

# The Impact Of Transformational Leadership On Employee Engagement Mediated By Organisational Citizenship Behaviour And Employee Culture A Systematic Literature Review

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## ABSTRACT:

Employee engagement has become an essential component for corporate success and excellence in today's competitive business world. Transformational Leaders encourage greater participation in the work as a result of their subordinates, leading in increased efficiency and, total employee satisfaction improves. For any organization's success, both leadership and engagement are important. Employee engagement is one of the most studied topics and so is Leadership. However, together their relationship has not been explored much specially with respect to mediating effect of culture and OCB. This review paper aims to improve our understanding of the relationship between transformational leadership style and Employee involvement with mediating effect of culture and OCB by doing a systematic literature review. 34 articles were selected for examination following careful screening through databases like Google Scholar, EBSCO Host, and J Gate. Key terms and empirical studies were inclusion criteria, and using a research publication from the year 2000 as the exclusion criteria. The researchers have also noted the study's constraints and potential future research areas. The findings emphasised the need for additional research into how all of these variables interact in aviation and other industries.

**Keywords:** Transformational Leadership, Employee Engagement, OCB, Culture, Literature review.

## I. INTRODUCTION

Organisation is a human grouping and human resource is the most important resource for any organisation. Therefore, no organisation can afford to ignore the importance of human wealth. With time, the complexities of organisation and the environment in which organisation is functioning are increasing manifold, leading to enhanced focus on Transformational Leadership and Engaged Workforce. 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 several studies, transformational leadership,

which includes coaching, constructive feedback, and individualised support, is a crucial factor in improving employee engagement (Beevaart and Bakker, 2017; Beevaart et al., 2014; Zhu et al., 2009). Furthermore, transformational leadership is seen as an important job resource because it provides social support, which is linked to employee engagement (Hakanen et al., 2006). As a result, factors such as transformational leadership should be considered and further investigated, as transformational leaders aim to foster employee engagement to bring the organisation closer to its desired vision (Schaufeli et al., 2006; Scahufeli and Bakker, 2004; Bakker and Leiter, 2010), and who would bring better financial performance (Harter et al., 2002).

Turnover and burnout are quite common in the airline business, which is costly to the carriers (Chen and Chen, 2012; Xanthopoulou et al., 2008). Employee engagement is a desirable goal for every airline since it is an emotional motivating measure of work-related well-being (Xanthopoulou et al., 2008), which has an opposite relation with both burnout and turnover (Saks, 2006; Maslach et al., 2001; Chen and Chen, 2012). Few research, however, have looked at the factors that influence work engagement among airline personnel (Chen and Chen, 2012; Xanthopoulou et al., 2008). As previously stated, evidence suggests that transformational leadership is a strong predictor of employee engagement (Besieux et al., 2015; Zhu et al., 2009; Kopperud et al., 2014), still there is very limited research relating the two in context of Airline industry. In this regard, it is claimed that there is little study on employee engagement in the airline business (Xanthopoulou et al., 2008), hence the current paper is important since it tries to explore this idea in order to acquire a better

knowledge of the issue. Furthermore, much of the research on the positive impact of transformational leadership on employee engagement has concentrated on the health sector (Avolio et al., 2004), education (Hakanen et al., 2006; Beevaart and Baaker, 2017), financial services (Kopperud et al., 2014; Besieux et al., 2015), and consulting firms (Tims et al., 2011). The research paper seeks to build on and extend previous studies that demonstrate a beneficial association between Transformational leadership and employee engagement, but in a different environment and with mediating effect of Culture and Organisational Citizenship Behaviour. Thus, this work tries to go beyond previous research and provide practical implications for airline management in particular and to see how transformational leadership affects employee engagement in the aviation industry.

Table 1 lists the study variables and their definitions as provided in the literature.

**Table 1 Variables included in the study and their Definitions.**

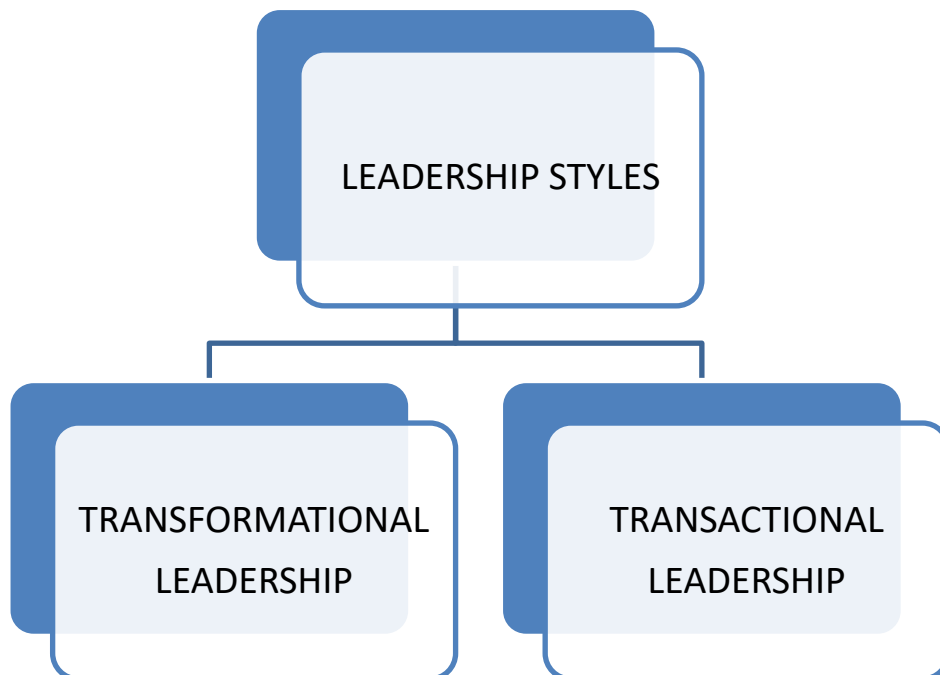
Variable	Definition	Components	Source
Transformational Leadership (TL) (Independent Variable)	Transformational leaders strive and accomplish in raising the awareness of their colleagues, subordinates, followers, clients, or constituencies about vital aspects.	<ul style="list-style-type: none"> <li>- Idealised Influence</li> <li>- Inspirational Motivation</li> <li>- Intellectual Stimulation</li> <li>- Individualized Consideration</li> </ul>	Bernard Bass et al., 1985
Employee Engagement (EE) (Dependent Variable)	Engagement is a good outcome, rewarding mental state associated with work that is best described by vigour, dedication, and absorption.	<ul style="list-style-type: none"> <li>- Absorption</li> <li>- Vigour</li> <li>- Dedication</li> </ul>	Schaufeli et al. 2002
Organisational Citizenship Behaviour (OCB) (Mediating Variable)	Individual behaviour that is voluntary, not explicitly or implicitly recognised by the formal reward system, and that fosters the effective performance of the organization is referred to as OCB.	<ul style="list-style-type: none"> <li>- Altruism</li> <li>- Conscientiousness</li> <li>- Sportsmanship</li> <li>- Courtesy</li> <li>- Civic Virtue</li> </ul>	Organ, 1997

<p>Culture (C) (Mediating Variable)</p>	<p>Culture is a common coding of the human mind acquired throughout life that is conveyed by members of one group as opposed to another.</p>	<ul style="list-style-type: none"> <li>- Power Distance Index</li> <li>- Individualism vs. Collectivism</li> <li>- Masculinity vs. Femininity</li> <li>- Long vs. Short Term Orientation</li> <li>- Indulgence vs. Restraint</li> <li>- Uncertainty Avoidance Index</li> </ul>	<p>Hofstede,1978</p>
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**I.1 Transformational Leadership**

"Leadership is one of the most studied and least understood phenomena on earth," says leadership theorist James McGregor Burns. The ability to influence, modify, and exercise control over the behaviour of others in a group is referred to as leadership.

Various approaches to the concept of leadership have been investigated, each providing different definitions and consequences for the issue of leadership effectiveness and role in a changing complicated business environment (Tal.D, Gordon.A, 2016). Overall, two types of leadership styles, "transactional" and "transformational" leadership styles have been identified (Burns, 1978).



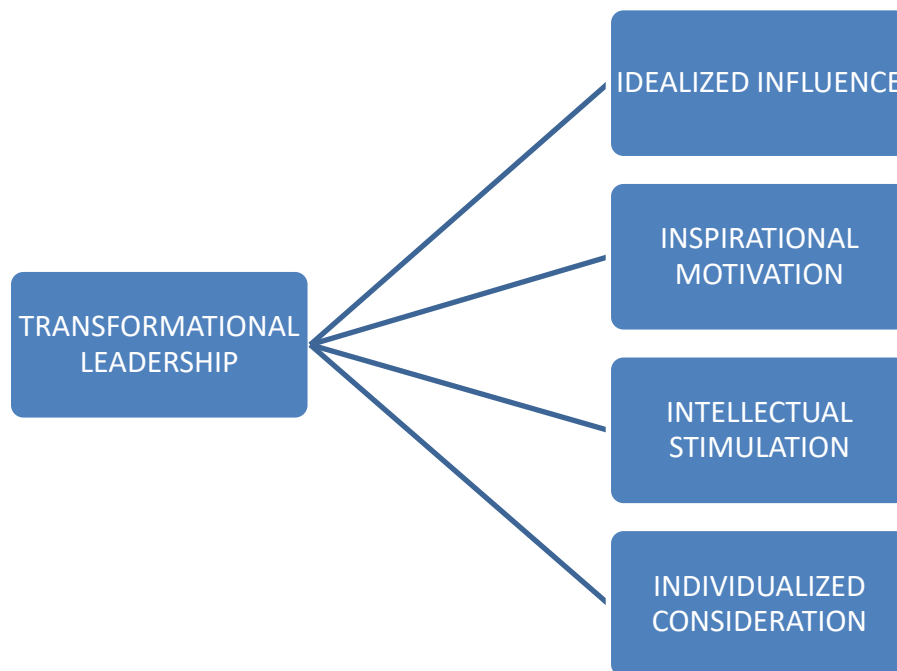
"Transactional Leadership" refers to a leadership-follower interaction that includes contingent compensation and management-by-exception (Rafferty and Griffin, 2004). Transformational leaders, according to McCloskey, "help followers see the vision so clearly and passionately embrace the ideals that they move themselves to persistent, even sacrificial extra mile endeavour as a way of life."

James McGregor Burns coined the term "transformational leader" in 1978. Industrial psychologist Dr. Bernard Bass, has followed and expanded on his work. According to Bass (1985), transformational leadership has an additive effect on followers by "making them more aware of the importance of task outcomes, inducing them to transcend their own self-interests for the sake of the

organisations or team, and activating their higher order needs". Among the numerous leadership styles, transformational leadership is frequently cited as one of the most desirable. Organizations are undergoing significant changes in this era of increasing disruption. Transformational leaders are needed in today's world, which are capable of handling complicated issues and persuading followers to perform above expectations by changing their behaviour (McKinsey Quarterly).

**The four sub-dimensions of transformational leadership were highlighted by Bass when he conceptualised 4Is.**

Devi & Narayanamma (2016) define these sub dimensions as follows:



**1. Idealized influence:** The extent to which a leader serves as a role model for his or her followers.

**2. Inspirational motivation:** Encourage followers to step outside of their comfort zones, express hope about future goals, and give purpose to the task at hand.

**3. Intellectual stimulation:** encouraging followers to be innovative and creative and never publicly criticising followers for their failures.

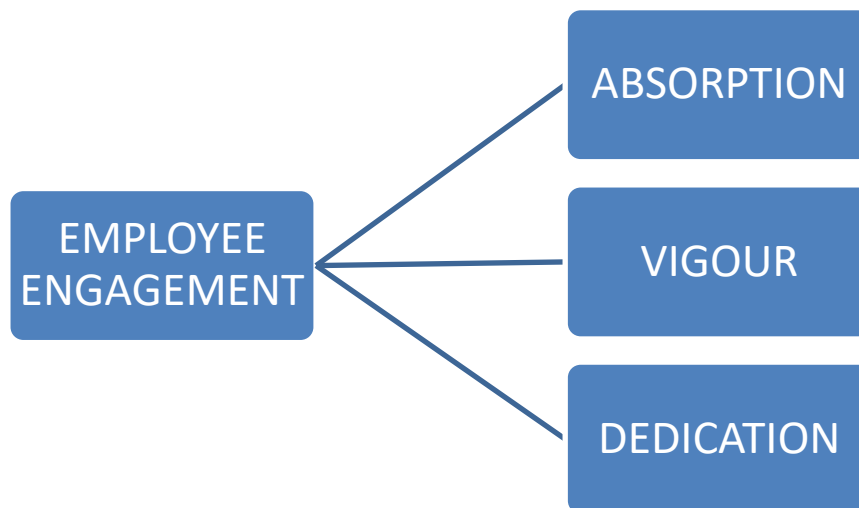
**4. Individualized consideration:** The level to which the leader attends to each follower's needs, acts as a guide or coach to the follower, and pays attention to the follower's concerns and needs.

## 1.2 Employee Engagement

Kahn published the first scholarly essay on Engagement in 1990. Kahn (1990) defined engagement as the tying of organisation

members' selves to their work roles; in commitment, employees utilize and assert themselves physiologically, intellectually, and affectively during role performances. Therefore, engaged employees put in a lot of effort because they care about their jobs. Employees who are totally engaged are fully present and use their entire self to promote their role performance in an integrated and focused manner.

Employee Engagement, as defined by Schaufeli et al. (2002) as having three components: **vigour, dedication, and absorption.**



### 1. Absorption

is defined as the employee giving his job his undivided attention. Absorption refers to an employee who is so absorbed in his or her work that time flies by and it is impossible to separate from it. Absorption entails focus and engrossment in other people's work, which renders time intangible, and being removed from the task poses some challenges for them (Gonzalez-Roma et al., 2006; Liorens et al., 2007).

### 2. Vigour

Another aspect of work engagement is **Vigour**, which implies a high level of energy and mental resilience while working. The vigour part of engagement is concerned with the employee's stimulating and energetic experience at work. There is also a determined investment in the actual work, as well as high levels of perseverance even in the face of adversity (Schaufeli and Bakker, 2004).

### 3. Dedication

The third dimension is **Dedication**, which refers to a sense of purpose, enthusiasm, inspiration, pride, and challenge (Schaufeli

and Bakker, 2010). This aspect can be seen when a person is deeply involved in his or her job (Brown, 1996). Dedication shares many characteristics with job involvement, which is defined as the degree of attachment to and identification with one's job. Employees' dedication, commitment, and interest in the job are all aspects of dedication.

Employee engagement has become critical in today's pandemic condition. In this current state of VUCA world, assuming the top position without the support of your colleagues would be a fool's errand. In this ever changing, dynamic time, organizations understand that engaged employees are critical to their success.. To increase employee engagement during difficult times, organisations should make more efforts to make employees feel that their organisation is genuinely interested in them (Robertson, 2012).

The transformational leadership style has many characteristics that make its application in the workplace an ideal environment for employee engagement (Gaan & Bhoon, 2012).

Transformational leaders create rich and meaningful opportunities for their employees by identifying areas of growth and potential that other leadership styles do not (Bommer, Rich, & Rubin, 2005). When Macey and Schneider (2008) first linked transformational leadership and employee engagement, they hypothesised that the two were positively related. However, it was not until Zhu, Avolio, and Walumbwa (2009) investigated the relationship between the two that a positive correlation, along with the characteristics of self-efficacy, hope, optimism, resilience, and self-monitoring, was discovered (Li, 2016). Transformational leadership is now recognised as a catalyst for

employee engagement in the workplace, with organisational commitment, trust, and goal attainment among its best attributes among employees (Albrecht, 2010).

In today's world, where complexities are touching the skies and disruption has become a normal thing, employee engagement has become massively difficult to attain, maintain and retain. When situation is this much demanding then it is the leader at the helm of affairs that comes to prominence. And with Transformational Leader, engagement levels can be attained, maintained and retained.

### **1.3 Culture**

Organizational culture is a set of important understandings shared by all members of the organisation, such as norms, values, attitudes, and beliefs (Stoner et al., 1996). Each organisation has a distinct culture, allowing it to be distinguished from one another. In an organisation, culture will push people to act in a certain way. Employees' activities, whether they work, how they interpret work, collaborate with co-workers, or how they perceive the future, are all influenced by culture (Gibson et al., 1973). Culture is a complex combination of assumptions, behaviours, values, beliefs, and order that pervades an organisation and has an impact on it. Organizational culture is defined as a hypothetical model produced, discovered, or built for a certain circle for the aim of research in order to solve external and internal party orientation difficulties (Schein, 2016).

### **1.4 Organisational Citizenship Behaviour (OCB)**

Chester Barnard introduced the concept of Organizational Citizenship Behaviour (OCB) as the willingness of individuals in organisations to collaborate (Harper, 2015).

Organizational Citizenship Behaviour can be defined as individual and discretionary acts that promote the organization's proper functioning but are not recognised directly or explicitly by the organization's formal reward system (Organ, 1997).

OCBs are made up of five components: conscientiousness, sportsmanship, civic virtue, altruism and courtesy. OCB research has evolved gradually, resulting in a diverse range of OCB as Predictor, mediator, and outcome factors form a nomological network. The behavioural elements of OCB are not founded in theory or construct since the variables of OCB are not. It is not a construct, but rather a collection of behaviours that belong together. Altruism and generalised compliance were identified by Smith et al. (1983), which were updated by organ (1988), and included altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Podsakoff, MacKenzie, Moorman, and Fetter (1990) operationalised these dimensions, which have since been used to quantify OCB in a variety of research (Podsakoff, Mackenzie, & Bommer, 1996; Van Dyne et al., 1994). Morrison (1994) proposed sportsmanship and participation dimensions, which comprised elements of Organ's sportsmanship and civic virtue dimensions. The huge number of constructs reflects the importance and widespread interest in organisational citizenship research.

## **1.5 AVIATION INDUSTRY**

In present times, India's civil aviation industry has emerged as one of the country's fastest growing industries. India has surpassed the United Kingdom to become the world's third largest domestic aviation market, and it is expected to overtake it as the world's third largest air passenger market by 2024. (www.ibef.org.).

Unfortunately, the Indian aviation sector is plagued by a slew of issues. Reasons include high aviation turbine fuel prices, rising labour costs and a scarcity of skilled labour, rapid fleet expansion, and intense price competition among the entities. However, the significant issue that represents a challenge for India's aviation sector is a lack of infrastructure, which must be rapidly increased. Because there is a shortage of trained and skilled workers in the aviation industry, there is fierce competition for employees, driving wages to unsustainable levels. Furthermore, the industry is unable to retain talented employees (Rajendran.R, Dharan.S, 2018). According to the literature on aviation management, a multi-cultural workplace, such as the airline business, necessitates strong leadership approaches to meet the needs of its culturally diverse workforce. Transformational leadership is a type of leadership that has a long-term impact on the workforce because it tries to inspire, encourage, and bring out the best in people regardless of cultural background, authority, or power distance. To put it another way, the aviation sector need leaders with the necessary abilities and behaviours to effectively manage such a varied workforce. Transformational leadership provides a highly supportive and motivating work atmosphere in which leaders serve as sources of inspiration for their followers and these followers, regardless of their status, are given the opportunity to actively participate in decision-making (Brito Neto, 2014). In addition, given the multicultural environment, airlines should focus on better understanding the interaction between leaders and employees in order to improve performance. In a competitive and vulnerable industry like the aviation industry, transformational leadership would help an organisation succeed. Klein (2012) further

claims that firms that generate great results as a result of their employee-related policies are particularly impressive based on the belief that if you take care of your people, the needs of the stakeholders will be met in the long term. Therefore, there is evident need to study the Transformational Leadership in Indian Airline Industry to get engaged workforce with the mediating effect of OCB and Culture. The pressing issues make it very important to come up with some solutions in Indian context of Aviation Industry and that's where this study gains its edge.

## **2. METHOD**

### **2.1 Literature Search**

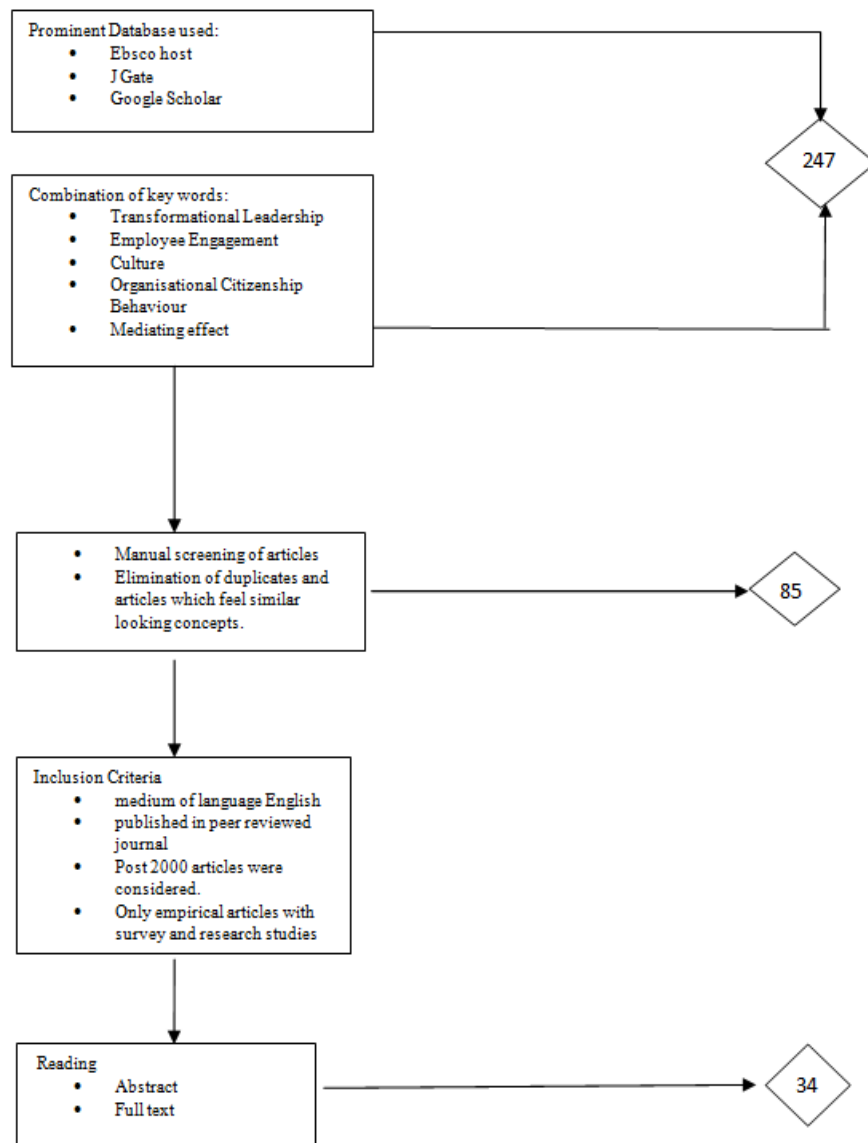
To find the pertinent published research articles establishing the relationship between transformational leadership, employee engagement, the mediating role of culture, and OCB, researcher conducted a thorough literature search. Between May 1 and May 15, 2022, the researcher did an electronic database search. EBSCO host, J-GATE, and Google Scholar, were thoroughly scanned. "Employee Engagement", "Transformational Leadership", "Culture", "Organisational

Citizenship Behaviour", and "Aviation" were the terms we used in our study and were either found in the article's title or keywords. It was also written with the standard British Commonwealth spelling for "organisational."

### **2.2 Inclusion and exclusion criteria for research papers**

A set of criteria was set to select the relevant research paper. First, there was a combination of key words like Transformational Leadership, Employee Engagement, Culture, OCB, Aviation, literature review that led to search for articles. Secondly, year of 2000 was chosen as floor level for selection of study papers. i.e. all those articles published prior to 2000 were not considered for study. The researcher has taken only post 2000 publications i.e. only articles/journals published after 2000 were considered for the study utilizing both quantitative and qualitative search. As a limiting factor, the researcher couldn't include all those articles for which full text access was not granted. Thirdly, only full text publications were considered. And above all, only empirical articles were considered.





**Figure 1. Flowchart representing the method of research methodology.**

**2.3 Other studies included in this study**

Apart from these mentioned researcher papers that were chosen through the search criteria, 3 more papers were also considered in this study. First being the Meta Analysis study of 25 years of research on Transformational Leadership by Wang et al,(2011) The meta-analytic study found

that transformational leadership was positively related to individual-level follower performance across criterion types based on 117 independent samples over 113 primary studies, with a stronger relationship for contextual performance than for task performance across most study settings. Second paper that was considered was study of Antecedent and Consequences of Employee

Engagement by Saks (2006). The basic antecedents of EE include Job characteristics, POS, Perceived supervisor support, rewards and recognition and Procedural and Distributive Justice. The basic consequences are Job satisfaction, Organisational Commitment and Intention to Quit.

The third paper was Meta Analysis of OCB by LePine et. al(2002). The authors used meta-analysis of 133 empirical papers to show that the majority of the dimensions have strong relationships with one another and that these relationships are equivalent with the predictors (job satisfaction, organisational commitment, fairness, trait conscientiousness, and leader support) that OCB scholars most frequently take into account. The implications of these findings were examined in relation to how the OCB construct need to be defined and assessed going forward.

## 2.4 Data Extraction

The first step, the search for articles led to the identification of 247 articles. These articles were from EBSCOHOST, J-GATE and Google Scholar. Thereafter began the process of choosing the method of negative selection to arrive at the best fit to study the relationship between Transformational Leadership, Employee Engagement and variables effect of Culture and OCB. Exclusion of duplicates started with the basic requirement of doing away with the similar papers or the articles though having the relevant variables but in different combinations. Use of key words and reading of abstract played a deciding role in filtering of articles for the final study along with the inclusion and exclusion criteria decided for the selection process.

**Table 2. Description of articles included in the study.**

S.No	AUTHOR	TL	EE	OCB	CULTURE	OUTCOME
1	Gill & Ghergill, (2004)				✓	The findings demonstrate that organisations prioritised employee safety obligations over putting in place efficient safety management systems and fostering a culture of safety.
2	Bastola.D, (2020)	✓				Several key aviation leadership abilities under the transformational leadership style were found through this research. More than any other aspect of transformational leadership, mental stimulation and personalised care can increase aviation safety.
3	Zhu, Avolio, and Walumbwa, (2009)	✓	✓			When their Leader displayed more transformational leadership behaviours, subordinates were more productive and motivated, particularly for those subordinates who rated high on positive follower traits.
4	Casida and Pinto-Zipp, (2008)	✓			✓	Transformational and transactional leaders are able to balance the said dynamics in the organizational culture.

5	Sarros, Cooper, and Santora, (2008)	✓			✓	Transformational leadership is linked to corporate culture in two ways: first, by conveying a purpose, and second, by setting highly tuned goals and providing encouragement to individual employees.
6	Hetland, Demerouti, Olsen, & Espevik (2014)	✓	✓			This study stressed on the importance of practicing Daily Leadership for ensuring follower's daily engagement in work.
7	Mukulu (2015)	✓	✓			The results showed that while transformational leadership was found to be moderately and positively associated to employee engagement, it was shown to be favourably and moderately related to intellectual stimulation and customised concern of supervisor.
8	Jena, Pradhan, & Panigrahy, (2018)	✓		✓		It was suggested that in order to establish and maintain a better working environment, HR managers and organisational behaviour (OB) specialists must make use of the learnings from the components that were investigated.
9	J.S. Gunavathy & Indumathi, G., (2011)	✓		✓	✓	Leaders must be able to establish a culture of faith, shared understanding, and openness in order for true citizenship behaviour to be demonstrated. Rather than focusing on styles of leadership or specific goals, leaders should focus on the leader-member interchange.
10	Aryee and Walumbwa, (2012)	✓	✓			Results were all positive and significant with the paths from Transformational leadership to work engagement.
11	Yasin, Ghadi and Fernando, (2012)	✓	✓			Results from structural equation modelling reveal that the transformational leadership style influences followers' attributes of work engagement.
12	Shuck and Herd, (2012)	✓	✓			Transformational leadership can conceptualize engagement, a result of cognitive and emotional Engagement in leadership context.
13	Segumpan & Bahari, (2006)	✓		✓	✓	Development of interpersonal relationships among teachers and other stakeholder groups may help reduce occupational stress among teachers.
14	Mani, (2013)	✓		✓	✓	OCB and transformational leadership have a positive relationship. When different leadership styles are used, there are

						considerable variances in subordinates' organisational citizenship behaviour.
15	Tjai M.Nielson, Megan Shaw et.al., (2007)	✓			✓	Individuals engage in organisational citizenship behaviour, but when summed across time and across people, it has a significant influence.
16	Riyanto S & Winarsih, (2020)			✓	✓	Organizational culture positively impacts organizational citizenship behaviour (OCB) partially or all at once.
17	Riyanto.S & Diana, (2020)	✓		✓		Transformational leadership positively impacts organizational citizenship behaviour (OCB).
18	Jones.E, (2014)		✓			The study also found that out of the seven main drivers there were three that were head strong facilitators for engagement levels at Company X of Aviation Industry.
19	Nguni, Slegers, & Denessen, (2006)	✓		✓		Effects of individual behavioural constructs of Transformational leadership upon organizational commitment, job satisfaction, and organizational citizenship behaviour were examined. Results showed varying degrees of influence.
20	Assaf, Qudah & Bashayreh, (2016)	✓				As per the study in Royal Jordanian Airlines, there is a substantial correlation between the affective and continual commitments and the transformational leadership style, but not between the normative commitment and this style.
21	Irshad & Hashmi, (2014)	✓		✓		The results of the study show that TL has significant relation with OCB. But it is not too much strong relation; there exist a mediator between them.
22	Rurkkhum S., (2010)		✓	✓		There exists positive relationship between Employee engagement and every component of OCB.
23	Krishnan & Arora, (2008)	✓		✓		Leader OCB is positively related to transformational leadership, and transformational leadership, social skills, and even-temperedness are positively related to follower OCB..
24	Engelbrecht & Schlechter, (2006)	✓		✓		Employees who work with transformational leaders are given a sense of meaning and purpose in their job, which encourages them to

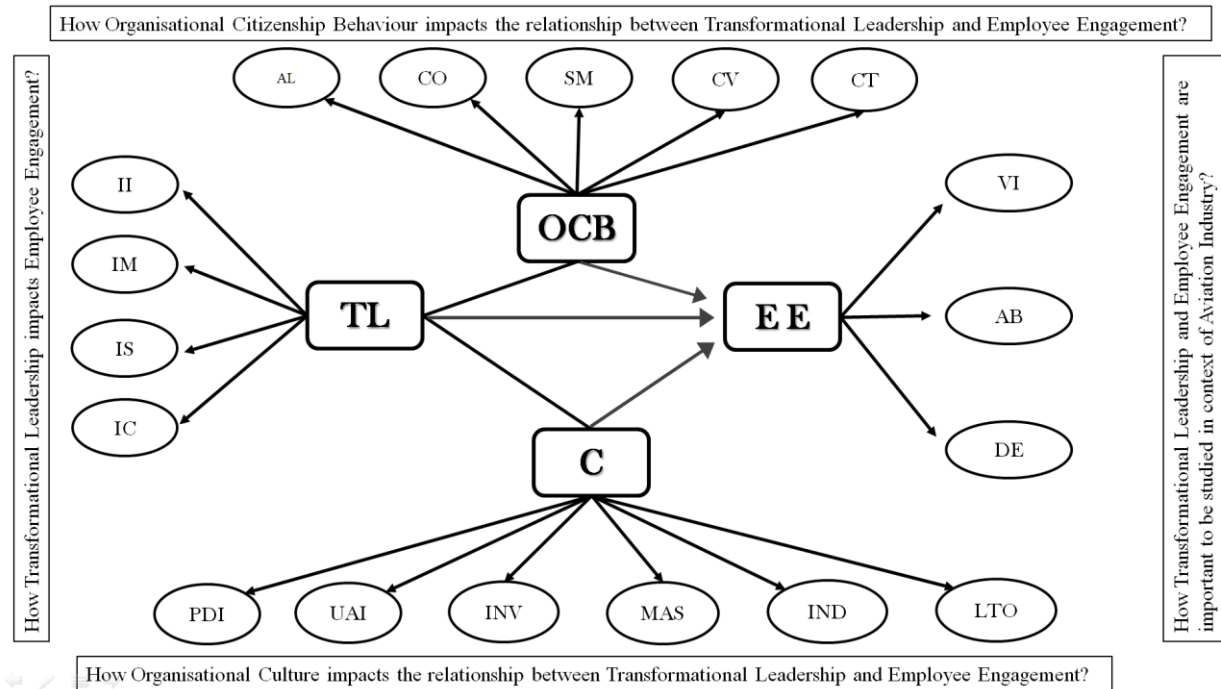
						act in ways that promote organisational citizenship.
25	Ergeneli, Gohar & Temirbokova, (2007)	✓			✓	The uncertainty avoidance culture factor and overall transformative leadership have a significant and unfavourable relationship.
26	Abubakar & Dogoji, (2015)	✓	✓		✓	Employee performance has been shown to be highly impacted by organisational culture. However, the aviation sector is subject to strict constraints regarding corporate culture because airlines are under pressure to conform to requirements.
27	Aggarwal & Chowdhri, (2017)		✓			The study's original finding is that job satisfaction increases with employee involvement among concessionaire workers at Delhi's Indira Gandhi International Airport. Employee happiness includes connections at work and job involvement, whereas employee engagement includes policy and procedure, motivation, and communication.
28	Soelton et al., (2020)	✓	✓	✓		The ASN organisational citizenship behaviour (OCB) at the Aeronautical Engineering Center will increase as a result of ASN organisations' greater dedication to the organisation. ASN's organisational citizenship behaviour (OCB) at the Aviation Engineering Center will rise the more work-life balance (WLB) the organisation provides to ASN.
29	Sugianingrat et al., (2019)	✓	✓	✓		If the OCB successfully navigates the mediating function of employee engagement first, it will be able to play a role in mediating the influence of ethical leadership on employee performance.
30	Hermawan, Tharmin & Susilo, (2020)		✓	✓		This study's findings suggest that OCB significantly affects EE and EP. Additionally, this study discovers that employee engagement can moderate the relationship between OCB and EP and has a considerable impact on employee performance.
31	Fatoni, Prihatini & Suryaningsih, (2018)	✓	✓		✓	Employee engagement and organisational commitment have a significant direct impact on employee performance, OCB has a significant direct impact on OCB, and employee performance has a significant direct impact on OCB.

32	Hamidah & Setyawasih, (2022)		✓		✓	The findings indicate that organisational culture and employee engagement both directly influence innovative work behaviour and employee engagement directly influences organisational culture Additionally, the association between company culture and innovative work behaviour is partially mediated by employee engagement.
33	Romi Ilham, (2018)	✓	✓		✓	The results of the study demonstrate that organisational culture and leadership style are crucial factors that have a significant impact on employee productivity and work satisfaction.
34	Shabaan, (2017)	✓				This study suggested that in order to encourage and foster intrinsic drive, current leaders should receive more orientation and training in transformational leadership in Aviation Sector.

**3. RESULTS**

The literature review was divided into 4 aspects of the study as shown in the research framework

below. While doing the systematic review, the researcher tried to find answers for four questions which became guidelines for the discussion.



**FIGURE 2 . INTEGRATED RESEARCH FRAMEWORK**

### **Discussion A: How Transformational Leadership impacts Employee Engagement?**

The type of leadership at the helm of affairs has a very important role in shaping the engagement levels of employees. And if the leader is a Transformational Leader then chances of attaining a high level of engagement level increase manifold. Transformational Leader goes the extra mile to make sure that employees believe that they and organisation are for each other. He makes them feel secure and cared so much so that employees start believing in the rise of organisation is their growth and then they give their whole heartedly efforts and trust so much so that the dedication surpasses leader's expectation. In fact it has come to the fore that for attaining and retaining an engaged workforce, Transformational Leadership is a necessity. Various thinkers and researchers have talked about the role of Leadership and Top Management in shaping the engagement levels of employees. To be successful in any business you need an engaged workforce and for the very same you need a leadership that can instil the feeling of oneness, belongingness and common future in the employees. Transformational Leaders elevate the levels of satisfaction and devotion on employees, paving way for higher efficiency. When the inter-relatedness and dependency is of this level, it becomes important to study the relationship more extensively as the more you study these two; they come out as more and more related.

### **Discussion B: How Organisational Culture impacts the relationship between Transformational Leadership and Employee Engagement?**

Culture is the environment in which both employees and organisation function. This is like the air that surrounds us. So there is no way that any organisation, be the employees or leadership can remain aloof by the forces of culture. The relation resembles chicken-egg situation.

Leadership decides for the type of culture and culture provides the rules, manuals, implied and explicit set of behaviour expected from leader. Literature confirms the relationship between Leadership, culture and employee engagement. To get an engaged workforce, the culture that is supportive, tolerates and encourages mistakes, and minimises power culture is needed. When the organisational culture is compatible with employees' values then workers give their best dedication. Therefore, Transformational Leader has to work out under the environmental conditions or work ethos set up by culture to get engaged workforce. In today's world, where the workforce is multi-cultural, it becomes imperative to study the effect and importance of culture. If Leadership is open and supportive of mistakes and creates an atmosphere for innovation then the culture becomes nurturing. Similarly, if the Leadership is not tolerant of any mistakes or failure then employees will not be adventurous and there will be no culture of free flow of ideas and sharing of information. Thus the type of culture you want for your organisation will be decided by Leadership and vice versa set values for the same and will shape the employees' level of engagement in turn.

### **Discussion C: How Organisational Citizenship Behaviour impacts the relationship between Transformational Leadership and Employee Engagement?**

Organisational Citizenship Behaviour is a word having positive connotation for any organisation. What can be a better atmosphere to work in when employees are eager to help fellow employees out of turn or out of the way expected from them. Therefore it's a very welcoming and desirable behaviour that any or all organisation would wish to be in their workforce. Researchers believe that for any person to attain a state of meaning it is necessary to find meaning in their work and life both. And if a person starts finding pleasure in

work then work becomes a thing to enjoy and work becomes as easy as play. Displaying Organisational Citizenship Behaviour leads to finding meaning in their work and therefore OCB becomes important, for both, the Leadership and employees. When the positive effects of inculcating OCB in workforce are so much then it becomes duty of Leadership to create the workplace dynamics in a way conducive for OCB. Now to manifest meaning in relationships, you need a visionary Leadership that's what Transformational Leaders do by creating a future-oriented and ideal goal that binds all employees in one. When employees find meaning in work and in their relationship with fellow workers then they feel motivated and driven and their engagement levels also rise emphasising that there is a positive relationship between employee engagement and Organisational Citizenship Behaviour and the Transformational Leader has a key role to make this a reality. Positive correlation exists between employee engagement and behaviours that go above and beyond official policies and job descriptions. Organizational citizenship behaviour is impacted by employee engagement characteristics, and there is a significant correlation between the two.

#### **Discussion D: How Transformational Leadership and Employee Engagement are important to be studied in context of Aviation Industry?**

Aviation sector today, is mired with lots of problems, be that high turnover, low morale of employees, increasing instances of burnout and the working style in form of erratic work hours and time zones(sometimes) puts a lot of strain on employees. When the situation is complex, you need a good leadership and when situation is dynamic, demanding and posing challenges at every turn, it can be very much in favour of the industry to have a Transformational Leader at the helm of the affairs. Similarly, with such complex demands of job as in aviation industry it's really

difficult and equally desirable. To meet the demands of its culturally diverse workforce, multi-cultural work settings, such as those seen in the aviation sector, require particular leadership philosophies. Aviation and aerospace companies are examples of workplaces that require the direction and assistance of leaders who can successfully adapt management ideas that have been created in the Western context and effectively work across multiple cultures. While doing the literature review, researcher came across about studies linking Leadership with Aviation sector and Employee Engagement that talk about the importance to study the relationships among all the variables. There have been instances when several key aviation leadership abilities under the transformational leadership style were found through research. More than any other aspect of transformational leadership, mental stimulation and personalised care can increase aviation safety. Similarly, when pressure on employees is immense and in varied forms then engagement levels take a toss which is evident in high turnover figures of Aviation Sector. So to resolve all these maladies, there is a need to study the role of Transformational Leader in devising strategies to attain elevated levels of engagement especially in Indian Context where Aviation Sector, in current times, needs this above everything.

#### **Limitations and Future Research**

There is a limit to everything and same works with this research too. While doing the research, the researcher came across some limiting aspects. Firstly, there was paucity of papers and studies for review with the combination of variables like the ones with researcher. Therefore, it can be said that few papers led to constrained study of interrelationships of variables. Second limitation can be the limitations of electronic databases as there were various other databases that the researcher didn't have access to. Thirdly, researcher's choice to include publications post



2000 left all the earlier works closed for review. Fourthly, this study didn't include the effect of individual aspects like personality traits and socio economic parameters on the working of variables. Fifthly, limiting the review to only empirical studies the researcher has missed out on many other important papers that could become part of review. As part of future research, this review can be done in industries other than Aviation sector and can include other publications, doing away with the chosen floor level of year 2000 and making use of more databases.

#### 4. CONCLUSION

After conducting the literature review of 34 studies, the researcher noticed that there does exist a relationship between Transformational leadership and Employee Engagement which is inter-related, inter-dependent and mutually reinforcing. Same stands true for the mediating variables too. The relation of Transformational Leader with engagement levels of employees is surely exposed to dynamics of culture and OCB with each variable playing an important role. In today's world, the increasing complexity of businesses, the changing face of workforce like Gen X, Y and Z, terms like millennial, multi-cultural workforce, it's actually a task to get high engagement level and more so to sustain it. The aim should be to make employees strive for increasing the size of pie and then having a larger size of pie, thus creating a win-win solution for all. Transformational Leadership, in view of all its contributions, has a potential to be of immense driver for Employee Engagement. This review reinforces the role of Transformational leadership in making more informed decisions, resulting in a more committed and motivated workforce and a much better engagement and connection with the organisation by instilling trust and loyalty for the organisation, which in turn, will assist organisations in dealing with the challenge of employee retention in the rapidly growing corporate world; specially in context of Aviation

Industry, it fits the bill perfectly as its one of most affected one and in need for revival if not rebirth.

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