this contagious public health disaster. Rumah Sakit Pondok Indah (RSPI) swiftly dealt with the COVID-19 epidemic, serving as the largest top-class hospital in Jakarta and one of the reference hospitals for COVID-19 suspected. A detailed procedure and plan were developed, to keep all employees healthy, mainly covering all staff and nurses throughout the hospital. However, for the last six months since the COVID-19 outbreak in Indonesia, employee's illness absence tends to be increased by 20%. Individual staff showed signs of fatigue that led to illness because they had to work overtime to replace the co-worker on the sick leave, and in turn, affecting employee productivity. Among several reasons for the increase in absenteeism, many of them refused to follow the health procedures. Health performance in RSPI is decreasing and affecting employee productivity. Among several reasons contributing to the issue, many people refused to follow the health protocol or procedures highlighted by RSPI management. As Catteeuw et al. (2007) stated, to boost productivity in a crisis time, the organization needs their employee to be engaged, obey rules, and stick together to achieve organization short- and long-term goals.

As Catteeuw, Flynn, and Vonderhorst (2007) stated, to boost productivity in a crisis time, the organization needs their employee to be engaged, obey rules, and stick together to achieve organization short and long term goals. Early research into employee engagement has resulted in several desirable outcomes, including positive relationships between employee engagement and profitability, job productivity, job tenure, and organizational citizenship behaviour (Catteeuw, Flynn, & Vonderhorst, 2007; Cross, Gray, Gerbasi, & Assimakopoulos, 2012; Macey & Schneider, 2008a; Pugh & Dietz, 2008; B. Shuck & Wollard, 2010; M. Shuck, Rocco, & Albornoz, 2011). This Thesis addressed the need for continued research into the conditions and antecedents that lead to employee engagement. This employee engagement phenomenon was suspected because of the ineffectiveness of implementation and lack of procedure control. On top of that, According to Mozammel and Haan (2016), employee engagement is influenced by transformational leadership.

Attracting, retaining, and motivating the best employees is critical to an organization's overall success and productivity (Marquard, 2010). Approximately 45% of job applicants are expected to have leadership abilities (Chibber, 2014). The study by Mozammel and Haan (2016) claims that transformative leadership can affect employee engagement. transformational leadership encompasses a leadership style in which leaders and followers empower and uplift each other by empowering each other with a desire for excellence and moral fiber (Burns, 1978). Incorporating transformative leadership styles is vital for effective leadership. The leaders encourage their staff to be aware of relevant topics that enable them to see things from a different viewpoint on the issues they're dealing with (Avolio & Bass, 2004). Leadership with transformational potential is likewise connected to great employee engagement. A transformative leadership style is essential for managing effective organizations, according to researchers Segura and Chance (2009).

Transformational leadership received considerable attention in the literature sector and revealed that transformational leadership and employee engagement are positively related. The systematic research investigating the relationship between transformational leadership and employee engagement but yielding mixed results motivated the present study. Baron ad Kenny (1986) had recommended using a viable moderator as a possible solution to such cases of inconsistent results. Therefore, examining a

contextual factor, such as organizational culture Kang et al. (2020) was the primary and reasonable choice suggested by many scholars (Harms & Crede, 2010; Hofstede, 2001; Sadri, Weber, & Gentry, 2011). It is pertinent here to point out that several scholars have argued about the importance of corporate culture in the development of leadership, namely, Schlesinger and Kotter (1992), Bass and Avolio (1994) Boyatzis, and McKee (2004), and Schein (2004).

According to Schein (1993), leaders of organizations were confronted by many problems confronted that materialize due to the leaders' inability to analyze and evaluate their organization's culture, "The bottom line for leaders is that they do not become conscious of the cultures". Since the organizational culture has been an important characteristic that influences groups and individuals' behaviours within an organization, this research will investigate corporate culture's effect as a moderating variable to strengthen the relationship between transformational leadership and employee engagement.

In addition to using organizational culture as a moderator in the current study as moderator analyzed using PLS-SEM, methodological improvements were implemented to fill the gap that past similar studies have not used. In this present study, it is expected that employee engagement will relate to transformational leadership in organizational culture to facilitate the interaction.

## LITERATURE REVIEW

### The effect transformational leadership on employee engagement

Employee engagement is a phenomenon that has garnered significant attention because of the many desired positive consequences of employee engagement that benefit the firms that employ workers (Kolvereid & Isaksen, 2006), and impacting organizational success (Macey and Schneider, 2008). Beginning with Kahn's (1990) study using a grounded theory method, researchers have utilized it in practical application by human resource managers and practitioners (B. Shuck & Wollard, 2010). According to Wellins and Concelman, (2005), employee engagement is a positive force that motivates and connects employees with their organization, either emotionally, cognitively, or physically. Employee engagement is the "harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances" (Kahn, 1990, p. 694). Ibrahim and Falasi (2014) defined that managers should address the importance and benefit of employee engagement because it will enhance employee performance, increase job satisfaction, and lead the organization to achieve goals. Therefore, employee engagement is a vital issue for organizational leaders because employees are the core asset of any organization (Lockwood, 2007).

Schaufeli et al. (2002, p.74) defined engagement as a "positive, fulfilling, work-related state of mind that is characterized by vigour, dedication, and absorption. Vigour is characterized by a high level of energy and mental resilience while working. Dedication refers to being strongly involved in one's work and experiencing a sense of significance and pride. Finally, absorption is characterized by being fully concentrated and happily engrossed in one's work" (Schaufeli & Bakker, 2004). The level to which an employee's cognitive, emotional, and behavioral state is oriented toward desirable corporate results is referred to as employee engagement (Shuck & Wollard, 2010). One of the key sources of competitive advantage is the field of employee engagement, and it may be useful in helping a company resolve difficulties that might affect a company's financial performance or productivity. Researchers have identified a few facts, and a corporation that has a high degree of employee engagement has offered proof of favorable business effects (Shuck & Wollard, 2010). Shuck and Wollard (2010) adopt the following definition for employee engagement: employee engagement is the amount to which an employee is emotionally, cognitively, and behaviorally connected to the work-oriented results of the business. Due to calls for further research on the causes of employee involvement in a work setting, few investigations have looked into it (Kim et al., 2009; Salanova et al., 2005). (Saks, 2006; Wollard & Shuck, 2011).
Antecedent factors that lead to employee engagement can be classified in various ways and may include individual and organizational antecedents that lead to engagement (Wollard & Shuck, 2011). The individual antecedent factor of employee engagement, for example, one study found that workers with a proactive personality, an individual antecedent, were more likely to create job resources, and increase levels of worker engagement (Bakker et al., 2012). Wollard and Shuck (2011) were able to identify organizational antecedents of employee engagement that were empirically tested. These organizational antecedent factors include job resources (Cole et al., 2012), corporate culture, clear expectations, corporate social responsibility, job characteristics, job fit, level of task challenge, manager expectations, manager self-efficacy, employee perception of workplace safety, rewards, supportive organizational culture, and use type of leadership (Hale, 2016). In employee engagement literature, both transformational leadership and job resources are typically examined as unrelated predictors of engagement (Cole et al., 2012; Kopperud et al., 2014)

It is difficult to find a clear definition of leadership, but all agree that it is a process of influencing individuals to help them reach their goals (Northouse, 2012). Managers are in a position of influence; thus they have access to and can use resources for organizational success (Bakar & Mahmood, 2014; Bento, 2011; Gappa, Austin, & Trice, 2007; Yukl & Mahsud, 2010). Burns (1978) popularized the notion of transformational leadership, which was previously brought to attention by Downton (1973). In today's business climate, high-demand ideas for teams in search of motivation and empowerment when faced with uncertainty are popular (Northouse, 2012). Transformational leadership, as described by Burns (1978), is a process in which leaders and followers mutually raise one other to higher moral and motivational levels. His approach stressed relationships between leaders and followers, which are crucial for attaining a shared purpose. In the early research by Burn and his colleagues, transactional interactions were considered transactional, with rewards and punishment used to motivate followers. Transformational interactions, on the other hand, were seen as inspiring and exciting for followers to increase their performance and ethics by focusing on a strong vision.

Bass (1985) expanded the transformational leadership concept and the importance of the difference between transactional leadership and transformational leadership by explaining that transformational leaders inspire and excite followers to great performance through vision, whereas, transactional leaders motivate and manipulate rewards. Transformational leaders motivate by increasing followers' awareness of the significance of high goals, having them look out for the organization above their interests, and helping shift followers focus to concentrate on more special needs (Antonakis, Avolio, & Sivasubramaniam, 2003; Bass, 1985; Bass & Avolio, 1994). Van Knippenberg and Sitkin (2013) critiqued the notion on the grounds that a clear definition of what a transformative leader achieves is missing. Rather, scholars use outcome-based approaches to describe transformative leadership, such as driving high-performing followers. Yet, according to Balwant (2017, p. 4), a transformational leader is one who has a "vision-focused leadership that uses behaviours to express a vision positively, motivates others to reach goals aligned with the vision, and models positive approaches to solving problems to promote growth in followers."

Four components, dubbed the four I's, have been characterized as a characteristic of transformational leaders: "charisma or idealized influence, inspiring motivation, intellectual stimulation, and personal concern" (Bass, 1985; Bass & Avolio, 1993). The majority of study on transformational leadership has concentrated on these four components and their effect on three types of followers and organizations. Transformational leaders have more pleased followers who feel empowered and driven to execute their task, according to research (Masi & Cooke, 2000; Ross & Offermann, 1997). Followers of transformative leaders frequently make more efforts, establish more successful workgroups, and benefit from increased efficacy and performance (Bass, 1985; Yammarino & Bass, 1990; Yammarino, Spanger, & Bass, 1993). For the sake of this study, transformational leadership is defined as motivating and motivating followers to perform above expectations, intellectually stimulate, and provide personal thought to others' self-interest in order to advance a greater collective cause (Bass, 1985).

Balwant, Rehaana, and Singh (2019) assert that visionary transformative leadership behaviors should increase employee engagement in three ways. To begin, a compelling vision can assist employees in internalizing the organization's objectives and values. Employees may therefore become engaged as a result of their certainty regarding the relationship between their actions and the future of their organization. Second, inspiring communication has the potential to engage employees through emotional contagion. Emotional contagion is defined as a "subconscious mechanism by which moods are transmitted through display mimicking" (Barger and Grandey, 2006, p. 1229). Employees are likely to get infected by their leader's emotions on an unconscious and physiological level" (Barger and Grandey, 2006). Third, it is essential for intellectual stimulation that leaders encourage people to critically investigate workplace challenges and discover innovative solutions. The behaviors of a leader may also impact workers' beliefs that the job is more difficult, as well as their views of job autonomy. As a result, employees will be more engaged." transformational leadership behaviors should inspire people to be engaged since the leaders show real interest in their job roles (Cropanzano and Mitchell, 2005). Transformational leadership is associated with employee engagement in a variety of companies, ranging from service organizations (Hoon Song et al., 2012; Vincent-Hoper et al., 2012). According to the explanation, we hypothesized that

H1:      Transformational leadership has a positive effect on employee engagement

**The moderating effect of organizational culture**

Pettigrew (1979) describes organizational culture as the system of accepted meaning for a certain group, acting publicly and collectively, as Pettigrew explains, at a particular period. Cameron and Quinn (2011) also described organizational culture as being characterized by what is valued, the leadership styles, the language and symbols, the processes and routines, and the criteria of success that help to set a company apart. The framework of O.C. by Schein (2004) presents a three-level approach to better understand the many aspects of O.C. Artefacts including buildings, written and spoken language, technology, and goods are all part of the "surface level" of corporate culture (Schein, 2004). Next is the set of values which has been accepted by society. Caring about or caring about others is a sign of values. Values are not easily observable but must be deduced from analyzing artefacts. Accordingly, as values become established as the belief, they start to reflect the whole organization's shared values and its members (Bess & Dee, 2008). With time, these beliefs and values slowly change into assumptions backed up by various norms, which contain beliefs and perceptions (Schein, 2004).

Finally, according to Schein (2004), O.C. originates from its founders' philosophy and strongly influences employee selection criteria. Subsequently, what the leader does determines the overall tolerable behaviour and what cannot be tolerated. Employees go through adapting (socializing) to the culture, which depends on matching employee values with the organizations.

The researchers (Cameron and Quinn, 2011) believe that there are several types of organizational cultures, and these may be classified into several content dimensions. In the study as it stands, organizational culture (O.C.) is defined as an enduring and implicit set of values, beliefs, and assumptions that characterize organizations and their members, and these four types are arranged in a linear hierarchy, beginning with Clanship, then proceeding to Adhocracy, Market, and Hierarchy (Cameron & Quinn, 2011).. Six characteristics of an organization may be classified into three categories: operational characteristics, organizational leader, and workforce management. Based on the research of Balwant et al. (2019), transformative leadership is linked to higher employee engagement. Study results reveal that transformative leadership is associated with employee engagement (Chin, Lok, and Kong, 2019). Transformational leadership is favorably associated with employee engagement, according to research by Breevaart, Bakker, Hetland, Demerouti, Olsen, and Espevik (2014). (Jena, Pradhan, & Panigrahy, 2018) all about creativity (Datche & Mukulu, 2015). Transformational leadership does not directly impact employee engagement; nevertheless, it is accomplished through emotional intelligence. Additionally, Prochazka, Gilova, and Vaculik (2017) noted.

Transformational leadership may affect employee engagement, but because this link is contingent on external factors, the influence is inconsistent. One interesting finding is that transformative leadership may enhance employee engagement, but creativity might counteract that link. creative According to (Cole et al., 2012), the influence of work resources on transformational leadership and employee engagement is less prominent in high transformational leadership groups. In fact, Blomme et al. (2015) found that Based on the extensive study that has been conducted, provide the necessary job resources like job control, access to knowledge, supervisor assistance, and an innovative workplace. Transformational leadership is associated with employee engagement as work resources rise, according to Balwant et al. (2019)." organizational culture as well as job resources are founded on resource-based theory (Lindstrom et al., 2000). Once the theory is understood, it is organized according to the following structure:

H2:     The relationship between transformational leadership and employee engagement would be stronger when organizational culture is high

## RESEARCH METHOD

The study used a quantitative survey using a questionnaire, stratified random sampling with data collection started from July to September 2020. The target respondent was the manager, supervisor and staff, According to Cohen (1992), the recommended sample size for data to be analyzed in SmartPLS3 with a significant level of 5%, expected $R^2$ of 0,5, minimum recommended samples was 42. We use SmartPLS3 to analyze the data because it is particularly suitable for small samples with complex models; a prediction-oriented method that does not require strong theory (Henseler et al., 2014). The questionnaire utilized a 5 Likert scale from strongly disagree (1).to strongly agree (5).

Transformational leadership is measured using the Multifactor Leadership Questionnaire (MLQ) (Bass & Avolio, 1990). The MLQ measures twelve leadership factors, of which five are transformational. These transformational factors were combined, to measure the four I's of transformational leadership: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Avolio, Bass, & Jung, 1999). In this study, Organizational Culture Assessment Instrument (OCAI) has been chosen by the current study as an instrument to measure organizational culture, because it is a quantified image of the overall culture, measures the six key dimensions that make a difference, widely used and validated framework, and follows a step-by-step and easy to use method (Schein, 2004). OCAI allows the analysis and determination of the dominant organizational culture type and its strength and congruence (Cameron & Quinn, 2011). The engagement was assessed with the Utrecht Work Engagement Scale (UWES; Schaufeli et al., 2002a). The items of the UWES are grouped into three subscales that reflect the underlying dimensions of engagement: Vigor (VI) (six items; e.g., 'When I get up in the morning, I feel like going to work'); Dedication (D.E.) (five items; e.g., 'I am enthusiastic about my job'), and Absorption (A.B.) (six items; e.g., 'When I am working, I forget everything else around me').

## RESULT

The sample size is 60 staff in RSPI, with male respondents represented a close percentage of total samples (48.3%) compared to the female respondents (51.7%). The majority of the respondents was the staff (48.3%), while 26.7% were managers. Most of the Respondent (45%) has less than 5 years of service, and only 28.3 % has more than ten years of service.

The highest mean value of variables was Transformational leadership (3.72) followed by organizational culture (3.71), and employee engagement (3.67). as shown in Table 1

**Table 1. Mean value of the variables**

|  | Employee Engagement | Transformational Leadership | Organizational Culture |
|---|---|---|---|
| Mean | 3.67 | 3.72 | 3.71 |
| Std. Deviation | 0.289 | 0.231 | 0.460 |

The manager perceived the level of employee engagement is the highest (3.7) and the older perceived employee engagement, is the highest (3.83). The most senior group of age perceived their leaders as transformational leaders (3.8). The organizational culture dimension has the highest score of success means the organization defines success based on having the most unique or newest product chosen with high rang kind is COS2 (4.17) which said that the respondent perceived that they are the product leader and innovator. The second highest dimension is strategic emphasis means the strategies that define areas of importance. The second-highest score for an organization emphasizes acquiring new resources to create new challenges (3.9). The type of organizational culture can be seen by mapping the four type in six cultural dimensions of the OCAI (Figure 1) exhibit the dominant culture type in the hospital. The Market type culture was most prevalent (3.84), followed by and Adhocracy (3.73) and Hierarchy (3.69), and Clan (3.547). Overall, the respondent's perceived culture mostly represented by the market culture, which core values as a results-oriented organization a major concern is to get the job done, aggressive, hard-driving competitiveness and result-oriented focus.
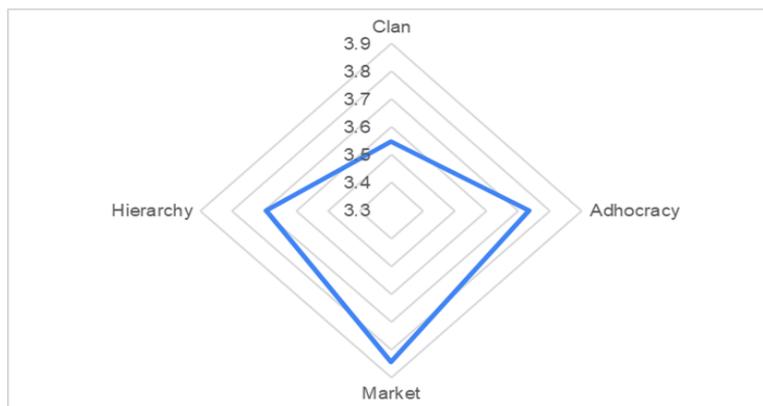
**Figure 1. The dominant type of culture**

The research model is shown in Fig 2, which consist of the inner model and outer model, and can be evaluated into two evaluation types: 1) measurement model evaluation and 2) structural model evaluation.
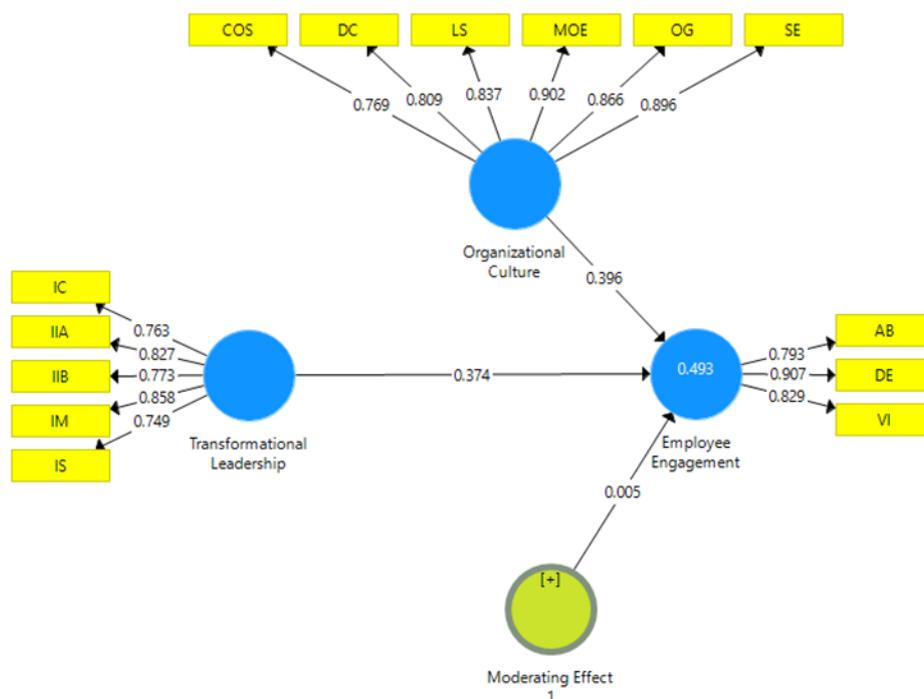


**Figure 2. Research Model**

As shown in Fig 2, outer indicator loading, has all value bigger than 0.7, with the path coefficient of 0.374 and R2 0f 0.493, indicating that the structural model has a good coefficient of determination. The internal consistency reliability is established means composite reliability and Cronbach's alpha coefficient exceed 0.70 (Hair et al., 2014). The result from the algorithm report in SmartPLS3 is shown in Table 2 below.

**Table 2 Measurement Model Evaluation Result**

| | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) |
|---|---|---|---|---|
| Employee Engagement (EE) | 0.797 | 0.805 | 0.881 | 0.713 |
| Transformational Leadership | 0.853 | 0.853 | 0.895 | 0.632 |
| Organizational Culture (OC) | 0.921 | 0.929 | 0.939 | 0.719 |

The average variance extracted (AVE) was used to examine convergent validity, with all construct's values are above .50, indicate convergent validity was established. Determining for whether or not the structural model is collinear is accomplished by analyzing

for cross-variance issues (VIF), path coefficient (β), coefficient of determination (R²), and effect size (f²) (Hair et al., 2014). R2 is a number between 0 and 1, with a higher score meaning more accuracy. Indigenous variable R2 values of 0.25, 0.5, or 0.75 might be shown as mild, medium, or considerable (J. F. Hair et al., 2011). A correlation coefficient value of 0 indicates no association, while values ranging from -1.00 to 1.00 indicate how strong the connection is between two variables. Incorporating information such as this helps give credit where credit is due and provides important knowledge. Small, medium, and high impact sizes are shown by f² values ranging from .02, .15, and .35. (Cohen, 1988). The model shows in Table 3.

**Table 3. Structural model evaluation**

| Relationship | Path coefficient | (R²) | VIF | (f²) |
|---|---|---|---|---|
| Transformational Leadership → Employee Engagement | 0.374 | 0.493 | 2.070 | 0.133 |

Note: *Significant at 0.05(1-tailed)

The path coefficient (β) indicates a medium correlation between transformational leadership and employee engagement (0.374), resulting in the coefficient of determination R² of .493, which was considered medium. Employee engagement variables are explained by 49.3% of the transformational leadership. Accordingly, 50.7% was explained by other factors untouched by the current study, as shown in Table 3, VIF value below 5 indicates no collinearity issues. The f² assesses a predictor variable's comparative influence on an independent variable (Hair et al., 2014). The results showed for the current study that the model has a medium effect size.

The last analytic step employed SmartPLS to examine the predicted associations using bootstrapping computations to see whether the route coefficients are significant. Calculating empirical t values (which if bigger than the critical value), and then conducting significance tests at a given probability of error, is known as bootstrapping. a value of 1.65 was used for the one-tailed test because a significance threshold of 5 percent was used (Hair et al., 2014). In other words, in order to conduct a bootstrap study, you need more than just the number of valid observations in the original data set; 5000 is the maximum number of bootstrap samples advised by Hair et al. (2014). These possible direct associations were examined:

H1:      Transformational leadership has a positive effect on employee engagement
H2:      The relationship between transformational leadership and employee engagement would be stronger when organizational culture is high

In order to assess the importance of path coefficients, a bootstrapping test is used to calculate empirical t values that are bigger than the critical value (t distribution values). Coefficient is significant when the error rate is 5% or below. The sample size that Hair et al. (2014) propose is 5000. They advise utilizing one tail of the t-value, which is set at 1.65, and p-value 0.05 (at α = 5%) (Hair et al., 2014). The result is reported in Table 4

**Table** Error! No text of specified style in document. **Hypothesis testing for the research model**

| Relationship | Path coefficient | T Statistics | P Values | Remarks |
|---|---|---|---|---|
| Transformational Leadership → Employee Engagement | 0.374 | 2.750 | 0.003 | H1supported |
| Moderating Effect 1 → Employee Engagement | 0.005 | 0.049 | 0.481 | H2 is not upported |

Note: *Significant at 0.05(1-tailed)

The results showed that transformational leadership positively and significantly related to employee engagement at p-value (0.003), and t = (2.750), providing evidence that H1 was supported. The moderating effect in the relationship between transformational leadership on employee engagement shown only 0.005 (small) with P-value (0.481) and the T-statistic (0.049). The result indicates that H2 was not supported.

## DISCUSSION AND RESEARCH IMPLICATION

The mean value of employee engagement is 3.67 on a Likert scale 1-5 is considering good. The mean score varied with the Position and Age of the Respondent. Staff perception of employee engagement is in the lowest score (3.6), while manager supervisor perception is the highest (3.7), While employee engagement is perceived as low mostly by the younger group 20 – 30 years.

Based on the hypothesis test result, we can say that transformational leadership is associated with increased employee engagement, which indicates that, linearly, a rise in employee engagement is accompanied by a rise in transformational leadership. This matches the study Balwant et al. (2019) on transformational leadership and employee engagement, which found a positive correlation. Transformational leadership is associated with employee engagement, according to the study's findings (Chin et al., 2019). The results also align with those of other studies that found that transformational leadership is positively associated with employee engagement (Breevaart et al., 2014; Jena et al., 2018; Mozammel & Haan, 2016; Datche & Mukulu, 2015).

One additional noteworthy conclusion in this study is that transformational leadership provided the strongest outward motivation among the many transformational leadership dimensions. For this reason, RSPI must highlight the inside dimension aspect, which consists of talking about the future in a positive and passionate manner, as well as presenting a compelling view of the current

situation in detail, to stimulate employee involvement. In order to verify the hypothesis, an experiment was conducted on the relationship between transformational leadership and employee engagement. Based on the results, the experiment showed that transformational leadership does not have an effect on employee engagement when the company's organizational culture is market-type oriented. A recent study (Ochalski, 2016) revealed that leaders' emotional intelligence was shown to be the same as Ochalski (2015).

## CONCLUSION AND RECOMMENDATION FOR FUTURE RESEARCH

The main purpose of this research is to explore employee involvement in RSPI, and our research shows that supervisors and managers are highly engaged in the process. A second major goal was to see how transformative leadership correlates with workforce engagement. Employee engagement was found to be positively correlated with transformative leadership. This study's third goal was to find out if transformational leadership may have an impact on employee engagement levels. While it was shown that corporate culture does not moderate the association between transformative leadership and employee engagement, the two appear to be linked. Nonetheless, it was proposed that a second research be conducted to look at the many characteristics of an organization's culture to evaluate the impact on employee engagement.

The study is interesting because it provides valuable information on the underlying factors involved in employee engagement. The findings contribute to the existing body of literature in two important ways. First, they provide more support for employee engagement, which is known to have an antecedent of transformative leadership and a limiting role played by organizational culture. Transformed leadership, then, suggests a hitherto unknown connection between leader development and workforce engagement. The current study may help researchers discover the moderating influence of Organizational Culture (OC) on the link between transformative leadership and employee engagement. There is evidence that organizational culture was not a moderating influence in the link between transformative leadership and employee engagement.

More light has been shed on the important variables related to employee engagement: transformational leadership. This effort has paved the way for managers to incorporate more of the leadership predictors to keep employees engaged and happy in the workplace. The end goal would be knowledge of what needs to be done to develop employee engagement which is essential in influencing organizations and individuals to achieve the highest goals and excellence in performance. Managers can combine current findings showing transformational leadership dimensions as predictors of employee engagement with the skills approach to developing comprehensive employee engagement efforts. For instance, promoting a culture that can encourage a team-building leader is driven by a value for commitment to producing effectiveness through participation, which moderates a leader's ability to control emotions to impact the transformational leadership process.

## LIMITATION AND RECOMMENDATION FOR FUTURE

While the current study had a reasonable number of respondents, all respondents came from a different level and groupage, which will give a variation of the mean value in the variable. Another important limitation of the present study was the use of self-rating scales which tend to contribute to response bias and the threat of socially desirable responding. Surveying more staff to get large samples to be analyzed differently was recommended but was not possible when conducting the survey. The study instead relied mainly on clarifying questionnaire items, protecting anonymity, and reducing evaluation apprehension. An open question is suggested to enrich the previous analysis and give insight into opinion from different levels and age groups.

While it is noted in the study's restriction that further investigation is recommended, the ideas provided are based on the results and methodologies employed in the current study. The association between transformative leadership and employee engagement was not shown to be moderated by organizational culture. Research revealed that the kind of leadership we know as servant leadership is most common in southeast Asian culture, thus it's worth studying employee engagement and other antecedents to find out what kind of servant leadership that equips our employees with (Menon, et al., 2010). The study conducted by Menon et al. (2010) discovered that Singaporeans tend to draw leaders behind the group rather than their U.S. counterparts, who prefer to position them in front of the group. These findings support the theory that Singaporeans have a prototype leader who listens to group members' ideas and then organizes them from the back.

An intriguing scientific research can explore the amount of employee engagement as well as the leadership patterns across several generational groups, including the ones identified as "Generation X," "millennials," and "Generation Z." In particular, adolescents (especially in the age period between 14 and 18 years) are known to have significantly distinct values, work ethics, and technical preferences because of their diverse exposure to society. CVID 19. Hair et al. (2007) proposed that a longitudinal study is the most effective means of detecting causality links between variables that change over time. This study can entail determining whether leadership training programs yield good results in healthcare practitioners' day-to-day practices.

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