

How does transformational leadership affects work engagement?: A systematic literature review

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Abstract

Transformational leadership and work engagement are two important factors that contribute to organizational management effectiveness. However, the picture of the two's connection remains hazy. This is the first study to examine the findings of empirical research conducted from 2017 to July 2023 in order to better understand the influence and relationship between transformational leadership and work engagement. This review selected 27 papers that matched the qualifying requirements and gave an analysis of each of the 27 papers' findings. The outcomes of this review show that TFL has a considerable effect on WE. TFL influences employees in general through the process of internalizing values. Internalization serves as a job resource for WE. Internalization of these values can take the form of increasing inspirational appeal, creating a work environment that allows employees to learn from mistakes, inviting them to work above and beyond minimum standards so that employees can demonstrate their full potential, and other practical steps that form a positive mindset in employees. This research also confirms another finding, namely that TFL and WE are connected. This review underlines that the two variables' interaction is interconnected, interdependent, and mutually reinforcing.

Keywords: Transformational leadership; work engagement; organizational behavior; human resource management.

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1. Introduction

The way leaders encourage their followers to work hard so that can boost positive performance of the organization demonstrates how leadership attitude can help leaders manage organizations and individuals. According to Bass & Avolio (1994), transformational leadership (TFL) can drive individuals to work beyond the organization's goals. TFL affects corporate performance through influencing attitudes, self-perception, and employee perceptions of work (Juyumaya & Torres, 2022).

TFL, in theory, can address employees' psychological demands and drive them to work above expectations (Bass, 1985). In reality, transformational leaders motivate employees to give their all through motivating and inspiring them (Caniëls et al., 2018). Transformational leaders can inspire feelings of involvement in work by creating clear goals, providing appropriate rewards, and caring for all employees (Amor et al., 2019). TFL can thus foster an organizational climate that promotes high WE (Bass & Avolio, 1994).

According to Schaufeli & Bakker (2004), high WE is highly desired by organizations. WE indicates how devoted employees are to contributing their time and resources to the organization's success. WE is composed of three components: vitality, dedication, and absorption. Employee engagement is crucial for all firms because it may boost productivity and revenues while also improving interpersonal connections and making employees pleasure.

A high WE is widely sought for by organizations. WE measures how much time and resources people devote to achieve company goals. WE has vitality, devotion, and absorption qualities (Schaufeli & Bakker, 2004). Employees

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with high WE outperform their peers in terms of performance, creativity, and productivity (Amri, 2023; Hawkes et al., 2017).

Organizations with high WE workers have a competitive advantage that provides an advantage in the business being conducted. Employees that are highly engaged are more productive, imaginative, and willing to work extra hard. Transformational leaders can boost job engagement by fostering a positive work environment (Amor et al., 2019).

TFL, according to different studies, can boost employee work engagement (WE) by offering support and motivation. Increasing employee work engagement will boost the organization's performance in reaching its vision. However, there is a substantial body of literature confirming that TFL has no meaningful influence to WE. Similarly, the link between TFL and WE is still unknown. Although WE is a good feature in all firms, the majority of people are not involved at work, according to the State of the Global Workplace 2023 Report survey performed by a well-known consulting firm, Gallup. Only 23% of employees worldwide are working (SGW, 2023).

Given the conflicting findings of previous studies and the conclusions of the State of the Global Workplace 2023 Report survey, this review was carried out to answer the following two research questions: (1) What is the relationship between TFL and WE, according to the findings in various literatures? (2) How does TFL affect WE, according to the findings in various literatures? Answering these study questions can demonstrate how much influence leader performance (role models, feedback, rewarding, and so on) has on employee performance (performance, discipline, professionalism, and so on).

1.1. Previous reviews

This section summarizes two pertinent prior reviews of TFL toward WE. Chaudhary & Sisodia (2022) and Udin (2020) conducted previous reviews on TFL and WE. Udin's review reveals the link between TFL and organizational commitment. Chaudhary did a review quite similar to this one in order to uncover the impact of TFL on employee engagement, which is mediated by organizational behavior and employee culture.

According to Udin's research findings, TFL can establish an environment in which employees can develop a sense of institutional identity and have more positive working connections between leaders and employees. The idea of reciprocity is used to guide development, as well as excitement, inspiring encouragement, personalized attention, and intellectual stimulation. In the end, employees demonstrate strong organizational commitment. This finding differs from Chaudhary's, which just verifies that TFL is associated with WE. Neither of the two assessments above adequately describes the relationship between TFL and WE, as well as TFL's influence on WE.

1.2. The present study

In our present study, we address all of the aforementioned limitations. For starters, this is the first paper to highlight the impact and link between TFL and WE. Second, this work gives a review based on studies acquired from three tiers of databases: high reputation (Emerald), medium reputation (Proquest), and low reputation (Google Scholar). Because of this benefit, this review can reach a wide range of papers from diverse levels of research.

2. Research Method and Materials

This study used a Systematic Literature Review (SLR) design. This strategy was chosen because it is thought to be the most successful for developing theoretical models from empirical research data (Harden & Thomas, 2005). This SLR is based on grounded theory (Wolfswinkel et al., 2011), which allows researchers to map the evidence base, evaluate its quality, and synthesize it using a rigorous process. In addition to these benefits, as a consequence of a synthesis of earlier investigations, this study was able to offer conclusions that stand alone (Burgers et al., 2019). This research was carried out in accordance with the measures indicated by EPPI-Centre (2006) to guarantee that this literature evaluation is conducted in a systematic manner. Figure 1 illustrates these recommendations.

Using the terms transformational leadership and work engagement, a literature search was undertaken on three databases: Emerald (emerald.com), ProQuest (proquest.com), and Google Scholar (scholar.google.com). The preliminary search found 131 papers relevant to the study questions and review aims. The 131 papers were then whittled down to 27 using inclusion criteria (Table 1).

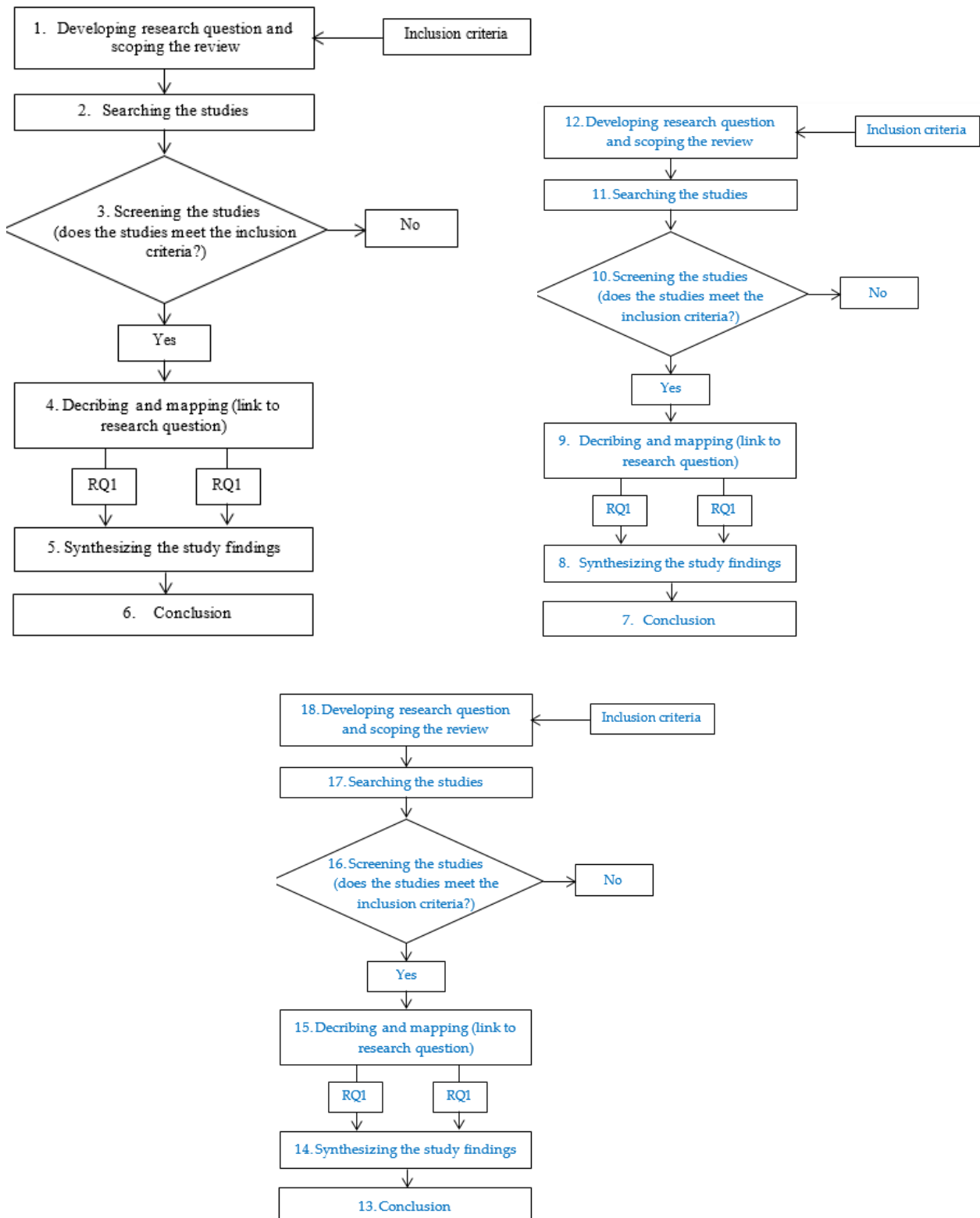


Figure 1. Systematic Literature Review (SLR) design

The collected papers are then extracted according to general information (author, title, and DOI), purpose, methodology (sample, instrumen, and analysis approach), and key findings that are relevant or directly related to the research question. This is necessary to create a descriptive map that provides a systematic description of the research

activities that have been carried out (Harden & Thomas, 2005). To obtain valid data, this study applies investigator triangulation. Through this type of triangulation, each researcher criticizes literature independently according to research questions. This technique allows researchers to eliminate potential bias from a single-investigator analysis and increasing the reliability of the findings at once (Denzin, 1978).

Table 1. Literature eligibility criteria

Criterion type	Inclusion criteria
Topic	Literature must highly relevant to the research aims and questions.
Language	Literature must be written in English.
Research base	Literature must be the result of empirical research (either with a qualitative, quantitative, or mix-method approach).
Recency	Literature must be published in 2017 to Juli 2023.
Transparency	The research methodology must be presented explicitly (mentioning the aims of the study, methodology, and findings).
Type of literature	Literature must be published in peer-reviewed journal in three mentioned databases. Literature in the form of book chapter, newspaper, and proceeding are excluded.

Extracted data were then analyzed qualitatively following the data analysis steps as proposed by Miles et al. (2014); data condensation, data display, and conclusion drawing/verification. By applying this procedure, a summary of general information, methodology, and findings along with supporting evidence is obtained to be organized and discussed thematically. Lastly of the literature review process, conclusions were defined.

3. Results and Discussion

Based on the extraction of research findings from the 27 papers analyzed, this review emphasizes numerous noteworthy conclusions. These studies support the influence and relationship between TFL and WE in organizations, including businesses, schools, health care organizations, and others. Table 2 shows the extraction results of the findings in this review in detail.

In terms of examining available literature, the influence and relationship between TFL and WE are investigated in several dimensions. The TFL dimension established by Bass & Avolio (1994) and Balwant et al. (2020) is one example, as are the WE dimensions identified by Schaufeli & Bakker (2004). TFL is composed of four dimensions, according to Bass & Avolio (1994), namely charisma (leaders animate followers), inspirational motivation (leaders provide meaning and challenges to followers), intellectual stimulation (leaders encourage followers to find new ways of controlling problems), and individual considerations (the leader pays special attention to the needs of each follower).

According to Juyumaya & Torres (2022) and Islam et al. (2022), by meeting these aspects, TFL is able to invite all employees to exceed the organization's aims and motivate people to continue learning and developing competencies. This impact can also be obtained by implementing the five TFL dimensions proposed by Balwant et al. (2020), which include vision (an ideal picture of the organization's future), inspirational communication (positive messages about the organization), intellectual stimulation (increasing employee interest, awareness of problems, and increasing employee ability to solve problems in new ways), supportive leadership (concern for followers and fulfillment of needs), and an organizational culture that values diversity.

Both the TFL aspects proposed by Bass & Avolio (1994) and Balwant et al. (2020) had an impact on the formation of the WE, which was made up of enthusiasm, devotion, and absorption. passion at work indicates great energy, persistence, and mental toughness; commitment is a feeling of passion and pride in one's work; and absorption is a state in which employees are fully concentrated and enjoy their work (Mostafa, 2019). The findings are described in detail in the sub-discussion below.

3.1 Effect of TFL on WE

The research provides strong and clear evidence that TFL has a major influence on WE. This assertion is supported by studies by Mahmood et al. (2019), Wojtczuk-Turek (2022), Caniels et al. (2018), Bao & Jolly (2023), dan Chua & Ayoko (2021). Bui et al. (2017) found that transformative leaders in both the eastern and western portions of the world have a favorable and significant influence on the level of WE. TFL, in general, influences employees through

the process of internalizing values and readiness to assist in job completion (Chua & Ayoko, 2021). Wojtczuk-Turek (2022) refers to this internalization and willingness as job resources that affect WE. Internalization of these values can take the form of increasing inspirational appeal, creating a work environment that allows employees to learn from mistakes, inviting them to work above and beyond minimum standards so that employees can show their full potential, and other practical steps that form a positive mindset in employees (Caniëls et al., 2018; Mostafa, 2019). As a result, many experts believe that transformational leaders constantly want to encourage people to develop their skills and potential, as well as to give them more responsibility and autonomy.

Employee motivation, enthusiasm, and dedication to work increase as a result of numerous TFL acts that foster a good outlook. Employees are challenged at the most extreme point to take on heavier jobs balanced with increased capacity to overcome challenges, increase cooperation (Li et al., 2018; Majid et al., 2023), and sacrifice personal interests to fulfill organizational interests (Aboramadan & Dahleez, 2020; Hooi & Chan, 2023).

According to Islam et al. (2022), during this stage, leaders inspire, empower, and align followers' behavior with the organizational change process. Leaders and staff collaborate to learn and share information in order to foster a close psychological environment in which to work on more difficult organizational tasks. among other words, the presence of TFL strengthens WE, as seen by the appearance of signs of passion, innovation, and a long-term mentality among employees. The existence of a strong WE can only be sustained by keeping leaders and employees close.

The above-mentioned influence of TFL on WE can be explained by self-determination theory, which demonstrates that TFL has the power to alter employees' psychological demands. Employees require psychological support to preserve growth, integrity, health, and the demand for autonomy, relatedness, competence, and meaningfulness, according to this theory (Schaufeli, 2015). Employee WE is affected by satisfaction with addressing these demands (Kloutsiniotis et al., 2023).

TFL has been shown to be more effective than other leadership styles in influencing employee behavior (Mahmood et al., 2019). Leaders in TFL serve as role models, motivating, encouraging, guiding, supporting, and challenging them to communicate creative ideas. If employees believe that TFL is on their side, the organization and employees will form a tight bond. Employees will instead reward the leader's support through WE (Hooi & Chan, 2023). As a result, this method can build a sense of belonging to the business and a shared commitment to fulfilling the organization's purpose.

In other words, TFL bridges between organizational goals and employee goals. TFL motivates employees to create new, more effective ways of completing tasks by providing opportunities to face bigger challenges. Meanwhile, employees need transmission of enthusiasm, self-development, and recognition of competence and performance (Chen & Chuervo, 2022). In the end, the level of WE depends on the intensity and effectiveness of TFL.

3.2 The relationship between TFL an WE

The literature provides strong and clear evidence that there is a positive and significant association between TFL and WE. This suggests that the development of TFL by leaders is consistent with the development of WE by employees. This conclusion is based on research findings in the literature, including studies by Kloutsiniotis et al. (2023), Nurtjahjani et al. (2022), and Aftab et al. (2022). To summarize, TFL and WE are interconnected, interdependent, and mutually reinforcing. However, some literature claims that the two have a causal relationship (cause and effect).

According to several empirical studies, transformational leaders urge people to be more interested in their job in order to meet organizational goals. He maintains no interpersonal distance and concentrates on addressing employees' needs and developing their abilities. This relationship then evolves into one of mutual trust and communication between leaders and employees (Nurtjahjani et al., 2022). Employees with strong WE tend to love their work, making them appear more efficient and productive when TFL has had an impact in the form of the emergence and growth of WE. They also have better health and miss work less frequently than people with low WE (Kloutsiniotis et al., 2023).

Table 2. Extraction of research findings

No	Author(s)	Purpose of study	Sample size	Data collection and analysis	Key findings
1	Wojtczuk-Turek, 2022	To investigate the mediating role of work engagement in the relationship between transformational leadership and job crafting. The author has also tested the moderating roles of personal values.	N = 450 knowledge workers representing companies of various sizes from the knowledge-intensive business services (KIBS) sector in Poland	Quantitative; questionnaire; SEM	Transformational leadership is positively related to work engagement. Work engagement mediates the relationship between transformational leadership and job crafting.
2	Caniels et al., 2017	To analyse whether and how employees' proactive personality is related to work engagement.	N = 259 employees of an internationally operating high-tech organization in the Netherlands.	Quantitative; questionnaire; SEM	Transformational leadership is positively related to employees' work engagement.
3	Juyumaya & Torres, 2022	To investigate the effect of transformational leadership on creative performance in managers and the mediation effect of work engagement. It also explores whether manager autonomy is a moderator of the model.	N = 214 managers with a master of business administration degree (MBA)	Quantitative; questionnaire; SPSS v.23 and PROCESS macro v.2 16.23	Transformational leadership is positively related to the work engagement. The relationship between transformational leadership and creative performance is mediated by work engagement. Autonomy moderates the relationship between transformational leadership and work engagement.
4	Alamri, 2023	To examine the potential mediating role of promotion focus in terms of the relationship between transformational leadership and work engagement & to examine whether the indirect effect of transformational leadership and follower work engagement through promotion focus is stronger when followers' public service motivations are higher versus lower	N = 316 employees working in government organizations in Saudi Arabia	Quantitative; questionnaire; SPSS	Study found a positive relationship between transformational leadership and employees' work engagement. promotion focus positively mediates the relationship between transformational leadership and employees' work engagement.
5	Mahmood et al., 2018	To investigate impact of transformational leadership on employees' creative process engagement and mediating roles of intrinsic motivation, task complexity and innovation support in the process of influence.	N = 234 employees of small and medium enterprises registered with the Chittagong Chamber of Commerce and Industry in Bangladesh.	Quantitative; questionnaire; SEM	Transformational leadership has a significant impact on employees' creative process engagement. The study shows that task complexity and support for innovation moderate relationship between transformational leadership and employees' creative process engagement.
6	Li et al., 2018	To explore the relationship between leadership styles, psychological capital and job engagement.	N = 556 workers working no less than 1 year in three high-tech enterprises (1 optical instrument enterprise and 2 IT enterprises) in Henan Province, China	Quantitative; questionnaire; SEM	Leadership styles significantly influenced employees' psychological capital and work engagement; specifically, transformational and transactional leadership positively predicted employees' psychological capital and work engagement; compared with transactional leadership, transformational leadership had stronger predictive power to employees' psychological capital and work engagement; employees' psychological capital positively predicted their work engagement; and employees' psychological capital acts as partial mediator between leadership styles and employees' work engagement

No	Author(s)	Purpose of study	Sample size	Data collection and analysis	Key findings
7	Balwant, 2019	To investigate job resources as a moderator in the relationship between transformational leadership and employee engagement in service sector organizations, and investigate the relative importance of each dimension of job resources in relation to employee engagement	N = 191 sales assistants working at stores in shopping malls in Trinidad	Quantitative; questionnaire; SPSS	Transformational leadership was positively related to employee engagement and job resources moderated the relationship between transformational leadership and employee engagement.
8	Bui et al., 2017	To explore the relationship between transformational leadership and employees' work engagement based on fit theory. The paper reports an investigation into the way in which employees' perceptions of transformational leadership and person-job fit affect their work engagement.	N = 691 full time employees in China	Quantitative; questionnaire; SEM	Transformational leadership has as significant influence on employees' work engagement as person-job fit in China. Employees' perception of person-job fit partially mediate the relationship between transformational leadership and employees' work engagement
9	Park et al., 2021	To investigate the structural relationships among transformational leadership, affective organizational commitment and job performance, as well as the mediating effect of employee engagement on their relationships	N= 600 full-time employees working in Korean private organizations	Quantitative; questionnaire; SEM	Transformational leadership is positively related to employee engagement. Transformational leadership had a significant impact on employee affective organizational commitment and job performance through employee engagement as a mediator. Employee engagement partially mediated the mechanism in which transformational leadership affects employee affective organizational commitment. Employee engagement full mediated association between transformational leadership and job performance
10	Gyensare et al., 2017	To examine how employee engagement and affective commitment mediate the relationship between transformational leadership and voluntary turnover intention,	N = 336 employees in a large public sector organisation in Ghana	Quantitative; questionnaire; SPSS	Transformational leadership positively influenced engagement, which was then negatively related to employee turnover intention. Furthermore, employee engagement was found to mediate the link between transformational leadership and affective organisational commitment, whereas both employee engagement and affective organisational commitment were found to mediate the link between transformational leadership and voluntary turnover intention.
11	Mostafa, 2018	To propose and test a sequential mediation model in which transformational leadership engenders organizational social capital (OSC), which, in turn, enhances customer-oriented behaviours through work engagement	N= 229 floor staff from 23 casual dining restaurants in the UK	Quantitative; questionnaire; SEM	OSC will mediate the relationship between transformational leadership and work engagement
12	Aboramadan & Dahleez, 2020	To investigate the effects of transformational and transactional leaders' behaviors on employees' affective commitment and organizational citizenship behavior in the context of nonprofit organizations (NPOs). Additionally, this study attempts to examine the role of work engagement, as an intervening mechanism as work engagement in NPOs has been empirically neglected	N = 400 staff-level employees with nonexecutive job titles at Italian nonprofit organizations in the north of Italy	Quantitative; questionnaire; SEM	Transformational leaderships influenced positively affective commitment and organizational citizenship behavior, and work engagement was revealed to have significant positive mediating effects on the relationship between the variables. Transformational leaderships influenced positively work engagement.

No	Author(s)	Purpose of study	Sample size	Data collection and analysis	Key findings
13	Islam et al., 2020	To investigate the impact of transformational leadership on employee championing behavior and to determine the mediating effect of work engagement in the context of organizational change.	N = 347 full-time employees from Bangladesh's banking sector	Quantitative; questionnaire; SEM	Transformational leadership is significantly related to championing behavior during organizational change. Moreover, work engagement fully mediates the relationship between transformational leadership and championing behavior in the context of organizational change. There is a positive relationship between perceived transformational leadership and work engagement in the context of organizational change
14	Dartey-Baah & Agbozo, 2020	To investigate the influence of transformational and transactional leadership styles on employees' work engagement and the moderating effects of perceived organisational politics (POPS) in indigenous Ghanaian Banks	N = 430 employees of Bank in Ghana	Quantitative; questionnaire; SEM	Transformational leaders had a positive influence on employee engagement. POPS failed to moderate the relationship between leadership styles and employee engagement.
15	Aftab, 2022	To explore the underlying work engagement role in transformational leadership and employees' job performance relationships. Moreover, this study also looked at the moderation of leaders' managerial skills in the transformational leadership and work engagement nexus.	N = 360 hotel employee in Italy	Quantitative; questionnaire; SEM	Transformational leadership is significantly and positively linked with job performance and work engagement mediated this relationship. The results also confirmed that leaders' managerial skills strengthen the transformational leadership and work engagement nexus. Transformational leadership relates positively to work engagement.
16	Hooi & Chan, 2023	To examines employee engagement (EE), taking workplace digitalization as the mediator. Introducing transformational leadership and innovative culture as EE antecedents in workplace digitalization settings	N = 256 management-level executives of 100 Selangor/Kuala Lumpur companies	Quantitative; questionnaire; SEM	Transformational leadership directly influences EE but is insignificant through workplace digitalization
17	Mutha & Srivastava, 2021	To decode the role of leadership and understand its impact on engaging geographically dispersed teams. This research offers a comprehensive view of idealized influence and inspirational motivation – the two sub-factors of transformational leadership which defines the charisma of a leader in leveraging engagement of virtual employees. It also studies the impact of effective leadership communication and trust between team members in engaging employees working in virtual teams	N = 339 respondent was collected by personally approaching participants through professional network and social media tools.	Quantitative; questionnaire; SEM	Leaders play a significant role in engaging virtual employees. The transformational leadership behaviour with a purview of idealized influence and inspirational motivation positively engages employees in virtual teams. The findings emphasize that trust between team members impacts engagement, and trust mediates the relationship between leadership communication effectiveness and engagement of virtual employees
18	Fullchis et al., 2021	To investigate the mediating and moderating effects of psychological ownership and belief in just world in the relationship between transformational leadership and work engagement.	N= 183 lecturers who teach in an Indonesian university	Quantitative; questionnaire; SEM	The results demonstrated a significant moderated mediation index, which indicated that the relationship between transformational leadership and work engagement is mediated by psychological ownership and is moderated by belief in just world.

No	Author(s)	Purpose of study	Sample size	Data collection and analysis	Key findings
19	Majid et al., 2023	To examine how role clarity mediates the effect of transformational leadership on job engagement and championing behavior in support of the conservation of resources theory	N= 170 employees of hospitality industry companies in Pakistan	Quantitative; questionnaire; SEM	Transformational leadership directly predicts improved role clarity and job engagement. Moreover, role clarity leads to job engagement and championing behavior. Role clarity exhibits a partial mediation effect on job engagement and full mediation on championing behavior
20	Yadav et al., 2018	To explore the relationship between transformational leadership and knowledge sharing behavior in freelancers and focuses upon mediation of the relationship by employee engagement and moderation by social support.	N = 250 freelancers working in various organizations established in North India	Quantitative; questionnaire; SEM	Transformational leadership influenced knowledge collecting and knowledge donating behavior in freelancers. The relation was mediated by employee engagement. Social support was found to moderate the mediated path by employee engagement between transformational leadership and knowledge collecting behavior
21	Chen & Cuervo, 2022	The influence of transformational leadership on work engagement in the context of learning organization mediated by employees' motivation	N = 443 employees working in the Guangdong–Hong Kong–Macao GBA	Quantitative; questionnaire; SEM	The positive perception of transformational leadership from employees enables them to accomplish tasks beyond expectations. Study also reveals that the influence path of perceptions of transformational leadership on work engagement is partially mediated through employee motivation
22	Alam et al., 2022	To investigate the relationship between employee engagement and general management, performance management, reward management and transformational leadership	N = 2325 employees at a mid-sized private organization in Canada	Quantitative; questionnaire; SPSS	The findings revealed that the factors most predictive of employee engagement were reward management, followed by performance management, general management and transformational leadership. The only control variable predictive of engagement was age, where older employees reported greater engagement.
23	Kloutsiniotis et al., 2022	To investigate the role of Transformational Leadership on employees' work engagement and its effect on their Productivity and Extra-Role Customer Service behaviors.	N = 459 customer-contact employees across thirteen 4- and 5-star Greek hotel organizations	Quantitative; questionnaire; SEM	Transformational leadership impacts employees' productivity. TFL impacts employees' Trust toward managers and helps toward creating Social Climate. Both Trust and Social Climate directly impact employees' Work Engagement who respond by showing increased Productivity and by exhibiting Extra-Role Customer Service behaviors.
24	Bao & Jolly, 2023	To investigate the role of emotional energy as a mediator of the relationship between transformational leadership and work engagement.	N = 392 full-time hospitality and tourism employees	Quantitative; questionnaire; SEM	Positive relationship between TFL and work engagement is mediated by emotional energy.
26	Amor et al., 2019	To investigate the mediating role of structural empowerment in the positive relationship between transformational leadership and work engagement	N = 240 employees working in the tourism sector in Galicia (northwest of Spain)	Quantitative; questionnaire; SEM	Transformational leaders foster work engagement by enabling access to information, opportunities, support and adequate resources
27	Chua & Ayoko, 2019	To test how employees' perceptions of TL's behaviors may activate forms of SDM and mediating effects of motivation on employees' work engagement	N = 155 individuals working in finance and event management organization in Singapore	Quantitative; questionnaire; SEM	Employees who perceived TL behaviors also reported higher levels of intrinsic motivation. Motivation (intrinsic, autonomous, and controlled) successfully mediated the link between employees' perceptions of TL and work engagement

How social exchange theory can be used to explain the relationship between TFL and WE. Employees learn through mimicking and duplicating what others do, according to this principle (Bandura, 1978). Others in question could be coworkers, subordinates, or superiors/leaders. Employees, on the other hand, have a tendency to follow the pattern set by their bosses. Employees will imitate specific behaviors if transformational leaders are concerned with paying attention to, assisting, and encouraging them (Aftab et al., 2022). The adoption behavior that arises in the early phases is an endorsement of all leadership behavior. Employees then imitate the transformational leader's working style and contribute energy and time to finish their work assignments. As a result, employees work hard and improve their WE without even realizing it.

According to social exchange theory, when leaders demonstrate genuine compassion and concern for their employees, the employees will reciprocate by boosting their sense of belonging to the firm. Transformational leaders eventually become role models for employees, encouraging them to become more involved in their given activities (Gyensare et al., 2017). This theoretical explanation supports the empirical findings of Park et al. (2022) and Yadav et al. (2019), who explain that the behaviors, attitudes, and knowledge demonstrated by leaders are adopted by employees below them. With time, the adoption evolved into a significant job participation. Employees become more involved in work when leaders provide inspiration, assistance, and training to help them complete tasks, according to Yadav et al. (2019). Similarly, if employees believe they are participating in more difficult job.

This conclusion is consistent with that of Park et al. (2022), who state that a transformational leader encourages employee involvement, which is defined as employees' cognitive, emotional, and individual behavioral states that are directed toward the desired organizational results by encouraging positive behavior and attitudes of their subordinates toward work, and supporting their self-efficacy towards challenging visions and goals.

Leaders should pay attention to WE indicators because TFL appears to correlate with WE and employee WE has been shown to have a beneficial effect on job performance and innovation (Alamri, 2023; Li et al., 2018; Schaufeli, 2015). WE is a concept that refers to an individual's mental state, which is marked by vitality, conduct, and absorption (Kahn, 1990). These signs are typically identified by assessing cognitive, emotional, and behavioral characteristics.

Employees' feelings toward the organization, leaders, and coworkers are referred to as the emotional aspect. The behavioral side describes how employees regard their work or how much effort they put into carrying out their tasks. While the cognitive aspect is concerned with employee perceptions of leaders and corporate culture (Alam et al., 2022), the behavioral aspect is concerned with employee motivation.

If these indicators are met properly, then the employee's commitment to devote energy and concentration in completing work and a feeling of pride for the work done properly (Dartey-Baah & Agbozo, 2021). Employees with high levels of WE appear to be energetic and have a positive attitude at work. High WE has an effect on decreasing turnover, increasing productivity, and organizational commitment, as well as better performance, improving employee mental health and reducing work fatigue (Aboramadan & Dahleez, 2020).

4. Conclusion

TFL has a considerable effect on WE, according to this review. TFL influences employees in general through the process of internalizing values. Internalization serves as a job resource for WE. Internalization of these values can take the form of increasing inspirational appeal, creating a work environment that allows employees to learn from mistakes, inviting them to work above and beyond minimum standards so that employees can demonstrate their full potential, and other practical steps that form a positive mindset in employees. This research also confirms another finding, namely that TFL and WE are connected. This review underlines that the two variables' interaction is interconnected, interdependent, and mutually reinforcing.

4.1 Limitation and further research

There are some limitations to this review. In terms of time range, this review solely looks at published literature from the last seven years. It is required to review the literature from a longer time period in order to acquire a more full picture. In terms of methodology, the literature in this review is drawn solely from three databases. A review of the literature in other (reputable) databases can provide a more complete picture of the influence and link between TFL and WE.

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