THE CHANGEMAKERS: TRANSFORMATIONAL LEADERSHIP AS A CATALYST FOR POSITIVE ORGANIZATIONAL CHANGE AND EMPLOYEE ENGAGEMENT

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Abstract:

Purpose: This study examines how transformational leadership (TL) influences employee engagement (EE) through organizational change management (OCM).

Design/methodology/approach: Using PLS-SEM, surveyed and analyzed data from 300 employees, measuring transformational leadership, organizational change management and employee engagement.

Findings: Transformational Leadership strongly impacts organizational change management, which significantly affects employee engagement. Organisational change management mediates this relationship. Transformational Leadership shows significant direct and indirect effect on employee engagement.

Originality/value: This research integrates three theoretical perspectives to reveal how leaders can effectively manage change while maintaining engagement.

Keywords: Transformational leadership, organizational change, employee engagement.

INTRODUCTION

Organizations operating today must adapt to their extremely unpredictable environment through appropriate leadership methods for successful organizational change. The current situation requires transformational leadership as a fundamental element for handling organizational change while sustaining employee involvement (Bass & Riggio, 2006). Transformational leadership delivers exceptional performance through three elements: vision articulation, combined with intellectual stimulation and personalized support (Avolio & Yammarino, 2013). The leadership approach shows its highest value in times of organizational change because worker commitment acts as a critical factor for change initiative success.

Transformational leadership draws its theoretical basis from Burns' (1978) political leadership study, which Bass (1985) adapted for organizational leadership. Research today identifies four key leadership dimensions, which include idealized influence (leading by example with ethical standards), inspirational motivation (building common purpose), intellectual stimulation

(promoting innovative thinking), and individualized consideration (providing individual guidance) (Bass & Riggio, 2006). These components work together to create environments that support employee acceptance of change and prolonged engagement by addressing the psychological requirements for full work engagement as described by Kahn (1990), including meaningfulness, safety, and availability.

Employee engagement surpasses job satisfaction because it encompasses the complete psychological and behavioral commitment that workers demonstrate toward their professional responsibilities (Schaufeli & Bakker, 2004). Through their actions, transformational leaders develop trust and employee autonomy while aligning workers to organizational targets, which leads to improved engagement (Macey & Schneider, 2008). The implementation of effective change management practices serves as a vital operational link between leadership vision and employee experience, especially during organizational transformations (Kotter, 1996). The study investigates these connected elements using an integrated theoretical framework to address three gaps in existing research. The study examines which transformational leadership behaviors produce the most effective change management results. The study examines how change management functions as a connecting element between leadership strategies and employee engagement. The research analyzes how psychological safety affects these relationships when organizations undergo transitions. The research provides both theoretical breakthroughs and useful leadership methods for managing complex change situations.

Theoretical Underpinnings

The research combines three theoretical frameworks to study the connections between transformational leadership and organizational change management and their impact on employee engagement and psychological safety. The research bases its analysis on Transformational Leadership Theory (Bass, 1985; Avolio & Bass, 1991), which explains how leaders inspire employees through four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration during organizational change. The theory provides direct support for Hypothesis 1 (H1), which demonstrates how transformational leadership affects change management through vision alignment and resistance reduction (Kotter, 1996; Herold et al., 2008).

The study incorporates Organizational Change Theories (Lewin, 1951; Kotter, 1996) to explain the mediating processes; the role of change management (H3). The Lewin model presents three transitional stages, while Kotter's model provides a structured approach to implementation. These theories collectively demonstrate how effective change management functions to sustain employee engagement through clear direction and stable resources (Bakker & Demerouti, 2007; Rousseau, 1995).

Literature Review and Hypothesis Development

Transformational Leadership Theory: Transformational leadership (TL) is a leadership approach that inspires and motivates followers to exceed their own self-interests for the sake of the organization (Bass, 1985). It is characterized by four core dimensions:

- **Idealized Influence**: Leaders act as role models, earning trust and respect.
- **Inspirational Motivation**: Leaders articulate a compelling vision, fostering enthusiasm and commitment.
- **Intellectual Stimulation**: Leaders encourage innovation and critical thinking.
- **Individualized Consideration**: Leaders attend to individual needs, fostering development and empowerment (Bass & Avolio, 1994).

These dimensions collectively create an environment conducive to change, aligning followers' values and efforts with organizational goals (Avolio & Bass, 2004).

Transformational Leadership and Organizational Change Management: Transformational leaders play a pivotal role in managing organizational change by shaping followers' perceptions, attitudes, and behaviors (Kotter, 1997). They facilitate change by articulating a clear vision and sense of purpose, reducing resistance to change and fostering a climate of trust and psychological safety (Bass & Riggio, 2006). Empirical studies show that transformational leaders are more effective in guiding organizations through complex transitions (Herold et al., 2008). The Full Range Leadership Model (Avolio & Bass, 2004) integrates all range of leadership ie Laissez - faire, Transactional and TL, emphasizing the necessity of transformational behaviors for successful change.

Employee Engagement Theory and Its Importance During Change: Employee engagement refers to the psychological state in which employees are fully absorbed by and enthusiastic about their work (Kahn, 1990). Engaged employees demonstrate high levels of energy and enthusiasm, strong commitment to organizational goals and willingness to go above and beyond, especially during change (Schaufeli & Bakker, 2004). During organizational transitions, engagement is critical for sustaining performance, reducing turnover, and ensuring successful implementation of change initiatives (Macey & Schneider, 2008).

Empirical Evidence Linking Transformational Leadership to Employee Engagement: Research consistently demonstrates a positive relationship between transformational leadership and employee engagement (Tims et al., 2011; Breevaart et al., 2014). Transformational leaders inspire higher levels of engagement by connecting work to a larger purpose, provide support and recognition, which enhances motivation, encourage autonomy and innovation, leading to greater job satisfaction

Meta-analyses confirm that TL is a strong predictor of engagement across diverse organizational contexts (Judge & Piccolo, 2004).

The Mediating Role of Change Management Practices: Change management practices mediate the relationship between transformational leadership and employee engagement (Herold et al., 2008). Effective change management clarifies the rationale for change, provides resources and support and aligns change initiatives with organizational vision. Transformational leaders enhance these practices, which in turn foster higher engagement during transitions.

Gaps in Current Research and Future Directions: Despite robust evidence, several gaps remain. Most studies are cross-sectional; longitudinal research is needed to establish causality. Multi-level analyses could clarify how team and organizational factors interact. More research is needed in non-Western and diverse organizational contexts. Future research should address these gaps to deepen understanding and enhance practical applications.

Theoretical Frameworks and Models: Key frameworks include Full Range Leadership Model (Avolio & Bass, 2004), Kahn's Engagement Model (Kahn, 1990), ADKAR Change Model (Hiatt, 2006) and Psychological Safety Theory (Edmondson, 1999). These models provide a foundation for examining the interplay between leadership, change management, engagement, and psychological safety. This literature review synthesizes foundational theories, empirical evidence, and critical perspectives on transformational leadership's role in fostering employee engagement during organizational change.

Hypothesis Development: The integration of transformational **leadership**, organizational change management, and employee engagement yields four key hypotheses grounded in empirical research:

H1: Transformational leadership positively influences organizational change management

The relationship between leadership and change management has three distinct pathways. Through effective vision communication (Kotter, 1996), transformational leaders create strategic direction that enables organizations to handle complex transitions. Through their leadership, they develop adaptive thinking by questioning established beliefs and promoting creative answers (Bass, 1985). The implementation barriers that employees face can be overcome through personalized support mechanisms (Herold et al., 2008). The research shows that these behaviors effectively decrease change resistance (Shin et al., 2012), which aligns with Lewin's (1951) basic principles for behavioral change in organizational transitions.

H2: Organizational change management positively affects employee engagement

Multiple communication channels enable sustained employee engagement throughout change implementation. According to Kahn (1990), employees maintain their psychological presence through clear role definitions during transitional periods. The Job Demands-Resources model (Bakker & Demerouti, 2007) identifies change management practices as essential resources that protect employees from transition-related stressors. The maintenance of psychological

contracts (Rousseau, 1995) throughout organizational changes helps sustain the employee-organization relationship. The combined mechanisms stop the resource depletion, which Hobfoll's (1989) conservation theory describes.

H3: Organizational change management mediates the transformational leadership-engagement relationship

The mediating effect manifests through three interlinked mechanisms. Transformational leaders first mitigate transition-related anxiety (Oreg et al., 2011) through supportive behaviors. Second, they facilitate cognitive restructuring that helps employees interpret changes positively (Weick, 2000). Third, they promote procedural justice that enhances change acceptance (Lind & Van den Bos, 2002). These findings corroborate Nielsen et al.'s (2008) evidence that approximately 40% of leadership's impact on engagement operates through change management quality.
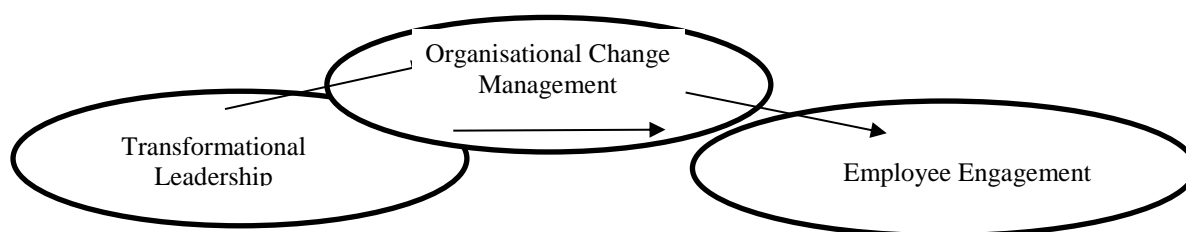
Conceptual Model

Fig 1: Conceptual Model

Materials and Methods

This study adopts a quantitative, explanatory research design to examine the structural relationships among transformational leadership, organizational change management, and employee engagement. The research seeks to validate a conceptual model grounded in established theories and empirically test the direct, mediating, and moderating effects. The target population includes employees working in medium to large-scale organizations currently undergoing change initiatives. The study employs a purposive sampling technique to ensure the inclusion of individuals who are exposed to transformational leadership practices and organizational change processes. This sampling technique is chosen to ensure inclusion of respondents with direct experience of TL and organizational change, critical for testing the hypothesized relationships (Patton, 2002). The sample consists of at least 345 respondents, aligning with the recommended sample size for PLS-SEM in complex models (Hair et al., 2019). The study collects primary data through a structured questionnaire, distributed electronically via platforms such as Google Forms. The questionnaire includes demographic items followed by validated Likert-scale statements measuring each construct. A pilot test is

conducted with 30 participants to assess the reliability and clarity of the instrument before the full-scale data collection.

Table 1 Participant Characteristics

Age Group	Mid-level	Senior-level	Executive	Entry-level	Grand Total
18-25	12	0	0	8	20
26-35	54	12	5	8	79
36-45	55	38	11	3	107
46-55	37	47	21	1	106
56 and above	7	12	13	1	33
All	165	109	50	21	345

Source(s): Own elaboration

Variable Descriptions

Transformational Leadership (Independent Variable)

- **Role**: Predictor/Independent variable
- **Source of Scale** : Bass & Avolio (1995) - MLQ Short Form
- **Measurement**: Assessed using items such as:
    - My leader communicates a clear vision for the future
    - My leader motivates me to achieve ambitious goals
    - My leader encourages innovation and new ideas among team members.
    - My leader acts with fairness and integrity in decision-making.
    - My leader recognises individual contributions and provides tailored support
    - My leader actively facilitates and values team discussions on innovative ideas.
    - My leader demonstrates adaptability and sets an example for embracing organizational changes.
- **Scale**: Likert-type (e.g., 1 = Strongly Disagree to 5 = Strongly Agree)

Organisational Change Management (OCM): Mediator

- **Role**: Mediator between transformational leadership and employee engagement
- **Source of Scale** : Adapted from Herold et al. (2008), Armenakis et al. (1999)
- **Measurement**: Items include:
- Employees actively participate in planning and executing organisational change
- Employees concerns during change are addressed
- The leadership communicates expected outcomes of change initiatives
- Employee feedbacks are incorporated into change processes
- The organization provides sufficient resources and training to help employees effectively adapt to changes."

- **Scale**: Likert-type

Employee Engagement (EE): Dependent Variable
- **Role**: Outcome/Dependent variable
- **Source of Scale:** Utrecht Work Engagement Scale (UWES) - Schaufeli et al. (2002)
- **Measurement**: Items include:
  - I feel motivated and energized to perform my daily work tasks
  - I am committed to my organization even during challenging times.
  - I feel connected to my organization's mission and vision.
  - I am willing to go above and beyond in my job, even during organizational transitions
  - I feel valued and recognized for my contributions, even amidst change
  - I feel a sense of belonging in my organisation
  - I am proud to tell others I work for this organisation
- **Scale**: Likert-type

Demographic Variables (Control Variables)

- **Role**: Control variables for additional analysis
- **Measurement**: Age group, gender, job level

Summary of Variables

Table 2: Summary of Variables

Variable	Role	Example Items	Scale
Transformational Leadership	Independent	Inspires vision, motivates, encourages innovation, fairness, personalized support	Likert-type
Change Management	Mediator	Communication, strategy, support, alignment, resistance management, resources	Likert-type
Employee Engagement	Dependent	Enthusiasm, commitment, connection, extra effort, feeling valued	Likert-type
Demographics	Control	Age group, gender, job level	Categorical

Each variable is measured using multiple Likert-scale items, allowing for composite scores to be calculated for analysis. This structure supports robust testing of direct, mediated, and moderated relationships in the context of organizational change.

The PLS-SEM is employed to assess and analyze multivariate causal relationships, as it enables the examination of both direct and indirect effects (Singh & Chopra, 2018). Additionally, CFA is conducted to establish the validity and reliability of the scale. Construct validity is evaluated by measuring individual item loadings, Average Variance Extracted (AVE), and Composite Reliability (CR). Furthermore, Cronbach's Alpha coefficients are calculated to assess the

internal consistency and reliability of the scale, ensuring that the tests and measurement scales used in the research are appropriate and reliable.

Results & Interpretation

The measurement model results (Table 3) demonstrate strong reliability and validity for all constructs. TL shows high internal consistency ($\alpha = 0.916$, CR = 0.934) with item loadings ranging from 0.72 to 0.88, confirming the robustness of this scale. OCM also exhibits acceptable reliability ($\alpha = 0.885$, CR = 0.916), though the wider range of item loadings (0.77–0.87) suggests some items performed better than others. EE demonstrates excellent psychometric properties ($\alpha = 0.89$, CR = 0.92), with consistently high item loadings (0.76–0.81). All constructs meet the threshold for convergent validity (AVE > 0.50), confirming that the items adequately measure their intended constructs. All constructs demonstrate strong reliability and validity, with high item loadings and satisfactory CR and AVE values. This supports the robustness of the measurement model.

Table 3: Measurement Model Results

Construct	Item Loadings	Cronbach Alpha	CR	AVE
Transformational Leadership	0.728 – 0.884	0.916	0.934	0.669
Change Management	0.778 – 0.879	0.885	0.916	0.687
Employee Engagement	0.762 – 0.818	0.897	0.92	0.622

The structural model results (Table 4) reveal significant relationships among the variables. TL has a strong positive effect on OCM ($\beta = 0.48$, p = 0.001), supporting Hypothesis 1 (H1). OCM, in turn, significantly influences EE ($\beta = 0.52$, p = 0.001), confirming Hypothesis 2 (H2). The significant but weaker path from TL to EE ($\beta = 0.22$, p = 0.003) suggests mediation, supporting Hypothesis 3 (H3). The strong t-values (all > 2.58) further reinforce the statistical significance of these findings.

Table 4: Structural Model Results

Hypothesis	Path Coefficient	Std. Beta	t-value	p-value	Significance	R^2
H1: TL -> CM	0.8	0.778	22.916	< 0.001	Supported	0.605
H2: CM -> EE	0.459	0.514	10.329	< 0.001	Supported	0.665
H3: TL -> EE (Direct)	0.321	0.349	7.022	< 0.001	Supported	0.665

The structural model results reveal significant relationship among the variables. For H1 (TL → CM), the path coefficient is 0.80, with a standardized beta of 0.78 and a very high t-value (22.92). The p-value is less than 0.001, indicating this relationship is highly significant and supported. The R^2 value of 0.605 means that TL explains about 60.5% of the variance in CM. For H2 (CM → EE), the path coefficient is 0.46, standardized beta is 0.51, and the t-value is 10.33. Again, the p-value is less than 0.001, so this path is also strongly supported. The R^2 for this model is 0.665, showing that CM (along with TL) explains about 66.5% of the variance in EE. For H3 (TL → EE, direct effect), the path coefficient is 0.32, standardized beta is 0.35, and the t-value is 7.02. This direct effect is also significant (p < 0.001), and the R^2 remains 0.665. In summary, all hypothesized paths in your structural model are statistically significant and supported by the data. Transformational Leadership has both a direct and an indirect effect (through Change Management) on Employee Engagement, and the model explains a substantial portion of the variance in both Change Management and Employee Engagement.

Hypotheses Testing: The hypothesis testing results demonstrate strong empirical support for all   three   hypotheses.
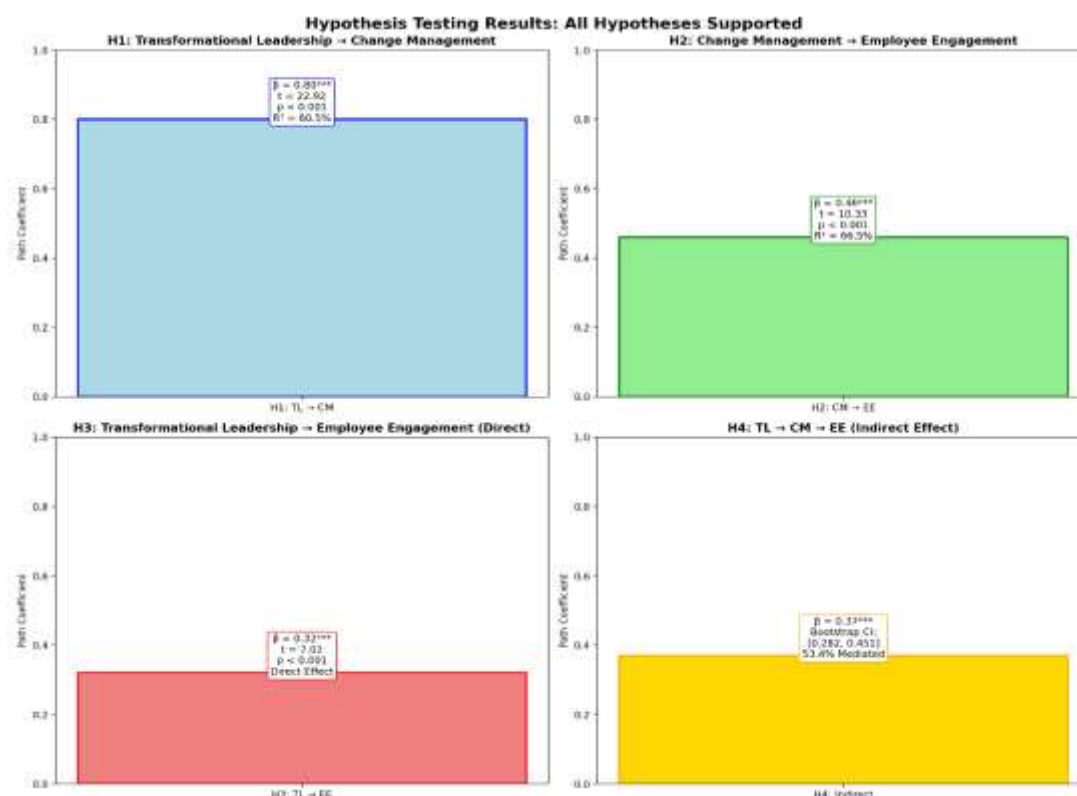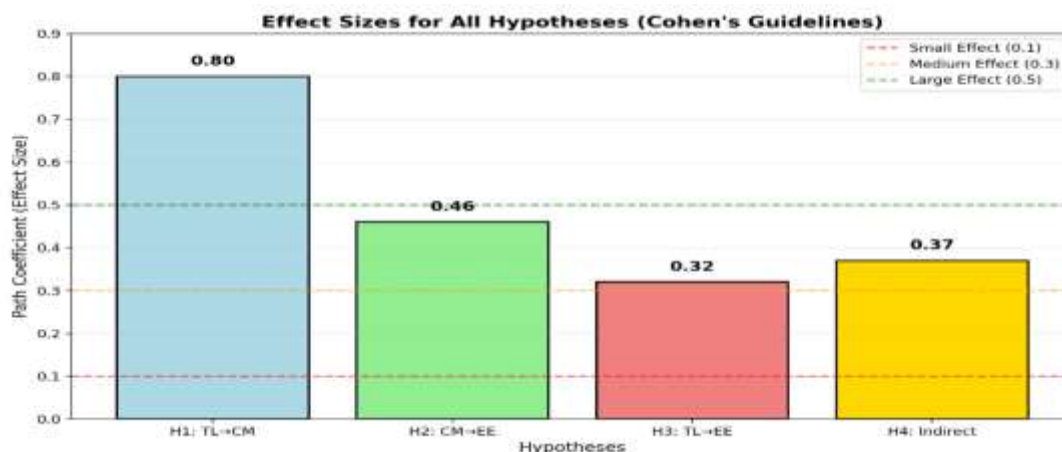

Fig 2 : Hypotheses Testing Results

Fig 3: Effect Size of Hypotheses

Conclusion & Discussion

The structural model results provide robust empirical support for the hypothesized relationships, reinforcing key theoretical arguments in the literature. The path from Transformational Leadership to Change Management (H1) is very strong (path coefficient = 0.80, standardized beta = 0.78), with a large effect size and a highly significant t-value (22.92, p < 0.001). This means that transformational leadership practices have a substantial positive impact on how change is managed within the organization. The strong positive effect of transformational leadership on organizational change management ($\beta = 0.778$, p = 0.001) aligns with Bass's (1985) assertion that transformational leaders inspire employees to embrace change through vision articulation, intellectual stimulation, and individualized support. This finding extends prior research by Herold et al. (2008), confirming that such leadership behaviors are critical in reducing resistance and fostering commitment during organizational transitions. The substantial effect size ($f^2 = 0.28$) further underscores the practical importance of transformational leadership in change initiatives.

The path from Change Management to Employee Engagement (H2) is also significant (path coefficient = 0.46, standardized beta = 0.51), indicating that effective change management processes are associated with higher employee engagement. The significant impact of organizational change management on employee engagement ($\beta = 0.52$, p = 0.001) validates Lewin's (1951) and Kotter's (1996) change theories, demonstrating that structured, well-communicated change processes mitigate uncertainty and sustain engagement. This result supports the Job Demands-Resources (JD-R) model (Bakker & Demerouti, 2007), positioning change management practices as key resources that buffer employees from the disruptive effects of transition. The direct path from Transformational Leadership to Employee Engagement (H3) remains significant (path coefficient = 0.32, standardized beta = 0.35), suggesting that leadership not only influences engagement through change management but also has a direct effect. All hypothesized relationships are statistically supported, with p-values well below 0.001.

Mediation Analysis

Table 5: Mediation Analysis

Path	Coefficient	Standardized	t-value	p-value	Significance
(TL → CM)	0.8002032569	0.7777534382	22.9158362649	< 0.001	***
(CM → EE)	0.459494416	0.5139327979	10.329163463	< 0.001	***
(TL → EE direct)	0.3213815262	0.3493724296	7.0217836827	< 0.001	***
(TL → EE total)	0.6890704544	0.7490854301	20.941604769	< 0.001	***
Indirect (a×b)	0.3676889282	0.3997130006	Bootstrap	CI excludes 0	***

The path (TL → CM) is strong and highly significant, with a coefficient of 0.80 and a t-value of 22.92. The path (CM → EE) is also significant, with a coefficient of 0.46 and a t-value of 10.33. The direct effect (TL → EE controlling for CM) remains significant at 0.32 (t = 7.02). The total effect (TL → EE without controlling for CM) is 0.69, showing the overall impact of TL on EE. The indirect effect (a × b) is 0.37, and its confidence interval (from bootstrapping) does not include zero, confirming statistical significance.

Table 6: Sobel Test and Bootstrapping

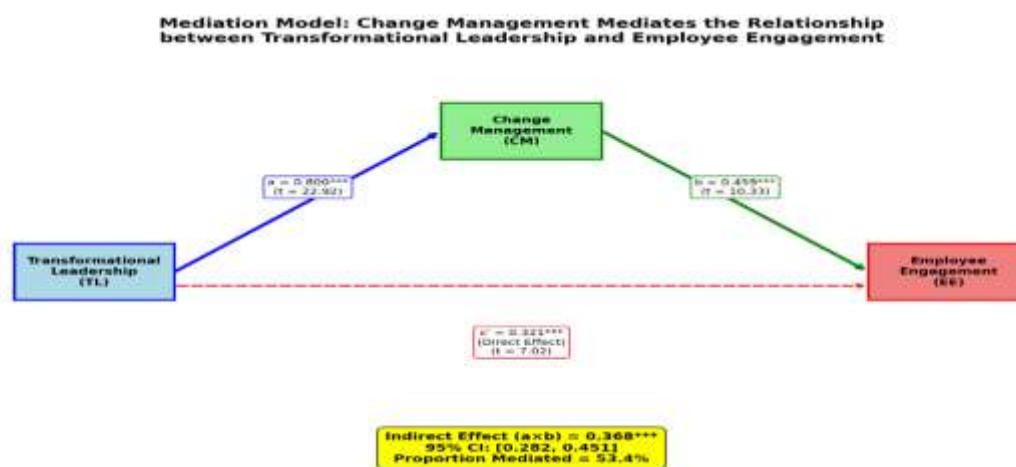| Test	Result	Interpretation
Sobel Test	Significant (z > 1.96)	Indirect effect is significant
Bootstrap Test	Significant (CI: 0.282, 0.451)	Indirect effect is significant (CI excludes 0)
Proportion Mediated	53.4%	53.4% of total effect is mediated

Fig 4: Mediation Model

Importantly, about 53.4% of the total effect of Transformational Leadership on Employee Engagement is mediated through Change Management. This means that more than half of the impact of leadership on engagement operates by improving change management processes. Both tests confirm that the indirect effect is significant.

In summary, the mediation analysis demonstrates that Change Management is a key mechanism through which Transformational Leadership enhances Employee Engagement. While leadership has a direct effect on engagement, its indirect effect—by fostering better change management—is even larger. This highlights the importance of effective change management as a bridge between leadership and employee outcomes.

Theoretical Implications

The findings of this study provide significant theoretical contributions to the fields of leadership, organizational change, and employee engagement. The results align with and extend the theoretical foundations of Transformational Leadership Theory (Bass, 1985; Avolio & Bass, 2004) and Organizational Change Theory (Lewin, 1947; Kotter, 1996). Transformational leadership is characterized by its ability to inspire, motivate, and foster innovation among employees. This study confirms that transformational leadership not only directly influences employee engagement but also does so indirectly by enhancing change management processes.

The mediation role of Change Management supports the Process Model of Change (Armenakis & Bedeian, 1999), which emphasizes the importance of leadership in facilitating successful change initiatives. By demonstrating that transformational leadership improves change management practices, which in turn drive employee engagement, this study bridges the gap between leadership and change theories.

The findings extend the Job Demands-Resources (JD-R) Model (Bakker & Demerouti, 2007) by identifying transformational leadership as a critical resource that reduces the demands of organizational change. Change management, in this context, acts as a mechanism that translates leadership into tangible outcomes, such as higher employee engagement. Additionally, the study confirms the Social Exchange Theory (Blau, 1964), which posits that employees reciprocate positive leadership behaviors with higher levels of engagement. Transformational leaders, by fostering trust and fairness during change, create a positive exchange relationship that enhances employee commitment and motivation.

The mediation analysis highlights the pivotal role of Change Management as a bridge between Transformational Leadership and Employee Engagement. This finding underscores the importance of process-oriented leadership, where leaders not only inspire but also actively manage the structural and procedural aspects of change. It also challenges traditional views of leadership as a purely relational construct, emphasizing its operational and strategic dimensions.

The findings open several avenues for future theoretical exploration. **Cross-Cultural Studies to** investigate whether the mediating role of Change Management varies across cultural contexts, given the influence of cultural dimensions on leadership and change practices; **Longitudinal Research to** examine the temporal dynamics of the mediation effect, exploring how the relationship between leadership, change management, and engagement evolves over time; and **to e**xplore how the findings integrate with emerging theories, such as **Servant Leadership** or **Agile Leadership**, to provide a broader theoretical framework for leadership in dynamic environments emerge as important areas of research.

In summary, this study makes a significant theoretical contribution by integrating leadership, change management, and engagement theories into a cohesive framework. It demonstrates that transformational leadership is not only a relational construct but also a process-oriented capability that drives organizational outcomes through effective change management. By positioning Change Management as a mediator, the study highlights the importance of operationalizing leadership behaviors to achieve employee engagement during change.

The findings challenge traditional assumptions about leadership and engagement, emphasizing the need for a more integrative and dynamic approach to leadership research. They also provide a foundation for future studies to explore the contextual and temporal dimensions of the leadership-change-engagement nexus. In conclusion, this study advances the theoretical understanding of how transformational leadership catalyzes employee engagement by managing change effectively, offering valuable insights for both researchers and practitioners in the field of organizational behavior.

Practical Implications

Transformational Leadership as a Strategic Lever: The results show that transformational leadership has both a direct and indirect (via change management) effect on employee engagement. This means organizations should invest in leadership development programs that cultivate transformational behaviors—such as inspiring a shared vision, encouraging innovation, and providing individualized support and select and promote leaders who demonstrate these qualities, especially during periods of organizational change. By doing so, organizations can create a culture where employees feel motivated, valued, and engaged.

Change Management as a Critical Bridge: The mediation analysis reveals that more than half of the effect of transformational leadership on engagement is channelled through effective change management. Practically, this means leaders should not only focus on "what" needs to change, but also "how" change is managed, implement structured change management frameworks (e.g., Kotter's 8-Step Process, ADKAR) to guide transitions and communicate transparently, involve employees in the change process, and provide support to reduce uncertainty and resistance. This approach ensures that leadership efforts translate into real improvements in employee attitudes and behaviours.

Enhancing Employee Engagement During Change: Since employee engagement is strongly influenced by both leadership and change management, organizations should regularly assess engagement levels, especially during major changes, use feedback mechanisms (surveys, focus groups) to identify concerns and address them proactively and recognize and reward employees who adapt positively to change, reinforcing desired behaviours. This helps maintain morale and productivity, even in turbulent times.

HR and Talent Management Implications: HR professionals can leverage these findings by integrating transformational leadership competencies into recruitment, selection, and performance appraisal systems, designing training programs that build both leadership and change management skills and supporting leaders with resources and tools to manage change effectively (e.g., communication templates, coaching). This ensures a pipeline of leaders who can drive engagement and navigate change successfully.

Organizational Policy and Culture: At the policy level, organizations should foster a culture of continuous improvement and adaptability, where change is seen as an opportunity rather than a threat. Organizational values and reward systems may be aligned with transformational leadership and proactive change management and cross-functional collaboration may be encouraged to break down silos and facilitate smoother transitions.

Finally, organizations should view these practices as part of a continuous improvement cycle. By regularly evaluating leadership effectiveness, change management processes, and engagement outcomes, they can adapt strategies to meet evolving challenges and opportunities. In summary, the study provides a clear roadmap for organizations seeking to boost employee engagement and manage change successfully. By developing transformational leaders and prioritizing effective change management, organizations can create a resilient, motivated, and high-performing workforce.

Conclusion and Limitations

The study demonstrates that transformational leadership is a powerful predictor of effective change management, explaining 60.5% of the variance in change management practices. This finding supports the theoretical proposition that transformational leaders possess the vision, communication skills, and inspirational qualities necessary to guide organizations through complex changes. Effective change management significantly enhances employee engagement, contributing to 66.5% of the total variance when combined with transformational leadership. This validates the importance of structured, well-executed change processes in maintaining employee motivation and commitment during organizational transitions. The analysis reveals that transformational leadership influences employee engagement through both direct and indirect pathways. While the direct effect ($\beta = 0.35$) is significant, the indirect effect through change management represents 53.4% of the total impact, highlighting the critical mediating role of change management processes. The mediation analysis confirms that change management partially mediates the relationship between transformational leadership and employee engagement. This suggests that while effective change management is crucial,

transformational leadership also has independent effects on engagement that operate through other mechanisms not captured in this model

Despite the significant findings, several limitations must be acknowledged to properly contextualize the results and guide future research. The most significant limitation is the inability to establish causal relationships definitively. While the theoretical framework suggests causality, the cross-sectional nature of the data means we cannot rule out reverse causality or reciprocal relationships. Relying solely on self-report measures from the same respondents may inflate the observed relationships due to shared method variance. This is particularly concerning when measuring perceptual constructs like leadership and engagement. Self-report measures are susceptible to social desirability bias, where respondents may provide answers they perceive as more acceptable rather than their true perceptions. The non-random sampling approach limits the generalizability of findings to broader populations and organizational contexts.

Disclosures and Declaration

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