

## **EMPLOYEE ENGAGEMENT DRIVERS AND ORGANIZATIONAL CHANGE MANAGEMENT: A MEDIATING ROLE OF THE TRANSFORMATIONAL LEADERSHIP IN PAK-CHINA TOURISM PERSPECTIVE**

**Zaheer Abbas<sup>1\*</sup> and Wang Song Jiang<sup>2</sup>**

### **ABSTRACT**

*This research aims to study the drivers of employee engagement and the leader's behavior in igniting the employee's work engagement. It explored a broad spectrum of drivers and the mediating role of leaders that exploit employees' competitive advantage. The study focuses on China (Yunnan) and Pakistan (GB) as study areas. The dynamics of organizational processes in Pakistan's public and private sectors are distinctive. On the other hand, Chinese organizations are up to scratch, adherent to the phenomenon of "change is constant" under constitutional law. This study employed a deductive approach based on quantitative and descriptive techniques. This research posits the perfect relationship between creative leadership and flourishing employees based on their organizational responsibilities. This study will discern the multicultural observation for the organizational process because of in-depth research conducted using a self-administered questionnaire for collecting the data from the top, middle, and lower-level managers of the tourism sector from Pakistan and China with a sample size of 478 respondents. The study used a measurement model for validity and a structural model using Structural Equation Modeling (SEM) to test the proposed hypotheses. The study has contributed the theoretical perspective to support theories like Leader-Member Exchange (LMX), Social Exchange Theory (SET), and Communication Theory for tourism sectors. The findings show that transformational leadership mediates employee engagement drivers and the organizational change management process. This study will help in employee engagement by determining any employee's role in the organizational change management process to improve the organizational change management process.*

**Keywords:** *Employee Engagement; Transformational Leadership; Change Management Process; Structural Equation Modeling.*

---

<sup>1</sup> Ph.D. Candidate, School of Management and Economics, Kunming University of Science and Technology, Yunnan, China. Email: [zaheerabas0313@gmail.com](mailto:zaheerabas0313@gmail.com)

<sup>2</sup> School of Management and Economics, Kunming University of Science and Technology, Yunnan, China.

\*Corresponding Author

## INTRODUCTION

Employee engagement is highly required because an engaged employee has a high level of inspiration (Obolensky, 2017). Employee engagement drivers are important for organizational performance in today's cutthroat marketplace (Bedarkar & Pandita, 2014) since employee engagement is not only a signal aspect; many other variables, such as job/individual qualities, management provision, reward and acknowledgment, environment/culture, and statement, are engaged in this relationship. These characteristics affect worker engagement. According to research, when the atmosphere is favorable, and the leader is exciting, the person gets relief from management and a perfect setting to share their strengths (Sadeli, 2015). The meaning of employee engagement and its significance for the organizations in the current setting. We also underlined many reasons that predict employee engagement in diverse organizations on the way to change. Literature and HR analysts have highlighted that Leaders (transformational) can recognize the causes for a low level of employee engagement and signifying ways to recover the s predictive analytics.

The prior research evaluates HPWS's impact on faculty organizational Promise. 20 Chinese and 23 Pakistani public universities participated in the study. First, academic staff in China and Pakistan propose the generalizability of western-style HPWS in Asia. Second, we find strong and favorable HPWS connection and organizational promise that implements HPWS and workers' optimistic perspective. This study explains the importance of implementing HPWS (Becker, Huselid, Becker, & Huselid, 1998).

HPWS combines internal (HR practice alignment) and externally responsible HR practices (align with organization strategies). It incorporates selective personnel, self-managed teams, decentralized decision-making, thorough training, flexible job design, open statements, and performance-based components. HPWS offers a solid foundation for organizational success because of its wide variety of practices (Gong, Chang, & Cheung, 2010).

### ***The Context: High-Performance Work System (HPWS) in China.***

The new picture of China's economic progress changes the structure of the previous organization. Economic and social advancements impact HRM more than Chinese culture or history. Organizations are adopting new creative human resource management techniques concerning the environment rather than sticking to the old ways (Wang et al., 2005). Globalization and company competition also help workers. The shape of HPWS's new HRM outlines staff development opportunities. Chinese workers oppose a differential reward division scheme that is more than an equity award system (Freeman & Velamuri, 2021;

MacKinnon, Fairchild, & Fritz, 2007). Management and organizational structure in China have evolved drastically (Albrecht, Bakker, Gruman, Macey, & Saks, 2015; Martin, Muûls, De Preux, & Wagner, 2012).

***The Context: High-Performance Work System (HPWS) in Pakistan***

Pakistan's economy is transitory through the transitional stage of educational development (Khosro & Alwi, 2022), technology, and distressed economic loss and pressures due to the global downturn, causing frustration among country investors, community organizations, and government and private organizations (Cacioppe & Mock, 1984). Employees are essential to a business, and business effectiveness affects the sustaining economic balances. Technological changes and economic intimidation impact Pakistani workers. Organizational internal and external elements may boost workers' emotional connection, called organizational commitment (Shih, Chiang, & Hsu, 2013). Human rights, organizational competition, and training strategies create a healthy atmosphere for its players and motivate non-performers in the intellectual arena to perform. Recently, Pakistan's work-related values have been boosted, forecasting change, and exposing HR satisfaction and expectation disparities. Globalization has caused enormous adjustments in the values of Pakistan's workforce, resulting in two matters. One is traditional national values; the other is current work-related values. The organizations which reply to these variations can attain greater HR satisfaction. Usually, in Pakistan, HR practices are oppressed in private organizations dissimilar from the Government sector. Correspondingly, HR practices used in the universities differ from the government sector in deference to their selection criteria, assessment system, decentralization of control, and internal career opportunities (Shih et al., 2013).

Change is unavoidable, but the degree of change in recent times is more significant than forever. As the organization grows, change management is recognized as a permanent feature of any organization and a prospect for organizations to recover their productivity, profits, and competitive advantage. This means that organizations are also prompting changes or changes are required to be instilled; for example, reducing waste and raising effectiveness at British Airways was inevitable; thus, the whole organization was restructured, which involved reducing its workforce, clearing up the reasons for the dismissals and collaborating fairly and regularly with employees to manage the change procedure (Al-Ali, Singh, Al-Nahyan, & Sohal, 2017).

A transformational leader is the main foundation of empowerment for their employees, developing self-confidence, independence, capability, self-efficacy, and self-esteem (Sehar et

al., 2019). The behaviors by which transformational leaders encourage such developmental results are accomplished by providing a safe base, challenging the status quo, recognizing zones of proximal development, and providing positive support (Al-Ali et al., 2017).

From the previous research in China and Pakistan, we can conclude that there is a void in the previously unexplored literature about the relationship between some variables, including employee engagement, transformational leadership, and the change management process. Previous studies only explain the employee engagement relationship with change and knowledge sharing on organizational performance (Ahmed, Khan, Thitivesa, Siraphattada, & Phumdara, 2020), talent management, and change-oriented leadership (Dom & Ahmad, 2019; Yap, 2016) but ignored the mediating role of the transformation leadership with these variables (Dom & Ahmad, 2019; Yue, Men, & Ferguson, 2019). Thus, a research gap in the literature needs to be considered on a priority basis in the context of China and Pakistan's organizations. This study aims to learn how employee engagement drivers and transformational leadership influence the organizational change management process.

Based on the Social Exchange Theory, Leader-Member Exchange theory (LME), Knowledge Development Theory, and Communication Theory for the tourism sector (Najeh, 2019), the researcher proposes that employee engagement has a positive relationship with the organizational change management process.

In Pakistan, the public sector's organizational change process is slower than the private sector's because the organization's top management and employees have common intentions to change (Malik, Nawab, Naeem, & Danish, 2010). They have a bureaucratic structure that does not support employee engagement in government organizations. The previous research of different scholars explains that the change management process in organizations is prolonged due to less employee intention (Abbas, Yousafzai, & Qureshi, 2015; Neves, Almeida, & Velez, 2018). Organizations and employees cannot benefit from the synergy created by these traditional methods (Cardon & Stevens, 2004). Because the private sector also relies on a flexible structure to engage employees and implement ongoing reforms to improve the change management process, they believe that change is necessary to avoid competition (Agboola & Salawu, 2011) admissions in reputed varsity.

## **RESEARCH QUESTIONS**

The study aims at examining the following research questions.

- Do Employee engagement drivers influence the organizational change management process with the mediating role of transformational leadership?

- Does employee engagement positively affect the change management process?
- Does transformational leadership have a positive impact on the organizational change management process?
- Does transformation leadership have a role in strengthening the relationship between employee engagement and changing the management process?
- Do employee engagement and transformational leadership positively impact the change management process?

### **RESEARCH METHODS**

Quantitative methodology is the part of this study to investigate the employee engagement drivers and change management under mediating role of transformational leadership in the Pak-China tourism industry. Convenient sampling is used to draw a sample (n=478) from the tourism management population in both countries, along with a survey questionnaire. Adapted scale is used to measure employee engagement from work (Knight et al., 2017), transformation leadership (Bass, 1999), and change management process (Bouckennooghe et al., 2009) having "Likert scale" ranging from Strongly Disagree (1) to Strongly Agree (5). Measurement modeling is the part of this study to complete confirmatory factor analysis (CFA) to validate the scale. Smart PLS-3 is used in this paper to perform statistical analysis to test the hypotheses.

**Table 1.** Demographics (Education)

	Frequency	Percent	Valid Percent	Cumulative Percent
Intermediate	14	2.9	2.9	2.9
Bachelors	110	23	23	25.9
Masters	354	74.1	74.1	100
Total	478	100	100	

The above table represents the respondents' education with participation in this research work. Fourteen participants' qualifications were intermediate, with a total of 2.9 % of all participants; on the other hand, 110 participants, with 23% of the sample size, were bachelors. The remaining 354 participants held master's degrees, making up 74.1% of the total sample.

**Table 2.** Demographics (Tenure)

	Frequency	Percent	Valid Percent	Cumulative Percent
0-3 years	147	30.8	30.8	30.8
4-6 years	111	23.2	23.2	54
7-9 years	71	14.9	14.9	68.8
9 + years	149	31.2	31.2	100
Total	478	100	100	

The above table represents the work tenure of the respondents. One hundred forty-seven of the participants belong to the three years' work experience category making 30.8 % of the sample size; 111 participants, with 23.2%, had 4-6 years of work experience; 71 participants had 7-9 years of work experience, making 14.9% and the remaining 149 participants had nine years of work experience making 31.2% of the total sample, respectively.

**Table 3.** Statistical Positioning of Data Normality (China-Pak Data)

	JC	IC	MS	RR	EN	COM	INN
<b>Skewness</b>	-0.387	-1.017	-0.671	-0.631	-0.339	-0.359	-0.872
<b>S.E Skewness</b>	0.112	0.112	0.112	0.112	0.112	0.112	0.112
<b>Kurtosis</b>	-0.042	1.812	0.456	-0.043	-0.395	-0.462	0.664
<b>S.E Kurtosis</b>	0.223	0.223	0.223	0.223	0.223	0.223	0.223

**Table 4.** Statistical Positioning of Data Normality (Continue)

	ORST	ORSY	COMPT	WPL	CHM	LDS
<b>Skewness</b>	-0.312	-0.313	-0.303	-0.133	-0.413	-0.308
<b>S.E Skewness</b>	0.112	0.112	0.112	0.112	0.112	0.112
<b>Kurtosis</b>	-0.464	-0.131	-0.560	-0.266	0.259	-0.156
<b>S.E Kurtosis</b>	0.223	0.223	0.223	0.223	0.223	0.223

*Note: CHM: change management; COM: Communication; COMPT: Competition; EN: Environment; IC = Individual characteristics; INN: Innovation; JC = Job Characteristic; LDS: Transformational leadership; MS: Management Support; ORST: Organizational Structure; ORSY: Organizational System; RR: Reward; WPL = Workplace well-being*

Data normality in this research is verified before testing the study hypotheses to verify using two of the measures used in social science research in statistical analysis. Those are skewness and kurtosis given in the above table for the data taken from China. The study variables CHM: change management (Skewness=-.413, kurtosis=-.259); COM: Communication (Skewness=-.359, kurtosis=-.462); COMPT: Competition (Skewness=-.303, kurtosis=-.560); EN: Environment (Skewness=-.339, kurtosis=-.395); IC: Individual characteristics (Skewness=-1.017, kurtosis=1.812); INN: Innovation (Skewness=-.872, kurtosis=.664); JC: Job Characteristic (Skewness=-.387, kurtosis=-.042); LDS: Transformational leadership (Skewness=-.308, kurtosis=-.156); MS: Management Support (Skewness=-.671, kurtosis=.456); ORST: Organizational Structure (Skewness=-.312, kurtosis=-.464); ORSY: Organizational System (Skewness=-.313, kurtosis=-.131); RR: Reward (Skewness=-.631, kurtosis=-.043); WPL: Work Place well-being (Skewness=-.133, kurtosis=-.266). Here all of the study variables indicate the normal distribution of that data set is a prerequisite to meet the criteria of +3 to -3 proposed for the skewness and kurtosis suggested by Hair et al. (2010).

**Measurement Model**

**Table 5.** Confirmatory Factor Analysis (CFA)

	<b>Cronbach's Alpha</b>	<b>Composite Reliability (CR)</b>	<b>Average Variance Extracted (AVE)</b>
CHM	0.801	0.852	0.521
COM	0.746	0.809	0.586
COMPT	0.796	0.861	0.564
EN	0.72	0.793	0.566
IC	0.711	0.838	0.633
INN	0.782	0.869	0.689
JC	0.783	0.793	0.549
LDS	0.784	0.844	0.552
MS	0.776	0.822	0.606
ORST	0.777	0.803	0.508
ORSY	0.787	0.855	0.515
RR	0.805	0.885	0.719
WLP	0.746	0.855	0.663

*Note: CHM: Change Management; COM: Communication; COMPT: Competition; EN: Environment; IC = Individual characteristics; INN: Innovation; JC = Job Characteristic; LDS: Transformational leadership; MS: Management Support; ORST: Organizational Structure; ORSY: Organizational System; RR: Reward; WPL = Workplace well-being*

The score of the reliability analysis using Cronbach’s Alpha and composite reliability is presented in table 5. The independent variable of the study which drive employee engagement are Communication (Cronbach’s Alpha=0.746, CR=0.861), Competition (Cronbach’s Alpha=0.796, CR=0.861), Environment (Cronbach’s Alpha=0.720, CR=0.793); Individual characteristics (Cronbach’s Alpha=0.731, CR=0.851); Innovation (Cronbach’s Alpha=0.783, CR=0.873); Job Characteristics (Cronbach’s Alpha=0.783, CR=0.793); Management Support (Cronbach’s Alpha=0.776, CR=0.822); Organizational Structure (Cronbach’s Alpha=0.777, CR=0.803); Organizational System (Cronbach’s Alpha=0.787, CR=0.855); Rewards (Cronbach’s Alpha=0.805, CR=0.885); Workplace well-being (Cronbach’s Alpha=0.746, CR=0.855). The mediating variable is transformational leadership (Cronbach’s Alpha=0.784, CR=0.844), and the dependent variable is Change Management (Cronbach’s Alpha=0.801, CR=0.852). All of the reliability scores are well above the criteria of 0.7 proposed by Hinton et al. (2004).

The convergent validity is verified using Average Variance Extracted (AVE) as the measure for the purpose. The cut-off value of AVE is 0.5. given by Fornell and Larcker (1981). Hence, the independent variables of the study are the drivers of employee engagement: Communication (AVE=0.586); Competition (AVE=0.564); Environment (AVE=0.566); Individual characteristics (AVE=0.633); Innovation (AVE=0.689); Job Characteristic

(AVE=0.549); Management Support (AVE=0.606); Organizational Structure (AVE=0.508); Organizational System (AVE=0.515); Reward (AVE=0.719); Workplace well-being (AVE=0.663). The mediating variable is transformational leadership (AVE=0.552), and the dependent variable is Change Management (AVE=0.521).

Discriminant validity differentiates the drivers of employee engagement from each other and other study variables. The Heterotrait-Monotrait (HTMT) criterion is used, and it was found that all values are well above the cut-off value of 0.9 suggested by Henseler et al. (2015).

**Table 6.** Discriminant Validity: Heterotrait-Monotrait (HTMT)

	CHM	COM	COMPT	EC	IC	INT	JC
CHM	0.65						
COM	0.63	0.77					
COMPT	0.38	0.28	0.75				
EN	0.57	0.63	0.25	0.75			
IC	0.41	0.46	0.26	0.51	0.80		
INN	0.29	0.20	0.73	0.17	0.15	0.83	
JC	0.38	0.34	0.23	0.35	0.45	0.21	0.67

**Table 7.** Discriminant Validity: Heterotrait-Monotrait (HTMT)

	LDS	MS	ORST	ORSY	RR	WLP
LDS	0.67					
MS	0.52	0.78				
ORST	0.25	0.24	0.71			
ORSY	0.22	0.23	0.69	0.72		
RR	0.45	0.47	0.24	0.20	0.85	
WLP	0.23	0.23	0.60	0.65	0.13	0.81

Note: CHM: change management; COM: Communication; COMPT: Competition; EN: Environment; IC = Individual characteristics; INN: Innovation; JC = Job Characteristic; LDS: Transformational leadership; MS: Management Support; ORST: Organizational Structure; ORSY: Organizational System; RR: Reward; WPL = Workplace well- being

### Structural Modeling

**Table 8.** Correlation Coefficient

	COM	COMPT	EN	IC	INN	JC
CHM r	0.626	0.376	0.57	0.405	0.292	0.376
Sig	0.000	0.000	0.000	0.000	0.000	0.000

**Table 9.** Correlation Coefficient (Continue)

	LDS	MS	ORST	ORSY	RR	WPL
CHM r	0.57	0.481	0.36	0.343	0.468	0.394
Sig	0.000	0.000	0.000	0.000	0.000	0.000



In the overall study, the correlation results in table 10 indicate a significant relationship (COM;  $r=0.626$ ; COMPT:  $r=0.376$  EN:  $r=0.570$ ; IC:  $r=0.405$ ; INN:  $r=0.292$ ; JC:  $r=0.376$ ; LDS:  $r=0.570$ ; MS:  $r=0.481$ ; ORST:  $r=0.363$ ; ORSY:  $r=0.343$ ; RR:  $r=0.568$ ; WPL:  $r=0.394$ ) of the drivers of employee engagement and also transformational leadership with change management.

**Table 10.** Regression Coefficients

Variables	Coefficient	Standard Deviation	t-value	p-values
COM -> CHM	0.314	0.051	6.245	0.000
COMPT -> CHM	0.222	0.054	2.379	0.005
EN -> CHM	0.146	0.048	3.034	0.003
IC -> CHM	0.118	0.044	3.407	0.034
INN -> CHM	0.510	0.051	1.977	0.049
JC -> CHM	0.178	0.043	1.990	0.041
LDS -> CHM	0.206	0.053	3.925	0.000
MS -> CHM	0.207	0.050	3.144	0.015
ORST -> CHM	0.257	0.050	4.131	0.018
ORSY -> CHM	0.126	0.067	3.383	0.002
RR -> CHM	0.173	0.043	3.695	0.041
WLP -> CHM	0.201	0.048	3.997	0.000

*Note: CHM: change management; COM: Communication; COMPT: Competition; EN: Environment; IC = Individual characteristics; INN: Innovation; JC = Job Characteristic; LDS: Transformational leadership; MS: Management Support; ORST: Organizational Structure; ORSY: Organizational System; RR: Reward; WPL = Workplace well-being.*

The regression analysis is used as a primary analysis to test the study hypotheses of this study. The effect of employee engagement is significant ( $\beta=0.572$ ,  $p<0.05$ ) on transformational leadership supporting *H1*. Moreover, the impact of transformational leadership is also significant ( $\beta=0.299$ ,  $p<0.05$ ) on change management, supporting *H2*.

The mediating variable transformational leadership ( $\beta=0.322$ ,  $p<0.05$ ) relates to the dependent variable, change management, supporting *H3*. The independent variables of the study, i.e., the drivers of employee engagement: communication with ( $\beta=0.314$ ,  $p<0.05$ ) 31.4% effect supports *H4*; individual characteristics with 11.8% effect ( $\beta=0.118$ ,  $p<0.05$ ) supports *H5*; management support with 20.7% effect ( $\beta=0.207$ ,  $p<0.05$ ) supports *H6*; reward with 17.3% effect ( $\beta=0.173$ ,  $p<0.05$ ) supports *H7*; competition with 22.2% effect ( $\beta=0.222$ ,  $p<0.05$ ) supports *H8*; innovation with 51% effect ( $\beta=0.510$ ,  $p<0.05$ ) supports *H9*; the organizational system with 25.7% effect ( $\beta=0.257$ ,  $p<0.05$ ) supports *H10*; environment with 14.6% effect ( $\beta=0.146$ ,  $p<0.05$ ) supports *H11*; job characteristic with 17.8% effect ( $\beta=0.178$ ,  $p<0.05$ )

supports *H12*; organizational structure with 25.7% effect ( $\beta=0.257$ ,  $p<0.05$ ) supports *H13*; and workplace well-being with 20.1% effect ( $\beta=0.201$ ,  $p<0.05$ ) supports *H14*.

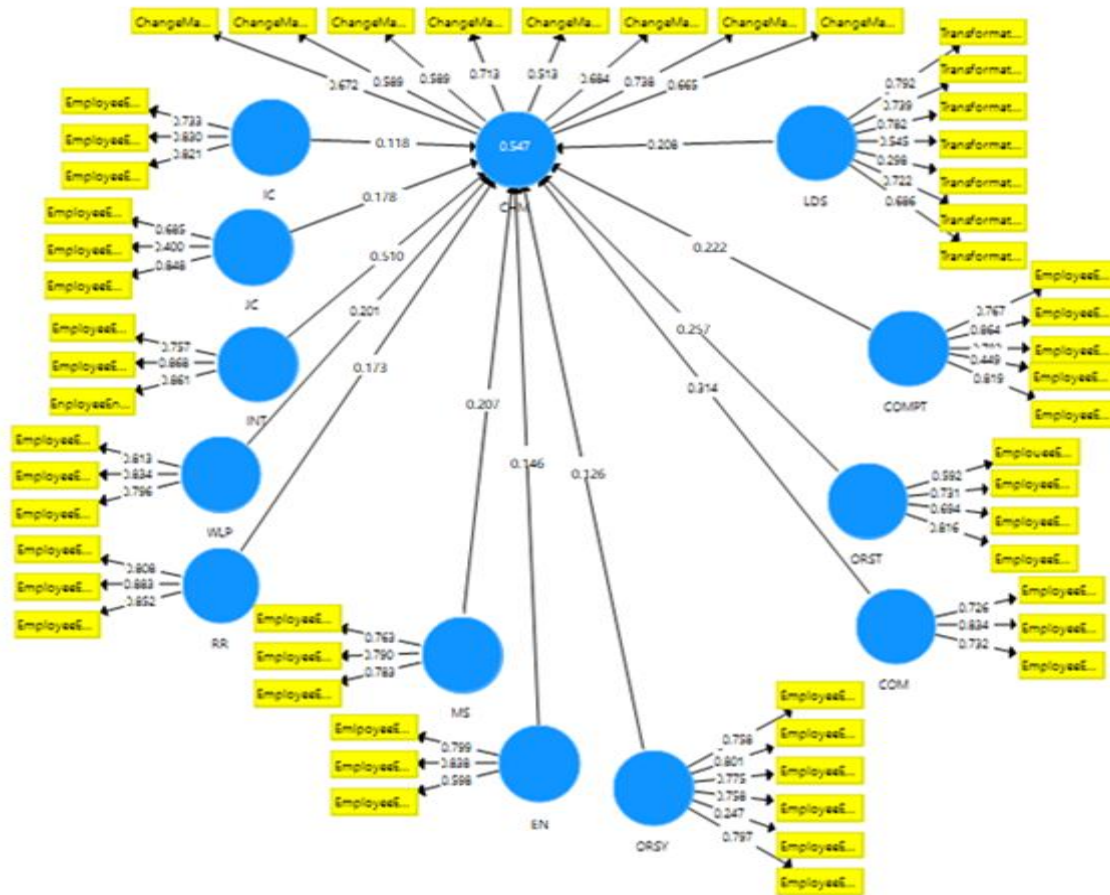


Figure 1. Structural Model (SEM)

## FINDINGS OF THE STUDY

### Mediation Analysis

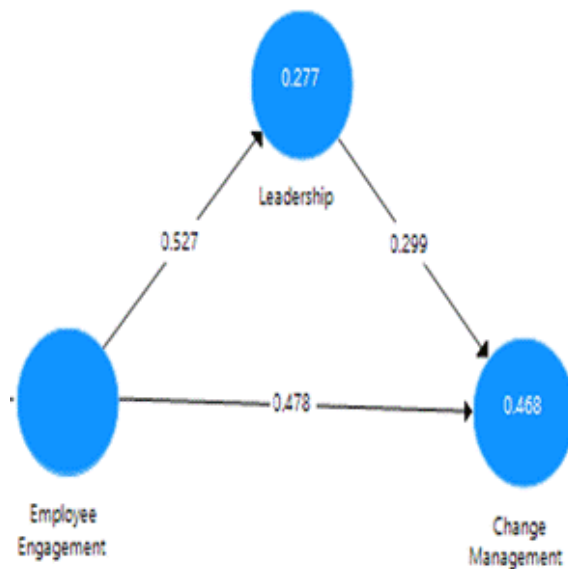
Table 11. Path Coefficients

Direct Path	Coefficient	Standard Deviation	t-value	P-Value
Employee Engagement → Change Management	0.478	0.046	10.298	0.000
Employee Engagement → Leadership	0.527	0.036	14.564	0.000
Transformational Leadership → Change Management	0.299	0.045	6.699	0.000
<b>Indirect Path</b>				
Employee Engagement → Transformational leadership → Change Management	0.157	0.027	5.930	0.000

To test the mediation effect of transformational leadership on the relationship between employee engagement and change management in both countries the researcher tested

mediation analysis using structured equation modeling (SEM). By following the mediation model of Baron and Kenny (1986), this study reports the significance of the paths to investigate the mediation effect. Here, the findings indicate a significant effect of employee engagement on change management ( $\beta=0.478$ ,  $p<0.05$ ); a significant effect of employee engagement on transformational leadership ( $\beta=0.527$ ,  $p<0.05$ ) with  $R^2=0.277$  having 27.7% effect and also a significant effect of transformational leadership on change management ( $\beta =0.299$ ,  $p<0.05$ ) with  $R^2=0.468$  having 46.8% effect.

Moreover, the mediation model of Hayes (2013) reports the significance of the indirect path from the independent variable to the dependent variable through mediating variables to investigate the mediation effect. Here, the study results indicate the significant indirect effect of employee engagement ( $\beta =0.157$ ,  $p<0.05$ ) on change management through transformational leadership. Based on the above findings, the *H15* is also accepted.



**Figure 2.** Mediation Model

The study findings report the comparative position of the findings in three perspectives: Pakistan, China, and overall analysis of the data and testing the hypotheses in all areas and accepting the entire hypothesis. The comparative positioning indicates that employee engagement drivers are similarly applied to both countries under the Asian context of this research work. The overall data analysis also supported the study hypotheses of this research work. The comparative analysis indicates connective findings leading to accepting the entire hypothesis in both countries. This reveals the standard role of employee engagement drivers in achieving change management and launching new dimensions of the organization.

## DISCUSSIONS

Organizational change management is the core element of analysis in this study to investigate how employee engagement drivers have the mediating perspective of transformational leadership. Firstly, this research discussed demographics through experience, gender, employment level, and qualification. There were 478 respondents in the study from both countries. Of 478 respondents, 159 were from China, and 319 were from Pakistan. The responses belong to gender 429 male and 49 are female respondents. The respondent from the designation 62 from the top level and 288 from the middle level while 128 from the lower level. The respondents' qualification belongs to 23 from the intermediate level, and 181 belongs to the bachelor's level, while 354 belongs to the master's level.

In recent years, employee engagement has gained importance. Goh and Baum (2021) assert that employee engagement is crucial to HRM and connected to organizational change management and performance. Organization Performance measures employee tasks, obligations, and responsibilities. Our research reveals how to improve employee engagement as a driver of performance and change management. Satisfaction and organization support drive employee engagement. Employee engagement is created when people are respected, trusted, active in competition, rewarded and acknowledged, properly communicated with, mentored, and pushed for innovation and technology.

One of the main strengths of the present study supported that social exchange theory (SET) can be used as a theoretical framework to support employee engagement. This means that the employees who have perceived support from the leaders and management are more likely to respond with a greater level of job engagement and organizational change management; employees who are delivered with suitable development (training, skills, and learning) are more prospective to be more involved in their job role and organization roles; and would recompense with more significant organization change management. Thus, engaged employees have positive behaviors, attitudes, intentions derived from a typical high-level relationship with their leaders and organization.

The study's empirical findings showed that the independent variables (Employee Engagement Drivers) are interrelated with organizational change management and transformational leadership. According to our research, if the organization's reward, innovation and technology, workplace wellness, competitiveness, environment/culture, and communication are great, employee engagement will soar with organizational change management. According to the

research, employee involvement affects change management (Bhola, 2010; Matthysen & Harris, 2018; Van der Voet & Vermeeren, 2017).

Transformational leadership (individualized influence, inspired motivation, intellectual stimulation and individual consideration, teamwork, resistance, support for change, degree of leadership, and leader-member exchange) supports employee engagement and its positive effect on organizational change management overall. The present study's empirical findings confirm earlier research showing overall transformational leadership and overall workforce engagement affect the dependent variable (change management process) (Tomlinson, 2010).

The mediation effect is also being tested to investigate transformational leadership in between the on the relationship between employee engagement drivers and the organizational change management process (Preacher, 2015).

The testing result of the hypothesis reveals that transformational leadership has a positive effect on employee engagement drivers and organizational change management process overall, besides supporting the hypothesis testing. SEM was applied to test the first three hypotheses (H1, H2, and H3). Here we examined the direct relationship. The result disclosed that transformational leadership has a positive relationship between employee engagement drivers and organizational change management (Sahu, Pathardikar, & Kumar, 2017). Similar outcomes were revealed that all the antecedents of transformational leadership are significantly associated with the change management process using employee engagement drivers. This means that leadership style plays an essential role in the change management process.

Moreover, the transformational leadership style can motivate and inspire their employees in teamwork, resistance, support for change and leader-member exchange (Kock, 2016). The study findings show that transformational leadership plays a positive role between the employee engagement and organizational change management process. This study results link with the findings of the previous work (Alqatawenh, 2018; Faupel & Süß, 2019).

Many scholars have advocated understanding how transformational leadership affects change management. Transformational leadership's hidden systems effect change management. Our results suggest that transformative leaders communicate successfully with subordinates to manage change. In meetings, collaboration, resistance, and organizations, communication has always been crucial. Team members may miscommunication. This may cause a failure. Transformational leaders are great communicators, according to the research. Transformational leaders update their subordinates on change policies. This gives team members confidence, and

they approach the team leader without hesitation to address issues (Ramsey, Rutti, Lorenz, Barakat, & Sant'anna, 2017).

This research determined employee involvement in organizational change management. This improves transformative leadership and change management. Our research offered employee engagement drivers to improve organizational change management and the transformational leader's role (Wang & Hsieh, 2013).

## CONCLUSION

The primary objective of this study was to put to the test a model to determine the impact of individual employee engagement factors on organizational change management processes (Job and Individual Characteristics, Management Support, Reward, Environment, and Communication) and transformational leadership as mediating variables, with social exchange theory as the theoretical underpinning. Employee engagement is highly vital for the success of an organization because an engaged employee has a high level of motivation.

The findings of this study support the use of social exchange theory (SET) as a theoretical framework for understanding the concept of employee engagement. This means that employees who have received leadership and management support are more likely to reciprocate with increased job engagement and organizational change management. Employees who have received adequate development (training, skills, and learning) are more likely to be more engaged in their job roles and organizational roles; and would repay with increased organizational change management. As a result of a high-level mutual relationship with their leaders and organization, engaged employees exhibit positive behaviors, attitudes, and intentions.

Transformational leadership plays a mediating role in the organizational change management process by influencing different employee engagement drivers. This is demonstrated in an in-depth study using a self-administered questionnaire to collect data from top-level, middle-level, and lower-level tourism managers in Pakistan (GB) and China (Yunnan). The dynamics of organizational processes differ in Pakistan's public and private sectors because the former employs a tedious old bureaucratic style resistant to change. The variables of this study have contributed a theoretical perspective to support various theories in the tourism sector, such as Leader-Member Exchange (LMX), Social Exchange Theory (SET), and Communication Theory. According to the findings of this study, transformational leadership acts as a bridge between employee engagement drivers and the organizational change management process. This endeavor has theoretical and practical implications based on these findings. This study

supported employee engagement by determining any employee's role in the organizational change management process and if transformational leadership activities improve the organizational change management process.

As a result of this research, our model and related theories are more generalized and have more practical implications for tourism development. Organizational change management was facilitated by transformational leadership, and new employee engagement drivers were introduced. When it comes to employee engagement, this is the first study to show that transformational leadership plays a significant role. Future research could examine the impact of transactional and laissez-faire leadership styles on change management. As a result, this model can be tested in other industries, such as government, private, IT, and agricultural, in the future. It can also be used to contrast the role of transformational leadership in China and Pakistan. This can only be done if we look at the most critical drivers of employee participation in the change management process separately. This study, hence, is an attempt to clarify the role of transformational leadership in the process of managing organizational change.

## REFERENCES

- Abbas, S. G., Yousafzai, M. T., & Qureshi, M. I. (2015). Coping the Challenge of Change in Academe--Are we really Learning Organizations? *Journal of Managerial Sciences*, 9(1).
- Agboola, A. A., & Salawu, R. O. (2011). Managing deviant behavior and resistance to change. *International Journal of Business And Management*, 6(1), 235.
- Ahmed, T., Khan, M. S., Thitivesa, D., Siraphattada, Y., & Phumdara, T. (2020). Impact of employees engagement and knowledge sharing on organizational performance: Study of HR challenges in COVID-19 pandemic. *Human Systems Management*, 39(4), 589-601.
- Al-Ali, A. A., Singh, S. K., Al-Nahyan, M., & Sohal, A. S. (2017). Change management through leadership: the mediating role of organizational culture. *International Journal of Organizational Analysis*.
- Albrecht, S. L., Bakker, A. B., Gruman, J. A., Macey, W. H., & Saks, A. M. (2015). Employee engagement, human resource management practices and competitive advantage: An integrated approach. *Journal of Organizational Effectiveness: People and Performance*.
- Alqatawenh, A. S. (2018). Transformational leadership style and its relationship with change management. *Verklas: teorija ir praktika*, 19(1), 17-24.
- Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of personality and social psychology*, 51(6), 1173.
- Bass, B. M. (1999). Two decades of research and development in transformational leadership. *European Journal of Work and Organizational Psychology*, 8(1), 9-32.
- Becker, B. E., & Huselid, M. A. (1998). Human resources strategies, complementarities, and firm performance. *SUNY Buffalo: Unpublished manuscript*.
- Bedarkar, M., & Pandita, D. (2014). A study on the drivers of employee engagement impacting employee performance. *Procedia-Social and Behavioral Sciences*, 133, 106-115.
- Bhola, H. (2010). *Employee engagement: The impact of change management implementation in mergers*. The University of Pretoria.



- Bouckenooghe, D., Devos, G., & Van den Broeck, H. (2009). Organizational change questionnaire—climate of change, processes, and readiness: Development of a new instrument. *The Journal of Psychology, 143*(6), 559-599.
- Cacioppe, R., & Mock, P. (1984). A comparison of the quality of work experience in government and private organizations. *Human Relations, 37*(11), 923-940.
- Cardon, M. S., & Stevens, C. E. (2004). Managing human resources in small organizations: What do we know? *Human Resource Management Review, 14*(3), 295-323.
- Dom, F. R. M., & Ahmad, A. M. (2019). An Impact of Cultural Change on Employees Engagement and Organization Performance: A Literature Review. *Asian Journal of Research in Education and Social Sciences, 1*(1), 1-6.
- Faupel, S., & Süß, S. (2019). The effect of transformational leadership on employees during organizational change—an empirical analysis. *Journal of Change Management, 19*(3), 145-166.
- Freeman, R. E., & Velamuri, S. R. (2021). *A New Approach to CSR: Company Stakeholder Responsibility 1*: Routledge.
- Goh, E., & Baum, T. (2021). Job perceptions of generation Z hotel employees towards working in COVID-19 quarantine hotels: the role of meaningful work. *International Journal of Contemporary Hospitality Management*.
- Gong, Y., Chang, S., & Cheung, S. Y. (2010). High performance work system and collective OCB: A collective social exchange perspective. *Human Resource Management Journal, 20*(2), 119-137.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the academy of marketing science, 43*(1), 115-135.
- Khoso, F. J., & Alwi, S. K. K. (2022). Educators Perception about Leadership Competencies: A Comparison of Public and Private Universities of Pakistan. *Pakistan Languages and Humanities Review, 6*(1), 66-73. [http://doi.org/10.47205/plhr.2022\(6-1\)6](http://doi.org/10.47205/plhr.2022(6-1)6)
- Knight, C., Patterson, M., & Dawson, J. Building work engagement: A systematic review and meta-analysis investigating the effectiveness of work engagement interventions. *Journal of Organizational Behavior, 2017, 38*(6), 792-812.

- MacKinnon, D. P., Fairchild, A. J., & Fritz, M. S. (2007). Mediation analysis. *Annual Review of Psychology, 58*, 593.
- Malik, M. E., Nawab, S., Naeem, B., & Danish, R. Q. (2010). Job satisfaction and organizational commitment of university teachers in the public sector of Pakistan. *International Journal of Business and Management, 5*(6), 17.
- Martin, R., Muûls, M., De Preux, L. B., & Wagner, U. J. (2012). Anatomy of a paradox: Management practices, organizational structure, and energy efficiency. *Journal of Environmental Economics and Management, 63*(2), 208-223.
- Matthysen, M., & Harris, C. (2018). The relationship between readiness to change and work engagement: A case study in an accounting firm undergoing change. *SA Journal of Human Resource Management, 16*(1), 1-11.
- Najeh, L. (2019). Application of Grain Storage System based on Strategic Planning and Modern Techniques. *Journal of Innovation and Applied Technology, 5*(2), 952-956.
- Neves, P., Almeida, P., & Velez, M. J. (2018). Reducing intentions to resist future change: Combined effects of commitment-based HR practices and ethical leadership. *Human Resource Management, 57*(1), 249-261.
- Obolensky, N. (2017). *Complex adaptive leadership: Embracing paradox and uncertainty*: Routledge.
- Preacher, K. J. (2015). Advances in mediation analysis: A survey and synthesis of new developments. *Annual Review of Psychology, 66*, 825-852.
- Ramsey, J. R., Rutti, R. M., Lorenz, M. P., Barakat, L. L., & Sant'anna, A. S. (2017). Developing global transformational leaders. *Journal of World Business, 52*(4), 461-473.
- Sadeli, J. (2015). The influence of leadership, talent management, organizational culture and organizational support on employee engagement. *International Research Journal of Business Studies, 5*(3).
- Sahu, S., Pathardikar, A., & Kumar, A. (2017). Transformational leadership and turnover: Mediating effects of employee engagement, employer branding, and psychological attachment. *Leadership & Organization Development Journal*.
- Sehar, S., & Alwi, S. K. K. (2019). Impact of Head Teacher's Leadership Style on Teacher's Job Satisfaction and Work Motivation. *Journal of Business Strategies, 13*(1), 1-18.

- Selden, S. C., Ingraham, P. W., & Jacobson, W. (2001). Human resource practices in state government: Findings from a national survey. *Public administration review*, 61(5), 598-607.
- Shih, H. A., Chiang, Y. H., & Hsu, C. C. (2013). High performance work system and HCN performance. *Journal of Business Research*, 66(4), 540-546.
- Tomlinson, G. (2010). Building a culture of high employee engagement. *Strategic HR review*.
- Van der Voet, J., & Vermeeren, B. (2017). Change management in hard times: Can change management mitigate the negative relationship between cutbacks and the organizational commitment and work engagement of public sector employees? *The American Review of Public Administration*, 47(2), 230-252.
- Wang, J. (2005). Fundamentals of erbium-doped fiber amplifiers arrays (Periodical style—Submitted for publication). *IEEE J. Quantum Electron*.
- Wang, D.-S., & Hsieh, C.-C. (2013). The effect of authentic leadership on employee trust and employee engagement. *Social Behavior and Personality: an international journal*, 41(4), 613-624.
- Yap, Y. Y. (2016). *Relationship between employee engagement, career development, organizational culture, psychological ownership, and staff's talent management in the service industry*. UTAR.
- Yue, C. A., Men, L. R., & Ferguson, M. A. (2019). Bridging transformational leadership, transparent communication, and employee openness to change: The mediating role of trust. *Public Relations Review*, 45(3), 101779.

This is an open-access article distributed  
under the Creative Commons Attribution  
License 4.0

