

ASIAN JOURNAL

OF KNOWLEDGE MANAGEMENT

Vol. 11 No.1: 2024 | PP 18417/02/2014 (033797)

In This Issue

The Impact Of Transformational Leadership On Employee Engagement And Performance

By Lisa Teoh and Dr Balan Dass



ASIAN JOURNAL OF KNOWLEDGE MANAGEMENT

CONTRIBUTORS

All manuscripts and editorial correspondence pertaining to articles and related matters should be addressed to The Chief Editor, Asian Institute of Knowledge Management Sdn Bhd at the publisher address.

PUBLISHER

Asian Institute of Knowledge Management Sdn Bhd
5, Jalan 3/125D, Desa Petaling, 57100 Kuala Lumpur, Malaysia
Tel: +603-9057 2233 Fax: +603-90571323
Email: info@asianikm.com Website: www.asianikm.com

PRINTED BY

James Aries Printing Sdn Bhd
No. 40 & 42, Jalan TPK 2/5, Taman Perindustrian Kinrara
58200 Puchong, Selangor
Tel: +603-80752502

POLICY AND DISCLAIMER

The Asian Journal of Knowledge Management is published twice a year by Asian Institute of Knowledge Management Sdn Bhd. Its main objective is to provide a platform for the publication of articles based on research, concept, theory and commentaries related to the knowledge management. The views and opinions expressed are those of the individual authors and do not necessarily represent those of the institute.

ASIAN JOURNAL OF KNOWLEDGE MANAGEMENT

EDITORIAL BOARD

Mr. Kek Che Nyu (Consultant)

Mr Bose Dasan (Consultant)

Dr. Tan Thai Soon (Consultant))

Dr. Balan Dass (Consultant)

Dr. Nooh Abu Bakar (Consultant)

Dr. Stanley Yap (Consultant)

Dr. Mahamad Tayib (DRB-HICOM University)

Dr. Ting Kien Hwa (Universiti Teknologi MARA)

Dr. Ong Seng Fook (Universiti Tuanku Abdul Rahman)

Dr. Mohammad Falahat (Universiti Tuanku Abdul Rahman)

Dr. Chin Sze Kim (Xiamen University)

Dr. Fakhrul Anwar Zainol (Universiti Sultan Zainal Abidin)

Dr. Wan Norhayate (Universiti Sultan Zainal Abidin)

Dr. Joseph Walter Anthoney (Stradford International College)

Dr. Goh See Kwong (Monash University)

Dr. Yee Hun Leek (HELP University)

Dr. Shafie Bin Sidek (University Putra Malaysia)

CONTENTS

The Impact Of Transformational Leadership On Employee Engagement And Performance

Dr Lisa Teoh and Dr Balan Dass

THE IMPACT OF TRANSFORMATION LEADERSHIP ON EMPLOYEE ENGAGEMENT AND PERFORMANCE

Dr Lisa Teoh

teohlisa@yahoo.com

Dr Balan Dass

drbd38@gmail.com

1.0. INTRODUCTION

1.1. INTRODUCTION TO THE STUDY

The term "employee engagement" has gained increasing prominence since the early 1990s, reflecting its critical role in organizational dynamics. Leadership, as highlighted by Ahmad and Saad (2020) and Rapp et al. (2020), serves as a pivotal factor in fostering employee engagement through motivation and inspiration. Notably, transformative leadership, characterized by charisma, vision, and trust-building, emerges as a significant driver of employee engagement, as evidenced by various studies (Balwant et al., 2020; Qalati et al., 2022). This leadership style, emphasizing empowerment and individualized support, correlates positively with enhanced productivity and reduced turnover costs, indicating its substantial impact on organizational performance (Jiatong et al., 2022). As organizations increasingly recognize the centrality of their human capital, the nexus between transformational leadership and engaged workforce gains traction, particularly in service-oriented sectors (Aftab et al., 2023). The pursuit of higher employee engagement stems from its profound implications for organizational effectiveness, reflected in heightened productivity, creativity, and customer satisfaction (Marisyia et al., 2023). While existing research underscores the positive association between transformational leadership and employee

engagement, further inquiry is warranted to comprehensively elucidate their interplay and consequent impact on organizational outcomes (Park et al., 2022). Therefore, this study aims to address this gap by examining the relationship between transformational leadership and employee engagement, and its ramifications on organizational success.

1.2. PROBLEM STATEMENT

Transformational leadership holds significant potential to impact employee engagement and performance, yet there's still a lack of understanding regarding its specific mechanisms and contextual influences. The complexity is compounded by the absence of consensus on effective implementation strategies, necessitating context-specific research (Aftab et al., 2023). While prior studies often focus on individual or team levels, there's growing recognition of the role of organizational factors. Despite government initiatives like the Shared Prosperity Vision 2030 and the Public Sector Employee Engagement Index, engagement levels remain below par, impacting organizational competitiveness (Suliman et al., 2023). Addressing this requires a deeper understanding of factors influencing engagement, from leadership to organizational dynamics, to drive success and competitiveness.

1.3. PURPOSE OF STUDY

This study aims to assess the impact of transformational leadership on employee engagement and performance in modern organizations. Specifically, it seeks to investigate how transformational leadership strategies influence employee engagement, subsequently affecting overall performance. Through

this analysis, the study aims to provide insights into leadership's role in fostering a motivated and committed workforce:

- To conduct an analysis of the concept of transformational leadership and the most essential characteristics
- To investigate the relationship between transformational leadership and employee engagement.
- To evaluate the impact that transformational leadership has on workplace performance.

1.4. THEORETICAL CONTRIBUTIONS

Motyka (2018) and Sheemun et al. (2013) highlight the lack of research on the relationship between transformational leadership, talent management, public service motivation, and employee engagement in Malaysian public sectors, emphasizing this study's pivotal contribution. Previous research has linked employee engagement with these factors, but empirical studies on talent management techniques are scarce, necessitating further exploration. This study expands the conceptual framework of employee engagement by integrating theories like Resource-Based View and Self-Determination Theory. Job Demands-Resources Theory, particularly relevant amid the pandemic, underscores the impact of job demands on employee outcomes. Through Social Exchange Theory, this study emphasizes the importance of leaders' support in fostering employee commitment. Self-determination theory highlights the role of self-motivation in shaping employee performance, encompassing self-perceived transformational leadership and public service motivation within the model.

1.5. OUTLINE OF DISSERTATION

The first chapter outlines the research issue, emphasizing the significance of transformational leadership in contemporary businesses and the challenges in achieving enhanced employee engagement and performance. The problem statement emphasizes the lack of research on how transformational leadership affects employee engagement and performance, highlighting the study's importance in improving leadership strategies. The second chapter delves into relevant literature on transformational leadership, employee engagement, and performance within organizations, establishing the theoretical foundation for the study and identifying gaps in existing publications. Chapter 3 discusses the research methodology, detailing the qualitative research design, data collection techniques such as surveys, sample strategy, and data analysis methods, while addressing ethical considerations. Chapter 4 presents the research findings, analysed through descriptive statistics and regression analysis, providing a comprehensive discussion of significant connections or patterns discovered. In Chapter 5, the findings are discussed in relation to research objectives and existing literature, exploring implications for theory and practice and offering suggestions for future research, thereby concluding the thesis.

2.0. LITERATURE REVIEW

2.1. WHAT IS LEADERSHIP

Leadership is a complex and multifaceted concept that has been extensively studied across disciplines (Nohria & Khurana, 2010), leading to a diverse range of publications. While there are various definitions and styles of leadership, it is universally acknowledged as the ability to influence and guide others toward shared goals, applicable to individuals at all levels of an organization (Northouse, 2010). Effective leadership is crucial for motivation, creativity, and performance, contributing significantly to organizational success (Aftab et al., 2023). However, the most effective leadership style can vary depending on factors such as generational, cultural, and individual differences (Park et al., 2022). Leadership ethics are also essential, as ethical leaders set the tone for organizational culture and play a critical role in its success. Various leadership styles, including transformational, transactional, servant, charismatic, democratic, and laissez-faire, each have their own approaches and effectiveness in different contexts.

2.2. TRANSFORMATIONAL LEADERSHIP

Transformational leadership emphasizes motivating and encouraging followers to achieve extraordinary performance through idealized influence, inspirational motivation, intellectual stimulation, and personalized attention (Martinez et al., 2020). This style, characterized by charismatic and visionary leaders like James McGregor Burns and Dr. Bernard Bass, fosters a sense of purpose and direction, motivating team members to exceed expectations (Aftab et al., 2023). In contrast, transactional leadership involves rewards or

penalties based on performance, with leaders intervening only when issues arise. Transformational leaders effectively communicate a compelling vision, inspiring followers to embrace values and make sacrifices for the greater good (Atik et al., 2023). As organizations face significant shifts, transformational leadership is seen as highly advantageous, addressing complex challenges and inspiring followers to surpass expectations.

Transformational leadership comprises four key components that are idealized influence, inspiring motivation, intellectual stimulation, and individualized consideration. Idealized influence, akin to charisma, involves leaders being exemplary figures who inspire trust and admiration (Chua and Ayoko, 2021). Inspiring motivation entails leaders communicating a compelling vision that energizes and unites their team (Balwant et al., 2020). Intellectual stimulation encourages innovative and analytical thinking by challenging existing ideas and promoting creativity (Park et al., 2022). Individualized consideration focuses on understanding and catering to the unique needs of each team member, fostering personal development and trust (Martinez et al., 2020). Together, these components enable transformational leaders to motivate, engage, and improve the performance of their followers by creating a supportive and inspiring environment.

2.2.1. EFFECTS OF TRANSFORMATIONAL LEADERSHIP

Charismatic CEOs can significantly influence employee actions, leading to enhanced performance, creativity, and reduced turnover. Transformational leaders, as defined by Burns (1978), motivate and inspire employees to achieve goals, fostering a positive environment that boosts productivity and morale. Studies by Chen et al. (2018) and Sheehan et al. (2020) indicate that

such leaders enhance individual performance by effectively communicating their vision and expectations, creating a motivating workplace that leads to high productivity and creativity. Employees with a strong sense of confidence and purpose are more likely to exceed performance standards and exhibit innovative behaviours. Transformational leaders also reduce employee turnover by fostering an environment that values employee development and alignment with organizational values. Research by Al-sharafi et al. (2018) and others shows that when companies invest in employee skills and professional growth, satisfaction and commitment increase. Effective leadership is a critical factor in retaining employees, as noted by Ezam et al. (2018). By addressing employees' needs and creating a supportive and innovative environment, transformational leaders can lower turnover rates and promote long-term organizational loyalty.

2.2.2. SUPPORTING THEORIES OF TRANSFORMATIONAL LEADERSHIP

Over the years, academics have supported transformational leadership through concepts like social exchange theory, path-goal theory, and personal participation theory, all emphasizing relational dynamics between leaders and followers. The social exchange theory (SET), proposed by Homans (1958), combines behaviors with economic principles, focusing on implicit agreements that link shared ideas and result in reciprocal benefits. According to Almaaitah et al. (2017), employees who perceive beneficial relationships with their organization tend to achieve favorable outcomes, while those who find the costs outweigh the benefits may leave. Key components of SET include attraction and reciprocity, which enhance participation and strong

connections (Presbitero, 2016; Tanskanen, 2015). Leaders can use SET to motivate employees and foster meaningful commitments (Haley, 2018; Bailey et al., 2017). Reciprocal actions, as described by Carter et al. (2018), involve employees contributing significantly to the organization in response to positive encounters (Rana, 2015).

Path-goal theory, developed by House (1971), aligns with transformational leadership by using incentives to motivate followers. It describes how leaders use influence to guide followers toward achieving common objectives, fostering self-assurance and inspiring continued efforts (Vieira et al., 2018; Olowoselu et al., 2019). Path-goal theory includes four leadership behaviors: directive, supportive, participative, and achievement-oriented. Directive leaders establish clear expectations and organize tasks (Northouse, 2019; Olowoselu et al., 2019). Supportive leadership, similar to transformational leadership, involves empathy and concern for followers' well-being, promoting loyalty and morale (Saleem et al., 2021). Participative leaders involve followers in decision-making, enhancing engagement and reducing turnover (Northouse, 2019). Achievement-oriented leaders set high goals and inspire followers to exceed expectations (Northouse, 2019; Olowoselu et al., 2019). The theory also considers subordinates' perceived competence and locus of control, helping leaders identify the appropriate leadership style to achieve desired outcomes.

2.3. EMPLOYEE ENGAGEMENT

Employee engagement refers to the emotional and psychological connection individuals have with their job and organization (Park et al., 2022). Engaged employees show high enthusiasm, unwavering commitment to organizational

goals, and a drive to contribute to the organization's success (Atik et al., 2023). Kahn (1990) first defined engagement as the process by which individuals connect with their work responsibilities. This engagement involves employees actively participating in their job performance, expressing themselves physically, intellectually, and emotionally, and demonstrating genuine dedication to their work (Chua and Ayoko, 2021). Fully engaged employees focus intensely and utilize their whole selves to improve performance (Aftab et al., 2023). According to Anitha (2014) and Kumar and Pansari (2015), employee engagement is crucial for organizational success, with engaged employees contributing significantly to competitive advantage (Sultana, 2015). Research by Bailey et al. (2017), Cahill et al. (2015), and Zhong et al. (2016) indicates that employees with psychological commitment and enthusiasm towards organizational goals are considered fully engaged. This concept involves a range of emotional, physical, and cognitive capabilities essential for achieving desired outcomes.

2.3.1. EMPLOYEE ENGAGEMENT THEORY

The employee engagement theory, similar to transformational leadership, aims to inspire individuals to have confidence in their work responsibilities. Kahn (1990) delineated three dimensions of engagement: physical, cognitive, and emotional, which collectively contribute to enhanced performance. Physical engagement entails activities aligned with organizational goals, while cognitive engagement reflects individuals' perception of their work environment and its alignment with organizational objectives. Emotional engagement fosters a sense of connection with work experiences, promoting camaraderie and dedication among employees (Beraldin et al., 2019). In

contrast, alternative theories like the job demands-resources theory offer different perspectives on influencing business outcomes, emphasizing the impact of job demands and resources on employee engagement, motivation, and stress levels (Cao et al., 2020). Excessive job demands without adequate resources can lead to disengagement and stress, highlighting the importance of balancing job demands and available resources to prevent burnout. Leaders play a crucial role in managing stress by providing support, promoting work-life balance, and building trust in leader-follower relationships, although this leadership approach may not inherently drive individuals to surpass expectations.

2.3.2. EMPLOYEE ENGAGEMENT COMPONENTS

Employee engagement consists of three primary components that are energy, devotion, and absorption. Absorption occurs when employees are deeply focused and interested in their work, often losing track of time and experiencing a sense of flow (Balwant et al., 2020). Vigor is measured by the energy and resilience employees display in their duties, showing proactive and enthusiastic attitudes toward their job (Qalati et al., 2022). Dedication encompasses the intense sense of significance and fulfillment individuals feel toward their work, leading to a strong commitment to achieving organizational goals and deriving meaning from their professional activities (Lai et al., 2020).

Employee engagement in the workplace is influenced by various factors, including leadership, organizational culture, and incentive programs. Positive leadership, characterized by meaningful interactions and shared goals, fosters trust and commitment among employees (Lam et al., 2015). Effective leaders use persuasion, cooperation, and conflict resolution to inspire engagement.

Abusive leadership practices can lead to stress and burnout among employees (Schneider et al., 2018). Organizational culture also plays a crucial role, with a positive culture enhancing engagement levels. Effective communication is essential in creating a cooperative work environment, fostering trust, and increasing participation. Incentive programs, including both tangible rewards like salary increases and intangible rewards like recognition, are powerful motivators that can increase engagement and overall company performance.

Leaders who engage in abusive practices or cause excessive stress in the workplace can negatively impact employee engagement. Therefore, it's crucial for leaders to recognize and address factors that can hinder engagement (Lam et al., 2015). Organizational culture, shaped by effective communication and employee involvement, can significantly influence engagement levels (Talukder et al., 2018). Implementing a comprehensive incentive program that includes both tangible and intangible rewards can further enhance employee engagement and improve overall performance. Leaders must strive to create a supportive and engaging work environment that encourages employees to perform at their best.

2.4. EMPLOYEE PERFORMANCE

Employee performance is measured by how effectively they fulfill their job responsibilities, including factors like productivity, work quality, and goal achievement (Qalati et al., 2022). Productivity reflects how efficiently employees use resources to achieve company goals, with highly productive employees accomplishing more in less time. The quality of work considers the accuracy and completeness of tasks, with exceptional work contributing significantly to overall organizational performance (Atik et al., 2023). Factors

affecting work quality include employee expertise, clear instructions, and feedback mechanisms. Goal achievement directly measures how well employees meet or exceed allocated goals and targets, often resulting in recognition or rewards for high performance (Safar and Ramlawati, 2023). Successful goal achievement depends on clear, congruent goals, support, and resource availability.

2.5. TRANSFORMATIONAL LEADERSHIP AND JOB PERFORMANCE

Numerous studies have shown that transformational leadership positively impacts job performance by inspiring employee commitment, engagement, and job satisfaction (Lai et al., 2020). Leaders who create a compelling vision and support their employees foster an environment conducive to innovation and creativity, leading to improved performance (Qalati et al., 2022). This leadership style has a long-lasting effect on job performance, mediated by factors like self-efficacy and organizational commitment, while situational factors such as organizational culture and team dynamics can moderate its impact (Rezeki et al., 2023). Despite some cultural differences, the positive correlation between transformational leadership and job performance is widely acknowledged. Different studies may yield varying results based on implementation conditions.

Research consistently shows that transformational leadership positively impacts employees' job performance. Transformational leaders inspire and motivate their followers by providing a compelling vision and fostering a sense of purpose. They stimulate intellectual curiosity and problem-solving skills, encouraging innovative thinking among employees. By paying attention

to individual needs and providing personalized support (Qalati et al., 2022), these leaders cultivate a sense of value and commitment among employees, leading to improved performance. Transformational leaders also serve as role models, embodying moral and ethical principles that influence their colleagues positively (Abolnasser et al., 2023). They create engaging work environments that encourage employee participation and ownership, ultimately boosting job performance (Balwant et al., 2020). Additionally, their supportive and empowering leadership style enhances employee confidence and productivity.

2.6. SYNTHESIS OF LITERATURE

Research indicates that transformational leadership positively impacts employee engagement and performance. Transformational leaders motivate and inspire employees, fostering a collective vision and sense of loyalty. This leadership style encourages creativity, provides individualized attention, and creates a supportive work environment, leading to increased productivity, innovation, and customer satisfaction.

3.0. METHODOLOGY

This chapter outlines the research approach and methodologies employed to investigate the correlation between transformational leadership and employee engagement and performance. Using qualitative techniques, including phenomenology and case study investigations, the study will purposively sample professionals from organizations renowned for employing transformational leadership. Data collection will involve semi-structured interviews, document analysis, and observation notes, with thematic analysis used to identify key themes. Adherence to ethical considerations, such as informed consent and anonymity protection, will be rigorously maintained. Despite qualitative research constraints, the study aims to offer substantial insights into the impact of transformational leadership on employee engagement and performance, thereby enhancing understanding of effective leadership strategies and their organizational outcomes.

4.0. FINDINGS AND DISCUSSION

4.1. PRESENTATION OF FINDINGS

The study identified four key themes of transformational leadership: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Idealized influence, where leaders are seen as moral and purposeful role models, inspires trust and respect, fostering a culture of collaboration (Marisyah et al., 2023). Inspirational motivation, through clear and compelling vision communication, motivates teams, fostering unity and resilience (Rezki et al., 2023). Intellectual stimulation, by encouraging creative thinking and challenging norms, drives innovation and increases engagement. Individualized consideration, by understanding and supporting personal and professional development, enhances dedication and loyalty, leading to higher retention rates (Alam et al., 2023).

4.2. DISCUSSION

The research findings underscore the significant impact of transformational leadership on employee engagement and performance. Through idealized influence, inspirational motivation, intellectual stimulation, and personalized attention, leaders create a positive work environment that fosters motivation, respect, and innovation (Aftab et al., 2023). This leadership approach cultivates trust, drives team efforts towards common goals, encourages creativity and continuous learning, and meets individual needs, ultimately boosting loyalty and retention (Alam et al., 2023). The study aligns with existing research, emphasizing the importance of promoting and developing

transformational leadership qualities in employees through training and development programmes.

4.2. OBJECTIVES FINDINGS AND DISCUSSION

The study on transformational leadership revealed several key themes and their impact on employees and organizational performance. Firstly, idealized influence, where leaders serve as moral role models, fosters trust and respect, creating a culture of collaboration. Secondly, inspirational motivation, through clear vision communication, motivates teams, fostering unity and resilience. Thirdly, intellectual stimulation, by encouraging creativity and challenging norms, drives innovation and engagement. Lastly, individualized consideration, by supporting personal and professional development, enhances dedication and loyalty, leading to higher retention rates.

Regarding the relationship between transformational leadership and employee engagement, effective communication, empowerment, and recognition were highlighted. Leaders who communicate openly and transparently engage employees more effectively, fostering a sense of belonging and ownership. Empowerment, through delegation and decision-making authority, boosts engagement by giving employees control over their work environment. Additionally, expressing thanks and recognition motivates employees, fostering a culture of appreciation and increasing engagement and performance.

In terms of workplace performance, transformational leadership was found to enhance team collaboration, innovation, and productivity. Leaders who foster collaboration and creativity improve decision-making and problem-solving,

leading to increased efficiency. Employee participation was also emphasized, with actively engaged employees contributing significantly to organizational success. Overall, transformational leadership positively influences employee engagement and performance by creating a supportive and motivating work environment.

5.0. SUMMARY

In conclusion, the findings of this study provide a substantial amount of information on the impact that transformative leadership has on the level of employee engagement as well as performance. The study investigates the effect that transformational leaders have on the experiences of workers and highlights the relevance of idealized influence, inspirational motivation, intellectual stimulation, and individualized attention in the process of creating a positive and stimulating environment for people to work in. The theoretical knowledge of transformational leadership is improved as a consequence of these findings, and practical advice for the development of great leaders are provided.

The research emphasizes the significance of businesses making investments in leadership development programme that provide opportunities for the development of transformational leadership qualities. The use of this strategy allows businesses to maximize the levels of engagement, satisfaction, and performance of their workforce, which ultimately leads to improved organizational outcomes. As a guide for further investigation into this vital area of leadership and organizational behavior, the ideas for future research serve as a direction for further investigation.

In a nutshell, the findings of the study shed light on the major role that leadership plays in shaping not just the experiences of workers but also the overall success of a business. When confronted with complex and ever-evolving conditions, the concepts of transformational leadership will continue to be essential in order to foster teams inside businesses that are resilient, imaginative, and high-performing.

REFERENCES

Abolnasser, M.S.A., Abdou, A.H., Hassan, T.H. and Salem, A.E., 2023. Transformational leadership, employee engagement, job satisfaction, and psychological well-being among hotel employees after the height of the COVID-19 pandemic: a serial mediation model. *International journal of environmental research and public health*, 20(4), p.3609.

Aftab, J., Sarwar, H., Kiran, A., Abid, N. and Ahmad, S.B., 2023. Do transformational leadership and work engagement matter for job performance in luxury hotels? Exploring the role of leaders' managerial skills. *Journal of Hospitality and Tourism Insights*, 6(5), pp.1818-1839.

Ahmad, R. and Saad, M., 2020. The impact of Malaysian public sector in the relationship between transformational leadership styles and career development. *International Journal of Public Administration*, 43(3), pp.203-212.

Alam, J., Mendelson, M., Ibn Boamah, M. and Gauthier, M., 2023. Exploring the antecedents of employee engagement. *International Journal of Organizational Analysis*, 31(6), pp.2017-2030.

Almaaitah, M.F., Harada, Y., Sakdan, M.F. and Almaaitah, A.M., 2017. Integrating Herzberg and social exchange theories to underpinned human resource practices, leadership style and employee retention in health sector. *World Journal of Business and Management*, 3(1), pp.16-34.

Al-sharafi, H., Hassan, M.E.M. and Alam, S.S., 2018. The Effect of Training and Career Development on Employees Retention –A Study on the

Telecommunication Organizations in Yemen. *The Journal of Social Sciences Research*, pp.420-430.

Anitha, J., 2014. Determinants of employee engagement and their impact on employee performance. *International journal of productivity and performance management*, 63(3), pp.308-323.

Atik, A., Indrayani, I., Khaddafi, M. and Windayati, D.T., 2023. The influence of transformational leadership, employee engagement, and work environment, on the performance of employees with work discipline as intervening at the general bureau of the regional secretariat of riau islands province. *International Journal of Educational Review, Law And Social Sciences (IJERLAS)*, 3(1), pp.59-82.

Bailey, C., Madden, A., Alfes, K. and Fletcher, L., 2017. The meaning, antecedents and outcomes of employee engagement: A narrative synthesis. *International journal of management reviews*, 19(1), pp.31-53.

Balwant, P.T., Mohammed, R. and Singh, R., 2020. Transformational leadership and employee engagement in Trinidad's service sector: The role of job resources. *International Journal of Emerging Markets*, 15(4), pp.691-715.

Bass, B. M., 1985. *Leadership and beyond expectations*. Collier Macmillan.

Beraldin, A.R., Danese, P. and Romano, P., 2019. An investigation of the relationship between lean and well-being based on the job demands-resources model. *International Journal of Operations & Production Management*, 39(12), pp.1295-1322.

Burns, J. M., 1978. *Leadership*. Harper & Row.

Cahill, K.E., McNamara, T.K., Pitt-Catsouphes, M. and Valcour, M., 2015. Linking shifts in the national economy with changes in job satisfaction, employee engagement and work–life balance. *Journal of Behavioral and Experimental Economics*, 56, pp.40-54.

Cao, C., Shang, L. and Meng, Q., 2020. Applying the job demands-resources model to exploring predictors of innovative teaching among university teachers. *Teaching and Teacher Education*, 89, p.103009.

Carter, W.R., Nesbit, P.L., Badham, R.J., Parker, S.K. and Sung, L.K., 2018. The effects of employee engagement and self-efficacy on job performance: a longitudinal field study. *The international journal of human resource management*, 29(17), pp.2483-2502.

Chen, Y., Ning, R., Yang, T., Feng, S. and Yang, C., 2018. Is transformational leadership always good for employee task performance? Examining curvilinear and moderated relationships. *Frontiers of Business Research in China*, 12, pp.1-28.

Chua, J. and Ayoko, O.B., 2021. Employees' self-determined motivation, transformational leadership and work engagement. *Journal of Management & Organization*, 27(3), pp.523-543.

Ezam, Q., Jamal, T., Shamsi, A.F. and Shamsi, A.F., 2018. Role of motivation on employee job satisfaction: Comparative analysis for income group. *European Proceedings of Social and Behavioural Sciences*, 40.

Haley, L., 2018. What Makes Employees Stay? Examining Social Exchange Relationships, Organizational Commitment, and Intent to Leave Among Casino Employees.

Homans, G.C., 1958. Social behavior as exchange. *American journal of sociology*, 63(6), pp.597-606.

House, R.J., 1971. A path goal theory of leader effectiveness. *Administrative science quarterly*, pp.321-339.

Jiatong, W., Wang, Z., Alam, M., Murad, M., Gul, F. and Gill, S.A., 2022. The impact of transformational leadership on affective organizational commitment and job performance: the mediating role of employee engagement. *Frontiers in Psychology*, 13, p.831060.

Kumar, V. and Pansari, A., 2015. Measuring the benefits of employee engagement. *MIT Sloan management review*.

Lai, F.Y., Tang, H.C., Lu, S.C., Lee, Y.C. and Lin, C.C., 2020. Transformational leadership and job performance: The mediating role of work engagement. *Sage Open*, 10(1), p.2158244019899085.

Lam, M., O'Donnell, M. and Robertson, D., 2015. Achieving employee commitment for continuous improvement initiatives. *International Journal of Operations & Production Management*, 35(2), pp.201-215.

Marisya, F., Mayasari, V., Astuti, S.D. and Purwanto, M.B., 2023. Implementation of Leadership Ethics and Transformational Leadership in Employee Performance. *Asian Journal of Applied Business and Management*, 2(4), pp.545-556.

Martinez, I.M., Salanova, M. and Cruz-Ortiz, V., 2020. Our boss is a good boss! Cross-level effects of transformational leadership on work engagement in service jobs. *Revista de Psicología del Trabajo y de las Organizaciones*, 36(2), pp.87-94.

Motyka, B., 2018. Employee engagement and performance: a systematic literature review. *International Journal of Management and Economics*, 54(3), pp.227-244.

Northouse, P.G., 2021. *Leadership: Theory and practice*. Sage publications.

Olowoselu, A., bin Mohamad, M.A. and Mohamed Farag Mohamed Aboudahr, S., 2019. Path goal theory and the application in educational management and leadership. *Education Quarterly Reviews*, 2(2).

Park, J., Han, S.J., Kim, J. and Kim, W., 2022. Structural relationships among transformational leadership, affective organizational commitment, and job performance: the mediating role of employee engagement. *European Journal of Training and Development*, 46(9), pp.920-936.

Presbitero, A., 2017. How do changes in human resource management practices influence employee engagement? A longitudinal study in a hotel chain in the Philippines. *Journal of Human Resources in Hospitality & Tourism*, 16(1), pp.56-70.

Qalati, S.A., Zafar, Z., Fan, M., Limón, M.L.S. and Khaskheli, M.B., 2022. Employee performance under transformational leadership and organizational citizenship behavior: A mediated model. *Heliyon*, 8(11).

Rana, S., 2015. High-involvement work practices and employee engagement. *Human Resource Development International*, 18(3), pp.308-316.

Rapp, A.A., Petersen, J.A., Hughes, D.E. and Ogilvie, J.L., 2020. When time is sales: the impact of sales manager time allocation decisions on sales team performance. *Journal of Personal Selling & Sales Management*, 40(2), pp.132-148.

Rezeki, F., Mardiputera, H.M. and Wulandari, A., 2023. High and low levels of employee performance: The role of transformational leadership styles and employee engagement. *Asian Journal of Management, Entrepreneurship and Social Science*, 3(03), pp.568-584.

Safar, I.S. and Ramlawati, M., 2023. Knowledge Management: Perspective of Transformational Leadership on Employee Performance. *Journal of Economics, Finance and Management Studies*, 6(8).

Saleem, A., Wu, L., Aslam, S. and Zhang, T., 2021. Spotlight on leadership path-goal theory silos in practice to improve and sustain job-oriented development: evidence from education sector. *Sustainability*, 13(21), p.12324.

Schneider, B., Yost, A.B., Kropp, A., Kind, C. and Lam, H., 2018. Workforce engagement: What it is, what drives it, and why it matters for organizational performance. *Journal of Organizational Behavior*, 39(4), pp.462-480.

Sheehan, M., Garavan, T.N. and Morley, M.J., 2020. Transformational leadership and work unit innovation: A dyadic two-wave investigation. *Journal of Business Research*, 109, pp.399-412.

Suliman, M.A., Abdou, A.H., Ibrahim, M.F., Al-Khaldy, D.A.W., Anas, A.M., Alrefae, W.M.M. and Salama, W., 2023. Impact of green transformational leadership on employees' environmental performance in the hotel industry context: does green work engagement matter?. *Sustainability*, 15(3), p.2690.

Sultana, S., 2015. The impact of employee engagement in improving organizational performance. *The International Journal of Business & Management*, 3(2), p.111.

Talukder, A.K.M., Vickers, M. and Khan, A., 2018. Supervisor support and work-life balance: Impacts on job performance in the Australian financial sector. *Personnel Review*, 47(3), pp.727-744.

Tanskanen, K., 2015. Who wins in a complex buyer-supplier relationship? A social exchange theory based dyadic study. *International Journal of Operations & Production Management*, 35(4), pp.577-603.

Vieira, V.A., Perin, M.G. and Sampaio, C.H., 2018. The moderating effect of managers' leadership behavior on salespeople's self-efficacy. *Journal of Retailing and Consumer Services*, 40, pp.150-162.

Zhong, L., Wayne, S.J. and Liden, R.C., 2016. Job engagement, perceived organizational support, high-performance human resource practices, and cultural value orientations: A cross-level investigation. *Journal of Organizational Behavior*, 37(6), pp.823-844.

DECLARATION FORM

Title of Paper

Organisation or Company's Name (if any):

Author's Name: _____

Designation: _____

Address:

Email: _____

Tel: _____ Fax: _____

I/We _____

confirms that that my/our submission to AJKM is my/our original work/
manuscript. I/We have read and understood the terms of reference of the
Asian Journal of Knowledge Management. I/We shall not hold the Asian
Institute of Knowledge Management Sdn Bhd liable for the consequences of
my/our failure to comply with the terms.

Author's signature: _____

Date: _____

Call for Paper

Asian Institute of Knowledge Management would like to invite researchers, scholars, academicians, professionals, industry experts and management consultants from all over the world to publish their work in our journal (ISSN: 2289-6287) on any topic relevant to aim & scope of the journal includes:

Knowledge Management Input

- Knowledge management enablers;
- Learning and eLearning;
- Trust and culture;
- Talent;
- Leadership skills and manager skills;
- Information technology support; and
- Business strategy

Knowledge Management Process

Knowledge creation:

- Knowledge creation process; and
- Strategic creation and strategic plan

Knowledge conversion:

- Critical & emotional thinking;
- Business analytical skills;
- Management analysis; and
- Human resource management skills

Knowledge communication and sustainability:

- Marketing communication mix;
- Entrepreneurship skills and communication mix;
- Customer relation & communication mix;

- Economic resource planning;
- Enterprise resource planning; and
- Corporate governance and corporate social responsibility

Knowledge change:

- Change management;
- Risk management;
- Re-inventing & re-engineering; and
- Re-skills and re-engaged

Knowledge Management Outcome

Organization performance:

- Financial measurement;
- Balance scorecard;
- Benchmarking;
- Competitive advantage; and
- Productivity

The use and applications of knowledge management

Knowledge-based economy and development:

- Efficient use of existing & new knowledge;
- Effective creation, dissemination and processing of information;
- Effective system of firms and research centers; and
- Creation, sharing and transferring of knowledge

Knowledge management in the energy Sector:

- New resource revolution;
- Renew energy development; and
- Energy Innovation

Knowledge management in the public sector:

- Public sector structural change;
- Fiscal Management and issues; and
- Knowledge public services.

Knowledge management in the service sector:

- Knowledge management in accounting practices;
- Knowledge management in management consulting;
- Knowledge management in financial services; and
- Knowledge management in private healthcare services

Knowledge management in human resource management:

- Knowledge talent management;
- Knowledge sharing; and
- Knowledge transfer

Knowledge management in general:

- Knowledge customer management;
- Knowledge financial management;
- Knowledge innovation management;
- Knowledge project management; and
- Knowledge wealth management.

Submission of manuscript

All submitted works will be reviewed rigorously and will be accepted after the positive response of reviewers. All the submissions should be original and free from plagiarism; it should not have been published elsewhere. Currently there are no submission, processing or publication fees in this journal.

Our objective is to notify authors of the decision on their manuscript(s) within four weeks of submission. Following approval, a paper will normally be published in the next issue.

AJKM also invite competent scholars and academicians to voluntarily join our review/editorial board. We would appreciate it if you could share this information with your colleagues and associates.

All manuscripts and editorial correspondence pertaining to articles and related matters should be addressed to:

The Chief Editor

Asian Institute of Knowledge Management Sdn Bhd

5, Jalan 3/125D, Desa Petaling, 57100 Kuala Lumpur, Malaysia

Tel: +603-9057 2233

Email: info@asianikm.com Website: www.asianikm.com