

MAPPING THE TERRAIN OF TRANSFORMATIONAL LEADERSHIP, ORGANIZATIONAL COMMITMENT, AND EMPLOYEE ENGAGEMENT: A CONCEPTUAL FRAMEWORK

Endro Sariono*, Edi Sugiono, Hasanudin

Universitas Nasional, Indonesia

*e-mail: endrosariono2023@student.unas.ac.id, edi.sugiono@civitas.unas.ac.id,

hasanudin64@civitas.unas.ac.id

Keywords

*transformational leadership,
organizational commitment, employee
engagement*

ABSTRACT

Organizational commitment and transformational leadership play an important role in organizational success. This study explores the interrelationships between organizational commitment and employee engagement, highlighting their interconnected nature and implications for organizational effectiveness. A conceptual framework approach is used to map the interdependencies between transformational leaders, organizational commitment, and employees. Key findings and models from the selected studies are extracted to identify common themes and gaps. The conceptual framework aims to provide a foundational reference for future empirical studies and will assist practitioners in devising leadership strategies that effectively harness the potential of their workforce. The framework provides a comprehensive understanding of how leadership behaviors influence employees' emotional attachment to the organization and their subsequent engagement in their work roles.

INTRODUCTION

In the rapidly evolving landscape of contemporary organizations, the quest for sustainable competitive advantage has increasingly underscored the importance of human capital. Central to this paradigm is the role of leadership, which serves as a pivotal force in shaping organizational culture, fostering employee commitment, and driving overall engagement. Transformational leadership, in particular, has garnered significant attention due to its profound impact on organizational outcomes (Akdere & Egan, 2020; Farahnak et al., 2020; Park et al., 2022; Saira et al., 2021; Siangchokyoo et al., 2020). It is proposed that there is a strong correlation between employee engagement and organizational commitment when a leader have the capacity to inspire and motivate staff to put the needs of the organization ahead of their own (Hayati, 2020; Lai et al., 2020; Lasrado & Kassem, 2021; Rabiul & Yean, 2021; Wicaksana, 2021).

Despite the extensive body of literature examining these constructs individually, there remains a gap in understanding the intricate interplay between transformational leadership, organizational commitment, and employee engagement. This conceptual framework seeks to map the terrain of these interrelated domains, providing a comprehensive overview that integrates existing theoretical perspectives and empirical findings.

According to Burns (1978) and Bass (1985), transformational leadership highlights the part that leaders play in creating a common goal, cultivating a climate of trust, and encouraging creativity and innovation. This leadership approach is anticipated to cultivate a high level of organizational commitment among employees, which according to Meyer & Allen (1991) as a psychological condition that influences an employee's decision to stay a member of the organization and describes their relationship with it. Organizational commitment is a strong predictor of employee engagement, which is a concept that represents the energy, devotion, and absorption that individuals demonstrate towards

their work. Schaufeli et al. (2002) highlight that engaged employees are not only more productive but also contribute positively to organizational performance and resilience.

The primary objective of this research is to delineate the conceptual interdependencies between transformational leadership, organizational commitment, and employee engagement. By mapping this terrain, the researchers aim to offer a nuanced understanding that can inform both academic inquiry and practical applications within organizational settings. This framework will serve as a foundational reference for future empirical studies and will assist practitioners in devising leadership strategies that effectively harness the potential of their workforce.

METHODS

This study uses a conceptual framework approach to map the interrelationships between transformational leadership, organizational commitment, and employee engagement, integrating theoretical perspectives with empirical findings. The research design includes a literature review, framework development, and validation through expert review. The systematic literature review synthesizes research on these constructs by examining peer-reviewed articles, books, and conference papers published within the last 20 years, focusing on studies with empirical evidence or significant theoretical contributions. Key findings and models from the selected studies are extracted to identify common themes and gaps. The literature review has informed the development of a conceptual framework illustrating the relationships between transformational leadership, organizational commitment, and employee engagement, incorporating relevant theories like social exchange theory, the job demands-resources model, and transformational leadership theory. Although the study centers on framework development, the proposed relationships are supported by a synthesis of quantitative and qualitative findings. The framework is grounded in empirical evidence and theoretical insights, with ethical considerations ensuring research integrity and transparency.

RESULTS

Transformational Leadership, Organizational Commitment, and Employee Engagement

Transformational Leadership

As stated Burns (1978) was the first to conceptualize transformational leadership, and Bass (1985) developed it further. Transformational leadership is defined as a leadership style that inspires and motivates followers to put the needs of the business ahead of their own. Four main characteristics set this leadership style apart: intellectual stimulation, individualized consideration, inspirational motivation, and idealized influence. According to Bass & Riggio (2006), leaders that display these traits are viewed as role models who can clearly communicate a compelling vision, inspire creative thinking, and offer individualized support to their staff.

Numerous organizational outcomes have been positively impacted by transformational leadership, as empirical studies have repeatedly shown. For example, a meta-analysis by Wang et al. (2011) found a substantial correlation between organizational commitment, employee job satisfaction, and performance and transformational leadership. Furthermore, transformational leadership encourages a climate of trust, promotes team cohesion, and improves overall organizational effectiveness, as noted by Avolio et al. (2009).

Organizational Commitment

The psychological attachment that an employee has to their organization and how that affects their decision to stay a member is known as organizational commitment (Meyer & Allen, 1991). Three elements of organizational commitment were recognized by Meyer & Allen (1991) as affective, continuation, and normative commitments. Emotional ties to, identification with, and participation in the organization are all considered aspects of affective commitment. Normative commitment is the sense of duty to stay with the organization, whereas continuity commitment is related to the perceived costs of quitting the group.

Research indicates that organizational commitment is a crucial determinant of various positive workplace outcomes, including reduced turnover intentions, increased job performance, and higher levels of discretionary behavior (Meyer et al., 2002). Moreover, Allen & Meyer (1996) found that transformational leadership significantly enhances affective commitment by creating a supportive and empowering work environment.

Employee Engagement

A positive, rewarding state of mind associated to work that is marked by vitality, dedication, and absorption is known as employee engagement (González-Romá et al., 2006). High energy and mental toughness levels, as well as an excitement for their work and complete focus on their jobs, are characteristics of engaged employees. According to Kahn (1990), employee engagement is the process via which people of an organization connect their identities to their work roles. During role performances, individuals express themselves physically, cognitively, and emotionally.

The advantages of employee involvement for individuals and companies have been emphasized by numerous research. Higher employee involvement has been linked to improved customer satisfaction, profitability, and productivity as well as decreased absenteeism and turnover, according to Harter et al. (2002). Furthermore, Bakker et al. (2011) noted that proactive actions, improved job performance, and a pleasant corporate climate are all associated with engaged employees.

Employee engagement, which measures how much a worker is enthusiastic about their work, dedicated to the company, and willing to put in extra effort, is a crucial concept in organizational behavior and human resource management. The objective of this literature review is to investigate the various aspects of employee engagement, its theoretical foundations, and its influence on organizational results. The following elements are typically included in the primary dimensions of employee engagement:

- i. **Emotional Engagement:** Emotional engagement involves the emotional attachment employees feel towards their organization and their work. Kahn (1990) describes this as the extent to which employees invest their emotional energy into their roles. When employees are emotionally engaged, they exhibit a deep sense of belonging and commitment to the organization.
- ii. **Cognitive Engagement:** Cognitive engagement refers to the intellectual effort and focus that employees put into their work. According to Kahn (1990), it involves the degree to which employees are mentally immersed in their job roles, leading to better attention to detail and problem-solving abilities.
- iii. **Behavioral Engagement:** This dimension encompasses the physical and visible manifestations of engagement, such as taking initiative, being proactive, and showing persistence. Rich et al. (2010) suggest that behaviorally engaged employees go above and beyond their job requirements to achieve organizational goals.
- iv. **Social Engagement:** Social engagement focuses on the quality of interactions and relationships employees have with their colleagues. Social Exchange Theory (Blau, 1964) posits that positive social interactions at work can enhance engagement by fulfilling employees' social and emotional needs.
- v. **Physical Engagement:** Physical engagement involves the energy and physical effort employees invest in their work. Sonnentag et al. (2008) highlight that physical engagement can be seen in employees who are enthusiastic and energetic about their tasks, contributing to higher productivity levels.

Impact of Employee Engagement on Organizational Outcomes include the following:

- i. **Job Performance:** Engaged employees are generally more productive and perform better than their disengaged counterparts (Harter et al., 2002). They tend to exhibit higher levels of creativity, problem-solving, and innovation.
- ii. **Employee Retention:** High levels of engagement are associated with lower turnover rates. When employees feel valued and connected to their work, they are less likely to leave the organization (Saks, 2019).
- iii. **Customer Satisfaction:** Engaged employees are more likely to provide better customer service, leading to higher customer satisfaction and loyalty (Schaufeli & Bakker, 2004).
- iv. **Organizational Citizenship Behavior (OCB):** Engaged employees often go beyond their job descriptions to help colleagues and contribute to a positive work environment, exhibiting higher levels of OCB (Bies & Organ, 1989).
- v. **Reduced Absenteeism:** Engaged employees are less likely to take unnecessary sick days and are more consistent in their attendance (Schaufeli et al., 2006).

Employee engagement is a multifaceted construct that encompasses emotional, cognitive, behavioral, social, and physical dimensions. Theoretical models such as Kahn's Engagement Theory, Social Exchange Theory, the JD-R model, and Self-Determination Theory provide a comprehensive framework for understanding the drivers and outcomes of engagement. Enhancing employee

engagement can lead to significant benefits for both employees and organizations, including improved performance, higher retention, better customer satisfaction, increased organizational citizenship behavior, and reduced absenteeism. To foster a highly engaged workforce, organizations must focus on creating a supportive work environment, providing opportunities for professional growth, and ensuring that employees' psychological needs are met.

Interrelationships Between Constructs

While transformational leadership, organizational commitment, and employee engagement have been extensively studied as individual constructs, their interrelationships have received comparatively less attention. Nevertheless, existing research suggests that transformational leadership plays a pivotal role in shaping organizational commitment and employee engagement.

Transformational leaders, through their visionary and supportive behaviors, foster a sense of trust and empowerment among employees, which in turn enhances their commitment to the organization (Walumbwa et al., 2005). This heightened organizational commitment is posited to mediate the relationship between transformational leadership and employee engagement. Employees who are emotionally attached to and identify with their organization are more likely to be engaged in their work, exhibiting higher levels of vigor, dedication, and absorption (Rich et al., 2010).

Moreover, studies have indicated that the positive work environment created by transformational leaders not only boosts organizational commitment but also directly influences employee engagement (Tims et al., 2011). This suggests a dual pathway where transformational leadership impacts employee engagement both directly and indirectly through organizational commitment.

A Conceptual Framework in The Relationship between Transformational Leadership, Organizational Commitment and Employee Engagement

Framework Constructs

The conceptual framework is based on three dimensions, which are illustrated by squares and circles in Figure 1. According to this paradigm, every dimension comprises several constituents, or constructs, that are highlighted in this study. In Figure 1, these components are shown as rectangular boxes, and line diagrams with arrows at the ends represent the relationships between the components and the specific dimensions they contain. The direction of the relationship between the three dimensions is shown by the lines that separate the circles. As shown by the line.

Organizational commitment and transformational leadership have an impact on the aspects of employee engagement. The transformative leadership component affects the organizational commitment dimension. Neither organizational commitment nor employee engagement have an impact on the transformative leadership component. Additionally, it is hypothesised that organizational commitment and transformative leadership have an impact on worker engagement. Positive correlation exists between transformative leadership and employee engagement; that is, high levels of transformational leadership are positively correlated with high levels of employee engagement. Employee engagement will likewise be high if organizational commitment is high. It was also mentioned that the relationship between employee engagement and transformative leadership is mediated by organizational commitment.

Three hypotheses are framed based on these assumptions, the relationship between - transformational leadership, organizational commitment, and employee engagement is as follows -

Hypothesis 1. There is an influence of transformational leadership on employee engagement.

Hypothesis 2. There is an influence of transformational leadership on organizational commitment.

Hypothesis 3. There is an influence of organizational commitment on employee engagement.

Hypothesis 4. Organizational commitment mediates the effect of transformational leadership on employee engagement.

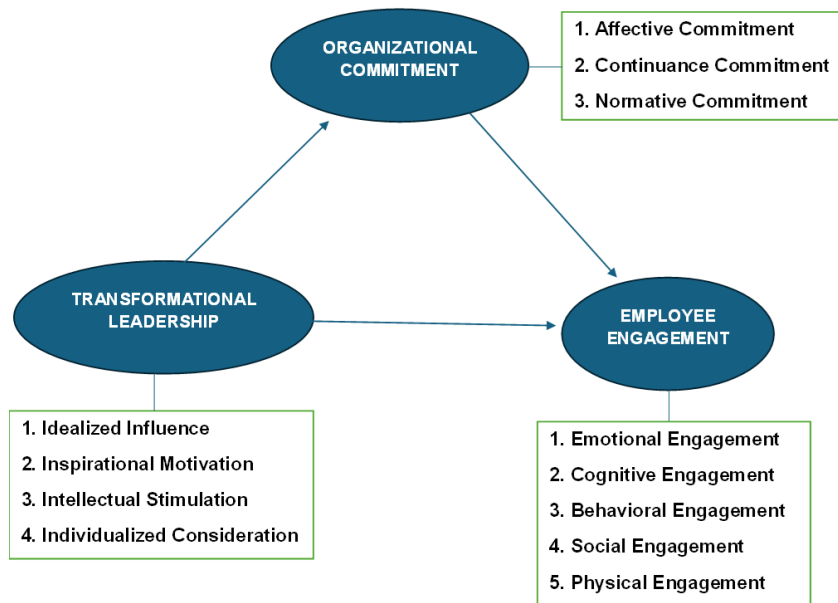


Figure 1. A Conceptual Framework

The Relationship between Transformational Leadership and Employee Engagement

Organizational behavior and human resource management have researched the connection between transformative leadership and employee engagement in great detail. Employee engagement is a term used to describe how enthusiastic and committed a worker is about their work, whereas transformational leadership is a leadership style that encourages and inspires workers to go above and beyond expectations.

Mechanisms Linking Transformational Leadership to Employee Engagement

Transformational leaders articulate a clear and compelling vision that aligns employees' goals with the organization's objectives, thereby fostering engagement (Bono & Judge, 2003). By promoting a supportive and inclusive work environment, transformational leaders enhance employees' sense of belonging and commitment, which are key components of engagement (Kahn, 1990). Transformational leaders invest in the development of their followers, providing opportunities for personal and professional growth. This investment increases employees' engagement by fulfilling their need for competence and relatedness (Ryan & Deci, 2000). Transformational leaders recognize and reward employees' contributions, reinforcing positive behavior and enhancing engagement (Yukl, 2010). Transformational leadership is strongly associated with higher levels of employee engagement. Transformational leaders inspire and motivate employees, leading to increased vigor, dedication, and absorption in their work (Bakker & Demerouti, 2008). By providing a compelling vision and fostering an environment of trust and respect, transformational leaders create conditions where employees feel valued and empowered, thus enhancing their engagement levels (Schaufeli & Bakker, 2004).

The correlation between transformational leadership and employee engagement is well-supported by both theoretical frameworks and empirical research. Transformational leaders, through their behaviors and actions, create an environment that fosters high levels of engagement among employees. By articulating a clear vision, fostering a positive work environment, encouraging personal and professional growth, and recognizing employees' contributions, transformational leaders can significantly enhance employee engagement. Organizations seeking to boost engagement should focus on developing transformational leadership qualities in their leaders to achieve higher performance, job satisfaction, and reduced turnover.

Transformational leadership is a leadership style that encourages positive change in individuals and groups by enhancing their motivation, morale, and performance. Transformational leaders achieve this by inspiring and motivating employees, building trust, and creating a shared vision. Employee engagement refers to the extent to which employees feel involved and committed to their organization and are motivated to give their best effort. Engaged employees tend to have better performance, higher loyalty, and are more proactive in contributing to the organization's success. Several aspects of transformational leadership that potentially influence employee engagement include: (1) **Inspiration**

and Motivation: Transformational leaders use a clear vision and compelling goals to inspire employees. They motivate employees by emphasizing the importance of their work and how their contributions help achieve the organization's larger goals; (2) **Individualized Consideration:** Transformational leaders pay attention to the needs and aspirations of individual employees. They provide support, mentoring, and personal development that encourages employees to feel valued and engaged; (3) **Intellectual Stimulation:** Transformational leaders encourage employees to think creatively and innovatively. They create an environment where employees feel safe to propose new ideas and take calculated risks; (4) **Idealized Influence:** Transformational leaders serve as role models by demonstrating integrity, ethics, and high commitment to organizational values. This builds trust and respect among employees.

Numerous studies have empirically validated the positive correlation between transformational leadership and employee engagement: (1) **Enhanced Vigor:** Transformational leaders boost employees' energy and resilience by creating a motivating and supportive work environment. For example, Tims et al. (2011) found that transformational leadership is positively related to employees' vigor, as leaders who provide vision and inspiration enhance employees' intrinsic motivation; (2) **Increased Dedication:** By articulating a compelling vision and demonstrating commitment to organizational goals, transformational leaders enhance employees' dedication. Research by Zhu et al. (2009) showed that transformational leadership positively affects employees' dedication by aligning their personal goals with organizational objectives; (3) **Greater Absorption:** Transformational leaders foster an environment that encourages deep engagement with work tasks. Individualized consideration and intellectual stimulation help employees become fully absorbed in their work, as they feel supported and intellectually challenged. A study by Aryee et al. (2012) indicated that transformational leadership is significantly associated with employees' absorption in their work.

Research has shown that transformational leadership is significantly associated with higher levels of employee engagement. When employees feel inspired, supported, and valued by their leaders, they tend to be more engaged in their work and contribute maximally to the organization. Therefore, it can be concluded that there is a positive influence of transformational leadership on employee engagement, supporting Hypothesis 1.

The Relationship between Transformational Leadership and Organizational Commitment

The relationship between transformational leadership and organizational commitment has been extensively examined in organizational behavior and human resource management literature. Transformational leadership, characterized by the ability to inspire and motivate employees, and organizational commitment, defined as the psychological attachment and loyalty an employee feels towards their organization, are crucial factors for organizational success.

Mechanisms Linking Transformational Leadership to Organizational Commitment.

Transformational leaders articulate a clear and compelling vision that aligns employees' goals with the organization's objectives, thereby fostering organizational commitment (Bono & Judge, 2003). By promoting a supportive and inclusive work environment, transformational leaders enhance employees' sense of belonging and commitment (Kahn, 1990). Transformational leaders invest in the development of their followers, providing opportunities for personal and professional growth. This investment increases employees' commitment by fulfilling their need for competence and relatedness (Ryan & Deci, 2000). Transformational leadership positively influences employees' organizational commitment. This relationship is mediated by increased job satisfaction and organizational identification (Bass & Avolio, 1994). Employees who perceive their leaders as transformational exhibit higher levels of affective and normative commitment. The personal support and inspirational motivation provided by transformational leaders significantly contribute to these outcomes (Meyer et al., 2002). In the educational context, a positive correlation between transformational leadership and teachers' organizational commitment is observed, with intellectual stimulation and individualized consideration having a significant impact (Nguni et al., 2006).

Impact on Organizational Outcomes

Higher levels of organizational commitment, driven by transformational leadership, are associated with lower turnover rates (Meyer et al., 2002). Committed employees are less likely to leave the organization. Employees who are committed to their organization tend to perform better.

Transformational leadership enhances organizational commitment, which in turn leads to higher job performance (Breevaart et al., 2014). Transformational leadership fosters organizational commitment, which is positively related to Organizational Citizenship Behaviors that go beyond formal job requirements to benefit the organization (Podsakoff et al., 1990).

The correlation between transformational leadership and organizational commitment is well-supported by theoretical frameworks and empirical research. Transformational leaders, through their behaviors and actions, create an environment that fosters high levels of organizational commitment among employees. By articulating a clear vision, fostering a positive work environment, encouraging personal and professional growth, and recognizing employees' contributions, transformational leaders can significantly enhance organizational commitment. Organizations seeking to boost commitment and achieve better outcomes should focus on developing transformational leadership qualities in their leaders.

Arguments for Hypothesis 2, which states that "There is an influence of transformational leadership on organizational commitment": (1) **Idealized Influence and Affective Commitment:** Leaders who act as role models and demonstrate high ethical standards tend to foster strong loyalty and attachment among employees. This can enhance affective commitment as employees feel proud to be associated with the leader and the organization; (2) **Inspirational Motivation and Normative Commitment:** When leaders articulate a clear and compelling vision, employees are likely to feel inspired and find greater meaning in their work. This sense of purpose can translate into normative commitment, where employees feel a moral obligation to stay and contribute to the organization's goals; (3) **Intellectual Stimulation and Continuance Commitment:** Leaders who encourage innovation and critical thinking help employees grow professionally. The growth and development opportunities provided can make employees feel that the costs of leaving the organization are too high due to potential losses in personal and professional development, thereby strengthening continuance commitment; (4) **Individualized Consideration and Affective Commitment:** By addressing the individual needs of employees and providing tailored support, transformational leaders build strong personal relationships with their employees. This personalized attention can enhance employees' emotional attachment to the organization, increasing affective commitment.

Several empirical studies support the positive correlation between transformational leadership and organizational commitment: (1) **Affective Commitment:** Research consistently shows that transformational leadership is positively associated with affective commitment. Leaders who exhibit transformational behaviors inspire employees and create a sense of purpose and meaning in their work, which strengthens their emotional attachment to the organization (Bass & Avolio, 1994). For instance, Rafferty & Griffin (2004) found that transformational leadership significantly enhances affective commitment by fostering a supportive and motivating work environment; (2) **Continuance Commitment:** The relationship between transformational leadership and continuance commitment is less direct. While transformational leaders can influence continuance commitment by creating a stable and rewarding work environment, the primary impact is through affective and normative commitments. However, employees might perceive the high-quality relationship and career growth opportunities provided by transformational leaders as factors that increase the costs of leaving the organization (Meyer & Allen, 1997); (3) **Normative Commitment:** Transformational leadership also positively impacts normative commitment. By demonstrating ethical behavior and showing concern for employees' well-being, transformational leaders instill a sense of loyalty and obligation among employees (Allen & Meyer, 1996). Bono & Judge (2003) found that employees under transformational leadership felt a stronger sense of duty to stay with their organization due to the supportive and value-driven culture created by their leaders. Therefore, it can be concluded that there is a positive influence of transformational leadership on organizational commitment, supporting Hypothesis 2.

The Correlation between Organizational Commitment and Employee Engagement

Organizational commitment and employee engagement are two pivotal constructs in organizational behavior and human resource management. Organizational commitment refers to the psychological attachment and loyalty an employee feels towards their organization, while employee engagement is characterized by the enthusiasm and dedication an employee has towards their job.

Mechanisms Linking Organizational Commitment to Employee Engagement.

There is a positive correlation between organizational commitment and employee engagement. Employees who are affectively committed to their organization are more likely to be engaged in their roles, displaying higher levels of energy, dedication, and absorption (Meyer et al., 2002). Affective commitment enhances employee engagement by fostering a sense of belonging and purpose. Continuance commitment's impact on engagement is more complex; employees may remain with the organization due to perceived costs of leaving rather than genuine engagement. However, normative commitment can enhance engagement when employees feel a moral obligation to contribute positively to the organization (Allen & Meyer, 1996).

Organizational commitment is closely linked to job satisfaction, which in turn enhances employee engagement. Satisfied employees who are committed to their organization are more likely to be engaged in their work (Judge et al., 2001). A supportive work environment fosters organizational commitment, which then enhances employee engagement. When employees feel valued and supported by their organization, their commitment and engagement levels increase (Rhoades & Eisenberger, 2002). Effective leadership and management practices that foster organizational commitment also boost employee engagement. Leaders who create a committed workforce by providing support, recognition, and opportunities for growth enhance engagement (Macey & Schneider, 2008). Organizational commitment contributes to a sense of psychological safety, where employees feel secure and supported. This safety enhances engagement as employees are more willing to invest effort and take initiative in their work (Edmondson, 1999).

Impact on Organizational Outcomes.

- 1) Increased loyalty and dedication: Relationships are built on reciprocal exchanges. When organizations support and value their employees, it leads to higher levels of commitment and engagement, as employees reciprocate with increased loyalty and dedication (Blau, 1964).
- 2) Increased Productivity: Higher levels of organizational commitment and employee engagement lead to increased productivity. Engaged and committed employees are more likely to perform at higher levels and contribute to organizational success (Bakker et al., 2011).
- 3) Reduced Turnover: Organizational commitment and employee engagement are associated with lower turnover rates. Committed and engaged employees are less likely to leave the organization, reducing recruitment and training costs (Schaufeli & Bakker, 2004).
- 4) Enhanced Organizational Citizenship Behavior (OCB): Employees who are both committed and engaged are more likely to exhibit OCB, going above and beyond their job responsibilities to support their colleagues and the organization (Podsakoff et al., 1990).

Improved Employee Well-being

Higher organizational commitment and engagement contribute to improved employee well-being. Engaged employees who are committed to their organization experience higher levels of job satisfaction and lower levels of stress (Harter et al., 2002).

Several empirical studies support the positive correlation between organizational commitment and employee engagement: (1) **Affective Commitment and Engagement:** Studies consistently show that affective commitment is positively related to employee engagement. Employees with strong emotional attachment to their organization are more likely to exhibit higher levels of vigor, dedication, and absorption. For instance, (Meyer et al., 2002) found that affective commitment is a significant predictor of employee engagement; (2) **Normative Commitment and Engagement:** Normative commitment also positively correlates with employee engagement. Employees who feel a moral obligation to stay with their organization tend to be more engaged, as they feel a sense of duty and loyalty. Allen & Meyer (1996) demonstrated that normative commitment enhances employees' dedication and absorption in their work; (3) **Continuance Commitment and Engagement:** The relationship between continuance commitment and engagement is more complex. While continuance commitment may not directly enhance engagement, the stability and security associated with this form of commitment can create a conducive environment for engagement. However, studies suggest that continuance commitment alone is not a strong predictor of engagement, as it is primarily driven by external factors rather than intrinsic motivation (Meyer & Allen, 1997).

The relationship between organizational commitment and employee engagement can be understood through several theoretical lenses: (1) **Social Exchange Theory:** This theory posits that

employees who perceive a high level of support and commitment from their organization reciprocate with higher levels of engagement (Blau, 1964). Employees with strong organizational commitment are likely to be more engaged as they feel valued and supported; (2) **Job Demands-Resources (JD-R) Model**: This model suggests that job resources (e.g., support, development opportunities) foster employee engagement. Organizational commitment can be viewed as a resource that enhances employees' willingness to invest effort in their work (Bakker & Demerouti, 2008); (3) **Conservation of Resources (COR) Theory**: This theory posits that individuals strive to obtain, retain, and protect their resources. High organizational commitment, particularly affective commitment, can be considered a valuable resource that employees want to maintain, leading to increased engagement (Hobfoll, 1989).

The correlation between organizational commitment and employee engagement is well-supported by both theoretical frameworks and empirical research. Organizational commitment, encompassing affective, continuance, and normative components, positively influences employee engagement. Theories such as Social Exchange Theory, the Job Demands-Resources Model, Conservation of Resources Theory, and Self-Determination Theory provide valuable insights into this relationship. By fostering a supportive work environment, effective leadership, and fulfilling employees' psychological needs, organizations can enhance both commitment and engagement, leading to improved organizational outcomes.

Therefore, based on all the explanations provided, it can be concluded that there is a positive influence of organizational commitment on employee engagement, supporting Hypothesis 3.

The Mediating Role of Organizational Commitment in The Relationship between Transformational Leadership and Employee Engagement

Organizational commitment, transformational leadership, and employee engagement are critical constructs in organizational behavior and human resource management. This literature review explores the mediating role of organizational commitment in the relationship between transformational leadership and employee engagement, supported by relevant theories.

Mediating Role of Organizational Commitment

- 1) **Linking Transformational Leadership to Organizational Commitment**: Transformational leadership fosters organizational commitment by creating a supportive and inspiring environment. Leaders who exhibit transformational behaviors build trust, provide support, and align individual and organizational goals, enhancing affective, continuance, and normative commitment (Bass & Avolio, 1994).
- 2) **Organizational Commitment Enhancing Employee Engagement**: Employees who are committed to their organization are more likely to be engaged in their work. Affective commitment, in particular, has a strong positive relationship with engagement as employees who feel emotionally attached to the organization are more enthusiastic and dedicated (Meyer et al., 2002).
- 3) **Empirical Evidence**: Research has demonstrated that organizational commitment mediates the relationship between transformational leadership and employee engagement. For example, studies have shown that transformational leadership enhances organizational commitment, which in turn increases employee engagement (Albrecht & Andreatta, 2011).

Impact on Organizational Outcomes

- 1) **Enhanced Performance and Productivity**: When organizational commitment mediates the relationship between transformational leadership and employee engagement, it leads to higher performance and productivity. Engaged employees who are committed to the organization put in extra effort, resulting in better organizational outcomes (Bakker & Demerouti, 2008).
- 2) **Reduced Turnover and Increased Retention**: Transformational leaders who build organizational commitment and engagement can reduce employee turnover and increase retention rates. Committed and engaged employees are less likely to leave the organization (Meyer et al., 2002).

Improved Organizational Climate

The combination of transformational leadership, organizational commitment, and employee engagement creates a positive organizational climate. This climate fosters innovation, collaboration, and overall organizational effectiveness (Podsakoff et al., 1990).

Organizational commitment plays a critical mediating role in the relationship between transformational leadership and employee engagement. Theoretical models such as Transformational Leadership Theory, the Three-Component Model of Commitment, the JD-R Model, and Social Exchange Theory provide a comprehensive framework for understanding this mediation. Empirical evidence supports that transformational leadership enhances organizational commitment, which in turn boosts employee engagement, leading to improved organizational outcomes. Organizations should focus on developing transformational leaders and fostering organizational commitment to achieve higher levels of employee engagement and overall success.

All the explanations above address Hypothesis 4, which states that organizational commitment mediates the effect of transformational leadership on employee engagement. Therefore, based on all these explanations, it can be concluded that organizational commitment plays a role in mediating the relationship between transformational leadership and employee engagement, supporting Hypothesis 4.

Funding Source

This research did not receive any specific grant from funding agencies in the public, commercial, or not-for-profit sectors.

Table 1. Constructs and Sources

No.	Construct	Source
1.	Transformational Leadership: Idealized Influence; Inspirational Motivation; Intellectual Stimulation; Individualized Consideration	(Bakker & Demerouti, 2008; Bass & Avolio, 1994; Bass & Riggio, 2006; Judge & Piccolo, 2004; Ryan & Deci, 2000; Schaufeli & Bakker, 2004)
5.	Organizational Commitment: Affective Commitment; Continuance Commitment; Normative Commitment.	(Bijman & Verhees, 2011; Byrne et al., 2005; Jussila, Byrne, et al., 2012; Jussila, Goel, et al., 2012; Kehoe & Wright, 2013; Mazzarol et al., 2012; Meyer et al., 2004)
8.	Employee Engagement: Emotional Engagement; Cognitive Engagement; Behavioral Engagement; Social Engagement; Physical Engagement	(Kahn, 1990; Rich et al., 2010; Sonnentag et al., 2008)

Table 2. The empirical evidence from international journals

No.	Article Title	Authors, Year	Research Findings and Results
1.	Inclusion leadership and employee work engagement: The role of organizational commitment in Cambodian public organization	(Ly, 2024)	Consequently, this paper suggests: H3. Affective organizational commitment (AOC) has a significant impact on Employee work engagement (EWE). Additionally, an analysis of the influence of the AOC factor on the EWE of H3 revealed a statistically significant and positive result (b ¼ 0.589, t ¼ 9.541, p < .001) and supported H3. Furthermore, this data postulated that AOC has a significant impact on EWE. This positive and significant relationship is consistent with existing literature and emphasizes the importance of AOC in driving EWE. The existing study has established that employees with a strong AOC tend to exhibit higher levels of work engagement, as they feel emotionally attached to their

	<p>organization, identify with its values, and are motivated to contribute towards its success (Hair et al., 2011; Meyer & Allen, 1991). Moreover, the study estimated relative absorption using Variance Accounted For (VAF) to assess this mediator's strength. VAF calculation developed by Hair et al. (2013) indicated that AOC had a 0.65 strength of mediation effect on Inclusive leadership (IL)-EWE relationships. Since the direct and indirect impacts of AOC were significant and positive, AOC appears to be a complementary partial mediator in the relationship between IL and EWE. These findings support the mediating role of AOC in the theoretical model.</p>
<p>2. What does work meaning to hospitality employees? The effects of meaningful work on employees' organizational commitment: The mediating role of job engagement</p>	<p>(Jung & Yoon, 2016)</p> <p>Previous studies indicated that employee's job engagement significantly influenced that employees' organizational commitment (Davenport et al., 2002; Hallberg & Schaufeli, 2006; Rich et al., 2010; Saks, 2019). Therefore, the following hypothesis is posited: Hypothesis 3. Employees' job engagement mediates the relationship between meaning of work and organizational commitment. The result of the Sobel test showed Hypothesis 3 is supported. The hypothesized (H3) model of job engagement partially mediated the relationship between meaning of work and organizational commitment. significance for job engagement ($Z = 5.698, p < .001$), supporting the mediation effects. Therefore, Path coefficients with organizational commitment ($\beta = .326$). In full-mediation model, there were significant coefficients between meaning of work and job engagement ($\beta = .774$). The effects of job engagement on organizational commitment were also demonstrated to be significant ($\beta = .771$). Thus, these results conformed to the first and second steps in Baron & Kenny (1986) test for mediating effects. Finally, the mediation model conformed to the third step, showing path coefficients of meaning of work. Hypothesis 3 is supported. The hypothesized (H3) model of job engagement partially mediated the relationship between meaning of work and organizational commitment.</p>
<p>3. Foundational Leadership Theory: An Ethical Leadership Approach to Developing Positive Employee Work Engagement</p>	<p>(Fuller, 2021)</p> <p>This study aimed to investigate the predictive power of Foundational Leadership Theory (FLT) developed by Fuller in 2021. FLT is an inward (internal) and outward (employee perceived) examination of ethical decisions based on</p>

integrity, assurance, and pragmatism. The findings were based on responses from 248 full-time employees across various industries in the United States of America. Pearson correlation and regression analysis revealed that integrity, assurance, and pragmatism predicted positive employee work engagement. FLT is a new theory and advances our understanding of employee commitment and work engagement in an organization.

This study has two theoretical contributions. First, FLT filled gaps in the literature on alternative ethical theories that may further explain work engagement (Breevaart et al., 2014; Decuyper & Schaufeli, 2020). FLT builds on EPT by predicting work engagement and organizational commitment. This provides a better understanding of how ethical leadership influences employee enthusiasm. Whereas leadership decision-making grounded in integrity, assurance, and pragmatism encourages work engagement. Linear regression results indicated that leaders who approach ethics using an inward (personal) and outward (employee perceived) examination would more likely positively affect employee work commitment.

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4. The Effect Between Job Satisfaction, Work Stress, And Work Environ-Ment On Turnover Intention Mediated By Organizational Commitment To The Indonesian National Cyber And Crypto Agency (Sugiono et al., 2021)

The test indicates that organizational commitment has a negative and significant effect on the intention to leave, as evidenced by a CR value of -3.339 and a significance value of 0.001. It can be concluded that the higher or stronger the organizational commitment, the lower the intention to leave, and vice versa. This means that the intention to leave of BSSN employees is influenced by their commitment to the organization. Therefore, it can be concluded that organizational commitment directly has a negative and significant effect on the intention to leave. This study aligns with the research by Sow et al. (2015), which found a negative and significant relationship between organizational commitment, particularly affective commitment, and the intention to leave. This result is also confirmed by the research of Salleh et al. (2012), which states that there is a significant negative relationship between organizational commitment and the desire to change jobs. Additionally, research by Pepe (2011) indicates that organizational commitment (affective and continuance) significantly reduces employees' intention to

	<p>leave the organization. It can be concluded that the results of this study are in line with Saks (2019). In his journal article titled "Antecedents and Consequences of Employee Engagement," he found that high employee engagement is associated with higher organizational commitment and lower intention to leave. Engaged employees tend to be more committed to the organization and have a lower intention to leave.</p>
<p>5. The Relationship between Transformational Leadership and Organizational Commitment: A Study on the Bank Employees (Gulluce et al., 2016)</p>	<p>This study, conducted to determine the relationship between transformational leadership and organizational commitment, shows a high perception of attitudes and behaviors associated with transformational leadership. "Having high expectations for success" was found to have the highest average among all components of transformational leadership. Given these findings, it can be said that leaders exhibit this component more than other components of transformational leadership. Employees were found to have a high level of organizational commitment to their institution. Affective commitment, as a sub-component of organizational commitment, was found to have the highest average. Therefore, it can be claimed that employees adopt the goals of their institution and are willing to make sacrifices by working harder to achieve those goals. This study found a moderate positive relationship between the transformational leadership scale and the organizational commitment scale. Therefore, it can also be claimed that leaders enhance organizational commitment through their transformational leadership attitudes and behaviors.</p>

The conceptual framework presented in this study explores the intricate interplay among transformational leadership, organizational commitment, and employee engagement, providing a comprehensive understanding of their dynamic relationships within organizational contexts. Drawing upon established theories and empirical research, this framework offers valuable insights into how leadership behaviors influence employees' emotional attachment to the organization and their subsequent engagement in their work roles.

- 1) Key Findings and Contributions: Transformational Leadership Impact: Transformational leaders inspire and motivate their followers through behaviors such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These leadership qualities create a positive organizational climate that enhances employees' affective commitment and identification with organizational goals.
- 2) Mediating Role of Organizational Commitment: Organizational commitment, encompassing affective, continuance, and normative dimensions, serves as a critical mediator between transformational leadership and employee engagement. Affective commitment fosters employees' emotional connection to the organization, influencing their willingness to exert discretionary effort and contribute to organizational success.

- 3) Employee Engagement Dynamics: Employee engagement, characterized by vigor, dedication, and absorption in work tasks, is nurtured through high levels of organizational commitment. Engaged employees exhibit higher job satisfaction, performance, and organizational citizenship behaviors, contributing positively to organizational outcomes.

CONCLUSION

The conceptual framework explains the relationship between transformational leadership, organizational commitment, and employee engagement, emphasizing their interconnectedness and impact on organizational effectiveness. By cultivating transformational leadership qualities and fostering organizational commitment, organizations can create a supportive work environment that boosts employee engagement and contributes to sustained success. This approach not only enhances performance but also promotes employee well-being, gaining a competitive advantage in today's dynamic business environment. Future research could explore the long-term effects of transformational leadership on organizational commitment and engagement, and how these relationships influence innovation and adaptability.

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